

# Public Document Pack



**COTSWOLD**  
District Council

Thursday, 18 December 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, 5 January 2026 at 4.00 pm.**

Jane Portman  
Interim Chief Executive

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

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

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

Cotswold District Council, Trinity Road, Cirencester, Gloucestershire, GL7 1PX  
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# 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 - 12)**

To approve the minutes of the meetings held on 1 December 2025.

**5. Matters Arising from Minutes of the Previous Meeting**

To consider actions outstanding from minutes of previous meetings.

**6. Chair's Announcements**

To receive any announcements from the Chair of the Overview and Scrutiny Committee.

**7. Public Questions**

A maximum of 15 minutes is allocated for an "open forum" of public questions at committee meetings. No person may ask more than two questions (including supplementary questions) and no more than two such questions may be asked on behalf of one organisation. The maximum length of oral questions or supplementary questions by the public will be 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**

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

**10. Updates from Gloucestershire County Council Scrutiny Committees (Pages 13 - 24)**

Purpose

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

Gloucestershire Economic Growth Scrutiny Committee – Councillor Angus Jenkinson

Health Overview & Scrutiny Committee – Councillor Dilys Neill

**11. Service Performance Report 2025-26 Quarter 2 (Pages 25 - 88)**

Purpose

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

Cabinet Member

Councillor Mike Evemy, Leader of the Council

Lead Officer

Alison Borrett, Senior Performance Analyst

12. **Financial Performance Report 2025-26 Quarter 2** (Pages 89 - 128)

Purpose

This report sets out the second quarterly budget monitoring position for the 2025/26 financial year.

Cabinet Member

Councillor Patrick Coleman, Cabinet Member for Finance

Lead Officer

David Stanley, Deputy Chief Executive Officer and S151

13. **Waste Fleet Replacement** (Pages 129 - 136)

Purpose

- To review the Capital Fleet Replacement Programme and identify the vehicles for replacement in 2026/27.
- To agree the next steps towards the decarbonisation of the waste services.

Cabinet Member

Councillor Andrea Pellegram, Cabinet Member for Environment and Regulatory Services

Lead Officer

Peta Johnson, Head of Waste and Environment.

14. **Work Plan and Forward Plan** (Pages 137 - 152)

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

(END)

# Public Document Pack Agenda Item 4

Overview and Scrutiny Committee  
01/December2025



**COTSWOLD**  
District Council

## **Minutes of a meeting of Overview and Scrutiny Committee held on Monday, 1 December 2025**

### Members present:

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

### Officers present:

Andrew Brown, Head of Democratic and Electoral Services	Joseph Walker, Head of Economic Development and Communities
Angela Claridge, Director of Governance and Development (Monitoring Officer)	Julia Gibson, Democratic Services Officer
Nickie Mackenzie-Daste, Senior Democratic Services Officer	Maria Wheatley, Shared Parking Manager
David Stanley, Deputy Chief Executive and Chief Finance Officer	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service

### Observers:

Councillor Patrick Coleman, Mike Evemy, Paul Hodgkinson and David Fowles

#### **OS.261 Apologies**

Apologies were received from Councillors Jon Wareing and Lisa Spivey.

#### **OS.262 Substitute Members**

There were no substitute Members.

#### **OS.263 Declarations of Interest**

No declarations of interests were made.

#### **OS.264 Minutes**

The minutes of the meetings on 5 November were discussed.  
Councillor Tony Slater was incorrectly stated as leaving the meeting which was altered to show his attendance.

## Overview and Scrutiny Committee

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Councillor Clare Turner proposed accepting the amended minutes and Councillor Michael Vann seconded the proposal which was put to the vote and agreed by the Committee.

RESOLVED: to APPROVE the updated minutes of the meeting held on 5 November 2025.

The minutes of the meetings on 17 November were discussed.

A spelling mistake on Councillor's Hodgkinson's name was identified and corrected along with additional points for inclusion regarding the jacuzzi update at Bourton on the Water and the point made during Member's Questions by Councillor Laura Hall-Wilson about the small pool at Cirencester Leisure Centre.

Councillor Jenkinson suggested using bullet points for ease of clarity.

Councillor Jenkinson proposed accepting the updated minutes and Councillor Vann seconded the proposal which was put to the vote and agreed by the Committee.

RESOLVED: to APPROVE the updated minutes of the meeting held on 17 November 2025.

### **OS.265      Matters Arising from Minutes of the Previous Meeting**

The Deputy Chief Executive Officer confirmed that detailed figures on parking surplus spend would be circulated to Members by email. Updated second-homes data was being finalised following delays, but the tax-base would also be circulated to members by the end of the week.

In response to a question, the Deputy Chief Executive Officer confirmed that second homes data was taken from the council tax system and relied on owners self-declaring. This meant some second homes may not be being captured, as the legislation did not require mandatory disclosure.

