



Thursday, 21 August 2025

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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, 1 September 2025 at 4.00 pm.**

A handwritten signature in cursive script, appearing to read 'J Portman'.

Jane Portman
Interim Chief Executive

To: Members of the Overview and Scrutiny Committee
(Councillors Gina Blomefield, Angus Jenkinson, David Cunningham, Tony Slater, Lisa Spivey, Clare Turner, Michael Vann, Jon Wareing, Joe Harris and Nick Bridges)

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 relating to items to be considered at the meeting.
4. **Minutes** (Pages 5 - 20)
To approve the minutes of the meetings held on 7 July and 8 July 2025.
5. **Matters Arising from Minutes of the Previous Meeting** (Pages 21 - 26)
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 one minute. 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.

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** (Pages 27 - 34)

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

10. **Financial Performance Report 2025-26 Quarter 1** (Pages 35 - 72)

Purpose

A report setting out the first budget monitoring position for the 2025/26 financial year.

Recommendation

That the Committee scrutinises the report and agrees any recommendations it wishes to submit to Cabinet on 4 September 2025.

11. **Service Performance Report 2025-26 Quarter 1** (Pages 73 - 146)

Purpose

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

Recommendation

That the Committee scrutinises the report and agrees any recommendations it wishes to submit to Cabinet on 4 September 2025.

12. **Corporate Plan 2024-2028 Update** (Pages 147 - 174)

Purpose

The extant Corporate Plan was agreed last year and there have been significant changes nationally and locally which are reflected in the refreshed Corporate Plan.

Recommendation

That the Committee scrutinises the report and agrees any recommendations it wishes to submit to Cabinet on 4 September 2025.

13. **Updates from Gloucestershire County Council Scrutiny Committees**

Purpose

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

Gloucestershire Economic Growth Scrutiny Committee – Cllr Angus Jenkinson
Health Overview & Scrutiny Committee – Cllr David Fowles

14. **Work Plan and Forward Plan** (Pages 175 - 194)

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

(END)



Overview and Scrutiny Committee
07/July2025

Minutes of a meeting of Overview and Scrutiny Committee held on Monday, 7 July 2025

Members present:

Gina Blomefield (Chair)	Angus Jenkinson(Vice-Chair)	Clare Turner
David Cunningham	Michael Vann	Ian Watson
Tony Slater	Joe Harris	Nick Bridges

Officers present:

Jane Portman, Interim CEO	Julia Gibson, Democratic Services Officer
Andrew Brown, Head of Democratic and Electoral Services	Paul James, Economic Development Lead
Angela Claridge, Director of Governance and Development (Monitoring Officer)	Alison Borrett, Senior Performance Analyst
David Stanley, Deputy Chief Executive and Chief Finance Officer	Gemma Moreing, Business Information and Performance Lead
Matt Abbott, Head of Communications	

Observers:

Councillors Patrick Coleman and Mike Every

OS.190 Apologies

Apologies were received from Councillor Jon Waring and Councillor Lisa Spivey.

OS.191 Substitute Members

Councillor Ian Watson substituted for Councillor Jon Waring.

OS.192 Declarations of Interest

There were no declarations of interest.

OS.193 Minutes

The minutes of the meeting held on 6 May 2025 were discussed.

Councillor Clare Turner proposed accepting the minutes and Councillor David Cunningham seconded the proposal.

RESOLVED: to APPROVE the minutes of the meeting held on 6 May 2025.

OS.194 Matters Arising from Minutes of the Previous Meeting

The Chair acknowledged receipt of information on three key areas discussed at the previous meeting: the customer complaints procedure, street sign repairs, and an update on homelessness. The homelessness update included details on grant expenditure and current waiting list figures, broken down by category.

A further enquiry was made regarding the information circulated to Town and Parish Councils following the 5 Year Land Policy briefing. The Monitoring Officer advised that a Town and Parish Council newsletter would be issued by the end of the week, which would include feedback from the recent summit and updates on Local Government Reorganisation (LGR).

OS.195 Chair's Announcements

The Chair welcomed Councillor Angus Jenkinson into the role of Vice Chair and looked forward to his support in the smooth running of Overview and Scrutiny Committee meetings.

Councillors Joe Harris and Nick Bridges were welcomed as new Members of the Committee.

Members were encouraged to read the additional paper on the Executive Scrutiny Protocol as a useful reminder of the Committee's role and focus.

An apology was given for holding two meetings on consecutive days, due to reports not being ready in June. As a result, scrutiny of key items for the July Cabinet meeting had to take place this week. Appreciation was expressed to Democratic Services for the timely circulation of reports and to the report authors for their efforts.

OS.196 Public Questions

Mr Andy Farmer, secretary of the South Cotswolds Labour Party asked the following questions:

Question 1 - Farming Motion Working Group update.

A request was made to amend paragraph 3.2 to state that *"representations against the motion were received from the South Cotswolds Labour Party"* replacing the current wording.

Members expressed the following views regarding the request:

- There was no objection to clarifying the Labour Party's position on the motion, however, as the positions of other contributors were not clearly presented in the report, Members were unsure of the benefit of this clarification.

Question 2

A request was made to amend the report to improve transparency regarding the independence of the analysis and the interests of the Working Group Members involved. It was noted that the Council-funded report appeared to present only negative findings, without acknowledging any positives, and that transparency would allow the public to make an informed judgment.

Members responded as follows:

- Declarations of interest were the responsibility of the individual and were being kept up to date on the Cotswold District Council website.
- It was noted that party political positions did not influence any discussions held during the working group meetings.

It was agreed that the current version of the report had been published with the committee papers, but an updated version would be issued for the Full Council meeting. Any points agreed by the Committee would be incorporated into the next iteration of the report.

OS.197 Member Questions

A follow-up was requested on usage of CDC electric vehicle charging points, including Trinity Road. While more time might be needed to establish patterns, a report was requested showing when chargers were used, duration, and users. A member also noted a positive experience with the Connected Kerb app.

OS.198 Report back on recommendations

There were no recommendations to Cabinet arising from the previous Committee meeting.

OS.199 Overview and Scrutiny Committee Annual Report for 2024/25

The annual report detailing the role and work of the Committee was discussed prior to consideration by Full Council on 16 July 2025.

It was noted that the report omitted reference to the involvement of two Members in the County Council's scrutiny committees.

Councillor David Cunningham proposed accepting the Overview and Scrutiny Committee Annual Report and Councillor Michael Vann seconded the proposal.

RESOLVED: to APPROVE the Overview and Scrutiny Committee Annual Report.

The purpose of the report was to set out of the outturn position for the 2024/25 financial year.

The report was introduced and the follow points made:

- The final outturn showed a surplus of £778,000, £262,000 above the budgeted surplus of £516,000. This exceeded earlier projections of £250,000 at Q2 and £435,000 at Q3.
- There was significant movement in housing benefit overpayment figures, with an additional £236,000 income recorded. This was mainly due to adjustments ensuring overpayments were accurately identified and recovered via the financial and Civica housing benefit systems.
- There was also an improvement in Trinity Road service charges, with some energy generated from the solar panels and core costs recovered
- Treasury management showed a £60,000 adverse movement between Q3 and outturn.
- It was reported that the total in-year cost of Phase 1 of the Publica transition was below the £182,000 provision included in the budget.

In both 2023-24 and 2022-23, the Council drew £1.852 million from the Financial Resilience Reserve to support its revenue budget. Following a November 2023 motion, the Council committed to replenishing this reserve. With the current £778,000 surplus, £516,000 of which would be returned, and the planned budget for the current year, it was anticipated that £1.874 million would be restored to the reserve.

The expected outcome of the Fair Funding Review 2.0 was that the Council was likely to face reduced funding in future years. This aligned with the Medium Term Financial Strategy (MTFS), which forecasted a "cliff edge" funding cut around 2026-27. The current outturn position was more favourable, enabling the Council to retain more in earmarked reserves to help mitigate these challenges.

Of the overall surplus, £516,000 was transferred to the Financial Resilience Reserve. The remaining £262,000 was recommended for transfer to the Transformation Reserve, which currently held £200,000, to support broader transformation activities.

The capital outturn showed slippage and underspend totalling £428,000, slightly above the Q3 forecast. This was mainly due to lower spending on Disabled Facilities Grants and delays in the ORC-funded off-street residential parking scheme for electric vehicle chargers.

In questioning and discussion it was noted that:

- The £170,000 adverse variance relating to commercial property income was mainly due to the former Wilko store in Tipton being vacant for the financial year, causing lost rent and additional costs. A new lease with Worley Stores Ltd commenced in July, including a six-month rent-free period; however, the tenant was responsible for business rates, with annual rent around £80,000 as reflected in the 2024/25 budget. Additional variance resulted from reduced rental income after lease renewals in Seaford (Tesco) and Hereford (Superdrug), reflecting market conditions.
- A £33,000 shortfall in income from public conveniences was reported. A review was planned for September, that would provide an update of the rolling out of charging to all facilities or a review of the fee to ensure cost recovery along with the review of cash-less charging provision.
- Overall car park fee income remained on budget. However, shortfalls were noted in income from permits and penalty charge notices. Enforcement was strengthened by recruiting 2.6 full-time equivalent officers following earlier staff resignations. No specific localised issues with car park income were identified.
- The Deputy CEO confirmed that car parking enforcement did not cover all seven chargeable days. Recruitment was underway to ensure adequate staff coverage across all district car parks and chargeable days.
- Card payment issues had occurred due to connectivity problems with car park ticket machines and a temporary lapse in the Council's payment processing contract. These issues had been resolved, with the Pay by Phone app remaining available. A project to replace all 31 machines was underway, funded through the capital programme. The new machines would improve usability and address connectivity issues. An automatic refund process for duplicate payments had been in place since April.
- In regard to the accuracy of budget forecasting over time and whether any trends of improvement or decline had been identified, it was confirmed that significant variances in outturn reports would inform future budget planning. With the transfer of services from Publica to Cotswold District Council, the current reliance on agency staff in planning services was acknowledged as unsustainable and a contributor to significant overspend. The Director for Communities and Place was actively reviewing resource needs.
- It was noted that the Council used an incremental budgeting approach rather than zero-based budgeting. With a projected funding gap of £1.6 million in 2026/27, rising to £4.9 million, transformation in service delivery and funding was necessary.

- It was confirmed that the Government's current timetable for Local Government Reorganisation set Vesting Day as 1 April 2028. If implementation was delayed causing financial detriment, it was noted that representations would likely be made to Government to seek mitigation. The more immediate financial risk identified was from the Fair Funding Review 2.0, expected to redistribute resources away from lower-tier authorities like Cotswold to areas with higher need. The Government had provided three-year funding allocations to support future financial planning.
- There were concerns that EV bays in Moreton-in-Marsh had been unused for months, leading to lost income and underutilised space. The reputational risk and impact on EV adoption were highlighted, with a request for review and resolution, which the Cabinet Member agreed to.
- Officers were seeking to better align financial outcomes and delivery against the Council's priorities and objectives.
- Responsibility for addressing underperformance lay with Budget Holders, Heads of Service, and Directors. Issues with expenditure or income were reported in quarterly financial performance reports, which underwent pre-scrutiny before Cabinet consideration. The reports included proposed actions, with Cabinet determining their sufficiency and authority to request alternative measures.
- Planning fees were increased by 10% two years ago, with provisions for annual inflationary rises, leading to a 1.7% increase in statutory fees this year. The Committee would review the Planning Advisory Service outcome to assess cost recovery of discretionary services and consider potential fee changes or use of Planning Performance Agreements.
- Given that there were no scheduled elections within the next 12 months, the continuation of the use of tablets would depend on the Returning Officer and Election Services Manager assessing their value if elections were called.
- It was confirmed that Gloucestershire County Council's plans to install on-street EV charging points in Chipping Campden were entirely separate from the Council's ORC funded scheme.
- A significant rise in printing and postage costs was noted and opportunities to reduce these costs (e.g. paper-light committee meetings) were being explored.

The Council needed to borrow to support its 2026-27 capital programme. With borrowing costs at 5.99%, a review was underway to identify capital receipts from asset sales and reassess expenditure timing. Approximately £4 million in capital receipts was held, which was insufficient to cover the programme.

OS.201 Service Performance Report 2024-25 Quarter 4

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

The Leader of the Council and Senior Performance Analyst made the following points:

- The overall performance of the Council was mixed.
- The highlights were: Publica phase 2 transitions, Cotswold Home Solar had 27 household completed and 18 with deposits, 'Strengthening Communities' events.
- Areas performing above target: customer satisfaction, planning applications determined within time targets, high-risk food premises inspections, gym membership and Leisure Centre visits.
- Areas performing below targets were: Affordable homes, missed bin collections.

In questioning and discussion the following points were noted:

- UBICO had been fitting the replacement of street signs work around other commitments, indicating a lack of a clear, dedicated process. A written response to Members was offered as a follow up.
- Delivery of the District Council's cultural strategy, now reconfigured as a plan, was off target due to a timing issue; the cultural strategy was scheduled for Cabinet consideration on Thursday.
- It was confirmed that future reports would aim to include specific dates to ensure clarity about the timeframes being referenced.
- The Director of Communities and Place would consider using temporary staff to address the backlog of 561 planning enforcement cases, subject to budget and suitability.
- Shared Prosperity Funds must be spent within the year. Future schemes, including potential collaborations with GCC such as the safe crossing project, would be considered on an annual basis to ensure funding was not tied up in undeliverable projects.
- The waste collection service relied on a single narrow access vehicle, highlighting the need for a backup to prevent future service disruptions.
- A Member sought clarification on the leisure centres' monthly site inspection ratings scale and requested separate feedback on user satisfaction and usage specifically for Chipping Camden Leisure Centre. It was confirmed that the service breaks down data by site, and a written response with this information would be provided to the committee.
- Concerns were raised about cleanliness at leisure sites and a request made for more detailed KPI information on cleanliness in future reports for constructive review. Councillor Hodgkinson, as portfolio holder, was actively engaged with

the contractor and monitoring efforts to improve the cleanliness standards of the leisure centres.

- Freedom of Information requests performance was below target and statutory requirements had been missed. Data would be circulated to update Members on the details.
- Missed bin collections had increased. Following last year's round changes, waste collection has mostly stabilised, though missed collections remained above target (101 vs. 80). The Council was working closely with Ubico to address recurring issues and improve customer communication. It was recognised that standards needed to improve, and work was ongoing to achieve this.
- The new Interim Chief Executive would be reviewing the delivery of the Corporate Plan with officers to ensure expected progress was being made. Where there were delays or blockages, these would be discussed and shared with the Leader and relevant portfolio holders.
- Some targets were statutory, while the remaining 60-70% were set internally. A recommendation was made to enhance performance monitoring by introducing control chart analysis to better understand system variations and trends.
- Retrofit community events and free home visits were only planned until September 2025. A question was asked about why more events could not be held to continue informing Cotswolds residents about improving home energy efficiency. Further details will be circulated as an answer to the question.

There was a break from 17:55 – 18:08

OS.202 Farming Motion Working Group Update

In discussing the report, Members made the following points:

- The government's proposed changes were well-intentioned and aimed to address inheritance tax avoidance.
- The main concern highlighted was farmers' difficulty in paying potentially large inheritance tax bills.
- Broader potential impacts, included: Food security issues, changes to land values and possible disruption to farming practices.
- It was emphasised that this process was not driven by any political group nor prejudged before it began.
- Various reports were received and investigated by task and finish group members: Treasury and Lords briefings, additional reports from DEFRA.
- Five proposed key messages to the government with six alternative policy approaches and seven alternative options included in the report.
- Succession planning must be carefully developed over time, with agreement from all involved.
- Farmers earned their income through active farming, whereas wealthy landowners may use farmland primarily as a means to avoid tax. A 20% tax rate

did not effectively deter this kind of tax avoidance whereas a 40% Inheritance Tax (IHT) would serve as a stronger deterrent.

- A review was being requested to consider implementing a system of rollover reliefs.

Clarification was sought whether the Task and Finish Group would be proposing a formal recommendation (a specific form of words) or simply presenting the findings for the Council to note.

The actions agreed involved putting forward a form of words which was up to the full Council to review, accept or change. The first stages would be to agree the wording of the letter to the Chancellor of the Exchequer with the Leader of the Council.

The Committee agreed that an updated version of the report would be included in the full Council agenda, allowing councillors to see the outcome of the Task and Finish Group's work. If the Council agreed that the Leader should write a letter, it could then be drafted based on the contents of that report.

Councillor Cunningham proposed accepting the Farming Motion Update and Councillor Harris seconded the proposal.

RESOLVED: to RECOMMEND to Council to request that the Leader writes to the Chancellor of the Exchequer expressing concerns that the proposed changes to Inheritance Tax rules as they relate to farms will have unintended consequences that could have far reaching implications for the viability of the farming sector of the Cotswolds.

OS.203 Updates from Gloucestershire County Council Scrutiny Committees

HOSC – No meetings had been held since the last Committee meeting.

GEGSC – a short report was submitted and Members were invited to comment.

OS.204 Work Plan and Forward Plan

In discussion of the Work Plan and Forward Plan, the following points were raised:

- Section 5.2 of the Executive Scrutiny Protocol recommended regular meetings between the Chair and Vice Chair of the Overview and Scrutiny Committee and the Leader and Cabinet members to discuss work and forward plans. The first meeting was scheduled for September.
- A suggestion was made to explore the current state of the hospitality and retail sectors in the Cotswolds, particularly considering recent tax changes that may impact early-career individuals.

Overview and Scrutiny Committee

07/July2025

- It was suggested that, two years into the leisure contract, the Committee should hear directly from Freedom Leisure to review contract progress, identify improvements, and discuss the provision at Chipping Campden School.
- A request was made for an overview of the current parking situation and progress on the emerging parking strategy, current developments and future aspirations for parking.
- It was suggested that a follow-up discussion regarding Local Government Reorganisation take place sometime after November and that the item be included on a regular basis.
- It was suggested that a dedicated Overview and Scrutiny Committee meeting may be necessary to specifically scrutinise the Local Government Reorganisation (LGR) processes.

The Deputy CEO confirmed governance structures were in place for LGR and leaders informed, but staff and members lacked clarity on the process. A briefing note from the Interim Chief Executive was suggested to ensure consistency. Staff updates would be shared via the Council website and with members. Scrutiny may have a role in this process.

It was noted that there were useful work streams the local authority could consider to support the county's process regarding potential scrutiny involvement. Overall, scrutiny was seen as having a potentially valuable role, subject to clear guidance from council leadership on its scope.

The Meeting commenced at 4.00 pm and closed at 7.01 pm

Chair

(END)



Minutes of a meeting of Overview and Scrutiny Committee held on Tuesday, 8 July 2025

Members present:

Gina Blomefield (Chair)	Angus Jenkinson (Vice Chair)	
David Cunningham	Clare Turner	Joe Harris
Tony Slater	Michael Vann	Nick Bridges

Officers present:

Jane Portman, Interim CEO	Harrison Bowley, Head of Planning Services
David Stanley, Deputy Chief Executive and Chief Finance Officer	Julia Gibson, Democratic Services Officer
Angela Claridge, Director of Governance and Development (Monitoring Officer)	Matt Abbott, Head of Communications
Jo Symons, Head of Planning Policy and Infrastructure	Matthew Britton, Principal Planning Policy Officer

Observers:

Councillor Juliet Layton

OS.205 Apologies

Apologies for late attendance were received from Councillor Lisa Spivey. Apologies for absence were received for Councillor Jon Waring.

OS.206 Substitute Members

Councillor Ian Watson substituted for Councillor Jon Waring.

OS.207 Declarations of Interest

There were no declarations of interest.

OS.208 Chair's Announcements

The Chair thanked Members for attending the second meeting of the week. It was noted that Geraldine LeConte, Assistant Director of Planning Services, had been substituted by Harrison Bowley, Head of Planning Services.

OS.209 Public Questions

There were no public questions.

OS.210 Member Questions

There were no Member questions.

OS.211 Local Plan Update

The purpose of the report was to confirm the way forward for the Local Plan Update. The Cabinet Member for Housing and Planning highlighted the following:

- It was proposed to merge the Partial Update of the Local Plan, which was nearly complete, with the Development Strategy and Site Allocation Plan to progress towards Regulation 19.
- It was noted that the plan was due for submission in December 2026 and adoption in 2027. Without an up-to-date Local Plan and housing land supply during this period, the Council would be vulnerable to speculative development, delayed building of affordable homes, S106 agreements and strategic housing.

In questioning and discussion, it was noted that:

- The merger of the existing Local Plan work with the new development strategy was not expected to require additional budget. Planned work, including evidence gathering, consultation, and examination (e.g. Inspector fees, legal advice, and staffing), was expected to be funded from the existing £1 million Local Plan reserve and a £300,000 MHCLG grant.
- In response to queries about the £215,000 allocated for Stage 2 of the Moreton-in-Marsh Feasibility Study, it was confirmed that Stage 1 was underway, and the need for Stage 2 would be based on its findings.
- The Local Plan Oversight Board remained within Cabinet. Whilst broader representation was acknowledged, it was considered that existing Cabinet Members provided a wide range of relevant skills and experience.
- The Oversight Board would provide regular updates to Overview & Scrutiny.
- Confidence remained that the Local Plan timescale could be met, as significant work had been completed. A full-time project manager was being appointed, with regular coordination meetings planned with the County Council and National Highways. The Planning Advisory Service was ensuring sufficient inspector capacity for the examination.
- The Council would work with the Cotswold District Council communication team to ensure resident engagement was meaningful and well-timed. Holding public meetings before site viability was confirmed had led to unnecessary costs and staff pressure. Communications regarding the Regulation 19 document would be available for public viewing.

- A communications strategy was being developed with the communications team to support the Regulation 18 consultation. The strategy would ensure meaningful engagement was adequately resourced.
- The commitment to delivering affordable homes was reflected in the Regulation 18 policies, which included a 40% affordable housing target. Until the Local Plan was adopted, final decisions on green initiatives and the volume, location, and delivery of affordable housing may be subject to factors beyond the Council's control.
- The creation of a Cotswold National Park had been rejected to retain local control over development, housing, and planning. Protection continued under the Cotswold National Landscape as per the revised National Planning Policy Framework (NPPF).
- Concerns were noted about development in 16% of the district. Evidence to meet the target of 1,036 homes per year was currently insufficient and would be examined by a planning inspector. Discussions with neighbouring authorities continued on unmet housing needs, and future Gloucestershire-wide strategies would aim to address regional requirements and development sites.
- The Moreton-in-Marsh Working Group would only meet if the area was deemed viable for major development.
- The number of strategic sites identified was currently unknown and would be confirmed once the assessment study was completed.
- The option of a garden town or village remained under consideration but was unlikely due to timeline constraints.
- Concerns were raised about workload and potential delays from consultant reports, with suggestions that current staffing may be insufficient. Assessments continued as planned, supported by a project manager. The Deputy Chief Executive Officer proposed Cabinet prioritised contingency funding in the upcoming budget. The importance of balancing resource requests without impacting routine planning services was emphasised.
- Engagement with water and electricity providers was ongoing and would be actively maintained to support the Local Plan's progress.
- Despite national challenges for housing associations, the Council worked with reliable local providers. The £39 billion government affordable homes programme was expected whilst the housing team monitored local funding options.

The following recommendations were made to Cabinet:

1. That the Overview and Scrutiny Committee receive timely updates as the Local Plan develops.
2. That the Council commits to a publicly available communications and engagement strategy for both Regulation 18 and Regulation 19 consultations, specifying:
 - What methods will be used (digital, in-person, targeted)

08/July2025

- Clear stakeholder mapping with consideration of how hard-to-reach groups will be involved
 - How it will be resourced
 - How Artificial Intelligence (AI) summaries will be verified and validated
 - How the Council will lobby the government on the unrealistic housing targets
3. That the Local Plan is disseminated to Town and Parish Councils to ensure two-way dialogue on proposed site allocations and development priorities commencing June 2026 as part of the Regulation 19 consultation on the draft plan.
 4. That the Council considers the establishment of a Local Plan (Contingency) reserve to support the delivery and completion of the Local Plan. Cabinet are encouraged to consider this request as part of the 2026/27 Budget Strategy and MTFS Update due in October 2025 to ensure adequate resources are made available at the start of the Local Plan delivery timetable.
 5. That consideration is given to whether the proposed resources are sufficient to meet the anticipated risks set out in the report.
 6. That the Council ensures that sufficient resources are in place to deliver the business-as-usual planning activity such as the management of planning applications and enforcement activity and this is considered as part of the 2026/27 Budget Strategy and MTFS Update due in October 2025.

Councillor Joe Harris proposed supporting the recommendations in the Local Plan Update report and submitting the six Overview and Scrutiny Committee recommendations to Cabinet and Councillor Angus Jenkinson seconded the proposal.

RESOLVED: to APPROVE the Local Plan Update.

Break: 15:53 – 16:08

OS.212 PAS Peer Review and Action Plan

The purpose of the report was to seek the Council's endorsement of the findings of the PAS (Planning Advisory Service) Planning Service Peer Challenge report (May 2025) and the proposed Action Plan.

The Cabinet Member for Planning and the Head of Planning made the following points:

- The Planning Advisory Service conducted a peer challenge to assess strengths and identified areas for improvement.
- Challenges included COVID and interim agency directors, but the appointment of the Assistant Director of Planning Services and Director of Communities and Place had been welcomed.

In questioning and discussion, it was noted that:

- Responsibility for plan actions would be shared among several heads of service. Development management and enforcement functions would be directly led, with senior leadership providing overall oversight. Some proposed timescales were acknowledged as ambitious.
- The action plan was a living document, reviewed periodically to track progress. Updates were to be reported to the portfolio holder. Positive outcomes would be shared publicly. The process would align with the corporate plan, feeding into service plans, KPIs, team plans, and individual objectives, all regularly reviewed to ensure continuous improvement and accountability.
- Planning enforcement remained challenging, but improvements were underway. Priorities included updating the Local Enforcement Plan to set expectations, clarifying case prioritisation, and improving public communication. Team processes would be overhauled to reduce admin burdens, enhance IT use, and introduce a triage system. Recruitment to permanent posts was expected by the end of November, as current agency contracts were unsustainable beyond then.
- A Developer Forum was planned, with the first session anticipated in 2026. Sessions would be structured and themed to ensure focused discussion and manageable officer involvement.
- Officers were exploring AI tools to improve efficiency in reporting and correspondence. Senior leadership and communications were committed to the responsible adoption of new technology.
- Members requested clearer updates on enforcement cases in their wards, including triage details where confidentiality permits. The enforcement team valued member engagement and aimed to reinstate regular updates, though resources currently limited this.
- Concerns were raised about past validation processes allowing incomplete applications, causing delays and decision risks. Pre-application advice was encouraged but extensions remained necessary to ensure full consultee input and avoid rushed decisions. A flexible negotiation protocol existed but required more consistent use. Clear service level agreements with consultees would help manage expectations and support decision-making.
- The review highlighted that the planning and enforcement team was positive and engaged but required improved processes, IT systems, and tools, such as AI and enhanced performance management, to boost efficiency and effectiveness.
- The team planned to better utilise the Enterprise case management system to automate key stages, notifications, and feedback. Performance management improvements, using tools like Power BI and Idox Insights were underway and expected soon.
- Service level agreements were developed to formalise collaboration between planning teams, with set expectations and deadlines. Regular reviews and meetings were planned to improve cohesion and efficiency. Tools like Idox supported this process.

16:47 – Councillor Harris left the chamber.

Overview and Scrutiny Committee

08/July2025

The following recommendations were made to Cabinet:

1. That ward members are key local contacts for officers to engage and interface with in terms of planning enforcement activities.
2. That the Council encourages the use of existing functionality that is available but not utilised to its full capacity.
3. That the Council prioritises recruitment to vacant posts within Planning Enforcement, notwithstanding the recruitment challenges faced by local government.

Councillor David Cunningham proposed supporting the recommendations of the PAS Review and submitting 3 recommendations to Cabinet and Councillor Tony Slater seconded the proposal.

RESOLVED: to APPROVE the PAS Review.

The Meeting commenced at 2.00 pm and closed at 5.15 pm

Actions from O&S 7 & 8 July 2025

Agenda Point	Action	Responsible Officer	Response
7 July			
Financial perf report Q4	EV car spaces – can there be an update on empty EV spaces and problems with supply company for any not working	Maria Wheatley/ David Stanley	All units in car parks are installed and due to be commissioned September 2025.
	Parking enforcement – Look at rota for full 7 days	Maria Wheatley/ David Stanley/ Claire Locke	The team is actively recruiting to back fill and increase the cover to ensure enforcement is 7 days per week.
	Printing/postage – can there be a breakdown of the areas for the different costs.	David Stanley/Hazel Ingram	Further information to follow.
Service Perf report Q4	Ubico street fitting – reply on replacement sign updates.	David Stanley/Peta Johnson	Ubico installed all the signs that they had in stock - a list was then provided back to CDC with the ones missing. It is believed that the outstanding signs have been ordered, and we are waiting on delivery. Ubico understand that this is a priority and will install the remaining signs once received.
	Ubico - Contingency arrangements for when Ubico's narrow access vehicle is out of service	David Stanley	Further information to follow.

	Freedom Leisure – site breakdown of satisfaction per site. Requesting a better understanding of leisure centre satisfaction	Lisa Canton/ Joseph Walker	Freedom Leisure is now providing quarterly customer satisfaction statistics, which include a breakdown of the number of complaints, compliments, and comments received at each leisure facility. This data is shared with the Performance Team and incorporated into the quarterly performance reports.
	Freedom of Information – better understanding on the timescale to responding to FoI requests.	Cheryl Sloan	Under the FOI Act, we have 20-working days to respond to a Freedom of Information request and 40-working days to respond to an Internal Review. Currently running at 88.26% of FOIs answered within 20-working days against a target of 90%. This is a significant improvement. It should also be noted that we have not received any complaints regarding FOIs, and Internal Reviews meet the statutory response times. Should there be a need for an extension, this is requested.
	Retrofit workshops – better understanding as why the roadshow is such a limited time scale and not ongoing. Will the free home visits be ending Sept 25?	Justine Mallinson	The Retrofit Engagement Scheme has been made possible with a grant from the Department of Energy Security and Net Zero and the South West Net Zero Hub to engage Cotswold District homeowners with the possibilities available for retrofitting their homes to reduce energy demand and meet Net Zero obligations, educate them on the PAS2035 process and whole house retrofit, and to signpost them to partners and businesses that may help. It is a 12-month grant which comes to a close at the end of September. I will no longer be in post after this date.

			<p>One of the KPIs of the scheme was to deliver one major event in the district (Drive and Thrive) and several community events. To date there have been 10 community events (3 retrofit roadshows) with another 5 retrofit roadshows in the pipeline to be delivered between now and mid-September.</p> <p>Another of the KPIs is a commitment from 28 households to install at least 1 energy efficiency measure within the next 12 months. To achieve this, I (as a qualified and experienced retrofit assessor and coordinator) offer a bespoke home visit to interested residents to identify areas of improvements that could be carried out. I have visited 32 homes in the district to date, with another 8 currently booked, and more expected with each roadshow. There have been 22 commitments so far. Each home visit is time consuming, but feedback from residents has been very positive:</p> <p><i>"We live in a large, listed Cotswold property and knowing what to do next to improve energy efficiency seemed utterly daunting, Justine has hugely helped us to identify cost-effective options for our property and prioritise those that would give us the best results soonest" – Anonymous</i></p> <p><i>"Justine really knows her stuff and I can't thank her enough for her visit. She immediately identified an issue with our insulation upgrade plans that two other</i></p>
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			<p>surveys had completely missed and without her input the whole project would have gone wrong” - Kit Gerrard</p> <p>“A comprehensive and extremely useful explanation of how we could save energy by making our home more energy efficient. In addition, we discovered potential grant-aided sources that we could apply for. Overall, we were most impressed with Justine's knowledge and believe that others could also benefit from this service in future. We hope it will continue to be funded for this to happen.” - Anonymous</p> <p>I hope that this provides a clearer picture of why the roadshows are limited, based on time available to me, and the subsequent end of the funding scheme.</p>
	Perf report – to consider Control Chart Analysis	Gemma Moring	included control charts in the new quarter's reporting
Work Plan	LGR – providing a briefing note to all Members (similar to the briefing for staff)	Matt Abbott/ Jane Portman	Briefings have been organised for Members on 29 July (in person) and 19 Augst (online) to update Members on the LGR progress.
	LGR specific O&S Committee – to scrutiny the processes where bodies interact	Mike Evemy/ Gina Blomefield	<p>There is a meeting on 18 September with the Chair and Vice Chair of the O&S Committee where the scrutiny of the LGR process can be discussed.</p> <p>The O&S Committee can scrutinize and question what the Cabinet is doing on LGR and will do so in advance of any council decision to support a unitary option for Gloucestershire.</p>

8 July			
Local Plan Update	Member briefing request – to update all Members on the Local Plan progress.	Jo Symonds	Member briefing to be arranged for 21 October 2025 for all Members
	MiM Working Group - An update on progress to those invitees to the Moreton planning meeting that was subsequently cancelled	Jo Symonds	<p>As part of the local plan review and in looking to meet our government housing requirement figure, we are currently undertaking a Broad Locations Study which is looking at the district as a whole to assess where the most appropriate locations for development may be located, and in particular where large scale strategic development may be accommodated. The results of this study will be available at the end of the Summer.</p> <p>The Moreton Feasibility Study is underway, of which Phase 1 of the study has yet to be completed, (due in the Autumn). This study looks at whether large scale development can come forward in Moreton through additional traffic interventions including the addition of a bypass. Until the results of this study are known the Council cannot know whether large scale development in Moreton in Marsh is feasible and indeed how much development can be accommodated in Moreton in Marsh. In addition, there is a report to Cabinet in July which seeks to update the local plan and in doing so will look at addressing the new government housing requirement figure and what can be done in the district to meet that figure.</p> <p>Currently, there is nothing other than this that is material to report and therefore the meeting is postponed until the</p>

			Autumn at the earliest, when the results of the above studies will be known.
Actions awaiting response			
	MiM – problems with EV charging points in Moreton-in-Marsh car park.	Cllr Coleman	
	Local plan - O&S – request by Chair to report to O&S meeting on regular Local Plan updates	Cllr Juliet Layton/ Jo Symonds	

Proposed Cabinet response to recommendations from Overview and Scrutiny

Recommendation arising from the Overview and Scrutiny Committee meeting on 8 July 2025.

Planning Advisory Service (PAS) Peer Review & Action Plan (item 8 on O&S agenda 08.07.2025, item 12 on Cabinet's agenda).

The Committee is supportive of the resolutions presented to Cabinet but would like to highlight certain points within the report to draw Cabinet's attention to.

Recommendation	Agree (Y / N)	Comment	Responsible Cabinet Member	Lead Officer
1. That ward members are key local contacts for officers to engage and interface with in terms of planning enforcement activities. <i>Section 3, item 1 (pages 82 & 93 of Cabinet's pack) "Enhance internal communication and understanding".</i>	Partly agreed	An all member briefing on planning enforcement will be held and communication to members about enforcement cases will be improved.	Councillor Juliet Layton, Cabinet Member for Housing and Planning	Geraldine LeCointe, Assistant Director for Planning Services
2. That the Council encourages the use of existing functionality that is available but not utilised to its full capacity. <i>Section 3, item 10 (page 84 & 103 of Cabinet's pack) "Maximise digital</i>	Agreed	Fully support the help of colleagues in ICT to help maximise digital and technological innovation.	Councillor Juliet Layton, Cabinet Member for Housing and Planning	Geraldine LeCointe, Assistant Director for Planning Services



<i>capabilities and embrace technological innovation”.</i>				
3. That the Council prioritises recruitment to vacant posts within Planning Enforcement, notwithstanding the recruitment challenges faced by local government. <i>Paragraph 3.2 (page 87 of Cabinet’s pack)</i>	Agreed	Recruitment to the enforcement service will be treated as a priority within existing resources.	Councillor Juliet Layton, Cabinet Member for Housing and Planning	Geraldine LeCointe, Assistant Director for Planning Services

Local Plan Update (item 7 on O&S agenda 08.07.2025, item 13 on Cabinet’s agenda)

The Committee is supportive of the resolutions presented to Cabinet

Recommendation	Agree (Y / N)	Comment	Responsible Cabinet Member	Lead Officer
1. That the Overview and Scrutiny Committee receives timely updates as the Local Plan develops	Agreed	It is recommended that Members receive updates at key stages in the development of the Local Plan.	Councillor Juliet Layton, Cabinet Member for Housing and Planning	Geraldine LeCointe, Assistant Director for Planning Services
2. That the Council commits to a publicly available communications and engagement strategy for both	Agreed	<i>Communications and engagement will be a critical part of developing and shaping the Local Plan.</i>	Councillor Juliet Layton, Cabinet Member for	Geraldine LeCointe, Assistant Director for Planning Services



<p>Regulation 18 and Regulation 19 consultations, specifying:</p> <ul style="list-style-type: none">• What methods will be used (digital, in-person, targeted)• Clear stakeholder mapping with consideration of how hard-to-reach groups will be involved• How it will be resourced• How Artificial Intelligence (AI) summaries will be verified and validated• How the Council will lobby the government on the unrealistic housing targets		<p><i>Given the current planning context, which has seen our housing target doubled, leading to the loss of our five-year land housing supply - leaving us at the mercy of speculative development and minimal opportunity for residents to have their say - updating the Local Plan will enable residents to have a say, and engage on future development in the district.</i></p> <ul style="list-style-type: none">• <i>As such, and prior to this recommendation being made, we have already started working on a comprehensive communications and engagement strategy to maximise community participation.</i>• <i>That strategy will be guided by the council's Statement of Community Involvement, which is already publicly available on the website, setting out what we consult on, how we will consult, at what stages we consult, and who with. We are legally bound – as part of the Local Plan update process – to adhere to</i>	Housing and Planning	
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the terms of this statement. It is therefore unnecessary to publish anything else – but any consultation activity, requiring community participation, will be appropriately and thoroughly advertised in good time.

- *Our communications and engagement strategy will be guided by both the timelines of the Local Plan project process and the Statement of Community Involvement. I can assure everyone that it will utilise online and offline channels, ensure engagement is targeted when it needs to be, but be broad, accessible and innovative in principle, seeking to capture as many views from across our communities as possible.*
- *We also intend to engage government, to impress upon them and the Planning Inspectorate that the Cotswold's National Landscape, covering 80% of our district,*



		<p><i>massively impinges on our ability to deliver on the amount of housing being requested. That programme of engagement will run alongside the Local Plan process.</i></p> <ul style="list-style-type: none"> <i>In respect of using artificial intelligence to analyse consultation responses, these tools are becoming more and more sophisticated. The platform that we intend to use, Go Vocal, is reputable and has in-built AI functionality, fine-tuned for the purpose of analysing public consultation data. We plan to test a small sample of responses first – that can be sense-checked – before committing to undertake more analysis of responses via this method.</i> 		
3. That the Local Plan is disseminated to Town and Parish Councils to ensure two-way dialogue on proposed site allocations and development priorities commencing June 2026 as part of the	Agreed	<ul style="list-style-type: none"> <i>Town & Parish Councils will be a primary stakeholder group, and we will devise a thorough programme of engagement for the district's councillors and clerks, leveraging a</i> 	Councillor Juliet Layton, Cabinet Member for Housing and Planning	Geraldine LeCointe, Assistant Director for Planning Services



Regulation 19 consultation on the draft plan.		<i>mixture of channels throughout the plan process.</i>		
4. That the Council considers the establishment of a Local Plan (Contingency) reserve to support the delivery and completion of the Local Plan. Cabinet are encouraged to consider this request as part of the 2026/27 Budget Strategy and MTFS Update due in October 2025 to ensure adequate resources are made available at the start of the Local Plan delivery timetable.	Agreed	Cabinet will consider a prudent amount to hold as a contingency budget held as an earmarked reserve (and subject to expenditure decision arrangements as set out in paragraph 6.11 of the report) as part of the early 2026/27 budget setting process. Cabinet will consider this request 'in the round' taking into account other Council priorities, financial position set out in the February 2025 MTFS, and the likely reduction in funding this Council will receive in 2026/27 as indicated in the Fair Funding 2.0 consultation document.	Councillor Patrick Coleman, Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer
5. That consideration is given to whether the proposed resources are sufficient to meet the anticipated risks set out in the report.	Agreed	Proposed resources are considered adequate but Cabinet do note the risks as set out in the report. Establishing a contingency budget, to be held as an earmarked reserve and subject to decision making arrangement, as set out in paragraph 6.11 of the report, provides adequate mitigation	Councillor Patrick Coleman, Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer



6. That the Council ensures that sufficient resources are in place to deliver the business as usual planning activity such as the management of planning applications and enforcement activity and this is considered as part of the 2026/27 Budget Strategy and MTFS Update due in October 2025.	Agreed	Cabinet will consider the financial performance of 'business as usual planning activity' in the quarterly financial performance reports. The Budget Setting process for 2026/27 will need to consider any request additional resources for future financial years.	Councillor Patrick Coleman, Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer
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COTSWOLD
District Council

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	OVERVIEW AND SCRUTINY COMMITTEE – 01 SEPTEMBER 2025 CABINET – 04 SEPTEMBER 2025
Subject	FINANCIAL PERFORMANCE REPORT – Q1 2025/26
Wards affected	All
Accountable member	Cllr Patrick Coleman, Cabinet Member for Finance Email: patrick.coleman@cotswold.gov.uk
Accountable officer	David Stanley, Deputy Chief Executive and Section 151 Officer Email: david.stanley@cotswold.gov.uk
Report author	Michelle Burge, Chief Accountant and Deputy Section 151 Officer Email: david.stanley@cotswold.gov.uk
Summary/Purpose	This report sets out the first budget monitoring position for the 2025/26 financial year.
Annexes	Annex A – Capital Programme Outturn Forecast Annex B – Non-Treasury Management Prudential Indicators
Recommendation(s)	That Cabinet resolves to: <ol style="list-style-type: none"> 1. Review and notes the financial position set out in this report. 2. Endorse the approach to financial management for 2025/26 as set out in paragraph 4.8 of the report. 3. Endorse the principle to transfer any additional year-end surplus to the Transformation and Capacity Building earmarked reserves, as set out in paragraphs 4.10 to 4.11 of the report. 4. Endorse the principle to transfer 50% of any year-end Planning Fee income (over and above the budgeted level) to the Planning Appeals earmarked reserve, as set out in paragraph 4.22 of the report.
Corporate priorities	<ul style="list-style-type: none"> • Delivering Good Services



Key Decision	YES
Exempt	NO
Consultees/ Consultation	None



1. BACKGROUND

- 1.1** This report provides members with the initial outturn forecast and monitoring position statement for the 2025/26 financial year.
- 1.2** The purpose of this report is to notify members of any significant variations to budgets, highlight any key financial issues, and to inform members of options and further action to be taken.
- 1.3** In common with the almost all local authorities, the council faces several external budget pressures that are impacting on its finances over the medium-term. Whilst inflationary pressures have eased over the last 12 months, some short-term risk remains with inflation likely to be above the Bank of England's 2.0% target for some months. The uncertainty across the wider global economy and around UK inflation and interest rates in the current financial year will exert an influence over the Council's revenue and capital budgets both directly and indirectly.

2. EXECUTIVE SUMMARY

- 2.1** This report sets out the outturn forecast for the financial year informed by Q1 budget monitoring.
- 2.2** Cabinet will review this report at their meeting on 01 September 2025.
- 2.3** Based on the budget monitoring exercise undertaken for Q1 and an assessment of the risks and uncertainties facing the Council, the outturn forecast is a positive variation of £0.097m. This will provide the opportunity additional financial sustainability over the MTFS-period.

Table ES1 – Revenue Budget Outturn Forecast (Q1)



COTSWOLD

District Council

	2025/26 Latest Net Budget (£'000)	2025/26 Actuals to Q1 (£'000)	2025/26 Outturn Forecast (£'000)	2025/26 Outturn Variance (£'000)
Revenue Budget				
Subtotal Services	19,165	4,366	18,958	(208)
Less: Reversal of accounting adjustments	(1,925)	0	(1,925)	0
Revised Subtotal Services	17,241	4,366	17,033	(208)
Corporate Income & Expenditure	(1,537)	(421)	(1,550)	(13)
Provisions and Risk Items	0	0	125	125
Net Budget Requirement	15,705	3,945	15,608	(97)
Funded by:				
Council Tax	(7,065)	0	(7,065)	0
Retained Business Rates	(5,117)	2,403	(5,117)	0
Government Funding - Grants	(2,527)	(635)	(2,527)	0
Government Funding - NHB	(820)	(205)	(820)	0
Extended Producer Responsibility (EPR)	(1,502)	0	(1,502)	0
Collection Fund (surplus) / Deficit	689	0	689	0
TOTAL Funding	(16,342)	1,563	(16,342)	0
Budget shortfall/(surplus)	(637)	5,508	(734)	(97)



Table ES2 – Revenue Budget – Reconciliation of variations (Q1)

	Positive variation (£'000)	Adverse Variation (£'000)	Net Outturn Variance (£'000)
Variations at a glance			
<u>Service Variations</u>			
Fees & Charges - Cemeteries		38	38
Fees & Charges - Licensing	(16)		(16)
Fees & Charges - Car Parks	(55)	0	(55)
Commercial Property - Rental income		61	61
Fees & Charges - Development Management	(249)		(249)
Legal Services - Salary underspend	(41)		(41)
Postage and Printing (Revenue & Benefits)		29	29
Other service variations		50	50
Subtotal	(361)	178	(183)
<u>Non-Service/Corporate Variations</u>			
Street Service - review of service specification	0	150	150
Development Management Fees - Appeals Risk	0	125	125
Treasury Management income	(188)	0	(188)
Subtotal	(188)	275	87
Net Outturn Variation	(549)	453	(97)

2.4 Members should note that whilst the outturn forecast is favourable there remain concerns around financial performance in certain service areas – particularly services where the Council's net revenue budget is dependent on income from fees and charges.

2.5 Income and expenditure budgets will continue to be monitored throughout the financial year. In some instances, income budgets for 2025/26 have been adjusted downward to reflect historic underachievement of income. However, this should not be seen as a desirable outcome – more that it recognises in setting the budget for the forthcoming financial year the estimates need to be robust in the context of current financial performance. .



- 2.6** Heads of Service should take steps to identify management action(s) that will address underperformance and discuss these with the finance team and the relevant Director. Financial Performance Reports in 2025/26 will include options and recommendations for corrective action where underperformance against the budget has been identified, and options for improving financial performance even if the service is achieving income and expenditure targets.
- 2.7** Heads of Service should explain financial performance in the context of service performance and outcomes. There is a risk that aspects of service performance may be reported as on or above target, with little or no reference to financial performance.
- 2.8** The financial and service reporting framework will continue to be developed by Finance and the Business and Intelligence service. This will ensure performance reporting is aligned and will support the service leads to identify potential mitigations and resolutions to improve performance.
- 2.9** As set out in the CIPFA Financial Management Code, performance reporting is important for the Council to remain financially sustainable. Members must receive timely information on its financial and operational performance so that corporate priorities are delivered within budget. Early information about emerging risks to financial sustainability are key to ensuring the Council can take effective decisions and carefully consider an effective response.
- 2.10** The Council must ensure it can address the financial challenges arising from the Fair Funding review ("FF 2.0") and Local Government Reorganisation ("LGR") over the MTFS-period.
- 2.11** Oversight of the Vacancy Management process has been strengthened by the Corporate Leadership Team ("CLT"), with CLT authorisation required to fill a vacancy, either on a short-term or long-term basis. CLT have also reviewed the process for



assessing requests for additional resources to ensure a single and consistent approach is taken to the development and appraisal of proposals and business cases.

2.12 As set out in paragraph 2.3 and Table ES1, the initial outturn forecast for the year is favourable with an increased surplus likely at the end of the financial year.

2.13 The revenue budget is likely to come under further pressure in 2026/27 and 2027/28 as the Council considers the impact from LGR and ensures services continue to be provided to residents as usual. There will be a demand on key staff to support the assessment of final proposal and plan for a new unitary structure in Gloucestershire, and implementation of the proposal from mid-2026 following the Government's decision.

2.14 It is expected that additional capacity will be needed to support the emerging Corporate Plan, ensure services continue to be provided to residents, and support LGR. Therefore, it is proposed to maximise the level of resources available over the next 2 years, any additional budget surplus or one-off benefit is transferred to earmarked reserves at year end, subject to the final outturn position:

- Transformation and Change
- Capacity Building

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

- **Forecast income variations** – underachievement: Cemeteries (£38k), Additional Income: Licensing (£16k)
- **Car Parks** income from car park fees above budget (£55k)
- **Development Management Fees** – exceeded budget by £0.249m
- **Legal** - staff costs below budget due to vacancies filled from Q2/Q3 and contract lawyer post remaining vacant.
- **Post and Printing** - costs forecast to exceed budget by £29k, predominantly within the Revenues and Benefits service.
- **Commercial Property** rental income and vacant property costs (£61k adverse variation)



- **Street Services** for the purposes of this report, it is prudent to include a £0.150m risk variation against the £0.300m savings target.
- **Treasury Management** and interest receivable performance (£0.189m positive variation).

2.16 The 2025/26 pay award was agreed in July 2025 at 3.2%. The financial impact is in line with the assumption of 3% included in the 2025/26 budget and MTFs.

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

Table ES3 – Capital Programme Outturn Forecast

Capital Programme	2025/26 OB (£'000)	Slippage From 2024/25 (£'000)	2025/26 LAB (£'000)	2025/26 Actuals to Q1 (£'000)	2025/26 Outturn (£'000)	2025/26 Outturn Variance (£'000)
Leisure & Communities	0	64	64	20	64	0
Housing/Planning and Strategic Housing	1,718	127	1,845	353	1,600	(245)
Environment	1,132	202	1,334	97	1,259	(75)
Retained & Corporate	0	0	0	0	0	0
ICT, Change and Customer Services	350	0	350	0	350	0
UK Rural Prosperity Fund	0	0	0	0	0	0
UK Shared Prosperity Fund Projects	327	0	327	31	327	0
Land, Legal and Property	500	172	672	0	672	0
Transformation and Investment	0	0	0	0	0	0
TOTAL Capital Programme	4,027	565	4,592	501	4,272	(320)

2.18 The capital programme is a forecast underspend of £0.320m. Further details are provided in Section 6 of this report.

2.19 Financial Performance reports will be presented to members at the November 2025 and March 2026 Cabinet meeting with the outturn position likely to be finalised for the July 2026 Cabinet meeting.

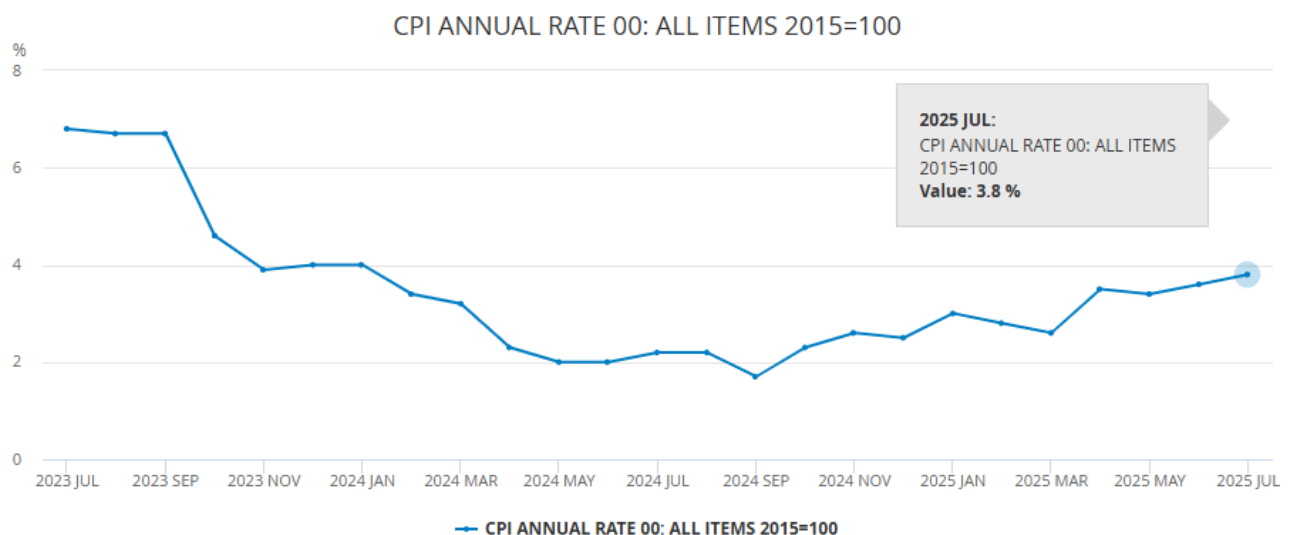


3. EXTERNAL ECONOMIC ENVIRONMENT

Inflationary Pressures

- 3.1** The level of inflation, as measured by the Consumer Prices Index, for July 2025 increased to 3.8% (from 3.6% in June 2025). Although it is not the Government's preferred measure of inflation, the Retail Prices Index is 4.8% (4.4% in June 2025). Core inflation (as defined by the Office for National Statistics as the CPI Rate excluding energy, food, alcohol, and tobacco) rose to 3.8% (3.7% in June 2025).

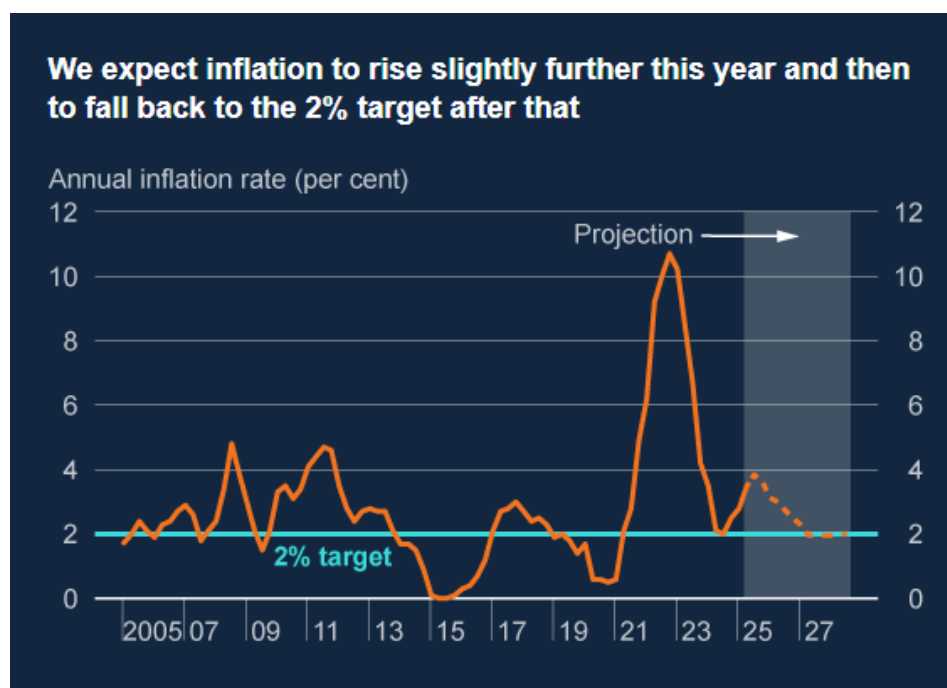
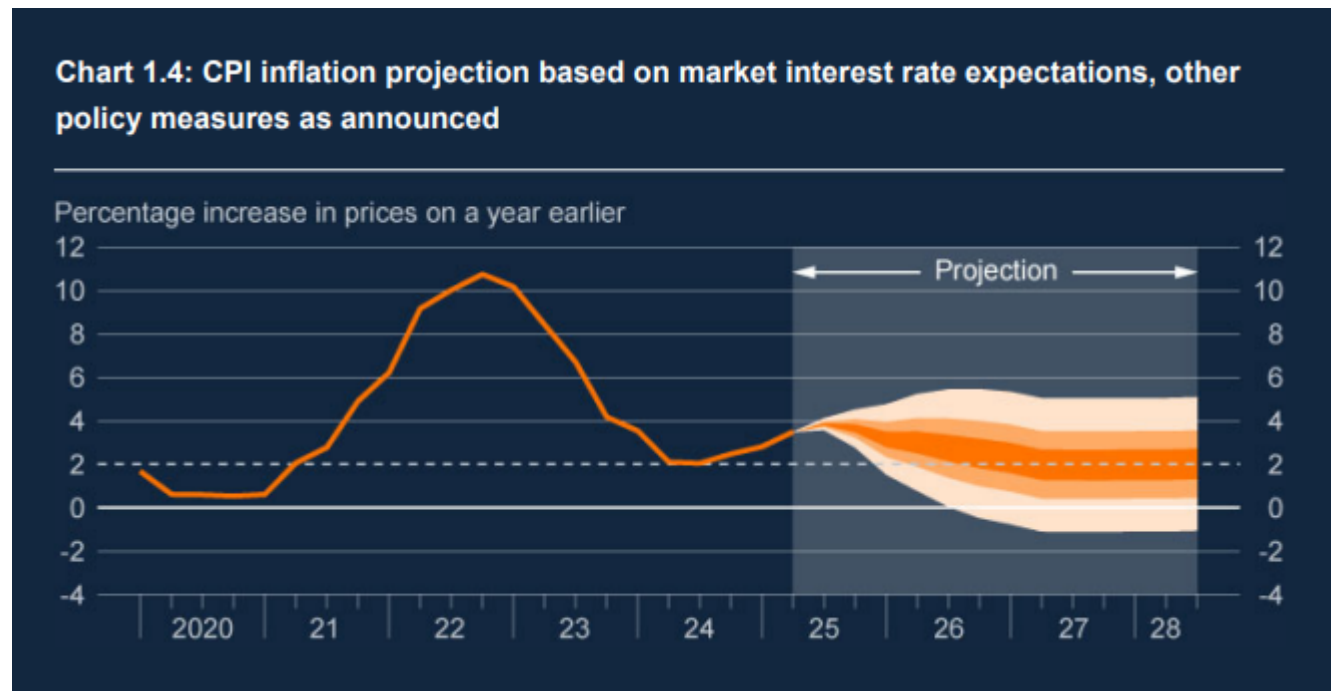
Graph A – CPI Inflation



- 3.2** Although there has been substantial disinflation over the past two years, the Council is subject to specific inflationary pressures on its services (e.g., fuel costs on waste and recycling service) which have tended to track higher than CPI and RPI.
- 3.3** In the August 2025 Monetary Policy Report, the Bank of England indicated the rate is likely to remain above the 2% target during 2025 (peaking at around 4.0%) as the impact from higher food prices comes through. Inflation is expected to fall back to the 2% target after that. The graph below shows the different CPI forecasts that are published in the quarterly Bank of England Monetary Policy Committee report (August 2025).



Graph B – Bank of England Fan Chart - Inflation

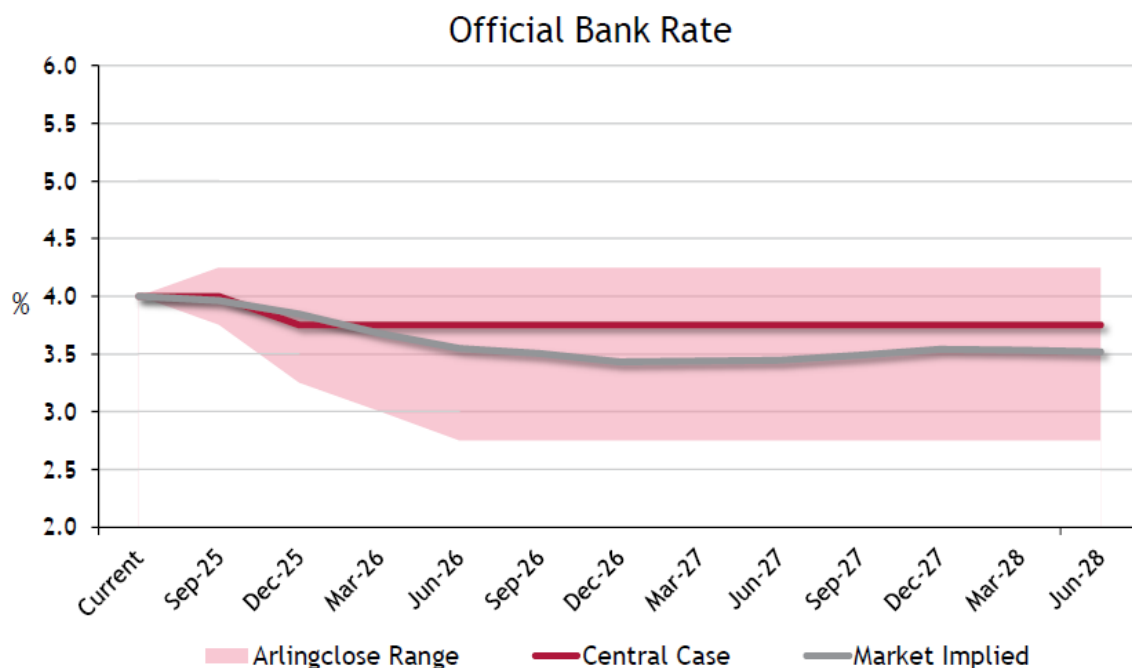




Interest Rates

- 3.4** The Bank of England reduced the Base rate in August 2025 by a further 0.25% in response to “substantial disinflation over the past two and a half years” taking the base rate to 4.00% The council’s treasury management advisors have forecast that the rate will continue to reduce, with one further cut expected in 2025. The next MPC meeting is scheduled for 18 September 2025.
- 3.5** The expectation is for further rate reductions during 2025 (aligned to the publication of the Monetary Policy Report each quarter) to a low of 3.75%. However, with the July 2025 inflation rate increasing, there may be a reduced opportunity for further rate reductions in the calendar year.

Graph C – Interest Rate Forecast (August 2025)



- 3.6** The Council has limited and reducing internal resources to support the capital programme (capital receipts, earmarked reserves). Unless further capital receipts are received as a result of asset disposals, the Council will need to undertake prudential borrowing.



4. 2025/26 REVENUE BUDGET FORECAST

- 4.1** The Revenue Budget was approved by Council at their meeting on 24 February 2025 with no adjustments made during the financial year to date.

Table 1 – Revenue Budget reconciliation

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

- 4.2** The revenue budget will be adjusted during the financial year as budgets are amended to reflect the transfer of services from Publica to the Council in Phase 2 of the Publica Transition. Whilst the net budget position (£15.704m) will not change, the composition of the budget (i.e. subjective split between Pay and Non-Pay budgets) and net service budgets will be amended in Q2.
- 4.3** With Phase 2 services and direct budgetary responsibility transferring from Publica to the Council in July 2025 members should expect to see material adjustments to service budgets in the financial performance reports during 2025/26.
- 4.4** As of 30 June 2025 (Q1) the Council's net expenditure (excluding Funding and Parish Precepts) was £3.945m against the profiled budget of £4.327m.
- 4.5** The outturn forecast for 2025/26 of £15.483m results in a forecast variance of £0.097m. Table 2 provides members with an overview of the material outturn variations that have been forecast across services with Tables 3 providing detail on the non-service revenue expenditure and income budgets.



Table 2 – Revenue Budget Outturn Forecast Summary

	2025/26 Latest Net Budget (£'000)	2025/26 Actuals to Q1 (£'000)	2025/26 Outturn Forecast (£'000)	2025/26 Outturn Variance (£'000)
Revenue Budget				
Environmental & Regulatory Services	695	144	678	(16)
Business Sup. Svcs - Finance, HR, Procurement	1,425	435	1,425	0
ICT, Change & Customer Services	2,502	632	2,502	0
Assets, Property & Regeneration	838	273	833	(4)
Publica Executives and Modernisation	104	26	104	0
Revenues & Housing Support	842	1,154	871	30
Environmental Services	4,761	812	4,744	(17)
Leisure & Communities	2,359	360	2,374	16
Planning & Strategic Housing	1,682	(452)	1,433	(249)
Democratic Services	1,366	333	1,362	(3)
Retained and Corporate	2,593	649	2,631	38
Subtotal Services	19,165	4,366	18,958	(208)
Less: Reversal of accounting adjustments	(1,925)	0	(1,925)	0
Revised Subtotal Services	17,241	4,366	17,033	(208)
Corporate Income & Expenditure	(1,537)	(421)	(1,550)	(13)
Provisions and Risk Items	0	0	125	125
Net Budget Requirement	15,705	3,945	15,608	(97)
Funded by:				
Council Tax	(7,065)	0	(7,065)	0
Retained Business Rates	(5,117)	2,403	(5,117)	0
Government Funding - Grants	(2,527)	(635)	(2,527)	0
Government Funding - NHB	(820)	(205)	(820)	0
Extended Producer Responsibility (EPR)	(1,502)	0	(1,502)	0
Collection Fund (surplus) / Deficit	689	0	689	0
TOTAL Funding	(16,342)	1,563	(16,342)	0
Budget shortfall/(surplus)	(637)	5,508	(734)	(97)



Table 3 – Corporate Income and Expenditure/Provisions and Risk

	2025/26 Revised Budget (£'000)	2025/26 Actuals to Q1 (£'000)	2025/26 Outturn Forecast (£'000)	2025/26 Outturn Variance (£'000)
Corporate Income and Expenditure				
Savings & Contingency Items	598	(78)	773	175
Treasury Management - Interest Payable	5	1	5	0
Treasury Management - Interest Receivable	(1,303)	(345)	(1,491)	(188)
Minimum Revenue Provision (MRP)	9	0	9	0
Transfer to/(from) Earmarked Reserves	(846)	0	(846)	0
	(1,537)	(421)	(1,550)	(13)
	2025/26 Revised Budget (£'000)	2025/26 Actuals to Q1 (£'000)	2025/26 Outturn Forecast (£'000)	2025/26 Outturn Variance (£'000)
Provisions and Risk				
Development Management Fees - Appeals Risk			125	125
	0	0	125	125

- 4.6** As outlined, the forecast outturn position is a net underspend/favourable variance of £0.097m which increases the level of budgeted surplus in-year.
- 4.7** The Council must ensure it can address the financial challenges arising from the Fair Funding review ("FF 2.0") and Local Government Reorganisation ("LGR") over the MTFS-period.
- 4.8** Oversight of the Vacancy Management process has been strengthened by the Corporate Leadership Team ("CLT"), with CLT authorisation required to fill a vacancy, either on a short-term or long-term basis. CLT have also reviewed the process for assessing requests for additional resources to ensure a single and consistent approach is taken to the development and appraisal of proposals and business cases.



4.9 As set out in paragraph 2.3 and Table ES1, the initial outturn forecast for the year is favourable with an increased surplus likely at the end of the financial year.

4.10 The revenue budget is likely to come under further pressure in 2026/27 and 2027/28 as the Council considers the impact from LGR and ensures services continue to be provided to residents as usual. There will be a demand on key staff to support the assessment of final proposal and plan for a new unitary structure in Gloucestershire, and implementation of the proposal from mid-2026 following the Government's decision.

4.11 It is expected that additional capacity will be needed to support the emerging Corporate Plan, ensure services continue to be provided to residents, and support LGR. Therefore, it is proposed to maximise the level of resources available over the next 2 years, any additional budget surplus or one-off benefit is transferred to earmarked reserves at year end, subject to the final outturn position:

- Transformation and Change
- Capacity Building

4.12 This assumes that there are no additional expenditure commitments that would require support from the Financial Resilience Reserve (FRR). For the avoidance of doubt, the working assumption in the outturn forecast is:

- there is no material deterioration in the outturn forecast in Q2-Q4.
- additional expenditure in any particular service area is offset by a corresponding decrease in expenditure in other service areas.

Key Variations

4.13 The material items which have had an impact on the Council's revenue budget are summarised below with narrative explaining the reasons(s) for the variation in the paragraphs that follow.

4.14 For the purposes of this report a risk provision of £0.150m has been included against the cost reduction of £0.300m included in the 2025/26 revenue budget for the **Street**



Cleaning. Initial scoping work has identified cost reductions and service efficiencies; a wider review of service options is being undertaken to ensure service standards are clearly defined with corresponding cost reductions. Following a review of service operations by APSE (Association of Public Service Excellence), and options for cost reduction are being reviewed and tested ahead of any decision on service design. Further due diligence will be undertaken on the scope and delivery of cost reductions for consideration by Cabinet during 2025/26.

4.15 Where income shortfalls have been forecast, it is expected that Business Managers and Assistant Directors evaluate options for corrective action. The evaluation must include an assessment of the service cost and income, market positioning, and unit cost and benchmarking data analysis. Options should outline, if possible, how the service can be financially sustainable.

4.16 Cemetery fees – forecast shortfall in income of £38k due to lower service use in Q1. Whilst this position may change during the year, it is prudent for budget monitoring purposes to include the variation.

4.17 Licensing income – is forecast to exceed budget by £16k largely in respect of taxi drivers' licences.

4.18 Development Management fees - overachievement of planning fees by £0.249m at Q1. This includes £0.389m of Planning Fees (13 Major and 401 Other) (budget of £0.219m) £0.049m of Pre-Application fees (69 from developers and 65 from households) (budget of £0.036m). 372 non-fee applications have also been processed.

4.19 The service has overachieved in planning application fee income as a result of a series of major housing and other developments that came forward within Q1. Following the changes to the National Planning Policy Framework in December 2024, the Council can no longer demonstrate a 5-year housing land supply. This has resulted in a number of speculative housing developments coming forward in Q1:

- 195 dwellings in Moreton-In-Marsh



- 98 dwellings in Fairford
- 120 dwellings in Mickleton
- Solar farm near Siddington.

4.20 Whilst it is difficult to forecast whether this increase in major developments will continue, the team are receiving a number of pre-application enquiries relating to other potential future developments. There is a strong likelihood that further schemes will come forward throughout the rest of the financial year if a number of these pre-applications progress to full application stage.

4.21 This increase in planning applications (and associated income from fees) for major housing developments does bring additional risks. As a large number of these schemes are speculative, it is likely that a number will be refused permission and will therefore result in appeals. Given the scale of development, there is a high chance appeals are dealt with as informal hearings or inquiries which bring greater costs to the Council. Planning permission was recently refused for 54 dwellings in Lechlade, which is likely to result in an appeal submission in late 2025/early 2026.

4.22 It is proposed to hold 50% of the forecast additional income as a risk provision. This will have the effect of reducing the net variation during the financial year. Subject to the final outturn position for Development Management Fees remaining positive (i.e. income received in the year is above the budgeted level), it is also proposed that 50% of the variation is transferred to the Planning Appeals reserve.

4.23 The Council is not expected to achieve the budgeted level of commercial rental income from its **Investment Properties** due to ongoing economic challenges in the retail and office sectors, which are exerting downward pressure on rents. A forecasted income shortfall of £0.061m is forecast primarily related to the out-of-district investment property (former Wilko's store in Great Bridge, Tipton). A lease with a new tenant was agreed earlier in the calendar year with occupation commencing in July 2025 following fit-out. In common with most commercial lettings, the lease agreement includes a six-month rent-free period. The variation arises due to the new lease commencing later



than anticipated than the budget assumption, and additional empty property costs over the time period.

4.24 Reduced energy costs following the installation of Solar PV at Trinity Road and rental income from the **tenanted areas of Trinity Road Offices** is currently on track to meet the budgeted target of £0.025m for the 2025/26 financial year. Updates from Watermoor Point (live data dashboard highlighting occupation and enquiries) assist officers alongside the more formal quarterly performance meetings.

4.25 Income from the Council's **Car Parks** has performed positively in the first quarter of 2025/26 exceeding budget by £0.055m. Income from Car park permits, and Penalty Charge Notices (PCNs) is on target for the first quarter of the financial year. Income budgets for 2025/26 were reduced to reflect current financial performance and ensure the budget estimates approved by Council in February 2025 were robust. However, the service will need to develop an action plan setting out options to address the financial performance including a review the car park strategy and approach to enforcement.

4.26 Building Control – Q1 has seen an improvement in performance compared to 2024/25. Market share is averaging 69% in Q1 with 140 applications processed, reflecting a 12% increase in market share compared to the same period last year. Application volumes have remained steady, with only a slight year-on-year increase of 9. Q1 expenditure is below budget by £13k due to a vacancy and income has exceeded the budget by £0.013m. The building regulation fees were increased for the 2025-26 financial year to better reflect the costs of running the service. The service has also identified an opportunity to increase market share. Forecast outturn is currently reported as being in line with budget but will be reviewed in Q2.

4.27 Public Conveniences – Income from public conveniences charges is in line with the budget. Further options will need to be considered during 2025/26 to ensure the net subsidy required to operate the Public Conveniences of £0.164m (2025/26 budget



excluding depreciation and assumes income from fees of £0.110m) can be minimised or reduced entirely.

4.28 Land Charges – income is on target, at Q1 (£0.048m). Application volumes have seen a notable increase in Q1 2025/26, with 446 searches received, compared to 355 in Q1 2024/25. This represents a 26% year-on-year rise, significantly above the typical quarterly average of around 340 applications.

4.29 Green Waste fees are expected to achieve budgeted income of £1.588m by the third quarter of the 2025/26 financial year, income is (£0.045m) below the profiled budget at Q1. There is an expectation that additional licences will be issued between July and September (925 were issued during this period in 2024/25) particularly if the district experiences more rainfall than it has over recent months.

4.30 The Council's shared legal service, delivered in partnership with West Oxfordshire District Council and Forest of Dean District Council, is forecast to be underspent by (£0.041m) by year end. This variance is primarily due to vacancies in two shared roles: a Paralegal and a Property Lawyer, both of which have not yet been appointed but are expected to commence in Q2 and Q3 respectively. Additionally, a vacancy remains for a Contract Lawyer, which is not expected to be filled.

4.31 Despite an increase in budget of £0.030m in 2025/26, Expenditure in respect of **postage and printing** within the revenues and benefits service is forecast to be overspent by £0.029m by the end of the financial year. Additional analysis will be required in 2025/26 to understand the position and analyse the cost pressure arising from the additional work associated with the LIFT project.

4.32 Ubico Contract – the Council's Environmental (grounds maintenance, street cleaning, domestic waste collection, recycling collections etc) are provided by Ubico Ltd. The contract with Ubico for 2025/26 of £8.863m is forecast to cost £8.912m – an adverse variation of £0.049m This is predominantly due to additional costs of £0.091m due to higher than estimated vehicle hire and repair costs offset by savings from lower than budgeted diesel costs due to favourable pump price compared to budget (£0.039m).



Officers will work closely Ubico with the expectation that the service should be delivered within the contract sum and the forecast overspend should be mitigated/absorbed elsewhere within the contract. The table below provides members with an overview of the financial performance of the Ubico Contract (table 5).

Table 5 – Ubico Contract Monitoring

Waste, Recycling, Street Cleaning and Grounds Maintenance Services	Ubico Contract Costs OB (£'000)	Ubico Contract Costs CS (£'000)	Outturn (£'000)	Outturn Variance (£'000)
Car Parks GM [CTW668]	68	68	67	(1)
CCM001 Cemetery/Churchyards GM [CTW688]	166	166	162	(4)
RYC002 Garden Waste Collection [CTW634]	1,310	1,310	1,303	(6)
WST001 Household Waste [CTW611]	1,844	1,844	1,846	2
RYC001 Recycling [CTW633]	3,340	3,340	3,396	56
RYC003 Refuse/Recycling/Food Waste [CTW635]	732	732	733	1
STC001 Street Cleaning [CTW666]	1,387	1,387	1,388	1
Trinity Road Offices GM [CTW668]	17	17	17	(0)
Grand Total	8,863	8,863	8,912	49
Net variation on contract				49

Treasury Management

4.33 Dividends from the Council's longer-term investments (Pooled funds and Real Estate Investment Trusts) of £0.150m were received in the three months to the 30 June 2025 year achieving a return of 6.31% Interest from short term cash deposits including the Debt Management Office (DMO) was £0.199m due to higher surplus balances and interest rates remaining at a higher level than assumed in the budget and MTFS.

4.34 It should be noted that the budgeted level of net investment income for 2025/26 is £1.208m – a decrease of £0.077m over the 2024/25 budgeted level and recognises the current interest rate position. This is a prudent estimate for the year and is lower than the final 2024/25 level of investment income achieved of £1.621m given the forecast interest rate reductions over the financial year.



- 4.35** It is not expected that the current interest rate level will be maintained over the MTFS period, as set out in Section 3 of this report, with expectations of investment income in 2026/27 reducing to around £0.700m with a further reduction to £0.500m by 2027/28.
- 4.36** A prudent forecast of investment income has been included in the outturn forecast of £1.327m. This includes the expectation that the base rate will continue to reduce, with two further cuts expected in 2025.
- 4.37** The level of investment income for the year will depend on the performance of both short-term investments (Money Market Funds, deposits with the DMO) and dividends from the long-term investment. The table below provides members with a high-level overview of the Council's Treasury Management investments on 30 June 2025.



Table 6 – Treasury Management Investments

Investment type	Balance invested at 30/06/25 (£'000)	Investment Income received to 30/06/25 (£'000)	2025/26 Forecast (£'000)
Bank of England DMDAF	7,650	94	418
Money Market Funds			
Federated Money Market Fund	3,000	33	132
DGLS Money Market Fund	3,000	33	132
Insight Liquidity Money Market Fund	3,000	27	127
Lloyds Instant Access	1,780	4	16
Other Short-term deposits	1,001	8	10
Real Estate Investment Trusts (REIT)			
Fundamentum Housing REIT	660	8	30
Cash Plus Fund			
Federated Cash Plus Fund	1,222	-	-
Pooled Funds			
CCLA Property Fund	2,198	25	93
Shroders Income Maximiser Fund	908	10	54
CCLA Better World Multi Assets Fund	938	11	30
M&G UK Income Fund	1,880	54	104
Ninety-One Investec Diversified Fund	1,823	21	98
Columbia Threadneedle Bond Fund	1,958	21	83
	31,018	349	1,327

4.38 Council approved the Capital Strategy and the Treasury Management Strategy (including the Non-Treasury Management Investment Strategy) at their meeting on 24 February 2025. Audit and Governance Committee have responsibility for reviewing and monitoring treasury management arrangements in accordance with the CIPFA Treasury Management Code and receiving performance reports. The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Council to



approve, as a minimum, treasury management semi-annual and annual outturn reports.

4.39 The CIPFA Code was updated in 2021 and includes the new requirement, mandatory from 01 April 2023, of quarterly reporting of the treasury management prudential indicators. The non-treasury prudential indicators are expected to be included in the Council's usual revenue and capital monitoring reports. Section 6 and **Annex C** of this report provides members with an overview on the non-treasury position.

Corporate Income and Expenditure, Provisions, and Risk

4.40 As outlined in Tables 3 and 4 there are variations forecast across the Corporate Income and Expenditure budgets. These budgets support the General Fund Revenue budget and are typically the non-service items such as Treasury Management, financing, contingency budget, and provisions for risk.

4.41 As outlined earlier in the report, a risk provision of £0.150m has been included in the outturn forecast for the Street Cleaning savings against a target of £0.300m.

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

5. PUBLICA REVIEW

5.1 Council approved the Detailed Transition Plan for Phase 2 of the transition of services from Publica at their meeting in March 2025. The 2025/26 revenue budget included provision for increased cost of services estimated at £0.225m (£0.300m full-year impact) as per the MTFS report, with the DTP revising the estimate to £0.245m.

5.2 to the Council was completed in July 2025 with the following services transferring.

- Property and Estates



- Waste Contract Management
- Leisure Contract Management
- Projects and Project Management
- Human Resources Business Partner

5.3 The assumption in the Q1 forecast is that the overall cost of Phase 2 remains within the £0.225m included as a provision in the revenue budget. However, it is expected that the in-year cost will be lower than the budgeted amount due to a number of vacancies transferring to the Council. An updated forecast with analysis of variations will be included in the 2026/27 Budget Strategy and MTFS Update report to Cabinet in October 2025 with further updates in the Financial Performance reports.

5.4 The current estimate for the Council's share of redundancy and pension strain costs for Phase 2 is within the amount set aside within the Financial Resilience reserve and Publica Review Reserve (£0.300m).

6. CAPITAL PROGRAMME

6.1 Council approved the Capital Programme for 2025/26 at their meeting on 24 February 2025. The Capital Programme has been updated to reflect adjustments as set out in Table 8 below and was approved by Cabinet in July 2025.

6.2 The capital programme for 2025/26 is £4.592 with a total net spend at £0.501m as at 30 June 2025.



Table 7 – Capital Programme budget reconciliation

Capital Programme Reconciliation	(£'000)
Original Budget (Council, 24 February 2025)	4,027
Slippage from 2024/25(Cabinet 10 July 2025)	565
Latest Budget	4,592

Table 8 – Capital Programme Outturn Forecast

Capital Programme	2025/26 OB (£'000)	Slippage From 2024/25 (£'000)	2025/26 LAB (£'000)	2025/26 Actuals to Q1 (£'000)	2025/26 Outturn (£'000)	2025/26 Outturn Variance (£'000)
Leisure & Communities	0	64	64	20	64	0
Housing/Planning and Strategic Housing	1,718	127	1,845	353	1,600	(245)
Environment	1,132	202	1,334	97	1,259	(75)
Retained & Corporate	0	0	0	0	0	0
ICT, Change and Customer Services	350	0	350	0	350	0
UK Rural Prosperity Fund	0	0	0	0	0	0
UK Shared Prosperity Fund Projects	327	0	327	31	327	0
Land, Legal and Property	500	172	672	0	672	0
Transformation and Investment	0	0	0	0	0	0
TOTAL Capital Programme	4,027	565	4,592	501	4,272	(320)

6.3 The outturn forecast for the current year is an underspend of £0.320m. **Annex A** sets out the detailed forecast outturn with commentary from budget holders and is summarised in table 9 above.

6.4 The significant variations forecast on the Capital Programme are:

- **Private Sector Housing Renewal (Disabled Facilities Grant)** - Estimated that the annual expenditure will be approximately £1.6m resulting in an underspend of £0.175m.
- **Bromford Joint Venture - (£0.070m)** Planning consent was granted on the 12 March, However Bromford need to resolve issues around drainage which is



delaying the commencement of the work. This may delay commencement of works until 2027 unless Thames Water will bring their upgrade plans forward.

- **Replacement/Upgrade of Pay and Display Machines** – Although the tendering process for a new supplier has commenced. Installation not expected until 2026/27 (£0.125m)
- **Public Conveniences** – Accelerated rollout of payment devices including new doors at West Street (Tetbury), Chipping Campden, Lechlade, Northleach, and replacement paddle gates at the two facilities in Bourton-on-the-Water (Rissington Road and Church Rooms). Additional spend will be funded from capital receipts.

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

Capital Receipts and Disposals

- 6.6** There have been two disposals of assets during the first quarter of the financial year, the former Visitor Information Centre at Bourton on the Water (£0.242m) and the Old Station, Cirencester (£0.080m). The sale of Memorial Cottages is scheduled to complete in Q2 generating capital receipts of £0.281m. Right to Buy (RTB) receipts of £0.032m have been received from Bromford Housing during Q1 in relation to housing stock sold previously owned by the Council.



Table 9 – Capital Financing Forecast

Capital Financing Statement	2025/26 OB (£'000)	Slippage From 2024/25 (£'000)	2025/26 LAB (£'000)	2025/26 Outturn (£'000)	2025/26 Outturn Variance (£'000)
Capital receipts	2,052	221	2,273	3,785	1,512
Capital Grants and Contributions	1,975	251	2,226	394	(1,832)
Earmarked Reserves	0	0	0	0	0
Revenue Contribution to Capital Outlay (RCCO)	0	0	0	0	0
Community Municipal Investments (CMI)	0	93	93	93	0
Prudential Borrowing	0	0	0	0	0
	4,027	565	4,592	4,272	(320)

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

7. NON-TREASURY MANAGEMENT SUMMARY

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

Prudential Indicator

- 7.2** The detailed Non-Treasury Management prudential indicators are included in **Annex B** with the commentary below providing members with a high-level summary.
- 7.3** Whilst there is no underlying need to borrow with the Capital Programme financed through internal resources and external grants and contributions, any additional



capital expenditure proposed during the year will need to consider the availability and cost of capital financing. The mid-year Treasury Management report to Audit and Governance Committee will set out the wider impact on the Capital Financing Requirement.

8. RISKS AND UNCERTAINTIES

- 8.1** The report outlines several risks and uncertainties around the wider economic environment and achieving the Street Service savings of £0.300m.
- 8.2** A further risk has been identified concerning the additional Development Management fees received in Q1 and the forecast for the financial year. With an increase in speculative applications, it is prudent to set aside 50% of any potential additional income against planning appeals.

9. CONCLUSIONS

- 9.1** Members should note that whilst the outturn forecast is favourable there remain concerns around financial performance in certain service areas – particularly services where the Council's net revenue budget is dependent on income from fees and charges.
- 9.2** Income and expenditure budgets will continue to be monitored throughout the financial year. In some instances, income budgets for 2025/26 have been adjusted downward to reflect historic underachievement of income. However, this should not be seen as a desirable outcome – more that it recognises in setting the budget for the forthcoming financial year the estimates need to be robust in the context of current financial performance.
- 9.3** Heads of Service should take steps to identify management action(s) that will address underperformance and discuss these with the finance team and the relevant Director. Financial Performance Reports in 2025/26 will include options and recommendations



for corrective action where underperformance against the budget has been identified, and options for improving financial performance even if the service is achieving income and expenditure targets.

- 9.4** Heads of Service should explain financial performance in the context of service performance and outcomes. There is a risk that aspects of service performance may be reported as on or above target, with little or no reference to financial performance.
- 9.5** The financial and service reporting framework will continue to be developed by Finance and the Business and Intelligence service. This will ensure performance reporting is aligned and will support the service leads to identify potential mitigations and resolutions to improve performance.
- 9.6** As set out in the CIPFA Financial Management Code, performance reporting is important for the Council to remain financially sustainable. Members must receive timely information on its financial and operational performance so that corporate priorities are delivered within budget. Early information about emerging risks to financial sustainability are key to ensuring the Council can take effective decisions and carefully consider an effective response.
- 9.7** The Council must ensure it can address the financial challenges arising from the Fair Funding review ("FF 2.0") and Local Government Reorganisation ("LGR") over the MTFS-period.
- 9.8** Oversight of the Vacancy Management process has been strengthened by the Corporate Leadership Team ("CLT"), with CLT authorisation required to fill a vacancy, either on a short-term or long-term basis. CLT have also reviewed the process for assessing requests for additional resources to ensure a single and consistent approach is taken to the development and appraisal of proposals and business cases.
- 9.9** As set out in paragraph 2.3 and Table ES1, the initial outturn forecast for the year is favourable with an increased surplus likely at the end of the financial year.



- 9.10** The revenue budget is likely to come under further pressure in 2026/27 and 2027/28 as the Council considers the impact from LGR and ensures services continue to be provided to residents as usual. There will be a demand on key staff to support the assessment of final proposal and plan for a new unitary structure in Gloucestershire, and implementation of the proposal from mid-2026 following the Government's decision.
- 9.11** It is expected that additional capacity will be needed to support the emerging Corporate Plan, ensure services continue to be provided to residents, and support LGR. Therefore, it is proposed to maximise the level of resources available over the next 2 years, any additional budget surplus or one-off benefit is transferred to earmarked reserves at year end, subject to the final outturn position:
- Transformation and Change
 - Capacity Building
- 9.12** The increase in major planning applications (and associated income from fees) for housing developments does bring additional risks. As a large number of these schemes are speculative, it is likely that a number will be refused permission and will therefore result in appeals. Given the scale of development, there is a high chance appeals are dealt with as informal hearings or inquiries which bring greater costs to the Council. Planning permission was recently refused for 54 dwellings in Lechlade, which is likely to result in an appeal submission in late 2025/early 2026.
- 9.13** It is proposed to hold 50% of the forecast additional income as a risk provision. This will have the effect of reducing the net variation during the financial year. Subject to the final outturn position for Development Management Fees remaining positive (i.e. income received in the year is above the budgeted level), it is also proposed that 50% of the variation is transferred to the Planning Appeals reserve.
- 9.14** This monitoring report presents an update on the Council's financial position. As the report sets out, an underspend of £0.097m is forecast for the financial year which will



result in a transfer to the Transformation and Change Reserve at year end in order to fund capacity building in preparation for LGR.

- 9.15** Members should note that whilst the outturn forecast has improved, there remain concerns around financial performance in certain service areas – particularly services where the Council’s net revenue budget is dependent on income from fees and charges. The report has provided reference to mitigation or actions that will be discussed with service leads to address and agree management actions.

10. FINANCIAL IMPLICATIONS

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

11. LEGAL IMPLICATIONS

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

12. RISK ASSESSMENT

- 12.1** Section 8 of the report set out the material risks and uncertainties.

13. EQUALITIES IMPACT

- 13.1** None



COTSWOLD
District Council

14. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

14.1 None

15. BACKGROUND PAPERS

15.1 None

(END)

Annex A - Capital Programme 2025/26 - Q.1						
Capital Programme by Service Area	2025/26 Budget [Incl. 24/25 slippage] (£'000)	2025/26 Actuals to Q.1 (£'000)	2025/26 Variance to Q.1 (£'000)	2025/26 Committed Expenditure (£'000)	2025/26 Forecast Out-Turn Variance (£'000)	Commentary
Leisure and Communities						
Spa pool - Bourton Leisure Centre	34	10	(24)	24	0	Scheme progressing, there has been a slight delay due to the discovery of an underground leak. Exploratory works have been approved to locate and repair the leak. Once the leak is fixed, the spa pool installation will continue as planned.
Crowdfund Cotswold	30	10	(20)	0	0	Expenditure to date is for funds being held by Cotswolds funding platform partner, Spacehive, for projects approved but not yet completed.
Housing/Planning and Strategic Housing						
Private Sector Housing Renewal Grant (DFG)	1,775	353	(1,422)	0	(175)	At Q.1 it is estimated that the annual expenditure will be approx. £1.6m. The initial impact of Gloucestershire County Council [GCC] using external occupational therapy [OT] agency to clear the waiting list for adaptations has settled. It is not anticipated that Cotswold will be in a waiting list situation again this financial year.
Bromford Joint Venture Partnership	70	0	(70)	0	(70)	Unlikely to be required in 2025/26 due to slippage on wider programme by Bromford.
Environment						
Waste & Recycling receptacles	82	36	(46)	0	0	Rolling budget for the purchase of waste receptacles due to growth in properties or replacements.
Provision for financing of Ubico Vehicles	790	19	(771)	280	0	This budget is to fund the Capital Fleet Replacement Programme for Ubico. It was approved during 2025/26 to also fund the installation of a vehicle ramp at Packers Leaze Depot, South Cerney. The installation was completed during Q.1. Procurement to replace 5 x 3.5 tonne cage vehicles is due to commence shortly.
Fuel Bunkering (Ubico)	60	0	(60)	0	0	The business case is being reviewed in light of Local Government Reorganisation [LGR]. Discussions with members and officers are ongoing around the feasibility of this project.
In cab technology (Street Cleaning)	60	0	(60)	0	0	

	2025/26 Budget [Incl. 24/25 slippage] (£'000)	2025/26 Actuals to Q.1 (£'000)	2025/26 Variance to Q.1 (£'000)	2025/26 Committed Expenditure (£'000)	2025/26 Forecast Out-Turn Variance (£'000)	
Capital Programme by Service Area						Commentary
On Street Residential Chargepoint Scheme (ORCS)	183	0	(183)	0	0	Electric Vehicle Charging Points have been installed in the Brewery Car Park, they have not yet been commissioned. It is expected that they will be fully operational during Q.2.
Public Toilets - Card Payment (bc)	34	42	(42)	42	50	Installation of payment mechanisms and new doors at West Street (Tetbury), Chipping Campden, Lechlade, Northleach, and replacement paddle gates at Rissington Road and Church Rooms expected in Q2.
Replace/Upgrade Pay and Display machines	125	0	(125)	0	(125)	The tendering process for a supplier of new equipment has commenced. Replacement/upgrade may slip into 2026/27.
Retained and Corporate:						
ICT, Change and Customer Services						
ICT Capital	150	0	(150)	0	0	Expenditure on networking equipment and the ongoing laptop replacement programme.
Planning Documents and Scanning Solution	200	0	(200)	0	0	Planning service and ICT are scoping improvements to the IDOX system as part of a wider service transformation agenda to focus on delivering service efficiencies through ICT. For the purposes of the Q1 report it is assumed the budget is fully committed.
UK Prosperity schemes:						
UK Shared Prosperity Fund Projects	327	31	(296)	296	0	The UKSPF funding is now fully committed following an open application process and is expected to be spent in full before the end of the financial year.
Land, Legal and Property						
Asset Management Strategy	672	0	(672)	0	0	Expenditure forecast in respect of Abberley House Roof and Leisure Centre lift.
	4,592	501	(4,141)	642	(320)	

ANNEX B NON-TREASURY MANAGEMENT PRUDENTIAL INDICATORS

ANNEX B: Non-Treasury Prudential Indicators

1. BACKGROUND

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

2. CAPITAL EXPENDITURE

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

Capital Expenditure	2024/25 actual (£)	2025/26 forecast (£)	2026/27 budget (£)	2027/28 budget (£)
General Fund services	6,909,309	4,272,000	7,744,000	4,208,000
Capital investments	211,101	0	0	0

- 2.2** The main General Fund capital projects this year include expenditure in respect of Disabled Facilities Grants, purchase of Ubico Vehicles, expenditure on the council property portfolio.

3. CAPITAL FINANCING REQUIREMENT

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

Capital Financing Requirement (CFR)	2024/25 actual (£)	2025/26 forecast (£)	2026/27 budget (£)	2027/28 budget (£)
General Fund services	360,000	470,000	2,970,000	2,570,000
Capital investments	0	0	0	0
TOTAL CFR	360,000	470,000	2,970,000	2,570,000

4. GROSS DEBT AND THE CAPITAL FINANCING REQUIREMENT

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

ANNEX B

NON-TREASURY MANAGEMENT PRUDENTIAL INDICATORS

	31/03/2025 actual (£)	31/03/2026 forecast (£)	31/03/2027 budget (£)	31/03/2028 budget (£)	Debt at 30.6.2025 (£)
Gross Debt and CFR					
Debt (incl. PFI & leases)	260,000	160,000	5,000	2,730,000	260,000
Capital Financing Requirement	360,000	470,000	2,970,000	2,570,000	

5. DEBT AND THE AUTHORISED LIMIT AND OPERATIONAL BOUNDARY

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

Debt, Authorised Limit and Operational Boundary	Maximum Debt Q1 2025/26 (£)	Debt as at 30/06/2025 (£)	2025/26 Authorised Limit (£)	2025/26 Operational Boundary (£)	Complied? Yes/No
Borrowing	10,000,000	0	10,000,000	5,000,000	Yes
PFI and Finance Leases	0	0	0	0	Yes
TOTAL Debt	10,000,000	0	10,000,000	5,000,000	

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

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

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

	2024/25 actual (£)	2025/26 forecast (£)	2026/27 forecast (£)	2027/28 budget (£)
Total net income from service and commercial investments	237,992	406,505	434,229	440,206
Proportion of net revenue stream	1.42%	2.49%	3.10%	3.44%

7. PROPORTION OF FINANCING COST TO NET REVENUE STREAM

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

ANNEX B
NON-TREASURY MANAGEMENT PRUDENTIAL INDICATORS

	2024/25 actual (£)	2025/26 forecast (£)	2026/27	2027/28
Financing costs (£)	11,233	14,000	107,000	534,000
Proportion of net revenue stream	0.10%	0.09%	0.77%	4.17%

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COTSWOLD
District Council

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	OVERVIEW & SCRUTINY – 01 SEPTEMBER 2025 CABINET – 04 SEPTEMBER 2025
Subject	COUNCIL PRIORITY AND SERVICE PERFORMANCE REPORT – 2025-26 QUARTER ONE (APRIL-JUNE 2025)
Wards affected	All
Accountable member	Councillor Mike Every, Leader of the Council Email: mike.every@cotswold.gov.uk
Accountable officer	Jane Portman, Interim Chief Executive Email: jane.portman@cotswold.gov.uk
Report author	Alison Borrett, Senior Performance Analyst Email: alison.borrett@cotswold.gov.uk
Summary/Purpose	To provide an update on progress on the Council's priorities and service performance
Annexes	Annex A - Corporate Plan Action Tracker Annex B - Council Priorities report Annex C - Performance indicator report
Recommendation(s)	That Cabinet resolves to: 1. Note overall progress on the Council priorities and service performance for 2025-26 Q1 (April-June 2025).
Corporate priorities	<ul style="list-style-type: none"> • Delivering Good Services • Responding to the Climate Emergency • Delivering Housing • Supporting Communities • Supporting the Economy
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Cotswold District Council retained senior managers, Publica Directors, Assistant Directors, Business Managers, Service Managers and Service Leads.



1. BACKGROUND

- 1.1** A high-level commissioning statement was approved by Cabinet in January 2020 which sets out the relationship between Publica and the Council and their respective responsibilities. Publica must ensure that it provides the necessary information to the Council so it can assess whether the commissioned services are being delivered in accordance with the agreed quality and standard. In essence, Publica as contracting agent for the Council must ensure that the Council has sufficient information to challenge the performance of services provided by Publica and others. Publica also provides performance data on services transferred back to the Council. A similar approach is taken in relation to financial performance data, which will be presented to the Chief Executive and the Chief Finance Officer; and where it will be for the Chief Finance Officer to advise in terms of assurance.
- 1.2** The Council's Chief Executive is responsible for reviewing and approving the information provided in this report prior to its publication.

2. COUNCIL PRIORITY REPORT

- 2.1** The Council adopted Our Cotswolds, Our Plan 2024-28 ('the Plan') in January 2024. The Plan sets out the Council's Aim, and key priorities, and sets out the key measures of success.
- 2.2** Progress on key actions identified in the Corporate Plan for Q1 (April-June 2025) include:
- The Council's Phase 2 transition plan to bring services back in-house was approved by Cabinet and Full Council. Formal consultation with affected employees began in April, with employees successfully transferred on 1st July 2025.
 - A proposal to establish a Climate Board was approved by Cabinet in July 2025. The Board will provide strategic oversight of the Council's climate work and help embed climate action across services and partnerships.
 - The Council continues to actively support community-led renewable energy initiatives, including Thames Head Community Energy, a local not-for-profit Community Benefit Society. The Council's backing includes policy support, financial contributions through Crowdfund Cotswold, and involvement in regional programmes such as Climate Leadership Gloucestershire's Community Energy workstream, helping to deliver environmental and community benefits across the district.
 - Work is progressing on the new Cotswold Design Guide, which will help shape future development across the district. An advanced draft of the Design Code has



been produced, and the final stage, reviewing consultation feedback and making necessary updates, is currently underway.

- A pipeline of around eight rural affordable housing sites is being developed. The Council is working with Bromford through a new Partnership Framework to boost delivery across both new-build and regeneration schemes. Engagement with Homes England is also underway to explore a package of measures that could enhance rural affordable housing delivery in the district.
- A successful Town and Parish Council summit was held in June, with over 100 attendees and a focus on local government reorganisation.
- On 16 July 2025, Full Council resolved to merge the partial update of the adopted Local Plan (2011–2031) with the Development Strategy and Site Allocations Plan into a single, comprehensive Full Local Plan Update. This unified approach will also incorporate elements of the Gloucestershire Strategic Plan where appropriate, with submission targeted for 2026 and adoption in 2027.
- The Young Unsung Hero Award was successfully launched, with three winners celebrated at the July Council meeting alongside recipients of the main Unsung Heroes Award.
- The Communities team worked closely with the Communications team to highlight local successes, including media coverage of the Parkinson Table Tennis Project at Cirencester Leisure Centre, which was featured by both ITV and BBC.
- The Council's Crowdfund Cotswold initiative launched five new projects this quarter, including the Phoenix Festival, which attracted around 150 pledges of support.

2.3 Off target actions of the Corporate Plan behind schedule at the end of Q1 (April-June 2025) are detailed below. Whilst this report is a retrospective account of progress in Q1, where possible, the current status is also included for assurance.

Delivering good services

Instigate second phase of activity to replace worn and damaged street nameplates

Q1 update: Ubico is progressing with outstanding signs.

Responding to the climate emergency

Develop and deliver an Electric Vehicle Charge Point Strategy

Q1 update: Delivery of ORCS funded EVCPs across four sites is progressing. An extension to end September beyond original 31st March completion has been agreed with funders. Delays multiple in nature but two most prominent were SSEN connection issues took a long time to rectify and CK suppliers taking months to



install a meter after connection. EVCPs in Market Way, Moreton in Marsh, Maugersbury road in Stow on the Wold and West Street in Tetbury have been commissioned. Awaiting sign off from Assets team who are to confirm they are operating effectively. The Commissioning of EVCPs at Brewery, Cirencester took place at the end of July.

Work with Cirencester Town Council on the coordination of the Cirencester Town Centre Masterplan and the Cirencester Neighbourhood Plan policies

Q1 update: Recent data from the Environment Agency has put the Waterloo Car park in Cirencester in the flood zone. The Waterloo Car Park, is an area proposed for major development in the Masterplan. Therefore, further work is required to establish if the issues can be resolved prior to taking the Masterplan any further. Work has been commissioned in this regard and is currently being undertaken.

Delivering Housing

Consult and adopt the Council's new Housing strategy

Q1 update: The Housing Strategy Document was prepared in early 2024 and needs to be updated to reflect the new Govt housing targets, the new NPPF, the emerging local plan and be coordinated with other related strategies/policies (e.g Homelessness/Empty Properties/Net Zero etc). It is proposed to condense the Housing Strategy document and focus it on Strategic actions with appropriate references to other related documents such as the Local Plan. The updated document will be prepared Autumn 2025.

Supporting communities

Continue to work with Gloucestershire County Council on the creation of a safe crossing of the Spine Road

Q1 update: Design work for the Spine Road crossing is underway, with preliminary design completion expected by December 2025 and detailed design by April 2026. However, implementation remains dependent on resolving issues related to the adjacent bridge. Previously earmarked UK Shared Prosperity Fund (UKSPF) funding was reallocated to other projects to meet year-end spending targets and deliver local benefits.

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



3. SERVICE PERFORMANCE

Overall, the Council's performance in Q1 2025/26 has remained broadly positive, building on the strong foundations laid in previous quarters. Continued improvements were seen in key areas such as Council Tax and Non-Domestic Rates collection, planning determination times, and customer satisfaction. Leisure centre visits and gym memberships remained high, reflecting strong public engagement with health and wellbeing services. However, some challenges persist. Processing times for Council Tax Support and Housing Benefit change events exceeded targets, largely due to operational adjustments linked to Universal Credit automation. Additionally, the percentage of household waste recycled declined slightly, in line with seasonal patterns and national trends. The number of affordable homes delivered in Q1 was also below target, though long-term delivery remains strong.

3.1 Service performance above target:

- Percentage of Council Tax Collected (33.09% against the quarterly target of 33%)
- Percentage of Non-domestic rates collected (28.49% against the quarterly target of 27%)
- Processing times for Council Tax Support New Claims (19.65 days against a target of 20 days)
- Customer Satisfaction (97.37% against a target of 90%)
- Percentage of major planning applications determined within agreed timescales (85.71% against a target of 70%)
- Percentage of minor planning applications determined within agreed timescales (87.64% against a target of 65%)
- Percentage of other planning applications determined within agreed timescales (93.41% against a target of 80%)
- Percentage of official land charge searches completed within 10 days (95.07% against a target of 90%)
- Percentage of high risk food premises inspected within target timescales (100% against a target of 95%)
- Residual Household Waste per Household (kg) (85.94 against a target of 97) – Q4 figures as awaiting Q1 data from Gloucestershire County Council
- Missed bins per 100,000 (72.4 against a target of 80)
- Number of visits to the leisure centres (140,226 visits against a target of 126,810)



3.2 Service Performance near target:

- Percentage of Housing Benefit overpayment due to LA error/admin delay (0.46% against a target of 0.35%)
- Percentage of FOI requests answered within 20 days (86.99 against a target of 90%)
- Percentage of household waste recycled (56.66% against a target of 60%) – Q4 figures as awaiting Q1 data from Gloucestershire County Council
- Number of gym memberships (4,438 against a target of 4,441)

3.3 Service Performance below target:

Processing times for Council Tax Support Change Events (13.9 days against a target of 5 days) and Housing Benefit Change of Circumstances (10.41 days against a target of 4 days).

Previous Quarter: In Q4, Council Tax Support Change of Events were processed well within target, averaging around 3.5 days. However, Housing Benefit Change of Circumstances fell short of the target, with average processing times of approximately 5 days.

Q1: The Council experienced an increase in processing times for both Council Tax Support change of events and Housing Benefit changes of circumstances, exceeding the respective targets of 5 and 4 days. Council Tax Support changes averaged 13.9 days, while Housing Benefit changes averaged 10.41 days. This rise was primarily driven by a planned one-month pause in uploading Universal Credit (UC) applications, which allowed the team to focus on clearing a backlog of manual applications and to collaborate with partners on improving automation processes. The pause also provided an opportunity to accommodate changes introduced by the Department for Work and Pensions (DWP), who had updated the UC data feed to include additional items.

Prior to the pause, UC automation rates typically ranged between 60% and 70%. Since resuming uploads, batch automation rates have consistently exceeded 90% and daily processing has stabilised. Notably, processing times for CTS change of events have significantly improved, with the average for July falling to just 3.59 days. However, given the cumulative nature of the metric, processing times are expected to improve steadily over the coming months, though they are unlikely to return to within target until Quarter 3.

The ongoing managed migration from Housing Benefit to Universal Credit has also introduced greater complexity into the remaining caseload, with many cases involving exceptional or nuanced circumstances. As the volume of Housing Benefit change of



circumstances continues to decline, any delays now have a more pronounced impact on average processing times. The service continues to explore targeted initiatives, including the use of the Low Income Family Tracker (LIFT) tool, to help residents access unclaimed benefits and improve financial resilience.

Percentage of Planning Appeals Allowed (cumulative) (50% against a target of 30%)

Previous Quarter: During Q4, six appeals were decided, with one allowed in favour of the applicant, resulting in a 16.67% allowance rate for the quarter. As this metric is cumulative, the end of year total stood at 53 appeals, with 11 allowed (20.75% allowance rate).

Q1: Between 1 April and 30 June 2025, seven appeals were decided, with three allowed in favour of the applicant and one resulted in a split decision, resulting in a 50% allowance rate for the quarter. As this metric is cumulative, it may decrease throughout the year depending on the number of appeal decisions received.

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

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

Number of affordable homes delivered (cumulative) (2 delivered against a target of 25).

Previous Quarter: During Q4, six affordable homes were delivered within the district, bringing the total to fifty-six for 2024-2025.

Q1: In Cotswold, just two affordable homes were delivered in Q1, marking a slow start to the year. Registered Providers are currently projecting only 64 completions



for 2025/26—well below the annual target of 100—making it unlikely the district will meet its goal.

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

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

3.4 A full performance report is attached at Annex C.

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

4. OVERVIEW AND SCRUTINY COMMITTEE

This report will be reviewed by the Overview and Scrutiny Committee at its meeting on 1 September 2025. The draft minutes of that meeting will be circulated to all Members and any recommendations from the Committee will be reported to Cabinet.

5. FINANCIAL IMPLICATIONS

5.1 There are no direct financial implications from this report.

6. LEGAL IMPLICATIONS

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

7. RISK ASSESSMENT

7.1 Contained in this report.



COTSWOLD
District Council

8. EQUALITIES IMPACT

8.1 None

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

9.1 Contained in this report.

10. BACKGROUND PAPERS

10.1 None

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Green	On target
Amber	Off target but action being taken to ensure delivery (where this results in a reviewed target date, this is made clear in the table)
Red	Off target and no action has yet been agreed to resolve the situation
Complete	Action completed
Not Scheduled to Start	Workstream not Scheduled to Start during Quarter
Cancelled	
On Hold	

Objectives	Priorities	Actions	Commencement	Target Date	Cabinet Member, Lead officer(s)	RAG Rating	Comment for Q1
Delivering good services	Ensure our workforce can deliver for the council and our community	Deliver a programme to bring Council services back in-house, maximising responsiveness and democratic accountability	Nov-23	Projected timeframe of two years, until 2025	Cllr Mike Evemy	On Target	The Council's Phase 2 transition plan to bring services back in-house was approved by Cabinet and Full Council. Formal consultation with affected employees began in April, with employees successfully transferred on 1st July 2025.
					Jane Portman		
		Lease spare office space at Trinity Road	Dec-23	Jul-24	Cllr Patrick Coleman	Complete	Completed
					Claire Locke Suzanne Barton		
	Ensure effective oversight of our services, to ensure value for money and good standards	Review the waste service, and undertake an options appraisal	Dec-23	Jun-24	Cllr Andrea Pellegram	Complete	Completed
					David Stanley		
	Enhance our financial resilience and make best use of our assets	Continue to ensure that the Council's MTFS five year strategy reflects economic conditions and the government's funding settlement	Feb-24	Reviewed annually	Cllr Patrick Coleman	Complete	Completed
					David Stanley		
		Implement the Council's new asset management strategy and asset plans	Apr-24	Review April 2025	Cllr Patrick Coleman	Complete	Completed
					David Stanley		
	Play our part in maintaining and enhancing the public realm across the district	Instigate second phase of activity to replace worn and damaged street nameplates	Feb-24	Feb-25	Cllr Andrea Pellegram	Off Target, but action being taken to ensure delivery	Ubico progressing with outstanding signs.
					Alan Hope		
Responding to the climate emergency	Reduce CO2 from Transport: We will actively encourage and support the transition to EVs and increased use of public and sustainable transport such as cycling and walking.	Develop and deliver an Electric Vehicle Charge Point Strategy	Jan-24	Jul-24	Cllr Mike McKeown	Off Target, but action being taken to ensure delivery	Delivery of ORCS funded EVCPs across four sites is progressing. An extension to end September beyond original 31st March completion has been agreed with funders. Delays multiple in nature but two most prominent were SSEN connection issues took a long time to rectify and CK suppliers taking months to install a meter after connection. EVCPs in Market Way, Moreton in Marsh, Mangersbury road in Stow on the Wold and West Street in Tetbury have been commissioned. Awaiting sign off from Assets team who are to confirm they are operating effectively. The Commissioning of EVCPs at Brewery, Cirencester took place at the end of July.
					Olivia McGregor		
		Work with partners to implement the Sustainable Transport Strategy	Adoption as part of the Local Plan - projected Dec 2026	Apr-28	Cllr Mike McKeown Geraldine LeCointe Jo Symons	Not Scheduled to Start During Quarter	Workstream not scheduled to start this quarter

	Taxi Transition - explore the opportunity for the creation of an EV Taxi policy	Apr-24	Jun-25	Cllr Mike McKeown	Off Target, but action being taken to ensure delivery	
				Jon Dearing Mandy Fathers		
Cut Council Carbon Footprint, implementing sustainable practices in all council operations, emphasising energy efficiency and	Create a Climate Board, agree governance arrangements and key outcomes.	Jan-24	Review January 2025	Cllr Mike McKeown	On Target	Proposal for creation of a Climate Board written and approved by Cabinet July 2025.
				Olivia McGregor		
Increase renewable energy generation within the district, ensuring local benefit	Support and promote community owned renewables initiatives	Dec-23	Review June 2024	Cllr Mike McKeown	On Target	Cotswold District Council has been actively supporting community energy initiatives within the district, including Thames Head Community Energy. This not-for-profit Community Benefit Society (CBS) organisation, based in the Cotswolds, aims to develop local renewable energy projects to benefit the community and the environment. CDC's support has included policy backing, financial contributions through Crowdfund Cotswolds, and participation in broader regional initiatives such as Climate Leadership Gloucestershire's Community Energy workstream.
	Explore the business cases for the installation of solar panels on Council owned assets.	Jan-24	Jul-24	Cllr Mike McKeown Claire Locke	Complete	Completed
Champion initiatives to address the ecological emergency and nature recovery, focusing on reducing CO2 and conserving and enhancing the	Implement the new requirements around Biodiversity Net Gain (BNG)	Jan-24	Review July 2024	Cllr Juliet Layton	Complete	Completed
				Geraldine LeCointe		
Reduce CO2 from Buildings: Foster community-led climate action, supporting residents and businesses adopting renewable heating and improving energy efficiency.	Continue to promote and deliver Cotswold Home Solar, in partnership with MakeMyHouseGreen	Jan-23	Review July 2024	Cllr Mike McKeown	On Target	Cotswold Home Solar continues to be promoted and delivered.
				Olivia McGregor		
	Consider the business case on optimising the delivery of high quality retrofit advice and support	Jul-24	Jul-25	Cllr Mike McKeown Cllr Juliet Layton	On Target	The Council has partnered with Gloucestershire authorities to launch a retrofit support service - using supplier Furbnow - which has been live since 22nd January. This service offers energy efficiency plans, project specifications, vetted installers, and installation management. To date 7 households have requested energy efficient house plans. Additionally, CDC has employed a Retrofit Engagement Officer who is engaging communities and providing retrofit advice until September 2025. She is delivering community events and offering free home visits to identify opportunities to install renewable energy and make energy efficiency improvements. In addition, Severn Wye Energy Agency (SWEA) are the chosen contractor to deliver free energy efficiency advice for low-income households through the Warm and Well Scheme for the next 5 years.
				Olivia McGregor		
Ensure our planning policies deliver our corporate priorities and promotes both carbon neutral development and infrastructure	Subject to proposed legislative changes, complete full review of the Local Plan	Jan-24	Dec-26	Cllr Juliet Layton	On Target	On 16 July 2025 Full Council resolved to merge the two ongoing Local Plan projects: •the partial update of the adopted Cotswold District Local Plan (2011-2031); and •the Development Strategy and Site Allocations Plan, into a single comprehensive Full Local Plan Update in conjunction with incorporating work of the Gloucestershire Strategic Plan, where appropriate, with a view to submission in 2026 and adoption in 2027.
				Geraldine LeCointe Jo Symons		
	Develop a new Cotswold Design Guide – building for the future in the Cotswolds	Sep-23	Nov-26	Cllr Juliet Layton Geraldine LeCointe Jo Symons	On Target	An advanced draft of the Design Code has been produced. The final task, which is currently being undertaken is to review the representations made on the last Design Code consultation and make any necessary updates.

Delivering Housing		Work with Cirencester Town Council on the coordination of the Cirencester Town Centre Masterplan and the Cirencester Neighbourhood Plan policies	Jan-24	Nov-26	Cllr Juliet Layton	Off Target, but action being taken to ensure delivery	Recent data from the Environment Agency has put the Waterloo Car park in Cirencester in the flood zone. The Waterloo Car Park, is an area proposed for major development in the Masterplan. Therefore further work is required to establish if the issues can be resolved prior to taking the Masterplan any further. Work has been commissioned in this regard and is currently being undertaken.
					Geraldine LeCointe Jo Symons		
	Working with our partners to explore innovative routes to deliver more affordable homes	Explore innovative approaches to housing delivery	Feb-24	Aug-25	Cllr Juliet Layton	On Target	A Pipeline of Rural Affordable Housing Sites is being developed (circa 8 potential sites identified). A Partnership Framework with Bromford is developing ways to increase Affordable Housing delivery in both New-Build and Regeneration sites. Engagement is underway with Homes England exploring how a package of measures could improve the potential for Rural Affordable Housing delivery in Cotswold District.
					Alan Hope		
		Deliver an exemplar zero carbon affordable housing development in Down Ampney	Dec-23	Apr-28	Cllr Juliet Layton	On Target	Planning consent was granted on 12th March, however Bromford need to resolve issues with the surface water drainage design and are discussing the timeline for Thames Water Infrastructure upgrades to accommodate the development. This may delay commencement of works until 2027 unless Thames Water bring their upgrade plans forward.
					Alan Hope		
	Understanding everyone's housing needs	Support refugees to retain adequate housing	Jul-23	Review March 2025	Cllr Claire Bloomer	On Target	Work is ongoing to support all refugees whether on a resettlement scheme or dispersed asylum. In addition to working to ensure the families and individuals are adequately housed there is ongoing wraparound support being provided to assist with resettlement and community cohesion.
					Jon Dearing Caroline Clissold/ Paula Massey		
		Continue to monitor housing needs, using Homeseeker Plus, to inform housing strategy and implementation	Jan-24	Mar-25	Cllr Juliet Layton	On Target	The Housing Team prevent homelessness for an average of 50 households per quarter. By preventing homelessness before it occurs, this reduces the number of families who need to be accommodated in expensive B&B accommodation, which can also be outside of the district. A new Preventing Homelessness Strategy for 2025-2030 will be presented to Cabinet in Autumn 2025. The strategy identifies the route causes of homelessness and the action plan will target those areas with the aim of reducing homelessness at the earliest possible stage. This approach minimises both disruption for our clients, and reduces the cost burden on the local authority. The Housing Team also have a strong approach to rough sleeping ensuring that when it does occur, it is brief and non recurring. CDC continue to report low to zero rough sleeping in the district.
					Jon Dearing Caroline Clissold		
		Continue to build on the success of the Housing First Project with a new county wide approach	Jan-24	Mar-25	Cllr Juliet Layton	On Target	The Cotswold Housing First project continues to be recognised across the county as being an exemplary example of how projects of this type should be approached. Successful outcomes are above national averages and the Housing Team continue to work closely with Bromford and P3 to ensure the continued success of this project. There are currently now 8 individuals accommodated in Housing First, following an allocation of external funding awarded to P3 to extend the offer the original offer of 6 spaces to a further 2 clients, giving us 8 spaces in total.
					Jon Dearing Caroline Clissold		
Supporting communities	Strengthen our links with town and parish councils and key stakeholders	Consult and adopt the Council's new Housing strategy	Dec-23	Jun-24	Cllr Juliet Layton	Off Target, but action being taken to ensure delivery	The Housing Strategy Document was prepared in early 2024 and needs to be updated to reflect the new Govt housing targets, the new NPPF, the emerging local plan and be coordinated with other related strategies/policies (e.g Homelessness/Empty Properties/Net Zero etc). It is proposed to condense the Housing Strategy document and focus it on Strategic actions with appropriate references to other related documents such as the Local Plan. The updated document will be prepared Autumn 2025.
					Alan Hope		
		Continue the annual programme of Town and Parish Council Forum engagement events	Jan-24	Jan-25	Cllr Mike Evemy	On Target	Successful Town & Parish Council summit with over 100 attendees held 04.06.2025 focusing on local government re-organisation.
					Angela Claridge		

	Address the challenges of flooding and water quality and sewerage discharges	Identify opportunities to influence policy and host a sewage summit with the outcome being reported to the Council in May.	Jan-24	Oct-24	Cllr Tristan Wilkinson Matthew Britton	Complete	Completed
		Identify gaps and bolster the Cotswold Flood wardens programme	Jan-24	Jun-24	Cllr Tristan Joseph Walker	Complete	Completed
	Enhance connectivity, and biodiversity in the Cotswold Water park	Continue to work with Gloucestershire County Council on the creation of a safe crossing of the Spine Road	Jan-24	Review in January 2025	Cllr Juliet Layton Joseph Walker	Off Target, but action being taken to ensure delivery	Design work for the Spine Road crossing is underway, with preliminary design completion expected by December 2025 and detailed design by April 2026. However, implementation remains dependent on resolving issues related to the adjacent bridge. Previously earmarked UK Shared Prosperity Fund (UKSPF) funding was reallocated to other projects to meet year-end spending targets and deliver local benefits.
		Install cycle racks, in consultation with the local community	Jan-24	Mar-25	Cllr Juliet Layton Joseph Walker	Complete	Completed
		Work with partners to embed the Nature Recovery Plan for Cotswold Lakes	Jan-24	Review every six months	Cllr Juliet Layton Geraldine LeCointe		
	Healthy place making through the Local Plan	Embed Healthy Homes Act into the Cotswold Design Code	Dec-26	Dec-26	Cllr Juliet Layton Geraldine LeCointe Jo Symons	Not Scheduled to Start During Quarter	Workstream not scheduled to start this quarter
		Introduce a requirement for Community Access Defibrillators in new developments	Dec-26	Dec-26	Cllr Juliet Layton Geraldine LeCointe Jo Symons	Not Scheduled to Start During Quarter	Workstream not scheduled to start this quarter
		Focus on green infrastructure, to enhance biodiversity and community wellbeing	Dec-26	Dec-26	Cllr Juliet Layton Geraldine LeCointe Jo Symons	Not Scheduled to Start During Quarter	Workstream not scheduled to start this quarter
	Develop and deliver a District Council cultural strategy	Commence development of the cultural strategy	Feb-24	Sep-24	Cllr Paul Hodgkinson Joseph Walker	On Target	In light of LGR, a report was prepared for July Cabinet to adjust the ambition - from a longer term strategy to convening a regular network to lead an action plan focussed on quick wins to be delivered in the period up to 2028.
	Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing	Continue to deliver an asset based community development approach	Jan-24	Apr-28	Cllr Claire Bloomer Joseph Walker	On Target	Further Strengthening Community Events held throughout the quarter, during the Easter and a Summer half term school holidays, in Bourton, Fairford, Chipping Campden and Tetbury. Emphasis on getting local agencies and partners on board, as well as countrywide agencies. Ongoing work through the Community Safety Partnership, Cotswold Community Network and food network to build strong communication routes to and between local VCSE partners.
		Celebrate success - promote the work being done by partners across the district to inspire communities	Feb-24	Review August 2024	Cllr Claire Bloomer Joseph Walker	On Target	Launch on the Young Unsung Hero Award, resulting in three winners to be celebrated at July Council, along three winners from the 'main' Unsung Heroes award. Communities works closely with the Comms Team to celebrate partner successes, with press and social media pieces in quarter to recognise a range of community projects - such as the Parkinson Table Tennis Project at CLC, picked up by both ITV and BBC.
		Continue to promote community activity through Crowdfund Cotswold	Feb-24	Review August 2024	Cllr Claire Bloomer Joseph Walker	On Target	Five projects launched. One is complete, while the others are still fund raising. These include the Phoenix Festival, which has attracted an impressive circa 150 pledges of support.
		Monitor and review delivery of the District leisure contract with Freedom Leisure	Aug-23	Aug-25	Cllr Paul Hodgkinson David Stanley Joseph Walker	On Target	Regular meetings have taken place, to review performance and to identify and mitigate any risks. These meetings have also presented an opportunity to pick up on complaints, particular around cleanliness at CLC, which has resulted in the contractor investing in additional cleaning hours. The contract management role transferred to CDC on 1 July, with one of the team transferring to CDC to take on the role of Leisure and Culture Manager.

	Promote healthy lifestyles, fun and self-care for all ages	Continue to deliver the Healthier District and Connected Communities objectives and priorities set out in the Active Cotswolds Action Plan, and implement the Playing Pitch Strategy's action plan.	Jan-24	Review January 2025	Cllr Paul Helen Martin Joseph Walker	On Target	The Active Cotswolds support officer continues to support the delivery of the PPS action plan, offering support to a number of emerging projects which could provide additional pitch capacity in the district. The officer also continues to support a range of exercise and movement initiatives across the district, and in both community venues and in CLC.
		Work with partners to develop a consistent, countywide approach to identify opportunities to support to care leavers	Jun-24	Review December 2024	Cllr Paul Hodgkinson David Stanley Joseph Walker	On Target	World Jungle, the convenors for the Cotswold Youth Network, are also a HAF provider, and have used youth activity sessions to engage with young people to better understand their expectations and thoughts about participation. Their partnership Platform 'Basecamp' presents an electronic resource to enable sharing of data and experience within the partnership to provide a user voice on service design.
		Continue to be a proactive member of the Cotswold Food Network Steering Group and support initiatives under the network's umbrella	Jan-24	Review January 2025	Cllr Claire Bloomer Joseph Walker	On Target	The Food Network has furthered work on Food Gleaning - that is the collect/redistribution of surplus or waste food. The network continues to work closely with the Council on cost of living campaigns working of the LIFT data - looking both at underclaimed benefits but also opportunities such as social tariffs on utilities.
		Continue to work with the NHS Integrated Locality Partnership to support youth mental health	Jan-24	Review January 2025	Cllr Claire Bloomer Joseph Walker	On Target	CDC continues to work through the ILP and its Children and Young People Subgroup, now aligned with the County's One Plan group to minimise overlap. This includes investment via the the ICB's Supporting Local Communities funding - this funding will support a range of activities, including better provision of support for young people's mental health in the North Cotswolds through Headspace.
	Work with partners to ensure vital services cover the district, and offer support to our residents if crises hit	Maintain a multi-service response to the cost of living crisis, and other challenges to community wellbeing	Jan-23	Review January 2025	Cllr Claire Bloomer Claire Locke Joseph Walker	On Target	The LIFT platform continues to provide a useful resource to target households in need. Two letters recently went out, to working age households and retired households, notifying local residents of opportunities to manage water and fuel bills. In two pilot areas, we will also work with partners to provide surgery sessions to help residents take advantage of these opportunities. Across the County there is a campaign to promote Healthy Start - locally LIFT will give this a boost by identifying the eligible cohort and targeting communications.
		Continue to raise the profile of the Community Safety Partnership to reduce the fear of crime and ensure residents know how, and where, to get support	Feb-24	Review February 2025	Cllr Paul Hodgkinson Joseph Walker	On Target	The CCSP met in person in April, which was a great opportunity for new representatives to get to know each other and forge partner links which should support joint working going forward. Activity in quarter was limited, due to some staff constraints and changes across the county to neighbourhood policing. Through the summer, the council and other partners will be supporting the Police on Operation Shield - the local version of a national campaign around high street safety - by delivering a Strengthening Communities event in Cirencester of 7th August.
	Keep residents safe, through awareness raising around domestic abuse and fraud	Deliver Rural Domestic Abuse Champions programme in partnership with other rural Gloucestershire districts and Gloucestershire Domestic Abuse	Feb-24	Mar-25	Cllr Claire Bloomer Joseph Walker	Complete	The Rural Domestic Violence Awareness Programme funding ran until June 2025 so the project has concluded. GDASS is looking for continuation funding, but continues to offer support and training across the County.
		Train frontline staff to identify Domestic Abuse and review internal processes to recognise and support victims of abuse	Feb-24	Jul-24	Cllr Claire Bloomer Joseph Walker	Complete	The Rural Domestic Violence Awareness Programme funding ran until June 2025, so the project has concluded. However officers in key services will continue to be trained on DA where they are likely to come into contact with possible victims of DA.
		Coordinate activity under Home Office's safer Streets Fund to tackle Anti-Social Behaviour and violence against women and girls	Feb-24	Review February 2025	Cllr Paul Hodgkinson/Cllr Claire Bloomer Joseph Walker	Complete	Safer Streets funding has concluded. Moving forward, the Cotswold Community Safety Partnership will work with the OPPCC and partners to access available community safety funds

Supporting the economy	Work with partners to develop the skills of our residents	Work with key sectors to create new highly skilled jobs, through promotion of apprenticeship opportunities	Feb-24	Apr-28	Cllr Tristan Wilkinson	On Target	Officers continue to work with businesses from key sectors, including agritech, cyber/digital and sustainable aviation to promote employment opportunities. Discussions have taken place with key stakeholders about how to promote apprenticeship opportunities articles about apprenticeships have appeared in recent Business Matters newsletters. Apprenticeships are being promoted as a way of mitigating higher employers' NI contributions. A project around youth enterprise and employment, led by Cirencester Chamber of Commerce, is being supported in 2025-26 through UKSPF.
				Joseph Walker Paul James			
		Deliver a programme of activities in year 3 of the Shared Prosperity Fund to help those furthest from the employment market	Apr-24	Mar-25	Cllr Tristan Wilkinson	On Target	This project was delivered through Gloucestershire County Council's Employment and Skills Hub Outreach programme in partnership with The Churn Project with agreed outputs and outcomes. An additional year of funding for the project has been agreed for 2025-26 working directly with The Churn Project. Regular monitoring meetings are held and the project is performing in excess of its targets.
				Joseph Walker Paul James			
	Attract and manage investment to boost the local economy	Consider the results of the digital and green survey of community buildings, and enable improvements through Rural England Prosperity Fund	Apr-24	Mar-25	Cllr Tristan Wilkinson	On Target	14 projects were allocated funding by the REPF grant scheme for village halls in 2023-24 and 2024-25 and all are now completed. A number of other village halls will be receiving funding for similar projects from UKSPF/REPF in 2025-26.
					Joseph Walker Paul James		
	Support local businesses and farms, to enhance the vibrancy of our towns and villages, and to manage the opportunity and impact of the visitor economy	Continue to deliver against the six priorities set out in the Cotswold Tourism destination management plan	Jan-24	Mar-25	Cllr Tristan Wilkinson	On Target	Three UKSPF funded projects are now underway: one to identify and promote businesses as Sustainability champions; one to encourage the development of new experiences; one to bring enhancements and new functionality to the tourism website (www.cotswolds.com)
				Joseph Walker Chris Jackson			
		Continue to support the Local Visitor Economy Partnership, to ensure better coordination of tourism activity and delivery against national growth targets	Jan-24	Review January 2025	Cllr Tristan Wilkinson	On Target	Seven workstreams have been agreed by the partnership, each with an agreed action plan: these include two sustainability strands (one on transport & active travel, the other on business practices & biodiversity), business support and travel trade.
				Joseph Walker Chris Jackson			
	Work with local and county partners to grow a strong and sustainable economy	Undertake a refresh of the Green Economic Strategy	Feb-24	Apr-24	Cllr Tristan Wilkinson	Complete	Completed
					Joseph Walker Paul James		
		Continue to support the development of the Royal Agricultural University's Innovation Village	Jan-24	Jan-25	Cllr Tristan Wilkinson	On Target	The outline planning application was received in April 2024. Officers and representatives from the RAU and its advisers continue to meet in order to resolve outstanding issues including comments from consultees, particularly highways. It is hoped the application will be able to be determined in the next couple of months.
				Joseph Walker Paul James			
		Continue to work with The Growth Hub to support existing businesses and encourage the growth of start-ups, with a focus on the outreach provision supported by the Shared Prosperity Fund	Jan-24	Mar-25	Cllr Tristan Wilkinson	On Target	Officers meet monthly with representatives from the RAU/Growth Hub to monitor progress against outputs/outcomes and are pleased with progress against targets. Cirencester Growth Hub is, by a number of measures, the most successful Growth Hub in the network. Outreach Navigators continue to work across the district and have held a number of events and discovery meetings at the Moreton Area Centre, which are being well-supported. Cabinet has agreed another year of funding for 2025-26. Thought is now going to what will happen
					Joseph Walker Paul James		



COTSWOLD

District Council

COUNCIL PRIORITIES REPORT

April - June 2025

Our Cotswolds, Our Plan 2024-28

Our Ambition

To tackle some of the big challenges faced by our residents while providing a good level of key services.

Our Priorities



**Delivering Good
Services**



**Responding to the
Climate Emergency**



Delivering Housing



**Supporting
Communities**



**Supporting the
Economy**

Executive Summary Highlights

- The Council received strong feedback from the LGA Corporate Peer Challenge Progress Review, recognising improvements in governance, scrutiny, and service delivery, including the successful completion of Phase 1 of the Publica transition.
- The Planning Advisory Service (PAS) Peer Review confirmed improved performance, with the Council no longer at risk of designation. A 13-point action plan is being implemented, including new enforcement processes and Biodiversity Net Gain (BNG) requirements.
- Council emissions have reduced by 41% since 1990. A new Climate Board has been established to accelerate progress toward the 2030 net-zero target.
- The Renewable Energy Study was endorsed by Cabinet and will inform Local Plan updates and future climate policies.
- The Spring round of Crowdfund Cotswold launched five projects, with strong community engagement, including over 150 pledges for the Phoenix Festival.
- The Summer Holiday Activity and Food (HAF) programme launched with a new booking system, alongside 14 Strengthening Communities events funded through a £50,000 grant.
- The Cotswold Food Network continues to lead on food sustainability, launching new guides, outreach campaigns, and a venison supply project to support food charities.
- Cirencester town centre vacancy rate improved to 4.8%, with new businesses opening and the former House of Fraser now occupied by Monastery & Co.

Delivering Good Services



The Context

As a council, our purpose is to provide vital services to our residents, businesses, and visitors. The council is committed to delivering services effectively and efficiently, ensuring they reflect our dedication to addressing climate change and offering value for local taxpayers. The council's services will uphold high standards and deliver value for money. We will collaborate with our contractors and partners, including town and parish councils, to sustain valuable services and contribute to the preservation of the Cotswolds environment that we all take pride in.

Actions we are taking

During the quarter, the Council received strong and encouraging feedback from the Local Government Association's Corporate Peer Challenge Progress Review. The review team recognised the Council's commitment to improvement, highlighting significant progress since the original 2022 review. Notable achievements included strengthened governance arrangements, a revised and streamlined Constitution, and a well-received councillor induction and training programme. The Overview and Scrutiny function has also been revitalised, now playing a more focused and constructive role in shaping policy and holding decision-makers to account. The successful completion of Phase 1 of the Publica transition, bringing around 70 staff back into the Council, was acknowledged as a major milestone. The review encouraged the Council to take time to reflect on lessons learned before progressing to future phases, ensuring that staff are supported and that the transition continues to align with strategic goals.

In parallel, the Planning Advisory Service (PAS) Peer Review provided a focused assessment of the Planning Service, identifying both strengths and opportunities for further development. The service was commended for its improved performance, with the Government confirming that the Council is no longer at risk of designation for underperformance. Building on earlier work to improve the pre-application service, validation processes, and communication with applicants, recent efforts have centred on reducing enforcement backlogs and introducing a new online enforcement form. These changes are expected to reduce repeat contact, improve triage, and streamline case handling. The service is also preparing for the delivery of Biodiversity Net Gain (BNG) requirements, with new processes now live to support this. A comprehensive action plan has been developed to implement the 13 recommendations from the review, covering areas such as internal communication, digital innovation, stakeholder engagement, and financial transparency. Progress will be monitored quarterly by the Cabinet Member and annually by the Planning Committee to ensure continued momentum and accountability.

Responding to the Climate Emergency



The Context

The climate crisis, and the related ecology crisis, present an existential threat to all Cotswold district residents, but particularly our young people, and future generations beyond them. There is an urgent imperative to act. The Intergovernmental Panel on Climate Change (IPCC), have repeatedly outlined the catastrophic impacts that people and nature will face should the world warm by 2 degrees. They plead to limit global temperature rise through urgent, unprecedented, systemic change to halve emissions by 2030 and reach net zero emissions by 2050 at the latest. Cotswold District Council's climate strategy set a 2020-2030 timeframe, reflecting the importance of this crucial 'Decade to Make a Difference'. The Council's Climate Emergency Strategy of September 2020 identified the Council's different spheres of influence over carbon emissions. These range from emissions under the council's control (for example emissions produced from its own operations) through to those it can have an influence over by enabling District-wide climate mitigation action. Here below is a summary of actions we are taking in response.

'Direct Control' actions

The Council's Climate Emergency Strategy of September 2020 contained a target to make emissions from the Council's own operations net-zero carbon as soon as possible, aiming for an 80% reduction by 2030 against a 1990 baseline, and a 100% reduction by 2045. The Council has been working hard to build the evidence base to be able to assess progress against this target and has now been able to complete the exercise up to FY22-23. The progress report was presented at July 2025 Cabinet. It revealed that to date carbon emissions have reduced 41% against the 1990 baseline year, from 4,700,000 kg CO₂e in 1990 to 2,763,803 kg CO₂e in FY22-23. It demonstrates action to date can be seen to have led to tangible results. Cabinet (July 2025) also approved the formation of a Climate Board to enable the Council to turbocharge action towards meeting the Council's 2030 reduction target. Activity to reduce the council's operational carbon emissions continues. An energy audit (using internal staff resource) has been commissioned on the Trinity Road building to identify a portfolio of energy and carbon savings. All councils who own a stake in Ubico are in the process of agreeing to undertake a waste fleet EV transition feasibility study to equip councils' with information on feasibility and cost of transition. This is part of a suite of actions to assess how the waste fleet can be decarbonised in the most cost-effective, carbon-effective and practical manner. A business case has been agreed and an offer has been made to New Brewery Arts for the provision of solar PV.

‘Indirect Control’ actions

Work is progressing with preparing the climate change policies of the partial update of the adopted Local Plan for a final stage of public consultation, ahead of submitting the updated policies to the Secretary of State for examination in public. This work has included consideration of feedback to the previous public consultation on the draft Local Plan, and taking on-board the findings of evidence base studies that inform the policy updates. Part of the work to underpin this has involved the creation of a Renewable Energy Study. This was presented to Cabinet in May. Cabinet resolved to endorse the Renewable Energy Study for use as both part of the evidence base for the review of the Local Plan; and part of the evidence base for future Council policies and procedures in regard to responding to the Climate and Ecological Emergencies. The study contained an assessment of existing and potential renewable energy resources (including a Landscape Sensitivity Assessment) across the district as well as an assessment of current and projected future energy demands and emissions in Cotswold District. It considered renewable energy deployment scenarios and opportunities within Cotswold District alongside the benefits and challenges of renewable energy development in relation to environmental, social and economic impacts on the local area and its assets. A suite of strategic recommendations for renewable energy development was produced alongside specific energy policy recommendations to underpin proposals for policies in the Local Plan review and for future revisions up to 2041, to reflect the district’s net zero ambitions for consideration in the current Local Plan review.

To help building owners and tenants improve the energy efficiency and climate resilience of their buildings, the Local Planning Authority produced some guidance specifically for listed buildings, buildings located in a conservation area and those which are traditionally built. The guidance provides a general introduction to the topic, highlighting key points to consider when considering making energy efficiency and climate adaptation improvements to a building, and to provide guidance about where to go for good quality, independent advice, as well as where to find suitably qualified tradespersons.

‘Place Shaping’ actions

EV charging infrastructure provision

The Council is working to provide residents without off-street parking with EV charging facilities to enable the uptake of EVs across the District. Plans to install electric vehicle charge points in Council-owned carparks have progressed. The Council have entered into a contract with Connected Kerb for delivery of EVCPs in 4 Council owned car parks in Tetbury, Cirencester, Stow-on-the-Wold and Moreton in Marsh respectively. Installation within these car parks is currently taking place and is due to be completed by September.

Solar PV support

The Council is also working to enable residents to install solar PV by helping them to understand their options, find a reliable installer and secure a fair price through the Cotswold Home Solar scheme. The scheme continues to be promoted and delivered. As a result of the scheme 27 homes have already installed solar panels, and a further 18 have paid a deposit. Residents are on track to save nearly £450,000 across the district.

Energy efficiency support

Low carbon retrofit of the District's domestic building stock is an essential component of national emissions reduction but remains a huge challenge. The Council is undertaking significant work in this area. In partnership with all other Gloucestershire authorities, a contractor has been procured to provide a Gloucestershire-wide retrofit support offer for residents. The service launched on the 22nd of January and offers residents the opportunity of a whole house energy efficiency plan, project specification and vetted installer selection as well as an installation management service. In addition, a Cotswold District Retrofit Engagement Officer has been recruited to engage communities directly and provide a series of awareness raising events and bespoke advice between now and September 2025. In March we delivered Drive and Thrive event at the Corn Hall which provided residents with the opportunity to see feel and touch low carbon home technologies. The programme of retrofit engagement events is available to view here <https://www.cotswold.gov.uk/environment/climate-action/retrofit-engagement-scheme/>. We have also reappointed Contractor Severn Wye Energy Agency (SWEA) to deliver free energy efficiency advice service specifically for low-income households via the Warm and Well Scheme until 2027.

Net zero energy planning

The Council is also working in partnership with other Gloucestershire-based councils on Local Area Energy Planning which is vital to enabling net zero within Cotswold District since it is needed to build the case to District Network Operators for investment and expansion in electricity grid infrastructure. A contractor has been appointed to undertake the first 3 stages (of 7) required for Energy Planning and is currently carrying out stakeholder engagement exercises and energy baselining. In tandem we have launched our engagement with Distribution Network Operators (DNOs)/Distribution System Operators (DSOs), Northern Powergrid (NGED) & Scottish and Southern Electricity Networks (SSEN), to inform their Distribution Future Energy Scenarios (DFES) 2025 projections to ensure electricity grid infrastructure is adequate to meet our net zero ambitions.

Transport decarbonisation

Work also continues through Climate Leadership Gloucestershire on delivering the Statement of Shared Intent (SoSI) in which all seven local authorities expressed an ambition to reduce surface transport emissions by 80% by 2030 and to reach net zero by 2050. Gloucestershire councils are strengthening their collaboration regards EV charging infrastructure by considering opportunities for enhanced coordination. Life Cycle have been administering the Take a Stand

scheme in the Cotswolds since 2022, showing the commitment of the council to encourage sustainable travel in the region. With CDC support, 78 cycle parking stands have been installed recently across a number of locations in the Cotswold District.

Affordable housing

We are strengthening our partnership with Bromford to ensure existing homes and communities are resilient and ready to respond to the challenges presented by the Climate Emergency.

‘Engaging’ actions

This remains a very important part of the Council’s overall climate crisis response, and there is much work to do to help build confidence and momentum among all District-wide stakeholders, from staff to residents and from businesses to public sector bodies. We regularly run communication engagement campaigns to encourage behaviour change amongst District stakeholders. For example, in January 2025 a campaign was run to encourage people and showcase the small positive changes that can be made for the environment.

We continue to provide funding for a business net zero engagement support programme. We have also relaunched Crowdfund Cotswolds which supports and enables local communities to invest in carbon reduction technology and activity. Carbon literacy training continues to be rolled out to staff and councillors. We also developed a web resource to communicate to all stakeholders on the work of the council regards climate change. Finally, a District-wide network of individuals and organisations motivated by the climate challenge has been formed, aiming to replicate the success of West Oxfordshire District Council’s ‘Green Light’ communications platform.

Delivering Housing



The Context

The high-quality natural and built environment of Cotswold District continues to make it an exceptionally desirable place to live. The area's scenic landscapes, historic towns, and strong sense of place contribute to its enduring appeal. This is reflected in the high proportion of homes owned outright—37.8% compared to the national average of 30.6%—which highlights the District's attractiveness as a location for retirement and second home ownership.

However, this desirability has contributed to significant pressures in the local housing market. As of May 2025, the average property price in Cotswold District was £419,000, which is substantially higher than the UK average of £269,000. While this represents a 5.7% decrease from the previous year, prices remain among the highest in the South West. For first-time buyers, the average price was £323,000, and for mortgage buyers, it was £429,000.

Rental prices have continued to rise. As of June 2025, the average monthly private rent in Cotswold was £1,175, up 1.8% from the previous year. This is slightly below the UK average of £1,344 but still represents a significant burden for many local residents, especially given the lower-than-average local wages. There is a notable shortage of good quality, genuinely affordable rental accommodation across the District.

Affordable housing plays a critical role in addressing local housing needs and encompasses both low-cost home ownership options and rental properties typically offered at around 80% of market rent. However, even these discounted rates may remain unaffordable for many households, particularly those on lower incomes or with limited access to financial support.

Social rented housing, which is offered at lower rents than affordable rent, provides a vital safety net for residents on the lowest incomes or those in receipt of full Housing Benefit. These homes are essential in ensuring that the most vulnerable members of the community have access to secure and stable housing.

The combination of relatively high house prices, rising rents, and lower-than-average local earnings creates a significant and persistent challenge around housing affordability. This issue is being further exacerbated by the broader cost of living crisis, which is reducing disposable incomes and increasing financial insecurity for many households.

Adding to the pressure, the government's revised standard methodology now requires Cotswold District to deliver 1,036 homes per year, more than double the previous target. However, the District currently only has a 1.8-year housing land supply, well below the five-year requirement. This shortfall is likely to increase demand and competition for housing, further intensifying affordability challenges.

Actions we are taking

The Council's Affordable Housing Delivery Strategy and Action Plan, adopted by Cabinet on 8 February 2021, sets out a clear framework for accelerating the provision of social rented and affordable homes for local people. The current focus remains on facilitating affordable housing delivery through the Local Plan, rural exception sites, and community-led housing initiatives. The Council continues to work closely with Housing Associations to maximise delivery and is committed to going further by enabling and directly intervening in the market—potentially through the provision of land and funding.

In line with the Council's Climate Change emergency commitment, any development acquired or built by the Council must be carbon zero. While this requirement increases upfront costs, it significantly reduces ongoing revenue costs for tenants, particularly through lower energy bills.

Following the outcomes of the councillor workshop in October 2020, discussions with local Registered Providers (RPs), and a review of delivery options, Officers recommended the establishment of a formal partnership with a lead RP. This has led to the development of a Partnership Framework with Bromford, aimed at increasing affordable housing delivery across both new-build and regeneration sites. Engagement is also underway with Homes England to explore a package of measures to improve the potential for rural affordable housing delivery in the District. A pipeline of approximately eight rural affordable housing sites is currently being developed.

One exemplar project is the carbon zero affordable housing development in Down Ampney, which will deliver 13 social rented homes. The scheme involves a vacant plot owned by the Council and a neighbouring site with domestic garages owned by Bromford. The homes will feature roof-mounted solar PV panels, ensuring low utility bills for tenants. Planning consent was granted on 12 March 2025. However, Bromford is currently resolving surface water drainage design issues and coordinating with Thames Water regarding infrastructure upgrades. Unless Thames Water accelerates its plans, the start of construction may be delayed until 2027. Heads of Terms for the CDC land transfer and the Section 106 agreement are currently being negotiated.

Regarding the Old Station and Memorial Cottages on Sheep Street, the Old Station was previously assessed for service provision, including homelessness accommodation, but was found to be financially unviable for conversion. Despite efforts to identify cultural or community uses, no affordable scheme emerged. In July 2024, the Council decided to market both properties for sale. The sale of the Old Station was successfully completed on 11 April 2025 enabling the building to be brought back into use. The sale of the Memorial Cottages is still pending, with completion expected following the removal of the parking order in July/August 2025. The successful bidders are engaged in the legal process, and once completed, the buildings will be brought back into productive use.

Supporting Communities



The Context

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

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

Actions we are taking

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

Crowdfund Cotswold

Crowdfund Cotswold remains a key mechanism for supporting community-led initiatives across the District. Delivered in partnership with Spacehive, the programme empowers local groups, organisations, and residents to raise funds for projects that enhance community wellbeing, infrastructure, and cultural life. The Council provides match funding to eligible projects, helping to unlock additional financial support and increase the likelihood of successful delivery.

As part of the Spring 2025 round, five projects were launched. One has already been completed, while the remaining four are actively fundraising. Among these, the Phoenix Festival has attracted particularly strong community engagement, with approximately 150 individual pledges of support. This level of participation reflects the value placed on cultural events and the effectiveness of Crowdfund Cotswold in mobilising local support. The Council continues to promote the platform as a vital tool for enabling grassroots improvements aligned with local priorities.

Holiday Activity and Food Programme & Strengthening Communities Events

Funding for the Holiday Activity and Food (HAF) programme has been extended for 2025. Following a successful Easter delivery, the Summer HAF programme has now been finalised, with the new booking system launched on 30 June 2025. Families and carers can access a wide range of activities and events through World Jungle and other local providers, ensuring children and young people remain active, engaged, and supported throughout the summer months.

In anticipation of potential gaps in HAF provision, the Council secured £50,000 through the Strengthening Local Communities Fund to deliver 14 community events across 2025, evenly distributed between the north and south of the District. These events are designed to be multi-generational, offering activities for children, young people, and adults, alongside information and support from key local organisations. All events include food provision and are delivered in collaboration with local community champions, using an Asset-Based Community Development (ABCD) approach to ensure they are tailored to the specific needs of each community.

Alongside the Summer HAF programme, the next two Strengthening Community Events are scheduled to take place in Blockley and Cirencester. To date, events have already been successfully delivered in Moreton-in-Marsh, Cirencester, Bourton-on-the-Water, Fairford, Chipping Campden, and Tetbury, with over 400 residents participating. These events have provided a welcoming and inclusive environment for residents to enjoy a fun, relaxing, and informative afternoon. They have also created valuable opportunities for stallholders and service providers to engage directly with the community, share information, and explore collaborative approaches to improving outcomes for local people.

Each event also includes a community feedback forum, offering residents of all ages the opportunity to share their views on what works well in their area and what could be improved. This feedback is helping to shape future activity and ensure that services are responsive to local priorities.

Cotswold Food Network (CFN)

The Cotswold Food Network (CFN) continues to lead and coordinate efforts to improve food sustainability and resilience across the District. Its work is currently focused on two key themes: financial inclusion and cost of living, and food provision support.

A Food Network Event is scheduled for July 2025, where updates will be shared on key financial inclusion topics including the Household Support Fund, Department for Work and Pensions (DWP) updates, the Council's Revenues and Benefits work, and the Advice First Aid programme. To support targeted outreach, the Council is using the Low-Income Family Tracker (LIFT) to identify households in need. The current campaign focuses on fuel and water poverty, aiming to connect residents with support and reduce financial hardship. A revised version of the "Worrying About Money?" leaflet, tailored specifically for the Cotswold context, has been produced. 4,000 printed copies have been distributed to local organisations and community venues to ensure wide accessibility.

In support of food provision, the CFN has developed a Food Procurement Guide to promote best practices for food sourcing at meetings and events, with an emphasis on local procurement and waste reduction. A complementary Allotments Mini Guide has also been produced to encourage local food growing. A Cookery Classes Guide, detailing free and low-cost cookery classes available across the District, has been drafted and will soon be published. This resource will be mapped using GIS and will include a list of recommended local caterers. In response to ecological and food access challenges, a Venison Supply Project is currently being scoped. This initiative aims to address deer overpopulation while supplying free venison meat to food provision charities. Monthly newsletters are produced and distributed to the CFN's food provision and growing network mailing list, ensuring stakeholders are kept informed of developments, opportunities, and resources.

Community Building

The Council continues to support the Cotswold Youth Network in its efforts to enhance mental health and youth services across the District, fostering collaboration among local organisations. Recent work includes supporting Northleach Teen Space with team training and the introduction of targeted interventions from the Ernest Cook Trust, aimed at improving outcomes for young people.

Support for Digital Inclusion also remains a priority. The Council has provided ongoing assistance to the Digi Hubs, and has recently handed over delivery of the 'Getting Connected' and 'Staying Connected' digital skills courses, enabling the hubs to continue this work independently and sustainably.

The Strengthening Communities events have been well received, with positive feedback from both residents and partner organisations. These events provide valuable opportunities to engage with communities on a range of topics including the cost of living, health and wellbeing, community development, and social isolation. The Council continues to collaborate with a wide range of partners—including the NHS, Citizens Advice, Cotswold Friends, The Churn Project, Gloucestershire Fire & Rescue, Falls Prevention, Foodbanks, and the Carer's Hub—to build on the success of the Community Building Roadshow held in 2024.

That initiative provided residents with access to advice, support, and signposting, while also enabling the Council to gather valuable insights into how people feel about their communities.

Supporting the Economy

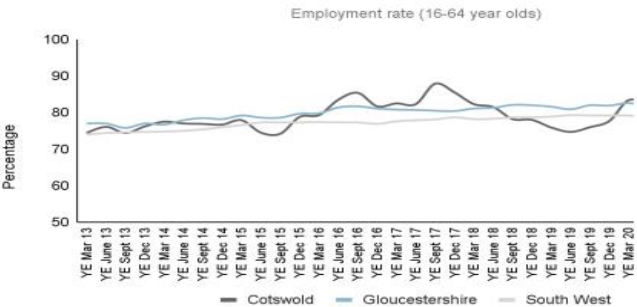


The Context

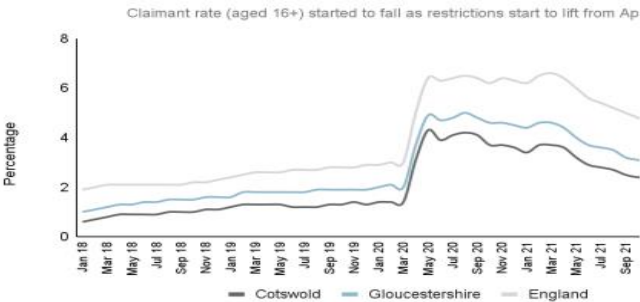
The District supports an economically active population of an estimated 42,600 and has strengths in finance and business services, ICT including science and technology, retail, and accommodation and food services. Around 90% of businesses are micro businesses employing fewer than 10 people. Median wages for people working in the district are below the national average, and affordability of housing is a significant issue for the district, which can result in skill and labour shortages.

Historically, unemployment has been relatively low but increased during the pandemic. It has fallen back significantly and now stands at just under 2% - the lowest in the county, but still slightly above the pre-pandemic level. The claimant count did see a proportionally significant rise in February 2025 of just over 100 (based on around 1000 total unemployment). This is believed to be due to businesses anticipating the employers’ national insurance rise. It has dropped back very slightly since then.

The national and global economies have faced uncertainty as a result of the Russian invasion of Ukraine and sharply rising prices, particularly for energy, fuel and food, which continues to impact on disposable income and living standards. Although energy and fuel costs, and the overall inflation rate, have dropped back, prices are still significantly higher than prior to the invasion.



Source: ONS, Annual Population Survey

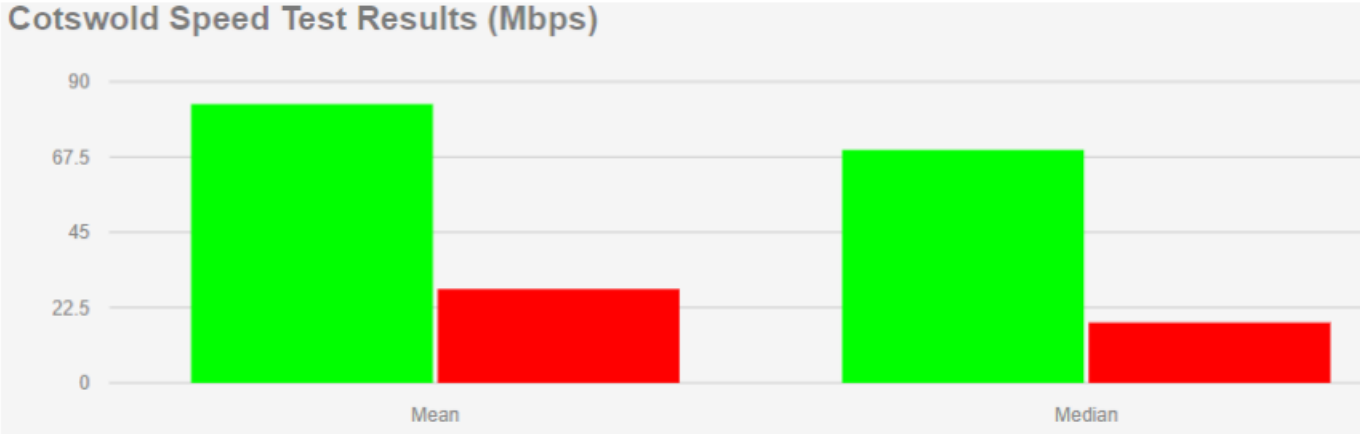
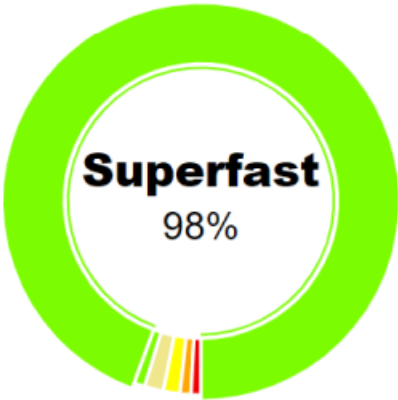


Source: ONS, Crown Copyright Reserved (Nomis)

The number of job postings remains high, reflecting continuing challenges in recruitment, but has fallen back from its peak. There are many companies at the cutting edge of innovation and the opportunity to grow key sectors like agritech, cyber and digital, medical equipment and environmental technologies.

The lack of a reliable broadband connection especially in rural districts can add to social isolation as well as reduce opportunities to be economically active. Openreach has been working in Cirencester and has announced plans to deliver full fibre to Tetbury, South Cerney, Lechlade, Northleach, Fairford and Bourton-on-the-Water by 2026 at the latest. However, there are still some areas where broadband is poor and even superfast connectivity is not sufficient for some businesses to operate in the way they wish to. The Council has been working with the Fastershire Project to address these areas. The Fastershire Project ceased at the end of March 2024 and has been replaced by Project Gigabit, run by BDUK. The contract for Project Gigabit’s ‘Lot18’, which includes parts of the Cotswold District was awarded to Gigaclear in February 2024.

The coverage of superfast (>30mbps) has increased slightly and ultrafast (>100mbps)/full fibre has moved up quite quickly according to figures on the ThinkBroadband website and now stands at over 70%. This reflects the ongoing work by the infrastructure providers and the fact that commercial activity is concentrated on providing a full fibre service to the ‘easier to reach’ areas whereas the last 1.4% who do not yet have superfast broadband fall firmly within the ‘difficult to reach’ category.



Much of our work to enable a vibrant economy will be achieved in partnership with key stakeholders ranging from the County Council to Chambers of Commerce and other business groups, town and parish councils, institutions like the Royal Agricultural University and Cirencester College and individual businesses.

Actions we are taking

The refreshed Green Economic Growth Strategy 2025-29 was adopted by Cabinet in March 2025. It sets out the challenges and issues for the district and how they will be addressed. The strategy has been informed by the Gloucestershire Economic Strategy, which was approved by the County Council's Cabinet in May 2024 and was noted by the new City Region Board in September 2024.

The Cotswold Economic Advisory Group, which was set up to advise, oversee and challenge the implementation of the Strategy and provide a link to the main institutions and the wider business community in the District, continues to meet regularly and provide valuable advice and assistance. The group has representation from key stakeholders including Cirencester College, the Royal Agricultural University (RAU), Cotswold Airport, Fairford and Lechlade Business Club, the Federation of Small Businesses and Gloucestershire County Council. Most recently, the Group met at the Cotswold Casement Co Ltd in Moreton-in-Marsh and heard about the North Cotswolds Awards (as the name suggests, a set of business-related awards covering the North Cotswolds) and about the Cotswold Catalyst programme, run by the Cirencester Growth Hub, which provides intensive support and advice to five local businesses who have potential for growth.

In 2022, the Council was awarded £1 million over three years from the UK Shared Prosperity Fund (UKSPF) for the period 2022-23 to 2024-25. The Council's Local Investment Plan, which sets out how the Council proposes to use the money, was approved by the government in early December 2022. The fund has three themes – Community and Place, Supporting Local Business and, in year three, People and Skills. Completed projects including 'Clean and Green' initiatives, new offices at The Growth Hub/Farm49, a feasibility study and works to the Old Station building in Cirencester, works to restore the clocktower on the Redesdale Hall in Moreton-in-Marsh, a significant contribution to bringing the former House of Fraser in Cirencester back into use and a new website for the Cotswold Lakes area to reflect its change in branding from the Cotswold Water Park. Cabinet in March 2023 agreed to allocate up to £135,000 a year for 2023-24 and 2024-25 to the Growth Hub in Cirencester to provide business support. One positive benefit of this funding is that the Growth Hub has been able to expand its outreach programme across the district, particularly in the north in areas like Moreton-in-Marsh and Chipping Campden. The

Business Navigators for the outreach programme have been using the Council's Moreton Area Office as their base when working in the area. A number of events have taken place in the north of the district.

The Council has been awarded a further £327,146 from the UK Shared Prosperity Fund for 2025-26. Cabinet has already agreed to fund the Growth Hub and the initiative with The Churn Project to help people furthest away from the labour market into jobs, training and volunteering. An open application process was run for the remaining unallocated funding of around £120,000 and decisions have now been made on which projects to fund .

A further £764,292 was allocated to the Council from the Rural England Prosperity Fund over the financial years 2023-24 and 2024-25. This is a capital-only fund to support rural businesses to diversify with new products and services and to provide new community infrastructure. An addendum to the Local Investment Plan was submitted to the government at the end of November 2022 and it was approved in early April 2023. The approach has been to allocate funding for business grants, for active travel and for community projects, including assisting village halls with sustainability-related improvements. The Council procured a delivery partner for the business grants (ALP Synergy Ltd) and the village hall grants (GRCC – formerly Gloucestershire Rural Community Council) jointly with the Forest of Dean District Council. All of the business grant-funded projects have now been completed. Fourteen grants for village halls have been approved and all of these projects have been delivered. A number of active travel and community and heritage buildings applications have been approved, with the projects in question now completed.

A further £229,240 has been allocated to the Council from the Rural England Prosperity Fund for 2025-26. A report to Full Council in May agreed the approach to using this funding. An open application process was run, which closed on 16th June. Applications were received requesting over £750,000. The majority of available funding has now been allocated and decisions published, but a relatively small amount of funding remains to be allocated and a number of applications are still under consideration.

Town centres are crucial, both economically and for civic pride. The number of vacant retail units in town centres serves as an indicator of their health and reflects the Council's efforts to support their recovery from the COVID-19 pandemic. A survey conducted in August 2021 revealed that Cirencester had a town centre vacancy rate of 11%, which was three percentage points below the national average. This rate improved to just under 6% in April 2022 and to just under 5% in October 2022. At the end of April 2025, the vacancy rate stood at 4.8%, with several of the remaining units either under offer or undergoing refurbishment. The former House of Fraser in the Market Place, which was the longest-standing vacant building, has now been leased to the Grace Network who have now opened under the branding of Monastery & Co. The building houses a number of social enterprises including food-related, bikes, children's clothes and second-hand furniture. A number of other new entrants have opened in the town, including The White Company, The Works and a number of independent businesses. In the smaller towns within the district, vacancy rates are generally low, though even a few vacancies can significantly impact

percentages. Currently, there are no major concerns, but we remain vigilant about the pace of high street changes and the potential effects of the cost-of-living crisis. We will continue to monitor these developments closely and, indeed, are planning to undertake an initiative in the three towns where vacancies are at the highest level (Lechlade, Moreton-in-Marsj and Tetbury), to try to understand the reasons for this and what can be done to counter it. The conversion of retail spaces to residential use in smaller towns is also a concern as it may impact the town's 'critical mass' and its ability to attract visitors.

The Cotswolds.com website, managed by the Council's Tourism Team, remains firmly established as the leading online destination for the Cotswolds, consistently ranking number one on Google. Over the past 12 months, the site has attracted 1.6 million users and generated 3.8 million page views, reflecting its central role in promoting the region to domestic and international audiences.

To maintain and enhance this position, Cotswolds Tourism has successfully secured two funding streams: UK Shared Prosperity Fund (UKSPF) support for website enhancements, and a Visit England Asset Creation Grant via the Local Visitor Economy Partnership (LVEP) 1 2. The Asset Creation Grant has enabled the commissioning of new imagery to refresh and enrich the site's visual appeal. Meanwhile, the UKSPF funding is being used to deliver a visual redesign and introduce new functionality, including a microsite builder. This will allow for improved promotion of strategic priorities such as sustainability, accessibility, and specialist interests. Development work is underway, with the upgraded site expected to go live by the end of summer 2025 3.

Additional UKSPF funding has been secured to support the creation of Sustainability Champions, representing diverse sectors of the visitor economy. These champions will act as exemplars, sharing best practices and encouraging more sustainable approaches across the industry. The Help to Thrive initiative is also being delivered, supporting businesses—both within and beyond the traditional visitor economy—to develop new visitor experiences and improve their reach through digital marketing and engagement with trade and group travel markets.

Cotswolds Tourism continues to operate as a membership-based organisation, with all marketing activity funded through membership income. Membership currently stands at 418 businesses, generating £100,000 in income over the past year. The primary marketing channels remain the Cotswolds.com website and the organisation's social media platforms, which now boast a combined following of over 160,000. With a new Membership Manager in post, networking events have resumed, attracting over 150 businesses to the first two events.

The Cotswolds Plus LVEP, led by Cotswolds Tourism, is now fully established and recognised by Visit England as part of the national portfolio of high-performing partnerships. Seven workstreams have been agreed, covering Sustainability (public transport and biodiversity), Business Support, Data and Research, Travel Trade, Accessibility and Inclusion, and Skills and Training. This strategic collaboration is helping to shape the future of tourism across the wider region, ensuring it remains vibrant, inclusive, and economically resilient.

The Council is working with partners to bring sites forward which will support the Council's ambition to grow high value, highly skilled, low environmental impact businesses in key areas including agritech, digital/cyber, medical equipment and environmental technologies, and to enhance the opportunities available for local people, particularly young people so that they have the skills they need to secure employment in the District. The Council is working with:

- The Royal Agricultural University (RAU) to bring forward their Innovation Village project. The plans include teaching and research space, incubator and grow-on business units, although the exact make-up of the development is likely to evolve as the project progresses. The Council assisted the RAU to secure £100,000 from the Gloucestershire Economic Growth Joint Committee Strategic Economic Development Fund to assist with the cost of project management over a two-year period. A public launch of the project took place on 20 January 2023 and attracted considerable media attention. The council continues to liaise actively with the university on this project. A planning application has been submitted for the scheme in April 2024 (Ref: 24/01143/OUT). It is hoped that the application will be determined within the next few months.
- The former Mitsubishi site in Cirencester, is now renamed Watermoor Point and is home to a significant number of businesses. The office element is now over 90% let. The owners have also introduced an innovative and flexible co-warehousing solution, offering businesses a private, secure space within the warehouse, ranging from 1,000 to 10,000 square feet. Businesses also benefit from shared mechanical handling equipment and an on-site qualified forklift driver. Watermoor Point has been granted planning permission to install an additional 310 PV solar panels in addition to its existing 50kWh array, demonstrating its commitment to sustainability.
- ZeroAvia, which relocated from Cranfield to Cotswold Airport in 2021, is a leading innovator in decarbonising aviation and is developing a hydrogen-electric powered aircraft. The Council has been working with the Inward Investment Team at Gloucestershire County Council to support ZeroAvia which has increased its staff numbers from 15 to 150 onsite, with the plans to continue to grow significantly. The Council and Inward Investment Team will continue to support ZeroAvia in its ongoing growth. Other sustainable aviation businesses, such as Vertical Aerospace and S&C Thermofluids, are already based at Cotswold Airport and the council is working with the airport's owners and others to promote it as a hub for such innovative businesses.
- The Fire Service College/Capita regarding the potential for a wider Centre for National Resilience at Moreton-in-Marsh.

Kier Highways are continuing to progress the A417 Missing Link project on behalf of National Highways. The project, which at around £460m, is due to complete in 2027 and is the biggest infrastructure investment in the district and indeed the whole county for a generation. It is designed to reduce congestion and improve road safety on this important link between Cirencester and Gloucester and, more widely, the M4 and M5 motorways. The value to the local economy is being tracked by Kier, who are using local suppliers and sub-contractors wherever possible.

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COTSWOLD

District Council

Delivering great services locally

PERFORMANCE REPORT:

April - June 2025

Summary Index

Area	KPI Name	RAG	Page
Revenues, Benefits and Housing	Percentage of Council Tax Collected		7
	Percentage of Non-Domestic Rates collected		8
	Processing times for Council Tax Support new claims		9
	Processing times for Council Tax Support Change Events		10
	Processing times for Housing Benefit Change of Circumstances		11
	Percentage of Housing Benefit overpayment due to LA error/admin delay		12
	(Snapshot) Long Term Empty Properties		13
	(Snapshot) Number of households in B&B/hotel-type accommodation & Hostels (LA owned or managed); and Number of successful 'Move On' into suitable independent/long-term accommodation from B&Bs/hotels/hostels		14
Customer Experience	Customer Satisfaction - Telephone		15
	Customer Satisfaction - Email		16
	Customer Satisfaction - Face to Face		17

Summary Index



Area	KPI Name	RAG	Page
Customer Experience	Customer Call Handling - Average Waiting Time		18
	Complaints		20
	Percentage of FOI requests answered within 20 days		21
Page 111 Development Management and Land Charges	Building Control Satisfaction	No Data	22
	Percentage of major planning applications determined within agreed timescales (including AEOT)		23
	Percentage of minor planning applications determined within agreed timescales (including AEOT)		24
	Percentage of other planning applications determined within agreed timescales (including AEOT)		25
	Total Income achieved in Planning & Income from Pre-application advice		26
	Percentage of Planning Appeals Allowed		27
	(Snapshot) Planning Enforcement Cases		28
	Percentage of official land charge searches completed within 10 days		29
	Number of affordable homes delivered		30

Summary Index

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

A note on performance benchmarking

Benchmarking can be a useful tool for driving improvement; by comparing our performance with other similar organisations, we can start a discussion about what good performance might look like, and why there might be variations, as well as learning from other organisations about how they operate (process benchmarking).

When we embark on performance benchmarking, it is important to understand that we are often looking at one aspect of performance i.e. the level of performance achieved. It does not take into account how services are resourced or compare in terms of quality or level of service delivered, for example, how satisfied are residents and customers? Furthermore, each council is unique with its own vision, aim and priorities, and services operate within this context.

Benchmarking has been included wherever possible ranking against Chartered Institute of Public Finance and Accountancy (CIPFA) Nearest Neighbours model which uses a range of demographic and socio-economic indicators to identify the local authorities most similar to our own. Cotswold's identified Nearest Neighbours are Babergh, Chichester, Derbyshire Dales, East Hampshire, Lichfield, Maldon, Malvern Hills, Mid Devon, South Hams,

Stratford-on-Avon, Stroud, Tewkesbury, West Devon, West Oxfordshire and Wychavon. Additional investigations are underway to provide it for those metrics that are missing comparisons.

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

A note on Standard Deviation

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

Overall Performance

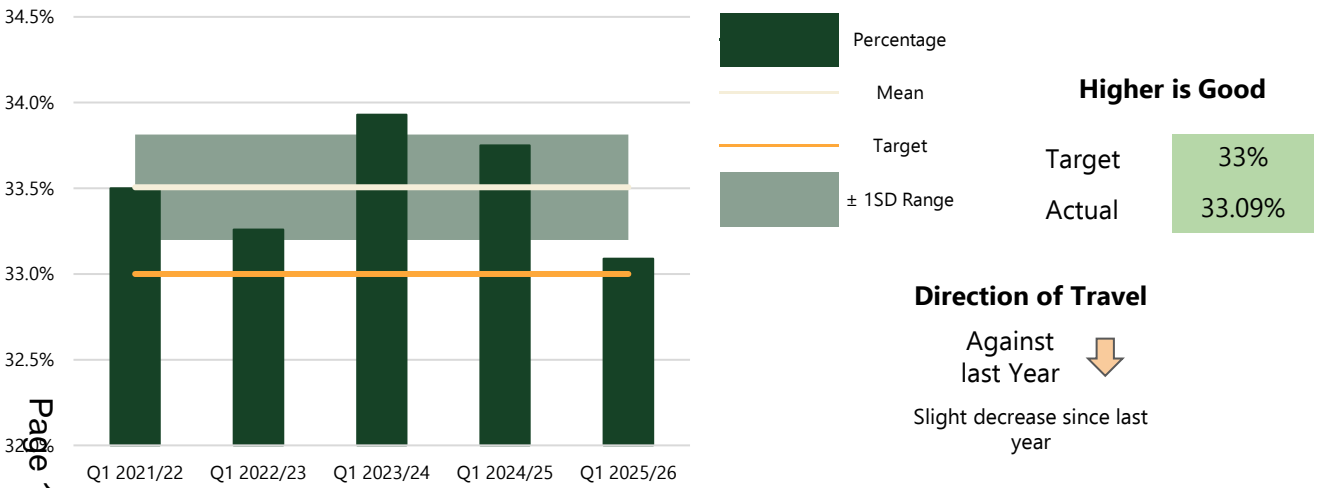
Overall, the Council's performance in Q1 2025/26 has remained broadly positive, building on the strong foundations laid in previous quarters. Continued improvements were seen in key areas such as Council Tax and Non-Domestic Rates collection, planning determination times, and customer satisfaction. Leisure centre visits and gym memberships remained high, reflecting strong public engagement with health and wellbeing services. However, some challenges persist. Processing times for Council Tax Support and Housing Benefit change events exceeded targets, largely due to operational adjustments linked to Universal Credit automation. Additionally, the percentage of household waste recycled declined slightly, in line with seasonal patterns and national trends. The number of affordable homes delivered in Q1 was also below target, though long-term delivery remains strong.

Page 14

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

Percentage of Council Tax Collected

[INDEX](#)



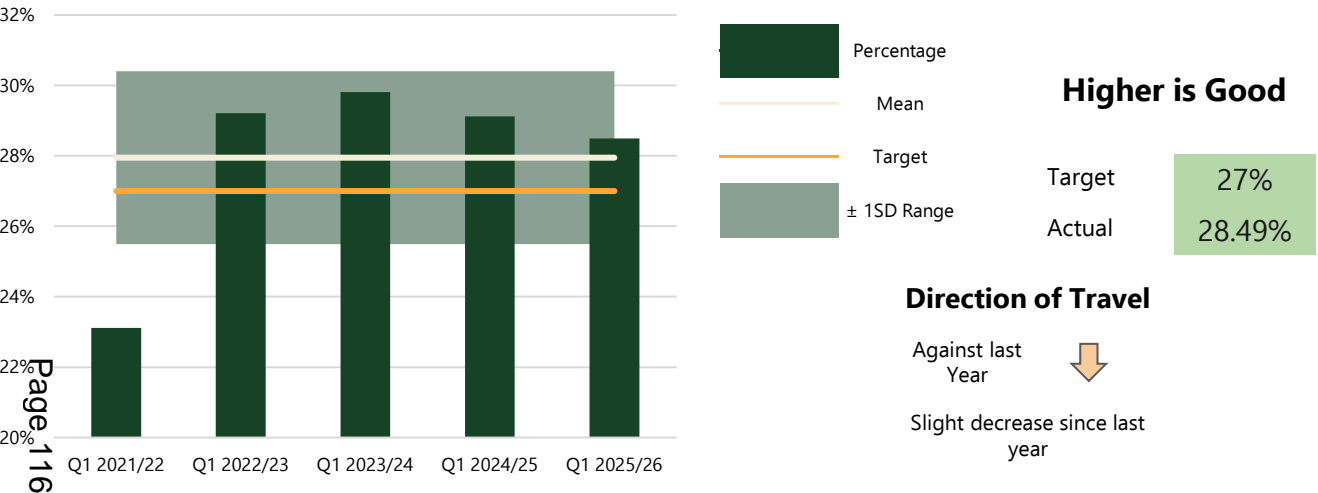
How do we compare?
Benchmarking via Gov.uk Tables and Individual Council Websites using CIPFA Nearest Neighbours – Latest dataset is 2024-25 Collection Rates

2024-25 Benchmark	%	CIPFA Rank	Quartile
Babergh	99.12	1/16	Top
Tewkesbury	98.53	4/16	Top
Cotswold	98.3	7/16	Second
Maldon	97.95	12/16	Third
Chichester	97.47	16/16	Bottom

By the end of Q1, Cotswold met its 33% council tax collection target, exceeding pre-pandemic levels with a 2.1% increase, signaling a strong and sustained recovery. Operationally, the recovery timetable is fully up to date, and despite higher Q1 volumes, backlogs have been reduced to under 10 days. A growing trend of residents spreading payments over 12 months is influencing early-year patterns, but overall collection rates remain stable. The table below shows council tax collection rates for previous years alongside the outstanding balances.

	2021-2022	2022-2023	2023-2024	2024-2025	Total Outstanding
Balance at Quarter End	£608,017.14	£671,836.12	£923,672.54	£1,457,767.42	£4,106,835.64
Collected	99.35%	99.31%	99.11%	98.65%	

Percentage of Non-domestic rates collected



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

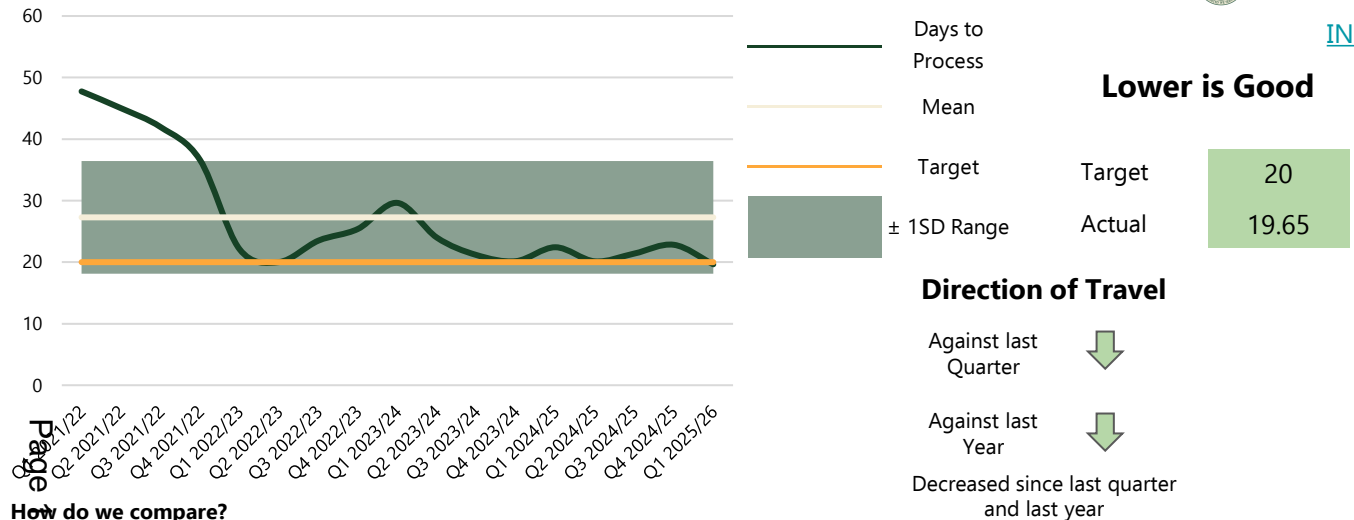
2024-25 Benchmark	%	CIPFA Rank	Quartile
Mid Devon	99.83	1/16	Top
South Hams	98.3	7/16	Second
Malvern Hills	97.59	11/16	Third
Cotswold	96.91	14/16	Bottom
Stratford-on-Avon	96.46	16/16	Bottom

By the end of Q1, Cotswold collected 28.49%, exceeding its 27% target and reflecting steady performance. While this marks a modest decline from last year, it remains a strong result given reduced support from the Retail, Hospitality and Leisure Relief scheme. To support service delivery, staff completed targeted training across Council Tax and NDR, helping reduce backlog age and improve resilience.

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

	2021-2022	2022-2023	2023-2024	2024-2025	Total Outstanding
Balance at Quarter End	£101,338.80	£210,738.01	£264,962.66	£241,635.07	£818,674.54
% collected	99.26%	99.17%	99.30%	98.21%	

Processing times for Council Tax Support new claims



How do we compare?

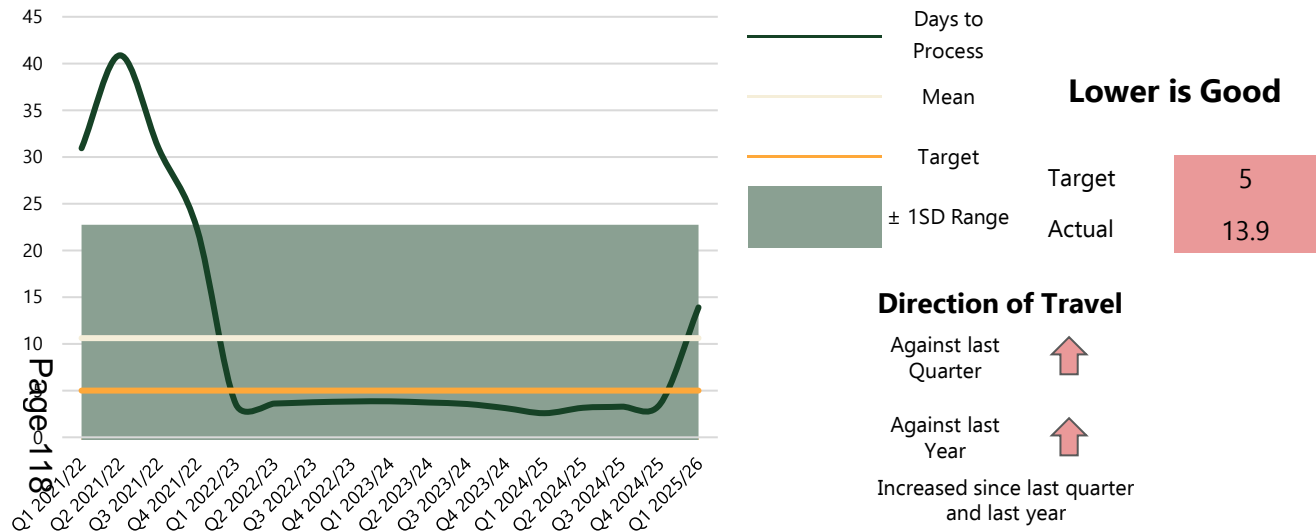
Gov.uk produces tables to show a snapshot of the number of CTS claimants at the end of each financial year. The below table shows number of claimants at the end of March 2025 and the percentage change from March 2024 for each authority.

Q4 2024-25 Benchmark	Number of Claimants at end of March 2025	Percentage Change since March 2024	CIPFA Nearest Neighbours Rank (Higher = biggest reduction)
West Devon	3,182	-2.99%	1/16
Cotswold	3,882	-0.77%	4/16
Lichfield	5,234	-0.83%	10/16
Tewkesbury	4,946	2.04%	16/16

In Q1, the Council met its 20-day processing target, averaging 19.65 days, an improvement on last year. A small year-end backlog was quickly reduced, and performance remained stable throughout the quarter. The continued downward trend in processing times reflects a strong focus on operational efficiency and customer service.



Processing times for Council Tax Support Change Events



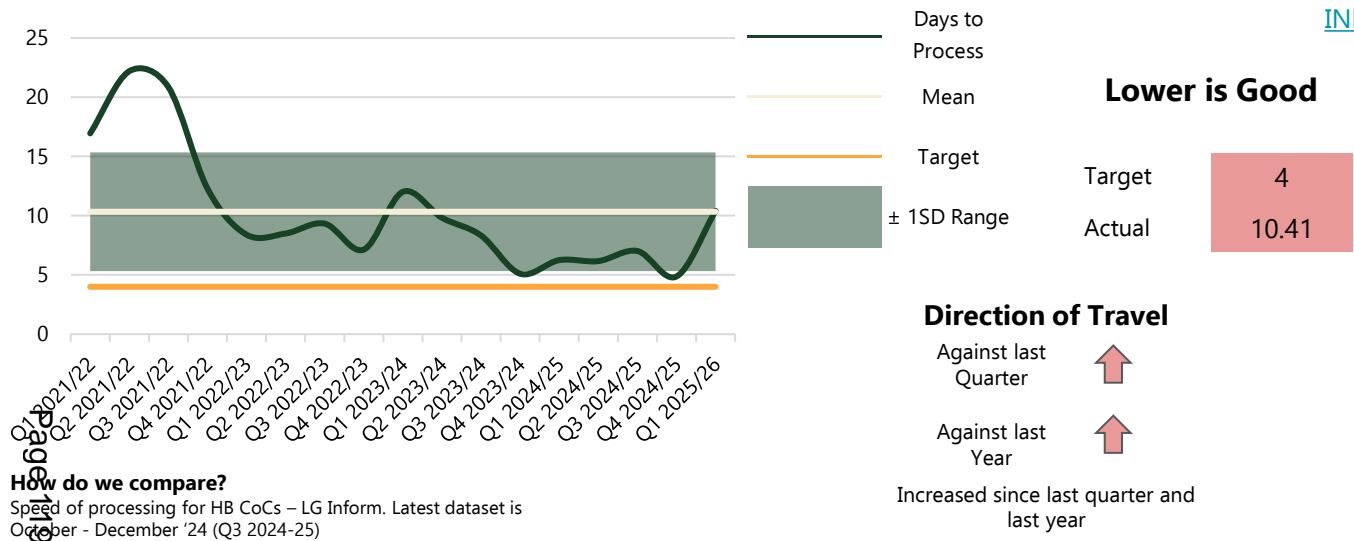
Page 18

In Q1, Council Tax Support Change Event processing averaged 13.90 days, exceeding the 5-day target. This was due to a planned one-month pause in uploading Universal Credit (UC) applications, which served two purposes: to allow the team to focus on clearing a high volume of manual applications and to work with partners on optimising UC automation.

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

Before the pause, automation rates ranged from 60% to 70%. Since uploads resumed, automation has consistently exceeded 90%, with daily uploads now fully in place. As the metric is cumulative, processing times are expected to improve steadily, though likely not return to target until Q3.

Processing times for Housing Benefit Change of Circumstances



How do we compare?

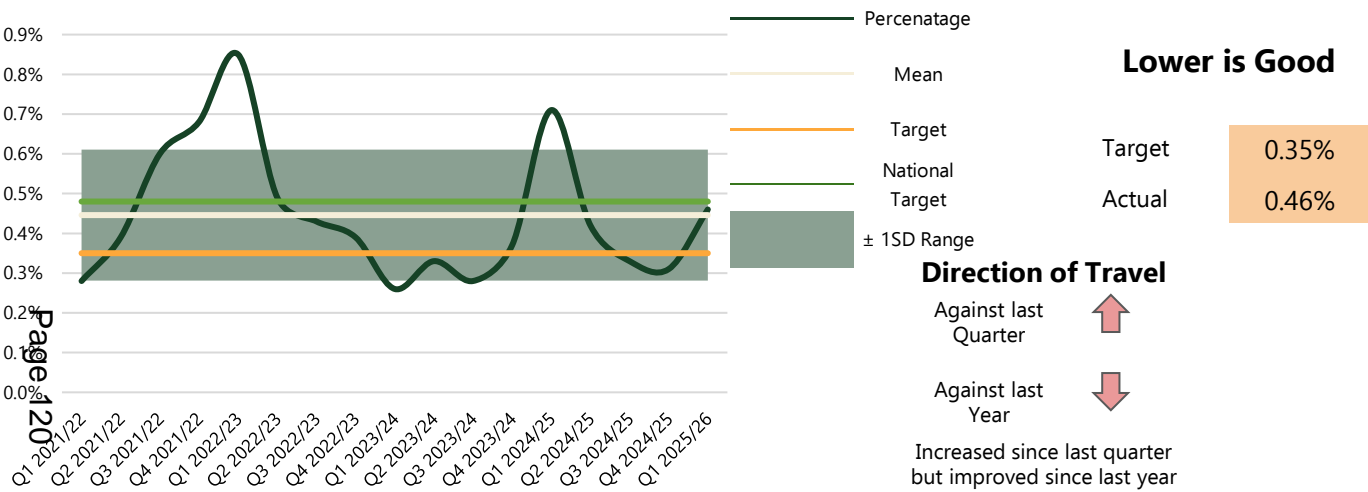
Speed of processing for HB CoCs – LG Inform. Latest dataset is October - December '24 (Q3 2024-25)

Q3 2024-25 Benchmark	Days	CIPFA Nearest Neighbours Rank	Quartile
Mid Devon	2.27	1/16	Top
East Hampshire	3.22	4/16	Top
Stroud	5.16	8/16	Second
Chichester	7.15	12/16	Third
Cotswold	9.24	14/16	Bottom
Wychavon	16.32	16/16	Bottom

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

In Q1, Housing Benefit change of circumstances processing averaged 10.41 days, above the 4-day target and marking a notable rise from previous quarters. This increase was driven by two main factors: the ongoing managed migration to Universal Credit, which has added complexity to remaining cases, and the planned one-month pause in UC uploads, which supported backlog reduction and automation improvements. The council continues to explore use of the Low Income Family Tracker (LIFT) tool, with further targeted initiatives under consideration to help residents access unclaimed benefits and strengthen financial resilience.

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



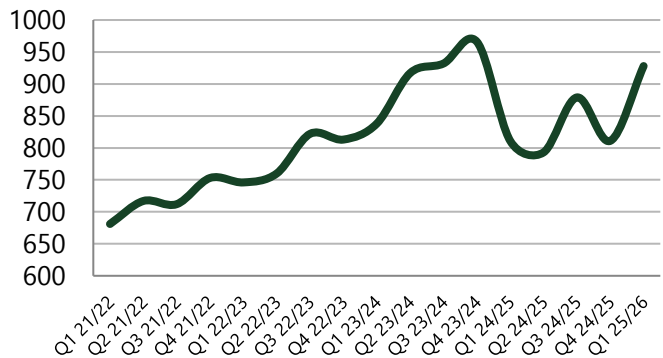
Page 120

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

In Q1, Cotswold remained below the national target for Housing Benefit overpayments caused by local authority error or delay (0.48%). The overpayments recorded were mainly linked to a small number of temporary accommodation cases. While these were previously subject to full quality checks, this approach proved unsustainable. The process has since been refined to use targeted sampling, maintaining strong oversight while improving efficiency. Despite this, occasional errors still occur.

The Council continues to participate in the DWP's Housing Benefit Award Accuracy (HBAA) initiative, supporting national efforts to reduce fraud and error.

(Snapshot) Long Term Empty Properties



Direction of Travel

Against last Quarter 

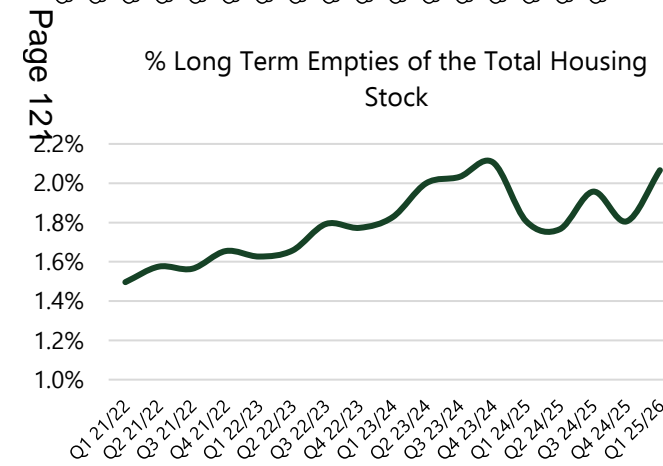
Against last Year 

Increased since last quarter and last year

Lower is Good

No Target

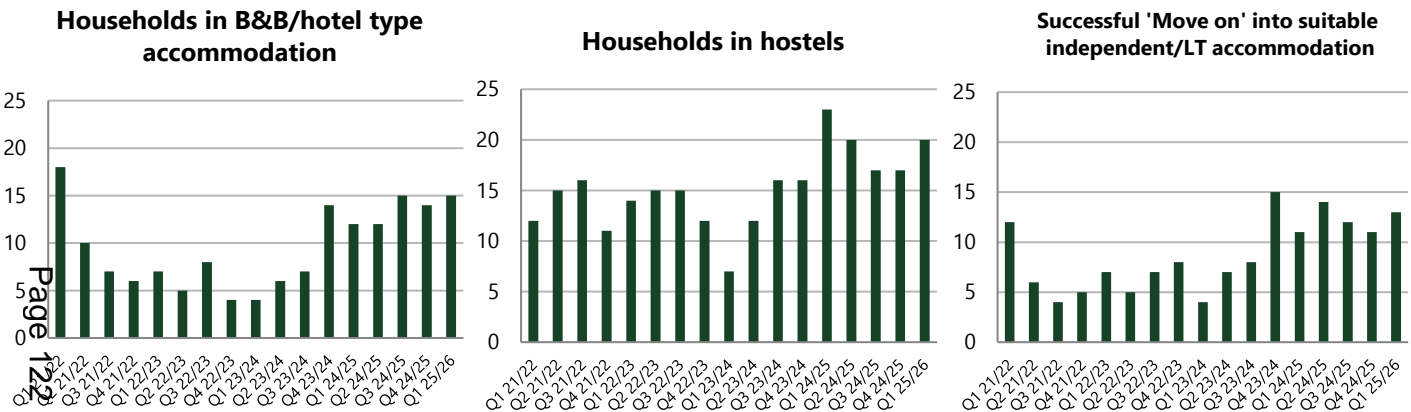
928



In Q1, the Council recorded 928 long-term empty properties (vacant for six months or more), reflecting an increase due to improved reporting systems. These enhancements have enabled more accurate identification and tracking of empty homes, providing a clearer picture of long-term vacancy and supporting more targeted interventions going forward.

How do we compare?
No benchmarking currently available. The Data & Performance Team will investigate options

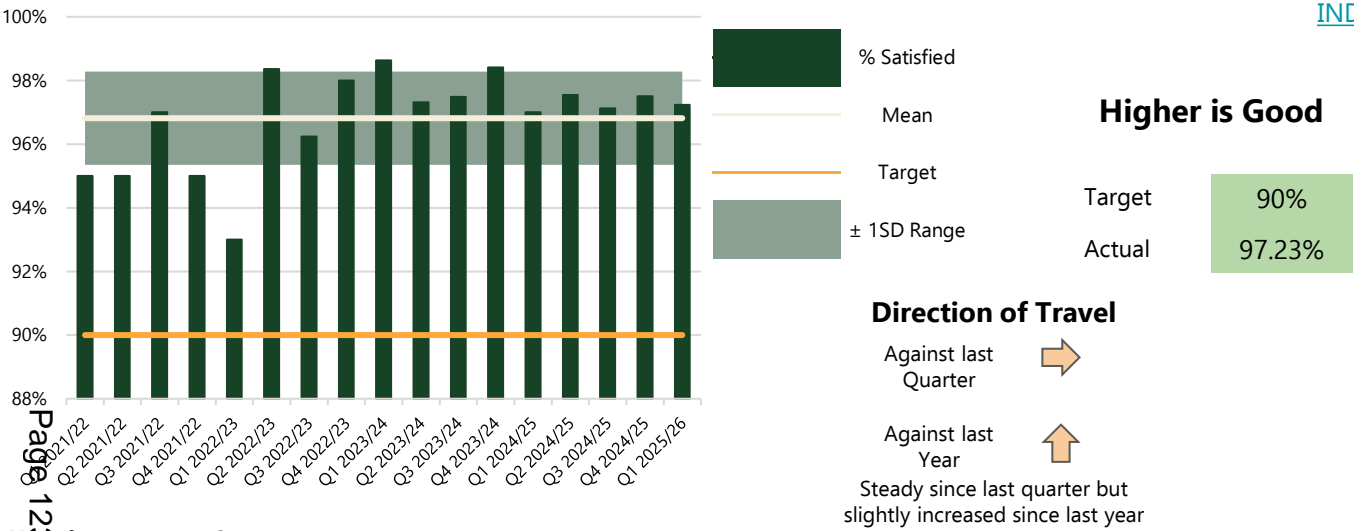
(Snapshot) Number of households in B&B/hotel-type accommodation & Hostels (LA owned or managed); and Number of successful 'Move On' into suitable independent/long-term accommodation from B&Bs/hotels/hostels



Direction of Travel		
Against Last Quarter	B&Bs/Hotels	⬆️
Against Last Year	B&Bs/Hotels	⬆️
Against Last Quarter	Hostels	⬆️
Against Last Year	Hostels	⬇️
Against Last Quarter	Move Ons	⬆️
Against Last Year	Move Ons	⬆️

Homelessness remains a key focus for the Council, where the number of individuals presenting as homeless continues to rise. However, the number in temporary accommodation has remained stable, reflecting the effectiveness of the council’s prevention approach. Rough sleeping levels in the district remain low, with zero to very few cases reported.

Customer Satisfaction - Telephone



How do we compare?

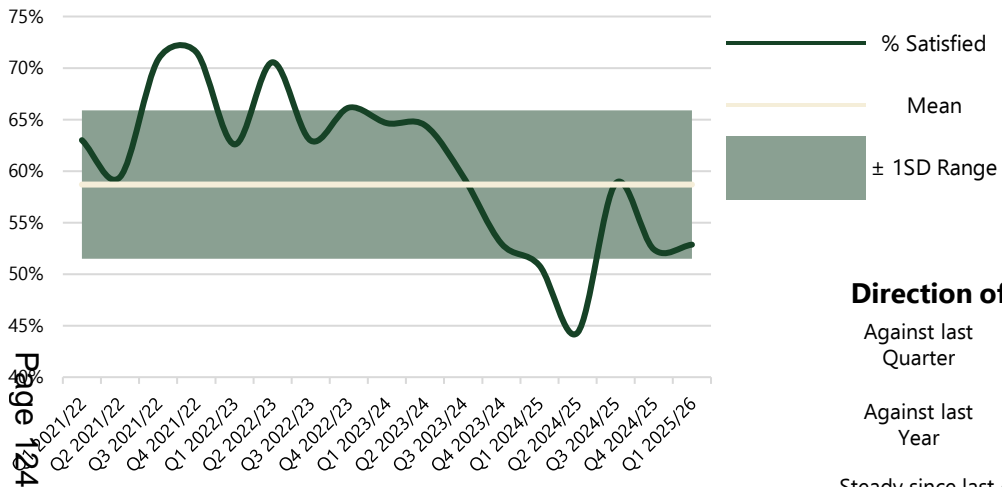
The Govmetric Channel Satisfaction Index is a monthly publication of the top performing councils across the core customer access channels. At least 100 customers need to be transferred to the survey to be included in the league table so even if satisfaction is high, it may not be included i.e. Forest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

	April Rank	April Net Sat.	May Rank	May Net Sat.	June Rank	June Net Sat.
Cotswold	2	94%	2	99%	5	90%
Forest	N/A	N/A	1	100%	1	98%
West	1	96%	3	96%	2	97%

Telephone satisfaction remained consistently high throughout Q1, supported by efforts to encourage survey participation and gather valuable feedback.

A total of 469 residents participated in the survey, of these, 456 customers reported being satisfied with the service, reflecting a high level of overall satisfaction.

Customer Satisfaction - Email





Higher is Good

No Target

52.86%

Direction of Travel

Against last Quarter 

Against last Year 

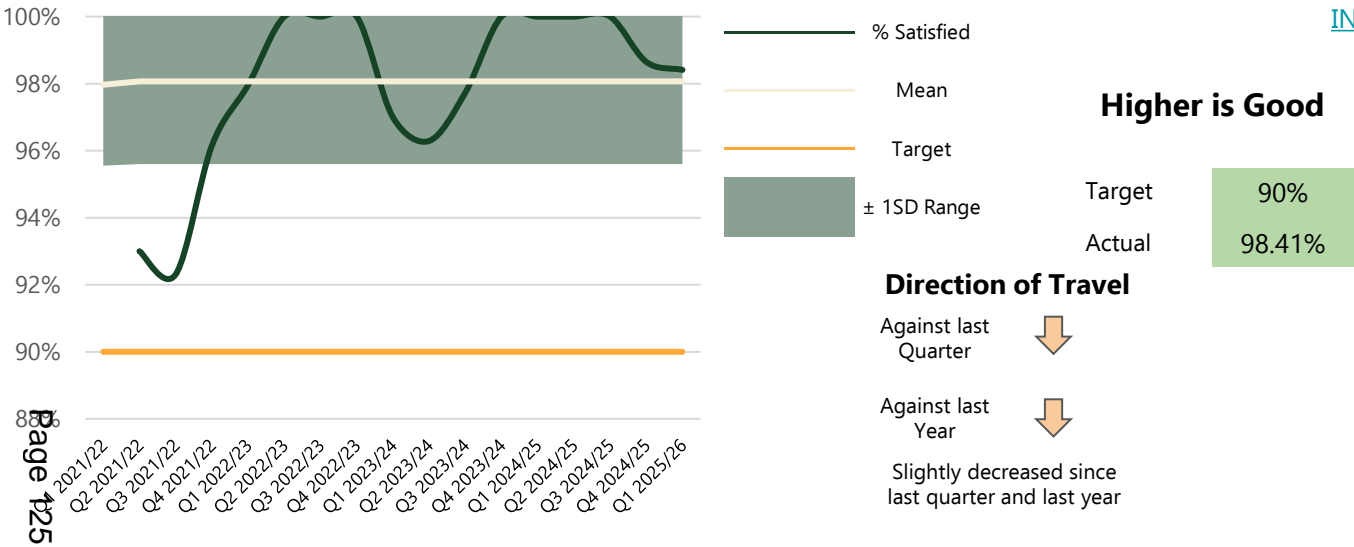
Steady since last quarter but increased since last year

A total of 507 residents participated in the email satisfaction survey, with 268 respondents indicating they were satisfied with the service received. As part of efforts to strengthen customer insight, all customer service emails issued through Salesforce include a built-in survey link, enabling residents to provide feedback quickly and easily.

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

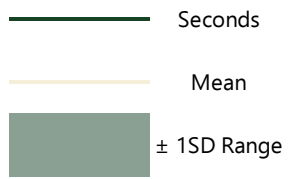
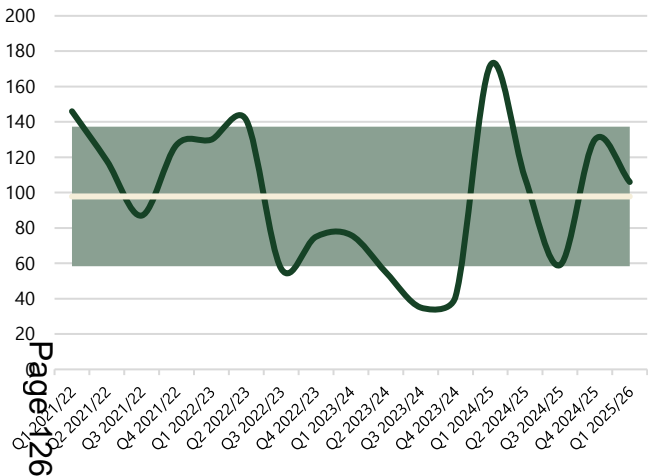
How do we compare?
No benchmarking currently available. The Data & Performance Team will investigate options

Customer Satisfaction - Face to Face



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

Customer Call Handling - Average Waiting Time



Lower is Good

No Target

106 Seconds

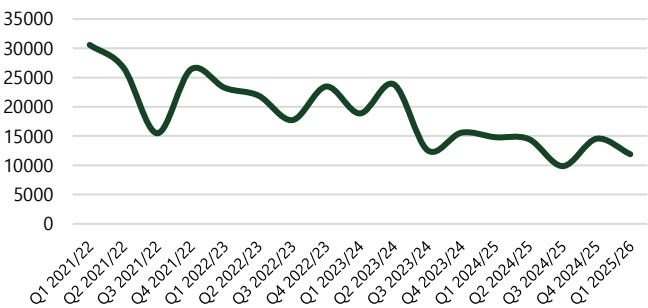
Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and last year

Call Volume Over Time



How do we compare?

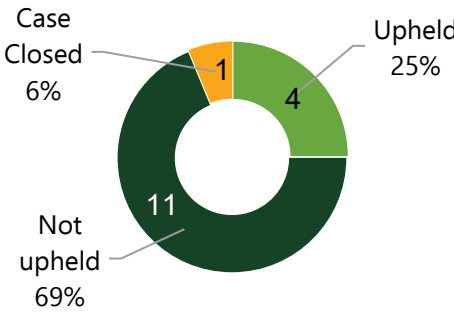
SPARSE are investigating pulling together Customer Services benchmarking data and if there is sufficient demand and suitably similar metrics to provide comparison across similarly rural local authorities we will work with them to assess any crossover in metrics and potential presentation.

In Q1, average call waiting times in Cotswold improved by around one minute compared to the same period last year. A temporary spike in April—driven by enquiries about the new Second Homes Premium—led to a 7% year-on-year increase in Revenues-related calls, but overall performance remained steady.

Call volumes continued to decline, with 11,894 calls received (down 2,906 year-on-year), reflecting the success of the Channel Choice strategy in promoting digital self-service. The service also successfully delivered £250,000 in savings for Cotswold and West by April, without compromising service quality, despite the added pressure of onboarding and training new staff during peak periods.


Number of complaints upheld


Complaints by Status



Direction of Travel

Complaints upheld or partly upheld at Stage 1

Against last Quarter 

Against last Year 

Decreased since last quarter but steady since last year

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

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

A new Customer Feedback Procedure went live on the 1st April 2025.

The new process has the following stages:

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

2024-25

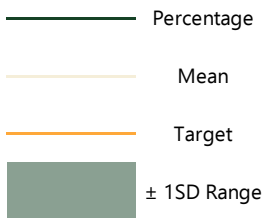
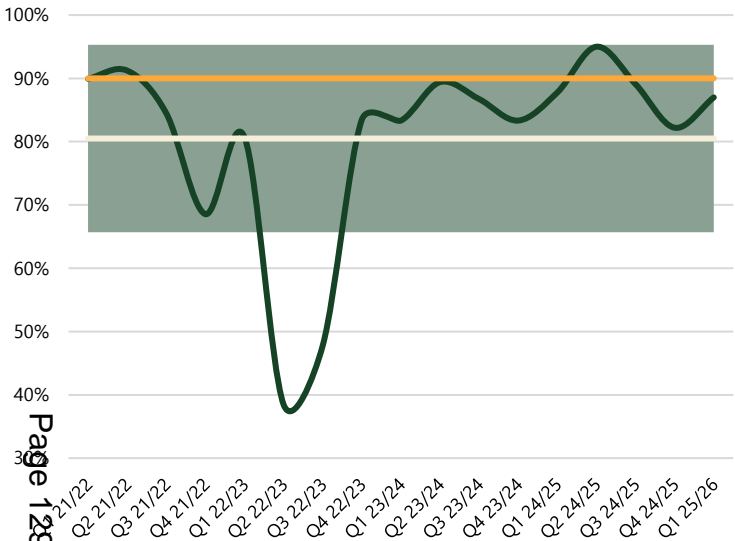
	Complain ts Investigat ed	Percenta ge Upheld	Upheld decisions per 100,000 residents	Percentage Compliance with Recommendati ons	Percentag e Satisfacto ry Remedy	CIPFA Rank	Quartile
Cotswold	1	0%	0	N/A	N/A	1/13	Top
Stroud	1	100%	0.8	100%	0%	4/13	Second
Chichester	2	100%	1.6	100%	0%	9/13	Third
South Hams	2	100%	2.2	100%	50%	13/13	Bottom

Complaints Upheld or Partially Upheld Breakdown

Service area	Description	Outcome/learning	Decision	Response time (days)
Revenues and Benefits	No second home premium letter received	Apology issued; it was explained that the council acted in line with central government guidance.	Upheld	1
Revenues and Benefits	Received multiple council tax bills with differing amounts owed	Apology issued for the discrepancy; it was explained that this resulted from Council Tax Support calculations.	Upheld	1
Waste	Green waste collection continually missed	Added to list to ensure collections are completed and an apology has been issued.	Upheld	9
Waste	Green waste bin replacement not received within 28 days	It was recognised that a confirmation email should have been sent along with the revised bill, and an apology was offered for this oversight	Upheld	4

Page 128

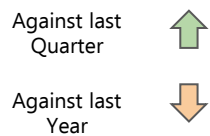
Percentage of FOI requests answered within 20 days



Higher is Good

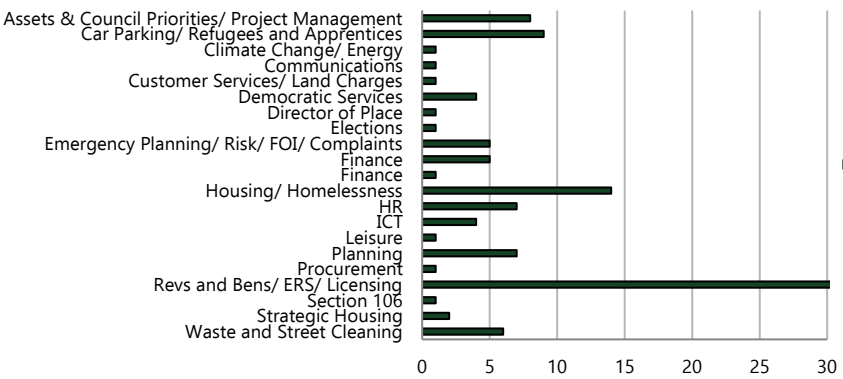
Target	90%
Actual	86.99%

Direction of Travel

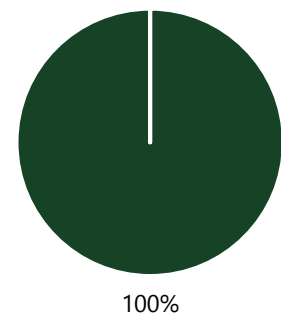


Increased since last quarter but slightly declined since last year

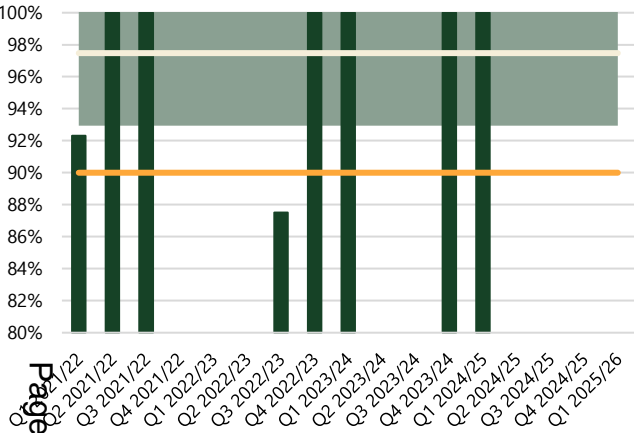
Reasons for Delays in Responding to FOI Requests Beyond the 20-Day Deadline



Service Area not provided Information in time



Building Control Satisfaction



Higher is Good

Target 90%

Actual No Data

Direction of Travel

Against last Quarter N/A

Against last Year N/A

No Data

Page 130

The team has used various methods to engage customers for satisfaction surveys, including paper forms, electronic forms, and phone calls. However, the response rate remains low, with no surveys returned in Q1. To address this, the team has collaborated with the Data Team to create a webform that will be emailed to customers with their completion certificate, aiming to improve the response rate.

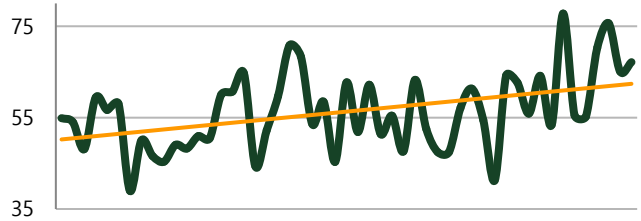
In Q1, the market share averaged 69%, with 140 applications processed, reflecting a 12% increase in market share compared to the same period last year. However, application volumes remained steady, with only a slight year-on-year increase of 9.

How do we compare?

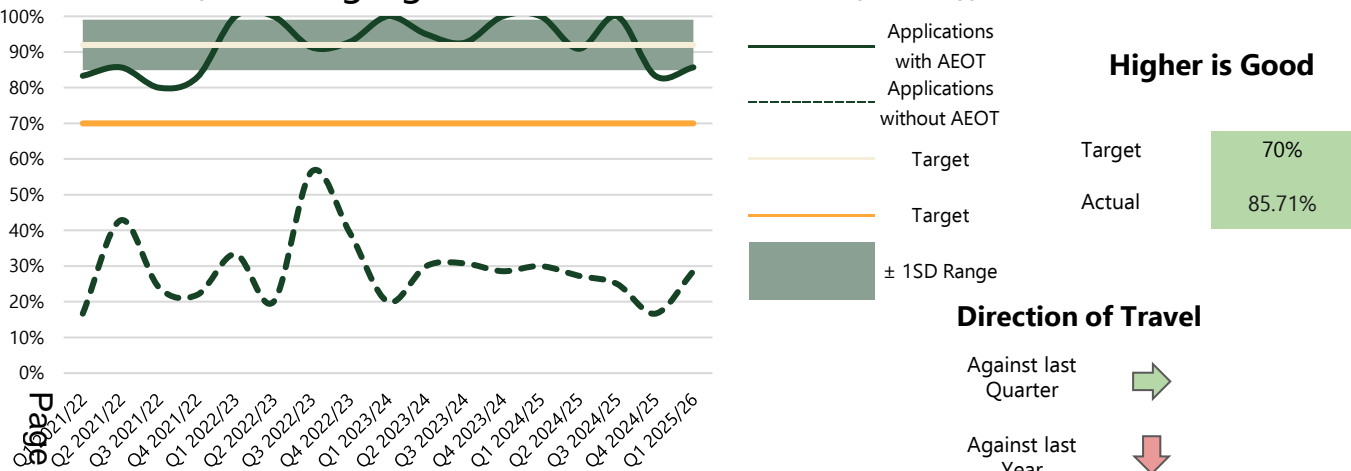
Percentage of share in the market

April	May	June	Number of Apps for Quarter
76%	65%	67%	140

The below chart shows market share over time from April 2021



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



Page 13

How do we compare?
Major Developments - % within 13 weeks or agreed time – LG Inform. Latest dataset is January - March '25 (Q4 2024-25)

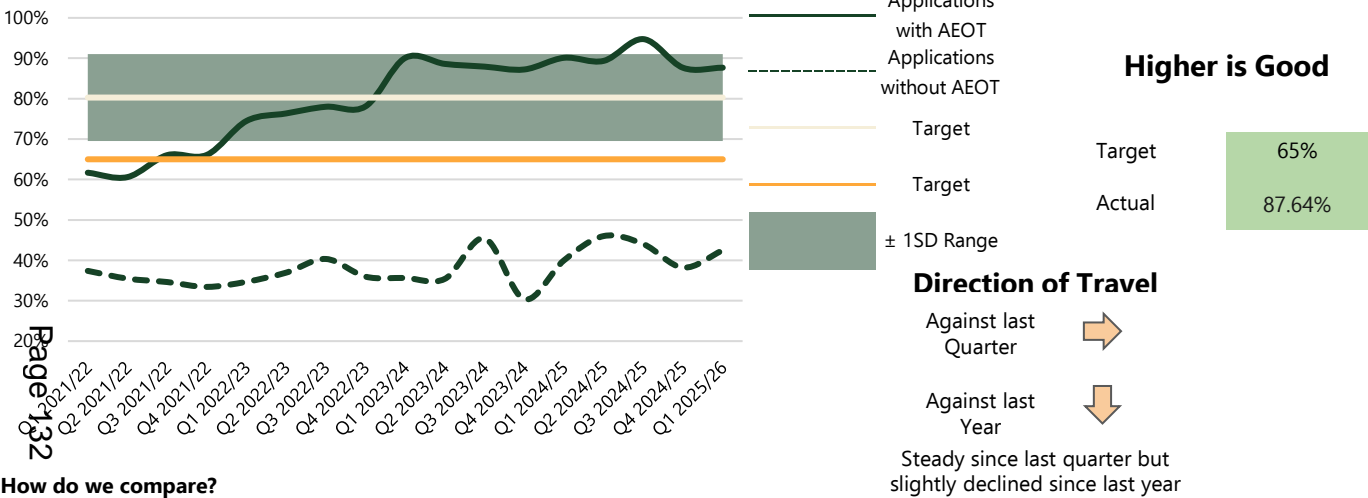
Q4 24-25 Benchmark	%	CIPFA Rank	Quartile
Malvern Hills	100	1/16	Top
Babergh	100	1/16	Top
Stratford-on-Avon	93	8/16	Second
Cotswold	83	12/16	Third
Stroud	80	14/16	Bottom
Wychavon	75	16/16	Bottom

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

During Q1, seven major applications were determined.

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

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



How do we compare?

Minor Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is January - March '25 (Q4 2024-25)

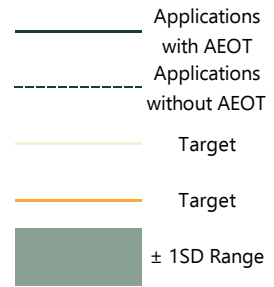
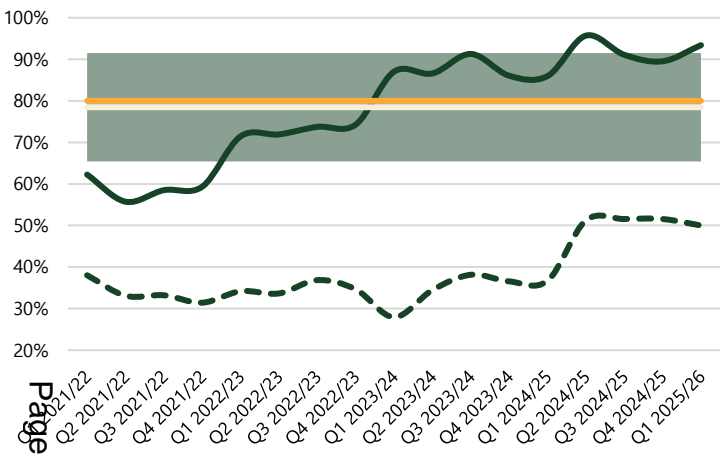
Q4 24-25 Benchmark	%	CIPFA Rank	Quartile
Mid Devon	98	1/16	Top
Wychavon	95	3/16	Top
South Hams	91	6/16	Second
Cotswold	88	10/16	Third
Derbyshire Dales	78	13/16	Bottom
East Hampshire	64	16/16	Bottom

This quarter, the Council continues to perform well in processing minor planning applications within statutory timeframes. The team is currently reviewing the Planning Advisory Service (PAS) report and progressing with its action plan to improve service delivery and tackle long-standing challenges.

As of Q1, the Council's rolling average stands at 89.08%, well above the government's 70% threshold, highlighting the service's robust performance.

In total, 73 minor applications were determined during Q1.


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




Higher is Good

Target	80%
Actual	93.41%

Direction of Travel

Against last Quarter 

Against last Year 

Improved since last quarter and last year

How do we compare?

Other Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is January - March '25 (Q4 2024-25)

Q4 24-25 Benchmark	%	CIPFA Rank	Quartile
West Oxfordshire	98	1/16	Top
Stroud	95	4/16	Top
Lichfield	93	8/16	Second
Malvern Hills	90	11/16	Third
Cotswold	87	13/16	Bottom
Derbyshire Dales	81	16/16	Bottom

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

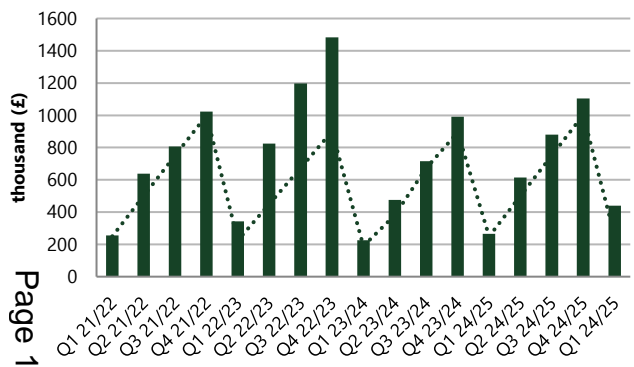
Notably, the proportion of applications determined without an agreed extension of time has consistently remained at around 50%, marking a 14% increase from the previous year. This highlights the effectiveness of the improvements implemented under the Development Management Improvement Plan.

In Q1, a total of 259 Other applications were determined

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


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


Total planning income




Direction of Travel


Total Planning Income

Against last Quarter 

Against last Year 

Pre-Application Income

Against last Quarter 

Against last Year 

Higher is Good

Total Planning Income (£)

Target 254,124

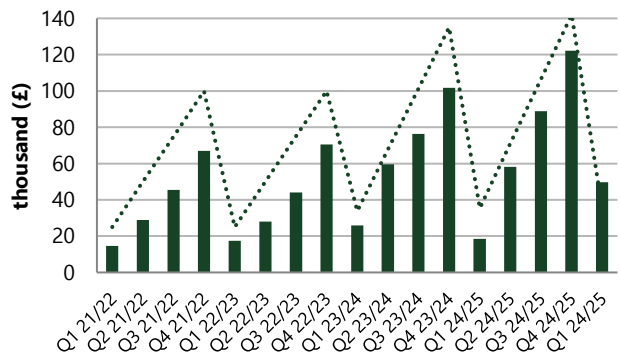
Actual 433,286

Pre-Application Income (£)

Target 35,500

Actual 49,648

Pre-application income



Total Income - Increased since last quarter and last year

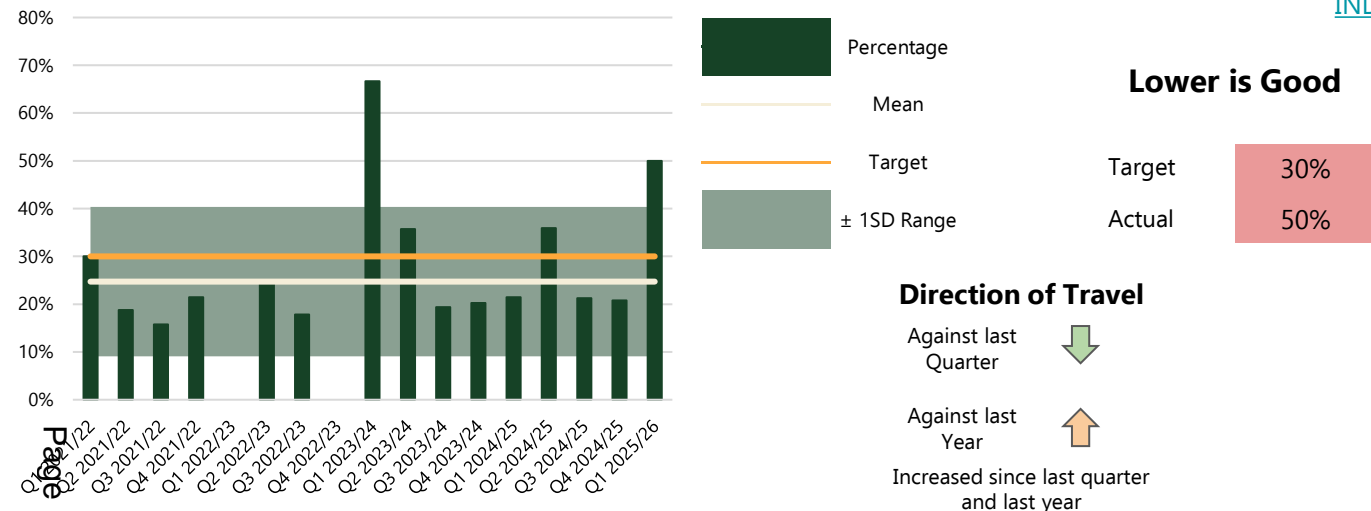
Pre-App Income - increased since last quarter and last year

The Council had a strong start to Q1 2024/25 in planning income, likely driven by an increase in speculative major applications following recent national policy changes. Around 40% of income this quarter came from major applications, highlighting their significant contribution. Pre-application income also exceeded expectations, reflecting sustained developer interest. This suggests continued confidence in the area's development potential.

How do we compare?

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

Percentage of Planning Appeals Allowed (cumulative)



How do we compare?

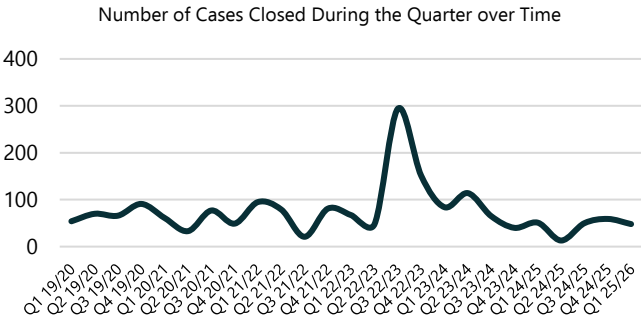
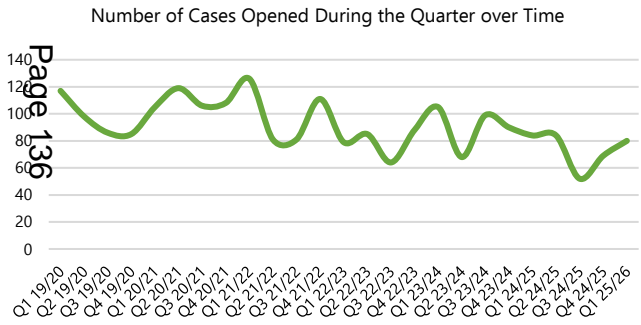
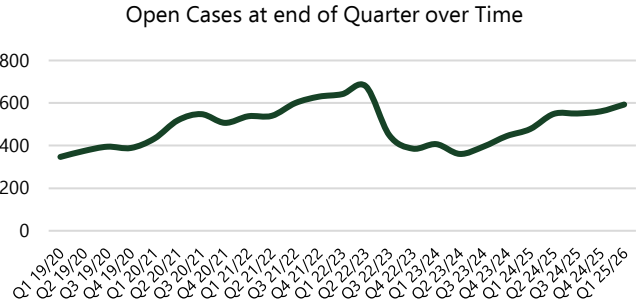
Percentage of planning appeals allowed – LG Inform. Latest dataset is January - March '25 (Q4 2024-25)

Q4 24-25 Benchmark	%	CIPFA Rank	Quartile
Tewkesbury	0	1/16	Top
Cotswold	25	3/16	Top
Chichester	29	8/16	Second
Malvern Hills	38	10/16	Third
South Hams	45	13/16	Bottom
Wychavon	74	12/12	Bottom

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

Between 1 April and 30 June 2025, seven appeals were decided, with three allowed in favour of the applicant and one resulted in a split decision, resulting in a 50% allowance rate for the quarter.

(Snapshot) Planning Enforcement Cases



Direction of Travel for Open Cases at end of Quarter

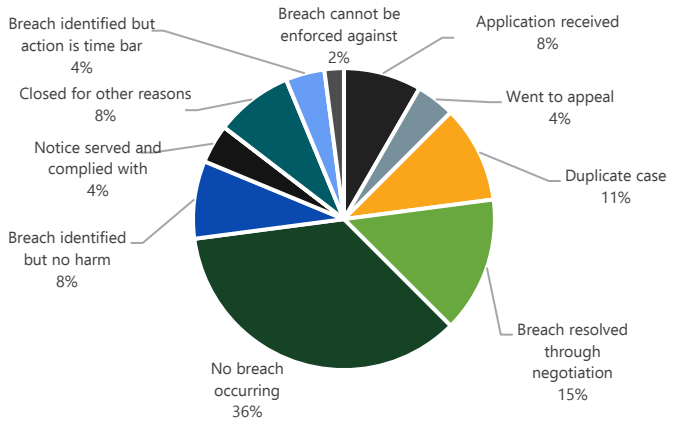
Against last Quarter
Against last Year



Lower is Good

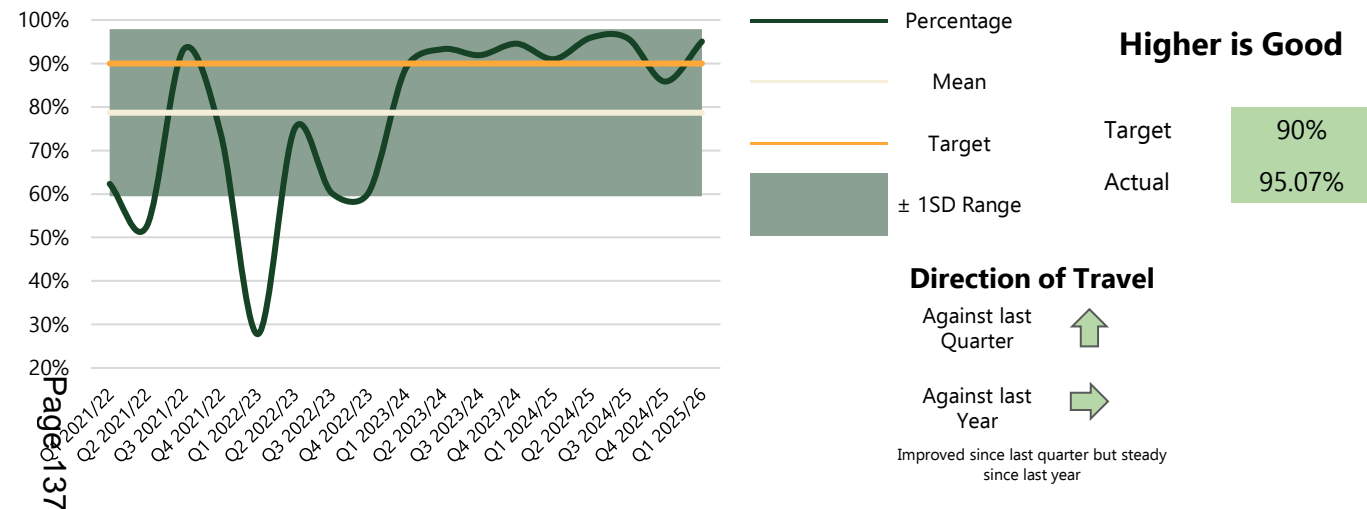
No Target
Open Cases at End of Quarter 593

Reasons for Closure



The enforcement team has faced extended staff shortages, leading to a backlog of cases. However, with staffing levels now approaching full capacity, the team is actively addressing the backlog. Efforts are also underway to update and review the enforcement plan to enhance both service efficiency and effectiveness moving forward.

Percentage of official land charge searches completed within 10 days



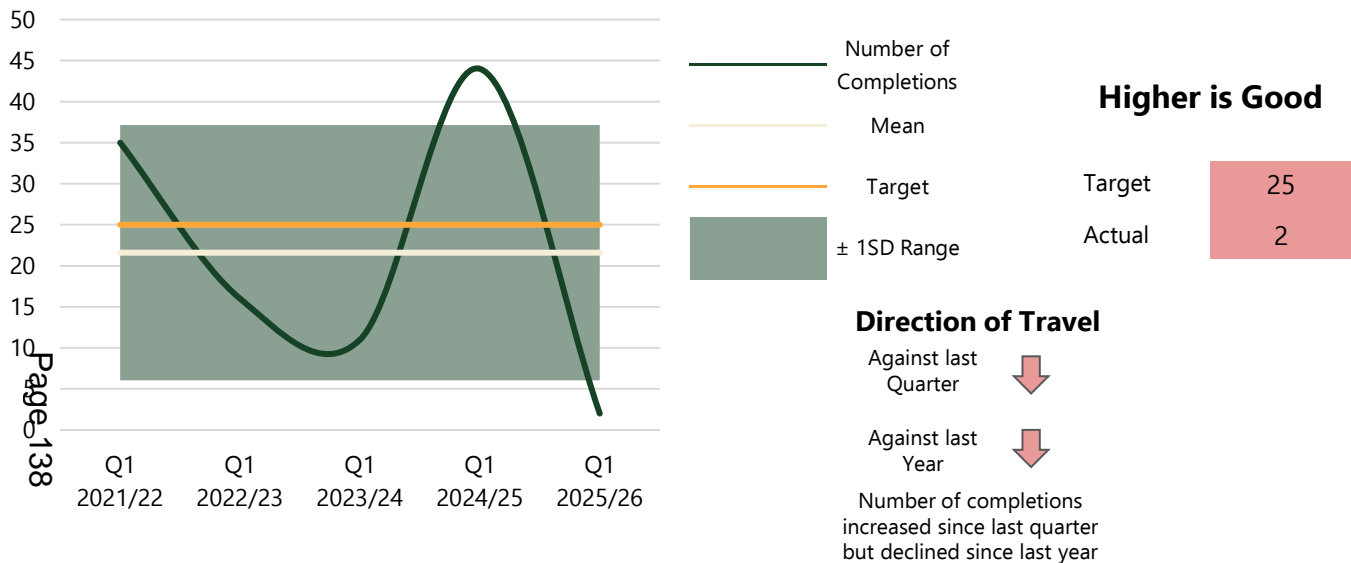
In Q1 2024/25, Cotswold District Council completed 95.07% of official Land Charges searches within the 10-day target, reflecting sustained progress in service delivery.

During the quarter, a temporary issue with the Gloucestershire County Councils (GCC) mapping system posed a potential risk to search completion rates. However, through close collaboration with GCC, a workaround was successfully implemented. As a result, the impact on overall performance was minimal and services were able to maintain momentum despite the disruption.

How do we compare?

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

Number of affordable homes delivered (cumulative)



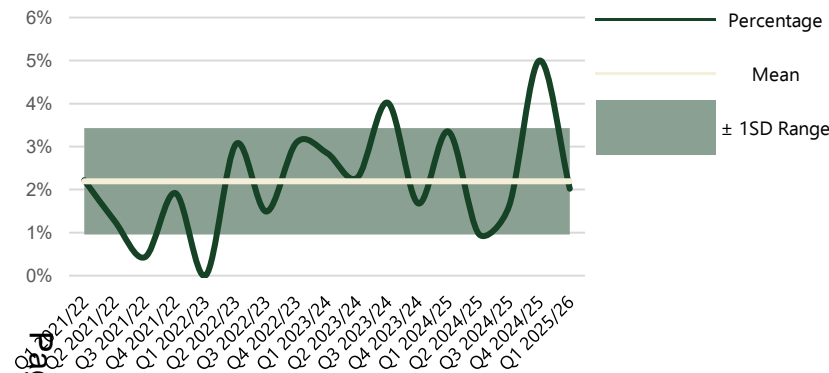
Page 138

In Cotswold, just two affordable homes were delivered in Q1, marking a slow start to the year. Registered Providers are currently projecting only 64 completions for 2025/26—well below the annual target of 100—making it unlikely the district will meet its goal. Affordable housing delivery tends to fluctuate throughout the year, as developments often take 12 months or more to complete, with some progressing in multi-year phases. The initial overdelivery of affordable homes at the start of the current strategy has also contributed to reduced delivery levels in recent years.

How do we compare?
No benchmarking currently available. The Data & Performance Team will investigate options

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

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



How do we compare?

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

2023-24 Benchmark	Total Fly Tips	Total Enforcement Actions	Total FPNs	% FPNs per Fly Tip	CIPFA Nearest Neighbours Rank	Quartile
Maldon	364	392	13	3.57	1/16	Top
Cotswold	972	58	12	1.23	6/16	Second
Wychavon	835	192	3	0.36	10/12	Third
West Devon	346	0	0	0	16/16	Bottom

Direction of Travel

Number of Fly Tips

Against last Quarter

Against last Year

Percentage Enforcement Action

Against last Quarter

Against last Year

No Target

Number of Fly Tips Collected

139

Percentage Enforcement Action

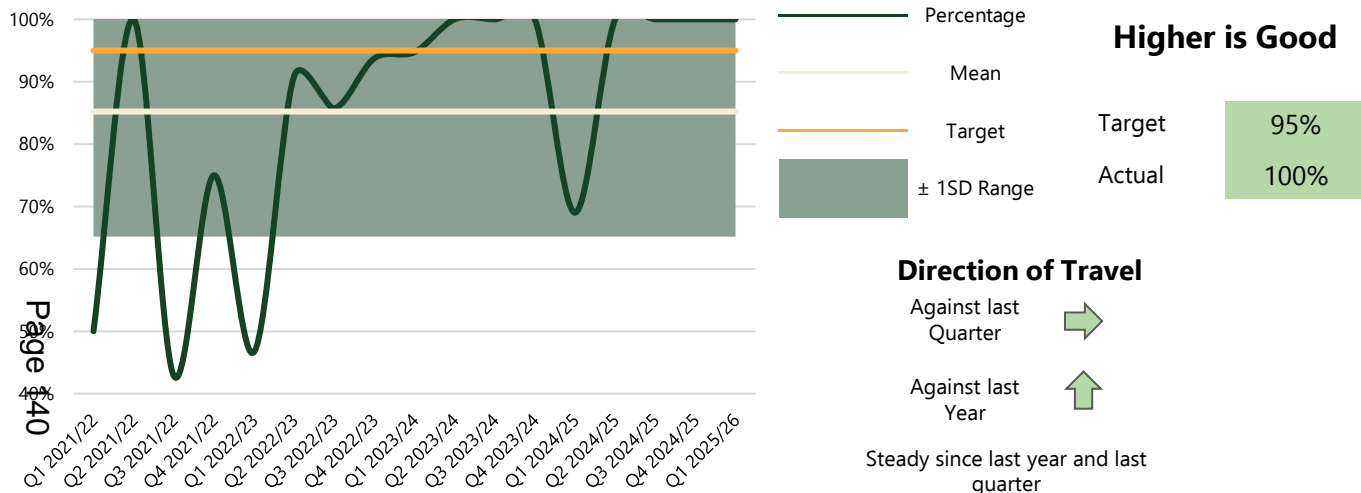
2.02%

Fly Tips – Declined since last quarter and last year

Enforcement Action – Declined since last quarter and last year

In Cotswold, a series of Stop & Search operations across Aston Down, Bourton-on-the-Water, and Stow-on-the-Wold led to over 170 vehicle checks. Multiple enforcement actions were taken, including letters for missing waste carrier licences and Fixed Penalty Notices (FPNs) for littering and duty of care breaches. These operations, delivered in partnership with Gloucestershire Police, Trading Standards, HMRC, and others, reflect a strong multi-agency approach. Surveillance in Sapperton and widespread deterrent signage have also contributed to reducing incidents in known hotspots.

Percentage of high risk food premises inspected within target timescales

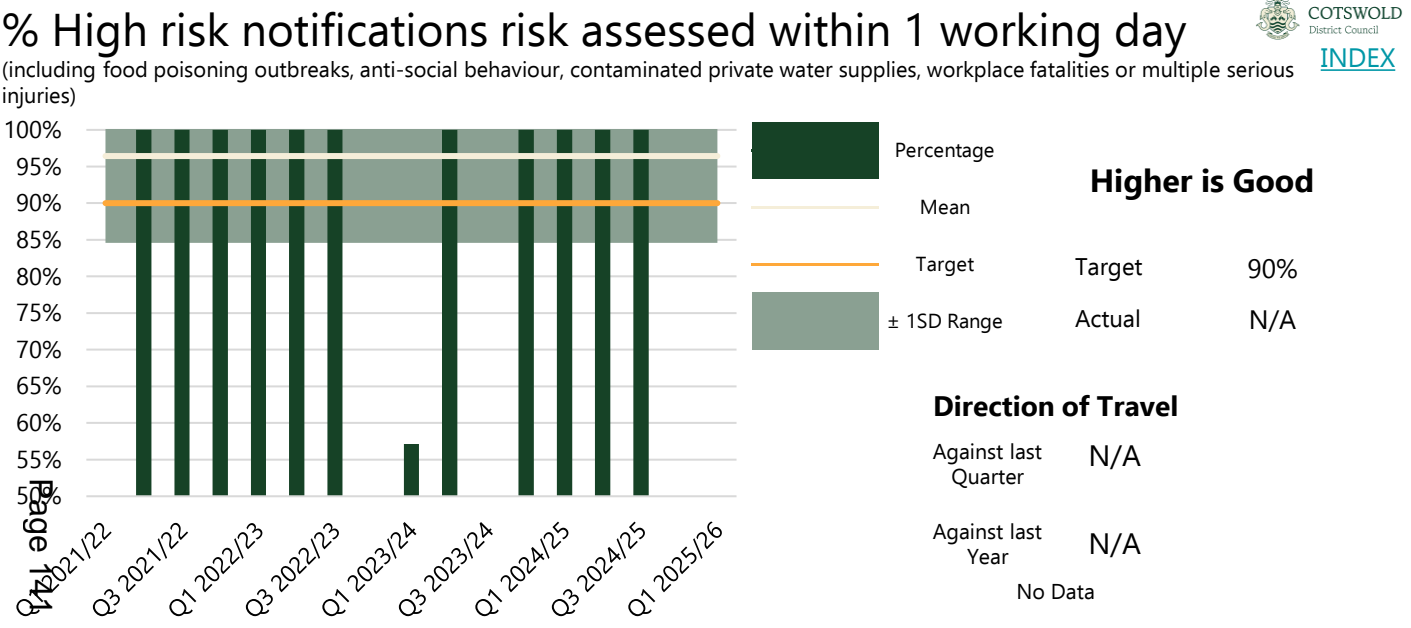


The Council conducted seven inspections during Q1, all of which were completed within the timescale.

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

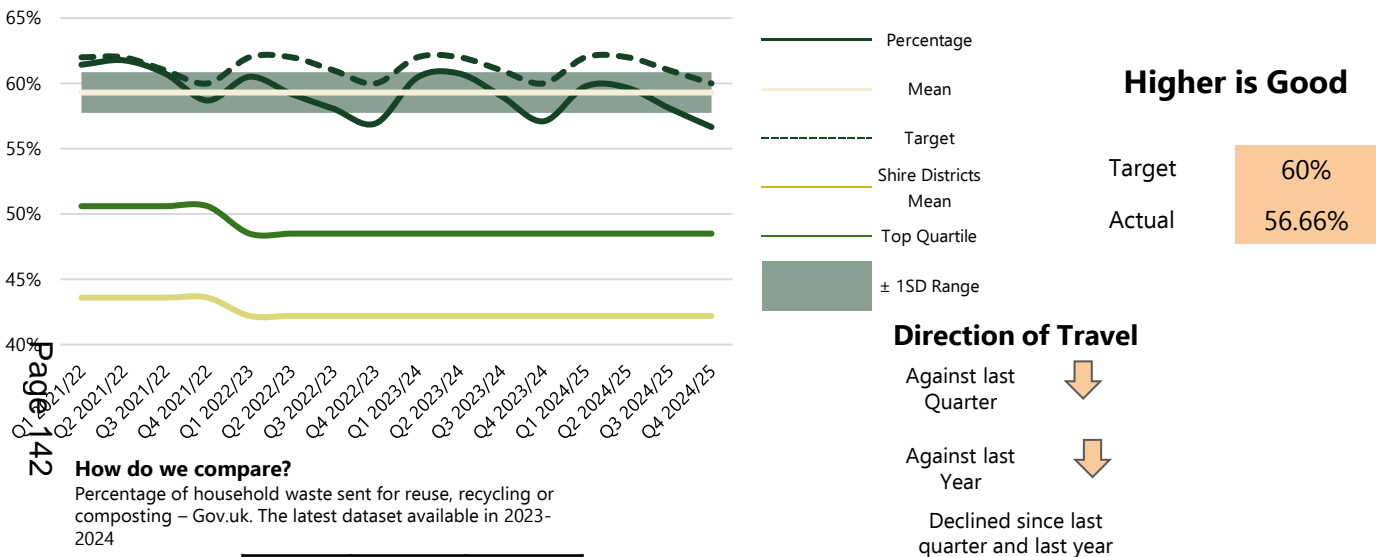
How do we compare?

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



No high-risk notifications were received during Q1.

Percentage of household waste recycled



Page 142

How do we compare?

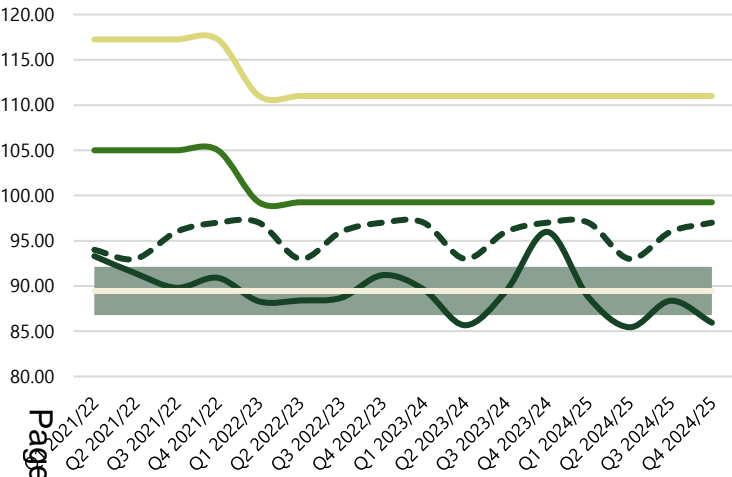
Percentage of household waste sent for reuse, recycling or composting – Gov.uk. The latest dataset available in 2023-2024

2023-24 Benchmark	%	CIPFA Rank	Quartile
Stratford-on-Avon	61	1/16	Top
Maldon	57.2	3/12	Top
Cotswold	57.1	5/16	Second
South Hams	46.6	10/16	Third
Lichfield	45.1	13/16	Bottom
East Hampshire	34.5	16/16	Bottom

The recycling rates for 2024–25 stand at 56.66%, which is approximately 0.4% lower than the same period last year. Within the quarter, rates dipped slightly in February to 47.98% after starting at 50.88% in January, but recovered strongly to 55.49% in March.

In 2023/24, household recycling rates across England varied widely, ranging from 15.8% to 62.9% among local authorities. The national average recycling rate rose slightly to 42.3%, marking a 0.6 percentage point increase from the previous year. ³⁴


Residual Household Waste per Household (kg)




Lower is Good

Q4 Target	97
Q4 Actual	85.94
2024-25 Target	383
2024-25 Actual	348.48

Direction of Travel

Against last Quarter 

Against last Year 

Decreased since last quarter and last year

Page 143

How do we compare?

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

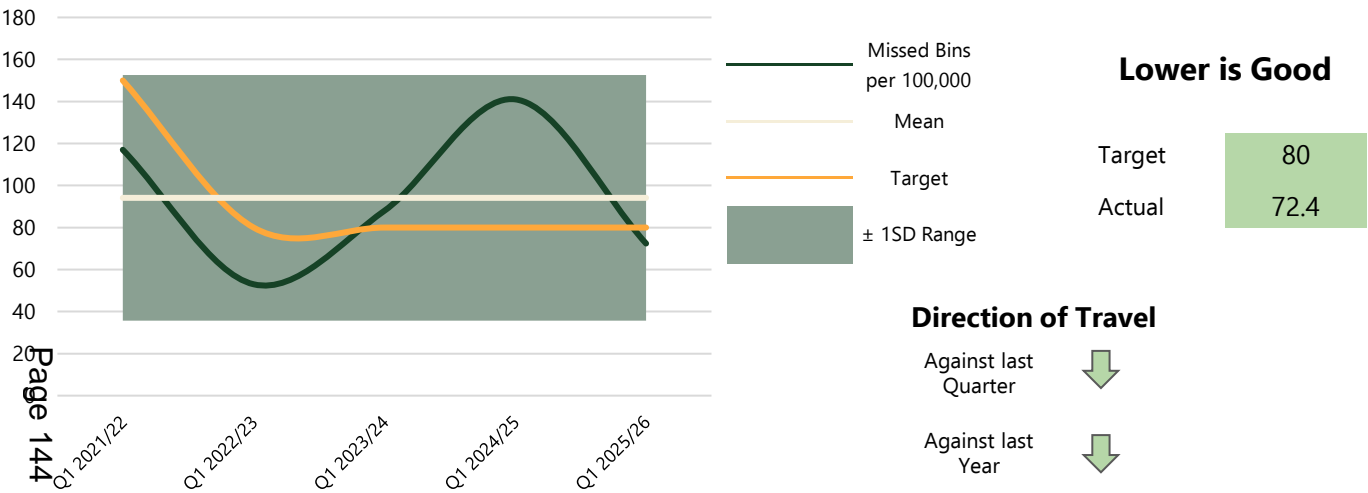
2023-24 Benchmark	Kg	CIPFA Rank	Quartile
Stroud	298.6	1/16	Top
Stratford-on-Avon	320.0	4/16	Top
Maldon	350.2	8/16	Second
Cotswold	358.0	9/16	Third
Wychavon	436.5	13/16	Bottom
Babergh	461.4	16/16	Bottom

Residual waste follows a cyclical pattern throughout the year, with targets set accordingly.

Residual waste per household decreased steadily over the quarter, from 31.92 kg in January to 27.50 kg in February, and 26.52 kg in March. January typically sees higher levels due to post-Christmas waste, so the downward trend that followed is in line with seasonal expectations.

Despite this seasonal fluctuation, the Council remains well within the first quartile of all English authorities, maintaining a comfortable margin of approximately 14kg.

Missed bins per 100,000



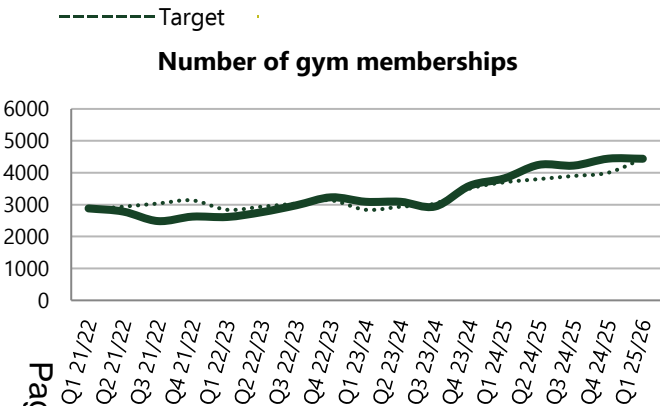
How do we compare?

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

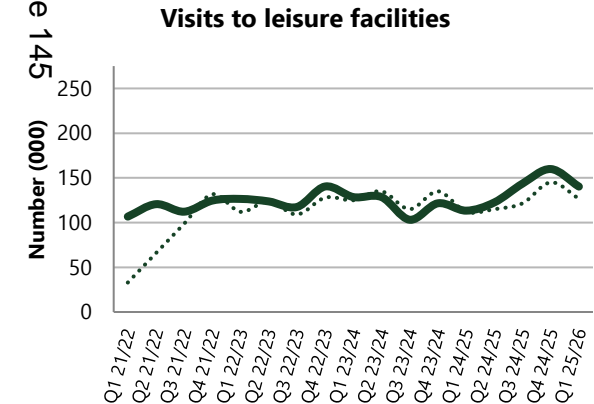
2022-23 Benchmark	Missed collections per 100,000 collections	Family Group Rank	Family Group Quartile	Whole Service Rank	Whole Service Quartile
Cotswold	109.89	12/14	Bottom	39/45	Bottom

In Q1, the Council recorded a missed bin rate of 72.4 per 100,000 collections, now below the target of 80. This reflects ongoing efforts to improve service reliability. Work is underway to reassign around 700 properties to new collection rounds—these are locations that have experienced repeated missed collections following the main service reorganisation. The rebalancing aims to enhance both efficiency and consistency across the district.

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



Page 145



Direction of Travel

Gym Memberships

Against last Quarter



Against last Year



Leisure Visits

Against last Quarter



Against last Year



Gym Memberships – Steady since last quarter but increased since last year
Leisure Visits – Declined since last quarter but improved since last year

Higher is Good

Gym Memberships

Target

4,441

Actual

4,438

Leisure Visits

Target

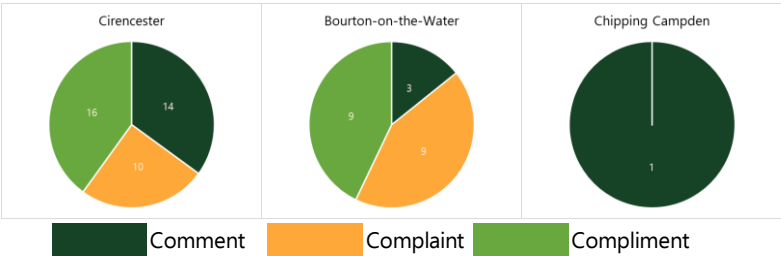
126,810

Actual

140,226

In Q1 2024/25, the Council reported 4,438 gym members, just under its target of 4,441, reflecting continued stability following several quarters of growth. Leisure centre usage remained strong, with 140,226 visits, well above the target, showing high community engagement and consistent use of local facilities.

Freedom Leisure receives and reviews all submitted comment cards for each of its leisure centres. The information below is organised by centre and indicates whether the feedback received was a comment, complaint, or compliment



How do we compare?

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

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COTSWOLD
District Council

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	OVERVIEW & SCRUTINY – 01 SEPTEMBER 2025 CABINET - 04 SEPTEMBER 2025
Subject	CORPORATE PLAN - REFRESH 2025-28
Wards affected	All
Accountable member	Mike Evemy, Leader of the Council Email: Mike.Evemy@Cotswold.gov.uk
Accountable officer	Jane Portman, Chief Executive Officer, Email: jane.portman@Cotswold.gov.uk
Report author	Joseph Walker, Head of Economic Development and Communities Email: Joseph.Walker@Cotswold.gov.uk
Summary/Purpose	To seek Cabinet's endorsement of a refreshed Corporate Plan for the period 2025 through to 2028. While the extant Corporate Plan was agreed last year, there have been significant changes nationally and locally which are reflected in the refreshed plan.
Annexes	Annex A – Draft Corporate Plan Annex B – Refreshed Action Plan
Recommendation(s)	That Cabinet resolves to: <ol style="list-style-type: none"> 1. Review the appended Corporate Plan 2025-2028 and agree any modifications 2. Subject to modifications, agree to recommend to Full Council to adopt the Plan. 3. Delegate authority to the Chief Executive Officer, in consultation with Leader, to finalise the design.
Corporate priorities	The Corporate Plan determines the Council's Corporate Priorities. The draft attached reaffirms the Council's existing priorities, but adds a further priority, 'Preparing for the future'.
Key Decision	Yes



Exempt	NO
Consultees/ Consultation	Cabinet, via away days and Informal Cabinet meetings



1. EXECUTIVE SUMMARY

- 1.1** This report presents a revised Corporate Plan for the Council. The current plan and appended action plan were agreed early in 2024, but given the impending changes to local government structures it is vital to reflect these new challenges, and ensure appropriate political oversight of the Council's direction of travel.

2. BACKGROUND

- 2.1** Since the adoption of the current Corporate Plan and Action Plan there have been significant changes to the Council's operating environment. There was a General Election in July 2024, leading to a change in national government. In December, we saw the publication of a revised National Planning Policy Framework – and a significantly increased and mandated housing target. The Government also published the English Devolution White Paper, which alongside proposing Strategic mayoral Authorities, also proposes the end of two tier (County/District) local government, and the establishment of new unitary councils. This is a seismic change for Gloucestershire, and for Cotswold District Council, and will be a major work commitment in the coming years as the Council works with partners to design and establish a successor council.
- 2.2** Locally, the Council has seen the transfer in of services from Publica, and changes in administrative and political leadership. Viewing all these changes collectively, it is appropriate to review the Council's Corporate Plan and agree actions to ensure they reflect this new operating environment.

3. MAIN POINTS

- 3.1** The purpose of the Corporate Plan is to set out the Council's Aim and Priorities - these are then elaborated upon with an Action Plan, explaining in detail how these will be met.
- 3.2** The refreshed Corporate Plan, attached at Annex A, builds on the aspirations and achievements of the extant Plan.
- 3.3** This reflects that in broad terms the ambitions of the Council remain consistent with those reviewed in 2024. However, the priorities have been supplemented with a further priority, 'Preparing for the future' which will encompass the Council's transformation programme, to realise savings and service improvements, and work to prepare for Local Government Reorganisation.



- 3.4** The Strategy, and the actions derived from it, also seeks to recognise the finite expected lifetime the Council now has. The Council is working to a timeline of a successor unitary authority being vested on 1 April 2028, and accordingly, Cotswold District Council delivery ceasing on 31 March 2028. The focus is on actions which can be delivered by that date, although there is also a recognition that services should continue with as little disruption or reduction in quality as possible.
- 3.5** For clarity, the refreshed priorities are therefore as follows:
- Preparing for the Future
 - Delivering Good Services
 - Responding to the Climate Emergency
 - Delivering Housing
 - Supporting Communities
 - Supporting the Economy
- 3.6** The importance of these priorities is explained in the strategy and illustrated with examples of the Council's performance against these in recent years. Towards the back of the document, these priorities are expanded into an action table, picking up the detail of actions necessary to deliver these ambitions.
- 3.7** At this stage, Cabinet is recommended to approve the Corporate Plan, including the Action Plan (Annex B) and recommend to Council for adoption. Once the content has been agreed, a design version of the strategy will be prepared, with the aim of bringing the work of the Council to life, and to enhance the accessibility for the casual reader. A delegation to the Chief Executive, in consultation with the Leader, will enable a designed version to be finalised promptly following the consideration of the strategy by Council.
- 3.8** Two Cabinet 'Away Days' were held earlier in 2025. These provided an opportunity for Cabinet Members to reflect on both the content of the extant plan and changing circumstances to inform the preparation of the attached document. This work has also been matched by a technical exercise with officers reviewing progress against agreed actions and Cabinet Members' direction to inform the refreshed actions presented.



- 3.9** The draft plan, as attached, has been shared with the Overview and Scrutiny Committee, at their meeting on 1 September. O&S Feedback will be presented at the Cabinet meeting.

4. ALTERNATIVE OPTIONS

- 4.1** Ensuring there is an up-to-date Corporate Plan is key to good governance and helps to ensure appropriate political oversight of the Council's direction of travel.

5. CONCLUSIONS

- 5.1** The attached Corporate Plan provides continuity from the current strategy yet reflects the changed circumstances in which the Council operates. Support by Cabinet will enable the Plan to go forward to Full Council, for its adoption to guide the Council's operations for the period 2025-2028.

6. FINANCIAL IMPLICATIONS

- 6.1** None resulting immediately from this report.

7. LEGAL IMPLICATIONS

- 7.1** None resulting immediately from this report.

8. RISK ASSESSMENT

- 8.1** This emerging document identifies the Council's priorities for the coming period, up until 2028. Not replacing the current strategy would leave the Council without an up-to-date Strategy and thus without a clear framework to guide Council decision-making during a period of significant change.

9. EQUALITIES IMPACT

- 9.1** None arising directly from this report. The Corporate Plan sets the strategic framework for the Council's actions. The decisions on these actions will review equalities impact in full detail.



10. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 10.1** The Council's declaration of a Climate Change Emergency and an Ecological Emergency remain at the heart of the Corporate Strategy, driving specifically identified actions and informing the delivery of services across the purview of the Council.

11. BACKGROUND PAPERS

None

(END)

Corporate Plan 2025-2028

Foreword

Welcome to the 2025 refresh of Cotswold District Council's Corporate Plan.

In the last year, we've made great progress across a number of key projects and ambitions – and I'm proud of everything we've achieved. Against the backdrop of ongoing financial pressures – which are impacting every council in the country – we have delivered hundreds of genuinely affordable homes and brought more services back in-house to drive greater responsiveness and accountability.

We have significantly improved the scores which measure our response to tackling climate change. We have also generated funding to the tune of £1.2million for dozens of community projects, renewed a Green Economic Growth Strategy and supported economic development through management of two prosperity funds.

That's on top of keeping our promise to deliver good services in waste and recycling, planning, licensing and more.

But anyone reading this will know all too well that life doesn't stand still, and so it's sensible that we review the council's priorities to ensure that they're keeping pace with a changing world.

As you'll note reading through this document - by and large, our priorities remain the same. But we have given due consideration to how we build on recent success. And while this plan represents evolution not revolution, significant new challenges have emerged in the last year – prompting us to turn up the dial in certain areas, as well as introduce a new priority.

Central government has more than doubled the number of new houses that the district is expected to deliver with immediate effect. For a district like ours, where 80 per cent of the land is designated as National Landscape and therefore given the strongest protection against development, finding suitable locations for 1,000 new homes per year is problematic. We need more affordable homes, but we also need sustainable communities.

The government has also asked Cotswold District Council and neighbouring authorities in Gloucestershire to develop proposals for big changes to local government, which would abolish county and district councils, replacing them with one or two unitary authorities. Both of these critical changes present substantial challenge for the council.

As such, to balance the need we have in the district for more affordable homes and to support further economic growth, while ensuring housing development is proportionate and sustainable, we are forging ahead with a full update to our Local Plan, and reasserting control of the district's destiny when it comes to development.

This initiative cuts across almost all of our core priorities and will be a central focus in the coming year.

We have also added a new priority: Preparing for the future. This will ensure that as we continue to deliver against our priorities for residents *now*, we leave a lasting legacy, as the council prepares to hand over the reins to a successor authority in 2028.

This evolution of our priorities is supported by a robust action plan which we believe is ambitious but achievable. I'm excited for what lies ahead, as we work - united as one community - to leave a fitting legacy for this beautiful district as it faces a new future.

Councillor Mike Every
Leader, Cotswold District Council

United We Serve: Building a lasting legacy for the Cotswolds

Our purpose, vision, priorities and values

Cotswold District Council is proud to serve the communities that reside in one of the UK's most iconic and cherished areas, a place revered around the world for its natural beauty and heritage.

Around 90,000 people call this district home, in more than 100 close-knit communities and parishes. They are the stewards of the beautiful, national landscape, hosts to its millions of annual visitors, and the key drivers for its continued economic development.

Our purpose

As a council, we exist to provide good services that meet their needs. From planning and housing, to climate action and community wellbeing, our work is rooted in improving lives, strengthening communities, and protecting the unique character of the Cotswolds.

As we approach a period of significant change in local government, we remain focused on delivering for our communities with purpose, integrity, and ambition.

This corporate strategy recognises and embraces the challenges facing the district, and sets out our vision through to 2028, when the council is expected to be replaced as part of national plans for Local Government Reorganisation.

The strategy is underpinned by an action plan that describes in detail how we will deliver against our ambitions, and leave a lasting legacy for the district.

Our vision

As we plan for the future, we are working to leave a legacy of:

- Genuinely affordable, sustainable housing
- Resilient, connected communities
- A thriving local economy
- A protected and enhanced natural environment
- Good, transparent public services

Our values:

Everything we do is built on principles of trust, confidence and transparency, listening to the needs of our community and providing good value for money. At Cotswold District Council, we:

- put our **communities first**: their priorities are our priorities
- are **one team**: working for our residents and businesses
- are **business focussed**: ensuring efficiency, effectiveness and good value for money
- are **set up for success**: to deliver against our corporate priorities

Our strategic priorities

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

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

Our commitment

As we seek to leave a lasting legacy for a new unitary authority, we will remain flexible and responsive in a world characterised by change, steadfast in our vision to continue delivering good services while enhancing and protecting communities – ensuring they're sustainable and prosperous.

Preparing for the Future

Why is this important?

The UK government has decided that Gloucestershire should be served by a unitary local government structure; that is one or two principal councils rather than the current county and district/borough/city Councils which currently serve the county. Under Government proposals, Cotswold District Council services will transfer to a successor council in April 2028. Until then, we need to work with partners to ensure our residents' needs will be met now, and into the future.

What will we achieve?

Services will transfer seamlessly into a successor council, and continue to deliver effectively on behalf of Cotswold residents.

How will we do this?

- **Driving organisational and cultural change to be fit for the future**
- **Preparing for Local Government Reorganisation**
- **Developing our workforce**
- **Deliver a new Local Plan**

What have we done?

- We held a Town and Parish Council Summit, to ensure local councillors understand changes that are coming.
- Worked with partner councils on a programme of public engagement, the results of which will form part of a singular evidence-base that will support the development of unitary authority proposals
- Councillors and officers are collaborating counterparts at Gloucestershire councils to share information and design services, drawing on best practice within existing councils to ensure future unitary council delivery meets local needs.

Cabinet Lead quote

'The challenges that lie ahead are significant, but change brings opportunity, and I'm excited about how we plan to tackle these challenges. It's important that we work united as one community to leave a fitting legacy for this beautiful district, as it faces a new future'

Cllr Mike Every

Delivering Good Services

Why is this important?

As a council, we exist to provide vital services to our residents, businesses and visitors. We will deliver our services both effectively and efficiently, ensuring they're designed to reflect our commitment to climate change, and best value for local taxpayers.

What will we achieve?

Our services will provide value for money and high standards. We will work with our contractors and partners, such as town and parish councils, to sustain valuable services, and help maintain the Cotswolds environment we are all proud of.

How will we do this?

- **Ensure value for money and good standards**
- **Enhance financial resilience and make best use of our assets**
- **Play our part in maintaining and enhancing the public realm**
- **Deliver a new Local Plan**

What have we done?

- In November 2024 we brought around 70 staff back in-house to the council, maximising responsiveness and democratic accountability.
- The Planning Advisory Service (PAS) Peer Review confirmed improved performance, with the Council no longer at risk of designation. A 13-point action plan is being implemented, including new enforcement processes and Biodiversity Net Gain (BNG) requirements.
- the council received strong and encouraging feedback from the Local Government Association's Corporate Peer Challenge Progress Review. The review team recognised the council's commitment to improvement, highlighting significant progress since the original 2022 review.

Cabinet Lead quote

"The services we offer ensure public safety, consumer protection, and support local businesses, while waste and recycling collection also forms a big part of what we do. We will focus on improved communication with residents around our waste service, in a bid to continually reduce missed collections. We will evolve our services by

adapting our them to meet both new legislative requirements and the needs of users.”

Cllr Andrea Pellegram

“As every council in the country comes under continuous financial pressure, we know we have a clear responsibility to deliver good value for money, ensure financial resilience, and to manage the district’s public purse with utmost care and consideration.”

Cllr Patrick Coleman

Responding to the Climate Emergency

Why is this important?

Minimising and adapting to the effects of climate change are priorities for everyone. The science is settled; global warming is a consequence of human activity, and greenhouse gas emissions must be cut to net zero. All major international agencies now agree that climate change, and the associated biodiversity crisis, is the biggest threat to life on Earth. Achieving the necessary reduction in greenhouse gas emissions and delivering nature recovery not only impacts us, it requires everything we do to change – from transport and energy generation to food production and the way we use energy in our homes and workplaces.

What will we achieve?

Though our success will play out over a long period, everyone will benefit from a decarbonised, healthier society, and a more resilient natural environment. In the short term there will be cost savings for residents and businesses, as well as employment and investment benefits.

Our commitment to electric vehicle charging points and renewable energy installations will ensure residents, businesses and visitors can transition to and use hybrid and electric vehicles in the Cotswold district.

How will we do this?

- **Support and enable residents and businesses to reduce their own carbon emissions**
- **Decarbonise council operations**
- **Increase resilience to the effect of climate change**
- **Deliver a new Local Plan with policies that are 'green to the core'**

What have we done?

- Carbon emissions have reduced 41% against the 1990 baseline year, from 4.7million kg CO2e in 1990 to 2.76million kg CO2e in the year 2022 to 2023.
- The council has agreed to install 26 electric vehicle charging points in its car parks in Tetbury, Cirencester, Stow-on-the-Wold and Moreton in Marsh. Of the 150 publicly accessible EV chargers across the district, the council has installed 49
- The council had almost doubled its climate score according to Climate Emergency UK, placing it in the top 15% of district councils nationwide and second in Gloucestershire for climate improvement.
- The council is helping residents to install solar panels through the Cotswold Home Solar scheme. This has already led to solar panels being installed at 27 homes, and installation is underway at a further 18 homes, on track to collectively save £450,000.

Cabinet Lead quote

'We've established a cross-portfolio Climate Board, ensuring every cabinet member and senior officer is accountable for climate action in their portfolio. This ensures that we integrate climate objectives into all services provided by the council, and consider climate as part of, project approvals, and performance reviews. This will support greater decarbonisation of Council operations, while helping empowering residents and businesses to take action, too.'

Cllr Mike McKeown

Delivering Housing

Why is this important?

Cotswold is at the centre of a housing affordability crisis. The gap between earnings and house prices is one of the highest in the country, and there is a shortage of good quality, genuinely affordable housing to rent. As of May 2025, the average property price in the Cotswold district was £419,000, which is substantially higher than the UK average of £269,000, and more than 14 times the average salary. Local people struggle to find and afford suitable accommodation, and many of the district's younger generation are forced to leave the area because they can't afford to live here. We are committed to providing good quality affordable housing, with an emphasis on social rent and provision for young people, military veterans and families.

We will urge the development of homes that are carbon neutral in their build and fuel efficient in their use. Energy efficient homes that are powered by renewable energy are also cheaper to run – contributing to long-term affordability.

We want to ensure that provision for the homeless strikes a balance between meeting their needs, in a way that is financially sustainable for the council. Housing is key to the things we love about living in the Cotswolds: resilient, supportive communities, health and wellbeing, and a safe place to live and thrive. Without a home, none of this can happen, and so it's vital we tackle the housing emergency, and strive to provide a home for everyone.

What will we achieve?

We will deliver good quality housing that is genuinely affordable. Homes that can be adapted to meet changing needs over the lifespan of the building, all while enabling local people on low incomes to stay local. We will ensure that suitable, good quality accommodation is provided for homeless people, and will help them to move into more settled accommodation in the long-term. We will continue to maximise the opportunities presented by our own assets as well as explore innovative routes to progress affordable housing provision within the district.

How will we do this?

- **Work with our partners to deliver more affordable homes**
- **Understand everyone's housing needs**
- **Deliver the new Local Plan**

What have we done?

- € An exemplar project is the carbon zero affordable housing development in Down Ampney, which will deliver 13 social rented homes. The scheme, granted planning consent in March 2025, involves a vacant plot owned by the council and a neighbouring site with domestic garages owned by Bromford Flagship. The homes will feature roof-mounted solar PV panels, ensuring low utility bills for tenants. Working with partners and stakeholders, we are developing a pipeline of rural affordable housing opportunities, including on council-owned land parcels.
- We are developing a partnership with Bromford/Flagship, who manage 70% of the affordable housing stock in the Cotswold district, with the mutually agreed objectives of
 - Increasing the supply of new homes that are genuinely affordable and create sustainable places and communities.
 - Ensuring that existing homes and communities are resilient and ready to respond to the challenges of the climate emergency.
 - Working collaboratively to ensure residents can thrive in the places they move to.
- We are working with partners and stakeholders to promote an environment for landowners, developers and registered providers of affordable housing to bring forward rural housing opportunities.

Cabinet Lead quote

'The provision of social rented affordable housing that enables local people to stay local is a core priority of this administration, and we must balance this with sustainable, proportionate development so that communities can flourish. We'll support our planning service to prepare a Local Plan that considers this, re-asserting local control over housing provision in the face of government-imposed targets.

Cllr Juliet Layton

Supporting Communities

Why is this important?

The health and wellbeing of our residents is generally good - above England and regional averages. The Cotswold district is one of the safest, with levels of crime, and we're lucky enough to be surrounded by beautiful countryside. But we do face some challenges – including barriers to service access, as well as loneliness and isolation due to the rural nature of our location.

We know sustainable behaviour change can only be achieved when residents are involved in the design and implementation of services, and so we're committed to working with community, voluntary and public sector partners to tackle these challenges and improve our residents' health and wellbeing for good.

What will we achieve?

We want our district to be the best in the UK for health and wellbeing. We want to ensure all our neighbourhoods are safe and enjoyable places to live, where we know – and can rely on – our neighbours, with access to leisure opportunities and a vibrant cultural scene to enrich our lives.

How will we do this?

- **Strengthen our links with town and parish councils and key stakeholders**
- **Encourage community health and wellbeing**
- **Support our residents in crises**
- **Deliver the new Local Plan**

What have we done?

- In July 2024, the Council agreed to recommission Crowdfund Cotswold. To date, this programme has supported over 50 projects with £1.2m, pledged from almost 4,300 backers.
- Local charities, activists and others have come together to form the Cotswold Food network, to work creatively to tackle hunger, healthy food and food waste. This partnership has also worked with the council to support financial inclusion, helping households tackle rising food and utility bills.
- The council secured £50,000 through the Strengthening Local Communities Fund to deliver 14 multi-generational community events across the north and south of the district.
- In September 2024, the council launched an 'unsung heroes' award scheme, to celebrate contributions so many people make to their communities. Following the success of this scheme, we launched a 'Young Unsung Hero' category in 2025, to recognise the efforts of young people in trying to give back to the communities they have grown up in.

Cabinet Lead quote

"Our voluntary and community sector is doing brilliant work, but it needs strong backing. I want us to strengthen access to warm spaces, affordable food projects, and financial support. I'm keen to work on solutions that are local, practical and accessible, which make sure rural communities aren't left behind"

Cllr Claire Bloomer

"It's critical that we work closely with our partners across all of the council's priority areas, ensuring that together we deliver the best outcomes for residents and businesses, now and into the future."

Cllr Paul Hodgkinson

Supporting the Economy

Why is this important?

The Cotswold economy is home to businesses of all sizes and across all sectors forming the cornerstone of our local economy. The visitor economy – built on the back of our beautiful landscape, towns and villages – accounts for a significant proportion of employment and has been severely impacted by the Coronavirus pandemic. However the Cotswold economy is about much more than tourism, and there is potential for even greater diversity. We will manage government investment funds to support those interventions that provide the conditions for businesses and their employees to thrive and grow. Through our economic recovery plan, we want to enable businesses to become more resilient, by enhancing their digital presence and looking at different business models. Our green economic growth strategy puts the climate agenda at the heart of future growth.

What will we achieve?

We want to nurture a dynamic, vibrant and balanced economy, and to grow high value, highly skilled, low environmental impact businesses in the Cotswolds. Our region is already home to some highly creative and innovative businesses. Exciting projects in the agri-tech, cyber and digital, medical equipment and environmental technology sectors promise to provide great opportunities for local people and businesses. As a business-friendly council, we won't just communicate regularly with our local business community – we will work with them and our partners to grow the district's economy to provide better opportunities for local people.

How will we do this?

- **Develop the skills of our residents**
- **Grow a strong and sustainable economy**
- **Manage the opportunity and impact of the visitor economy**
- **Deliver the new Local Plan**

What have we done?

- Working with the Royal Agricultural University to bring to the table proposals for an Innovation village to support home grown businesses
- Over the past three years, the district has successfully managed a £1.76m Shared Prosperity/Rural England Prosperity Fund, supporting local businesses, the growth hub and critical community infrastructure. In 2025, we've allocated a further £560k
- In 2024, the Council adopted a renewed Green Economic Growth Strategy. The area now hosted cutting edge green aviation businesses such as ZeroAvia and Vertical Aerospace and a growing agritech specialism, as well as continued to attract year-round visitors to our high-quality tourist offer.

Cabinet Lead quote

"We will champion policies and initiatives that help local businesses thrive, create jobs, and strengthen the district's economy. In particular we will focus on trying to get the RAU innovation village back on track."

Cllr Tristan Wilkinson

Our Cotswolds, Our Plan: Action Plan 2024						
Priorities	sub-priority	Action	Portfolio holder	Accountable officer(s)	Start date	End date
Preparing for the future	Driving organisational and cultural change to be fit for the future	Transformation - Develop Strategy Action Plan	Cllr Tristan Wilkinson/ Mike Every	Helen Martin	Aug-25	Mar-28
Preparing for the future	Driving organisational and cultural change to be fit for the future	Workforce fit for the future: Develop an action plan designed to drive organisational and cultural change within the council to make services more efficient, responsive, and future-ready.	Cllr Tristan Wilkinson	Helen Martin	Oct-25	Mar-28
Preparing for the future	Driving organisational and cultural change to be fit for the future	Digital Transformation: accelerating the use of digital technology to improve council services, enhance accessibility, and promote digital inclusion across communities.	Cllr Tristan Wilkinson	Helen Martin	Oct-25	Mar-28
Preparing for the future	Preparing for Local Government Reorganisation	Prepare the LGR submission to government. Prepare the next phase of the LGR Programme. Implement the governments decision.	Cllr Mike Every	Jane Portman	already commenced	Mar-28
Preparing for the future	Preparing for Local Government Reorganisation	Consult with other local authorities to inform possible options for establishing a Strategic Authority	Cllr Mike Every	Jane Portman	already commenced	Mar-28
Preparing for the Future	Developing our workforce	Deliver the People and Culture Strategy	Cllr Mike Every	Jane Portman	Sep-25	Mar-28
Preparing for the future	Developing our workforce	Deliver the Internal Communications Plan	Cllr Mike Every	Matt Abbott	Sep-25	Mar-28

Preparing for the future	Developing our workforce	Consideration of a small number of functions currently in Publica in light of their focus core function delivery	Cllr Mike Evemy	Jane Portman	Jul-25	Dec-25
Preparing for the future	Deliver the new Local Plan	Adopt the new Local Plan, providing a robust development framework for the Cotswold area post 2028	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Dec-27
Delivering good services	Ensure value for money and good standards	Develop a Fleet Replacement programme	Cllr Andrea Pellegram	Peta Johnson	already commenced	Apr-26
Delivering good services	Ensure value for money and good standards	Improve and digitise engagement with the customers of the Waste and Environment Services	Cllr Andrea Pellegram	Peta Johnson	already commenced	Mar-28
Delivering good services	Ensure value for money and good standards	Adapt to changes in Waste legislation	Cllr Andrea Pellegram	Peta Johnson	already commenced	Mar-28
Delivering good services	Ensure value for money and good standards	Implement the Planning Advisory Service action plan	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Aug-26
Delivering good services	Enhance financial resilience and make best use of our assets	Maintain financial sustainability over the MTFS-period (2026/27 to 2029/30) following the outcome of the Fair Funding 2.0 review.	Cllr Patrick Coleman	David Stanley	Apr-26	Mar-28
Delivering good services	Play our part in maintaining and enhancing the public realm	Introduce charging to sustain Council owned public toilets.	Cllr Paul Hodgkinson	Sue Hughes/Claire Locke	already commenced	Dec-25
Delivering good services	Play our part in maintaining and enhancing the public realm	Deliver the new Parking Strategy.	Cllr Paul Hodgkinson	Sue Hughes	already commenced	Mar-28
Delivering good services	Play our part in maintaining and enhancing the public realm	Invest in and maintain our car parks	Cllr Paul Hodgkinson	Alan Hope	already commenced	Mar-28

Delivering good services	Deliver the new Local Plan	Ensure our planning policies deliver our corporate priorities and promote carbon neutral development and infrastructure	Cllr Juliet Layton	Geraldine LeCointe Jo Symons	already commenced	Dec-26
Responding to the climate emergency	Support and Enable Residents & Businesses	Expand the network of Electric Vehicle Charge Points	Cllr Mike McKeown	Olivia McGregor	already commenced	Mar-28
Responding to the climate emergency	Decarbonise Council Operations	Embed climate action into council services to reduce the council's operational carbon emissions	Cllr Mike McKeown	Olivia McGregor	already commenced	Mar-28
Responding to the climate emergency	Increase resilience to the effects of climate change	Work in partnership to respond to the Climate Risk and Vulnerability Assessment	Cllr Mike McKeown	Olivia McGregor	Oct-25	Mar-28
Responding to the climate emergency	Deliver the new Local Plan	Deliver high quality retrofit advice and support installation of renewables across the district through policy, partnership working and initiatives	Cllr Mike McKeown	Olivia McGregor	already commenced	Mar-28
Delivering Housing	Deliver the new Local Plan	Allocate a portfolio of sites that will boost housing delivery whilst respecting the significant constraints across the district	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Dec-26
Delivering Housing	Working with our partners to deliver more affordable homes	Move forward a Pipeline of Rural Affordable Housing Sites and develop ways to increase Affordable Housing delivery	Cllr Juliet Layton	Alan Hope	already commenced	Mar-28
Delivering Housing	Understanding everyone's housing needs	Adopt and implement the Preventing Homelessness Strategy	Cllr Juliet Layton	Jon Dearing Caroline Clissold	Sep-25	Mar-28
Delivering Housing	Understanding everyone's housing needs	Continue to monitor housing needs to inform the councils revised Housing Strategy	Cllr Juliet Layton	Jon Dearing Caroline Clissold	already commenced	Mar-28

Delivering Housing	Understanding everyone's housing needs	Refocus the Housing Strategy on Strategic Actions.	Cllr Juliet Layton	Alan Hope	Aug-25	Oct-25
Supporting communities	Strengthen our links with town and parish councils and key stakeholders	Engage with and support town and parish councils to prepare for Local Government Reorganisation	Cllr Mike Evemy	Matt Abbott	Jun-25	Mar-28
Supporting communities	Encourage community health and wellbeing	Enable networking and public engagement events to help local residents to access support services	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28
Supporting communities	Encourage community health and wellbeing	Celebrate the contribution of individuals and local groups	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28
Supporting communities	Encourage community health and wellbeing	Promote community activity through Crowdfund Cotswold	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28
Supporting communities	Encourage community health and wellbeing	Ensure the leisure and culture contracts deliver core provision and positive community outcomes	Cllr Paul Hodgkinson	Joseph Walker	already commenced	Mar-28
Supporting communities	Encourage community health and wellbeing	Work with Cotswold Youth Network to champion to contribution and needs of young people	Cllr Claire Bloomer	Joseph Walker	Oct-25	Mar-28
Supporting communities	Support our residents in crises	Coordinate a partnership response to address financial hardship and the cost of living	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28
Supporting communities	Support our residents in crises	Partnership to improve the quality of life of children and vulnerable households	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28
Supporting communities	Support our residents in crises	Work with the Cotswold Community Safety Partnership to improve road safety and reduce antisocial behaviour	Cllr Paul Hodgkinson	Joseph Walker	already commenced	Mar-28

Supporting communities	Deliver the new Local Plan	Ensure our planning policies deliver community infrastructure to match growth	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Mar-28
Supporting the economy	Develop the skills of our residents	Support key sectors to create new highly skilled jobs, including through promotion of apprenticeship opportunities.	Cllr Tristan Wilkinson	Joseph Walker Paul James	already commenced	Mar-28
Supporting the economy	Grow a strong and sustainable economy	Deliver a programme of activities through the Shared Prosperity and Rural England Prosperity Funds	Cllr Tristan Wilkinson	Joseph Walker Paul James	Mar-25	Mar-26
Supporting the economy	Grow a strong and sustainable economy	Deliver the actions set out in the refreshed Green Economic Growth Strategy.	Cllr Tristan Wilkinson	Joseph Walker Paul James	Jan-25	Mar-28
Supporting the economy	Grow a strong and sustainable economy	Work with the Royal Agricultural University on their aspiration for the Innovation Village	Cllr Tristan Wilkinson	Joseph Walker Paul James	already commenced	Mar-28
Supporting the economy	Grow a strong and sustainable economy	Promote the Growth Hub to support existing businesses and encourage the growth of start-ups	Cllr Tristan Wilkinson	Joseph Walker Paul James	already commenced	Mar-28
Supporting the economy	Grow a strong and sustainable economy	Work with partners to realise benefits of the Creative Cotswolds Action Plan	Cllr Paul Hodgkinson	Joseph Walker	Sep-25	Mar-28
Supporting the economy	Manage the opportunity and impact of the visitor economy	Refresh the Tourism Destination Management Plan	Cllr Paul Hodgkinson	Joseph Walker Chris Jackson	Sep-25	Sep-26
Supporting the Economy	Deliver the new Local Plan	Promote policies that support sustainable economic growth in the district	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Dec-26

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Overview and Scrutiny Committee

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

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

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

Timeliness: Is it timely to consider this issue?

Organisational priority: Is it a Council priority?

Public Interest: Is it of significant public interest?

Influence: Can Scrutiny have meaningful influence?

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

Call in

The Overview and Scrutiny Committee will consider any "call-in" of a decision that has been made but not yet implemented. This enables the Committee to consider whether the decision made is appropriate given all relevant information (but not because it would have made a

different decision). It may recommend that the Cabinet, a Portfolio Holder or the Council should reconsider the decision. (It should be noted that Cabinet does not have to change its decision following the recommendation of the Overview and Scrutiny Committee).

Item	Cabinet Member	Lead Officer
Monday 1 September 2025		
Financial Performance Report 2025-26 Quarter 1	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
Service Performance Report 2025-26 Quarter 1	Leader of the Council - Councillor Mike Evey	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Corporate Plan 2024-2028 Update	Leader of the Council - Councillor Mike Evey	Joseph Walker, Head of Economic Development and Communities joseph.walker@cotswold.gov.uk
Monday 13 October 2025		
Long term empty homes/second homes strategy update	Cabinet Member for Housing and Planning - Cllr Juliet Layton	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk
Bromford Housing Update	Cabinet Member for Housing and Planning - Cllr Juliet Layton	Alan Hope, Head of Strategic Housing, Property and Assets alan.hope@cotswold.gov.uk
Public Toilet Update	Cabinet Member for Health, Culture and Visitor Experience - Cllr Paul Hodgkinson	Maria Wheatley, Shared Parking Manager maria.wheatley@cotswold.gov.uk

Budget Strategy and Medium Term Financial Strategy Update	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
Car Parking Strategy	Paul Hodgkinson, Cabinet Member for Health, Culture and Visitor Experience	Susan Hughes, Business Manager for Support and Advice susan.hughes@publicagroup.uk
Monday 17 November 2025		
Leisure Contract	Cabinet Member for Health, Culture and Visitor Experience - Cllr Paul Hodgkinson	Joseph Walker, Head of Economic Development and Communities joseph.walker@cotswold.gov.uk, Lisa Caton, Leisure and Culture Manager lisa.caton@cotswold.gov.uk
Local Government Devolution Update	Leader of the Council - Councillor Mike Every	Jane Portman, Interim CEO jane.portman@cotswold.gov.uk
Community Safety Partnership Update	Cabinet Member for Communities - Cllr Claire Bloomer	Joseph Walker, Head of Economic Development and Communities joseph.walker@cotswold.gov.uk
Planning Enforcement Report	Cabinet Member for Housing and Planning - Cllr Juliet Layton	Harrison Bowley, Head of Planning Services Harrison.Bowley@Cotswold.gov.uk
Council Tax Support Scheme 2026/27	Cabinet Member for Finance - Councillor Patrick Coleman	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk

Monday 5 January 2026		
Financial Performance Report 2025-26 Quarter 2	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
Service Performance Report 2025-26 Quarter 2	Leader of the Council - Councillor Mike Evemy	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Budget Consultation Responses	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
Climate Emergency Update	Cabinet Member for Climate Change and Sustainability - Cllr Mike McKeown	Olivia McGregor, Climate Change & Carbon Reduction Lead olivia.mcgregor@cotswold.gov.uk
Ecological Emergency Update	Cabinet Member for Climate Change and Sustainability - Cllr Mike McKeown	Danielle Berry, Natural, Built and Historic Environment Manager Danielle.berry@cotswold.gov.uk
Monday 2 February 2026		
Budget 2026-27 and Medium Term Financial Strategy	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
Impact of tax changes on hospitality and retail	Cabinet Member for Economy and Council Transformation - Councillor Tristan Wilkinson	Paul James, Economic Development Lead paul.james@cotswold.gov.uk

Monday 2 March 2026		
Financial Performance Report 2025-26 Quarter 3	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
Service Performance Report 2025-26 Quarter 3	Leader of the Council - Councillor Mike Every	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Asset Management Strategy	Deputy Leader and Cabinet Member for Finance and Transformation - Cllr Mike Every	Andrew Turner, Assets Manager andrew.turner@cotswold.gov.uk
Monday 13 April 2026 - no items currently scheduled		

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COTSWOLD
District Council

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

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

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

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

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

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

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

Matters To Be Considered in Private

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

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

Documents and Queries

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

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

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

Contact Details:

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

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

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.

Mike Every	Leader	Executive functions and corporate plan delivery, Local government reorganisation and devolution, Town and parish council liaison, Communications, Publica and UBICO, Member development
Juliet Layton (Deputy Leader)	Housing and Planning	Strategic housing, Homelessness, Forward planning and the local plan, Development management, heritage and conservation, Biodiversity emergency response, Neighbourhood planning
Mike McKeown	Climate Change and Digital	Climate emergency response, Community energy and energy efficiency, Council sustainability and sustainable transport, Digital innovation, inclusion, and accessibility, Adoption and governance of AI technologies, Cybersecurity and data governance
Patrick Coleman	Finance	Financial strategy and management, Property and assets, Revenues and benefits, Grant funding and Crowdfund Cotswold
Paul Hodgkinson	Health, Culture and Visitor Experience	Public health, Parking operations and public toilets, Leisure centres, Culture and museums, Tourism, Community safety partnership
Claire Bloomer	Communities	Cost of living support, Liaison with third sector, Diversity, inclusion and young people, Safeguarding, Refugee and asylum response
Tristan Wilkinson	Economy and Council Transformation	Economic development, Council transformation, Business liaison, Flooding and sewage
Andrea Pellegram	Environment and Regulatory Services	Waste and recycling, Environmental and regulatory services, Street cleaning, Public realm

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
4 September 2025 - Cabinet							
Preventing Homelessness Strategy 2025 - 2030	Yes	Open	Cabinet	4 Sep 2025	Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Caroline Clissold, Business Manager for Housing and Resident Services caroline.clissold@publicagroup.uk	Interim Executive Director Operations - Jon Dearing
Service Performance Report 2025-26 Quarter 1	No	Open	Cabinet	4 Sep 2025	Leader of the Council - Councillor Mike Every	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk	Chief Executive Officer - Jane Portman
Corporate Plan 2024-2028 Update	Yes	Open	Cabinet Council	4 Sep 2025 24 Sep 2025	Leader of the Council - Councillor Mike Every	Joseph Walker, Head of Economic Development and Communities joseph.walker@cotswold.gov.uk	Chief Executive Officer - Jane Portman
People and Culture Strategy	No	Open	Cabinet	4 Sep 2025	Leader of the Council - Councillor Mike	Angela Claridge, Director of Governance and	Chief Executive Officer - Jane Portman

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
					Everyday	Development (Monitoring Officer) Angela.Claridge@Cotswold.gov.uk	
Financial Performance Report 2025-26 Quarter 1	No	Open	Cabinet	4 Sep 2025	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk	Deputy Chief Executive (Section 151 Officer) - David Stanley
Private Sector Housing Civil Penalties Policy and HMO Amenity Standards Policy	No	Open	Cabinet	4 Sep 2025	Cabinet Member for Environment and Regulatory Services - Councillor Andrea Pellegram	Philip Measures, Service Lead Environmental Health - Food Safety & Licensing philip.measures@publicagroup.uk	Interim Executive Director Operations - Jon Dearing
24 September 2025 - Full Council							
Treasury Management	No	Open	Audit and Governance	14 Jul 2025	Cabinet Member for Finance -	Michelle Burge, Chief Accountant	Deputy Chief Executive (Section

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Outturn			Committee Council	24 Sep 2025	Councillor Patrick Coleman	and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk	151 Officer) - David Stanley
16 October 2025 - Cabinet							
Car Parking Strategy	No	Open	Cabinet	16 Oct 2025	Paul Hodgkinson, Cabinet Member for Health, Culture and Visitor Experience	Susan Hughes, Business Manager for Support and Advice susan.hughes@publicagroup.uk	Interim Executive Director Operations - Jon Dearing
Safeguarding Policy Update - July 2025	No	Open	Cabinet	16 Oct 2025	Cabinet Member for Communities - Cllr Claire Bloomer	Paula Massey, Customer Enabling Manager Paula.Massey@publicagroup.uk	Interim Executive Director Corporate Services - Claire Locke, Business Manager Support and Advice - Susan Hughes
Private Sector Housing and Caravan Sites, policy review and	No	Open	Cabinet	16 Oct 2025	Deputy Leader and Cabinet Member for Housing and Planning – Juliet	Philip Measures, Service Lead Environmental Health - Food	Assistant Director - Resident Services

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
update.					Layton	Safety & Licensing philip.measures@publicagroup.uk	
Cotswold District Local Plan (2011-31) Regulation 18 Consultation	Yes	Open	Cabinet	16 Oct 2025	Juliet Layton, Deputy Leader and Cabinet Member for Housing and Planning	Matthew Britton, Principal Planning Policy Officer matthew.britton@cotswold.gov.uk	Director of Communities and Place - Helen Martin
Cirencester Town Centre Framework Masterplan Supplementary Planning Document Consultation	Yes	Open	Cabinet	16 Oct 2025	Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Helen Martin, Director of Communities and Place helen.martin@cotswold.gov.uk	Director of Communities and Place - Helen Martin
Council Tax Support Scheme 2026/2027	No	Open	Cabinet	16 Oct 2025	Cabinet Member for Finance - Councillor Patrick Coleman	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk	Interim Executive Director Operations - Jon Dearing

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Budget Strategy and Medium Term Financial Strategy Update	Yes	Open	Cabinet	16 Oct 2025	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk	Deputy Chief Executive (Section 151 Officer) - David Stanley
20 November 2025 - Cabinet							
Council Tax Support Scheme 2026/27	Yes	Open	Cabinet Council	20 Nov 2025 26 Nov 2025	Cabinet Member for Finance - Councillor Patrick Coleman	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk	Deputy Chief Executive (Section 151 Officer) - David Stanley
Approval to Award Contract (Parking)	Yes	Fully exempt	Cabinet	20 Nov 2025	Cabinet Member for Health, Culture and Visitor Experience - Cllr Paul Hodgkinson	Maria Wheatley, Shared Parking Manager maria.wheatley@cotswold.gov.uk	Interim Executive Director Corporate Services - Claire Locke

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
26 November 2025 - Full Council							
Local Government Reorganisation Proposal	No	Open	Council	26 Nov 2025	Leader of the Council - Councillor Mike Evemy	Jane Portman, Interim CEO jane.portman@cotswold.gov.uk	Chief Executive Officer - Jane Portman
			Cabinet	26 Nov 2025			
26 November 2025 - Cabinet (for Local Government Reorganisation Proposal)							
8 January 2026 - Cabinet							
Equality Diversity and Inclusion (EDI) Policy (09/2023) Update	No	Open	Cabinet	8 Jan 2026	Leader of the Council - Councillor Mike Evemy	John Llewellyn, Head of Human Resources john.llewellyn@publicagroup.uk	Chief Executive Officer - Jane Portman
Service Performance Report 2025-26 Quarter 2	No	Open	Cabinet	8 Jan 2026	Leader of the Council - Councillor Mike Evemy	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk	Chief Executive Officer - Jane Portman

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Financial Performance Report 2025-26 Quarter 2	No	Open	Cabinet	8 Jan 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk	Deputy Chief Executive (Section 151 Officer) - David Stanley
Fees and Charges 2026/27	Yes	Open	Cabinet	8 Jan 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk	Deputy Chief Executive (Section 151 Officer) - David Stanley
Budget Consultation Responses	Yes	Open	Cabinet	8 Jan 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk	Deputy Chief Executive (Section 151 Officer) - David Stanley
21 January 2026 - Full Council							
Treasury Management Mid-Year Report	No	Open	Audit and Governance Committee	4 Dec 2025	Cabinet Member for Finance - Councillor Patrick	David Stanley, Deputy Chief Executive and	Deputy Chief Executive (Section 151 Officer) - David

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
			Council	21 Jan 2026	Coleman	Chief Finance Officer David.Stanley@cotswold.gov.uk	Stanley
5 February 2026 - Cabinet							
Budget 2026-27 and Medium Term Financial Strategy	Yes	Open	Cabinet Council	5 Feb 2026 23 Feb 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk	Deputy Chief Executive (Section 151 Officer) - David Stanley
23 February 2026 - Full Council							
Pay Policy Statement 2026	No	Open	Council	23 Feb 2026	Cabinet Member for Finance - Councillor Patrick Coleman	John Llewellyn, Head of Human Resources john.llewellyn@publicagroup.uk	Director of Governance and Development (Monitoring Officer) - Angela Claridge
Budget 2026-27 and Medium term Financial Strategy	No		Council	23 Feb 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer	Deputy Chief Executive (Section 151 Officer) - David Stanley

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
						michelle.burge@cotswold.gov.uk	
5 March 2026 - Cabinet							
Service Performance Report 2025-26 Quarter 3	No	Open	Cabinet	5 Mar 2026	Leader of the Council - Councillor Mike Every	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk	Chief Executive Officer - Jane Portman
Financial Performance Report 2025-26 Quarter 3	No	Open	Cabinet	5 Mar 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk	Deputy Chief Executive (Section 151 Officer) - David Stanley
18 March 2026 - Full Council							
16 April 2026 - Cabinet							
20 May 2026 - Full Council							

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Record of Attendance 2025/26	No	Open	Council	20 May 2026	Leader of the Council - Councillor Mike Every	Andrew Brown, Head of Democratic and Electoral Services andrew.brown@cotswold.gov.uk	Director of Governance and Development (Monitoring Officer) - Angela Claridge
Appointment of Committees 2026-27	No	Open	Council	20 May 2026	Leader of the Council - Councillor Mike Every	Andrew Brown, Head of Democratic and Electoral Services andrew.brown@cotswold.gov.uk	Director of Governance and Development (Monitoring Officer) - Angela Claridge
Outside Body Appointments 2026-27	No	Open	Council	20 May 2026	Leader of the Council - Councillor Mike Every	Andrew Brown, Head of Democratic and Electoral Services andrew.brown@cotswold.gov.uk	Director of Governance and Development (Monitoring Officer) - Angela Claridge