### **OS.266      Chair's Announcements**

An additional item was noted for the January agenda regarding the procurement of waste trucks for Ubico. The Deputy Chief Executive Officer explained that a significant allocation had been included in the capital programme for the following year, partly funded through potential borrowing.

### **OS.267      Public Questions**

There were no public questions.

### **OS.268      Member Questions**

There were no Member questions.

**OS.269 Report back on recommendations**

The Chair thanked Cabinet for its response to the Committee's recommendations on the Council's engagement with town and parish councils and residents regarding the Cotswold Local Plan Regulation 18 consultation. The Chair reported attending the town and parish event on 10 November and the public exhibition in Mickleton on 28 November and encouraged residents to participate. It was noted that following the Committee on 17 November 2025 the Chief Executive Officer, had agreed to review the LGR process quarterly with the Committee and explore opportunities for joint scrutiny across the county.

**OS.270 Local Government Reorganisation - Reporting and Scrutiny arrangements**

The purpose of the item was to consider how the Overview and Scrutiny Committee could best scrutinise the progress of Local Government Reorganisation plans.

The Chief Executive Officer, Jane Portman, suggested:

- Providing quarterly reports on the progress of local government reorganisation (LGR) in Gloucestershire, covering the planning phase until the government's anticipated decision in June or July next year. Reports would update on emerging plans and, following the decision, the implementation phase and progress against the agreed plan. Alternative suggestions for frequency or format of reporting were welcomed.
- Whilst joint scrutiny committees were typically established when a shadow authority is formed, there may be opportunities to undertake joint scrutiny work in advance. This would be discussed with other councils and reported back to the Committee.

In questioning and discussion, the following points were noted:

- It was confirmed that each future report would include a financial update detailing spending and sources of funding.
- There was an acknowledgement on the amount of work at this crucial staging point, with recognition given to the significant work already undertaken, particularly by senior officers.

Democratic Services would look to include regular updates in upcoming work plans.

**OS.271 Public Toilet Update**

The purpose of the report was to provide and update the Committee on the public conveniences in the district.

## Overview and Scrutiny Committee

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The report was introduced by Councillor Paul Hodgkinson, Cabinet Member for Health, Culture and Visitor Experience and Maria Wheatley, Parking Manager. The report was introduced and the following points made:

- Of the 11 recommendations made by the Task and Finish Group, all but one had been addressed.
- Of the four free public toilet sites, Tetbury, Chipping Campden, Lechlade, and Northleach, charging had been considered and was introduced at three sites in August. Northleach Town Council had chosen to assume ownership and management of the service from 1 April 2026.
- Replacement paddle gates had been installed at Bourton on the Water.
- Signs had been installed that explained the charges, indicating that the service was discretionary rather than statutory.
- The one outstanding recommendation, to encourage local businesses to make their toilets available to the public and register them on public toilet apps, was considered but deemed impractical due to challenges in persuading businesses to participate.
- Plans were in place to increase the frequency of cleaning at Stow-on-the-Wold and Bourton on the Water, as these sites experienced the highest levels of usage due to tourism.

In questioning and discussion, the following points were noted:

- The contract was reviewed and some cleaning frequencies were reduced or tailored to individual sites to manage costs. Savings were sought during re-tendering, but overall contract costs were not reduced as hoped. Efforts to encourage town and parish councils to take on toilet management were also largely unsuccessful and had been discontinued.
- An agreement had been reached with Northleach Town Council, who would assume ownership and management of facilities from 1 April 2026. No other councils had expressed interest to date. In the context of forthcoming local government reorganisation, during recent forums, Parish and Town Councils were encouraged to initiate conversations should they wish to explore taking on such discretionary services in future.
- Usage trends, cost pressures and any planned increases in cleaning frequency would all be considered as part of the budget-setting process. It was noted that current charges did not cover the full cost of the service, and that any proposed changes would need to balance cost recovery with wider cost-of-living considerations. Cabinet would review all relevant data before agreeing future fees.
- Seasonal increases in cleaning were identified as a possible approach to reflect higher usage, and this would be explored further with the contractor. The concept of dynamic pricing between summer and winter was a potential option, though no commitment was made and further consideration would be required.

- As the facilities' charges did not cover their operating costs they required subsidies, so any council taking them on would need to determine whether to continue subsidising the service or increase charges to meet full costs.
- The possibility of funding accessible toilets through a health-related budget was raised, given the clear links to wellbeing. Whilst no suitable budget existed within the Council, it was agreed that officers would explore whether NHS or health-partner funding streams existed, and whether other councils had adopted similar approaches.
- The surplus from the Council's car park account could be used to support certain services, including public conveniences. The financial breakdown showed that last year the cost of providing public conveniences exceeded £100,000 beyond what the car park surplus could cover. The Deputy Chief Executive Officer confirmed that the full surplus was already allocated to eligible services.
- The uncertainty around local government reorganisation details made future service planning difficult. All services would need transition plans, and it was confirmed that any contracts in place on 1 April 2028 would be novated to the new unitary authority.

The Committee noted the actions and progress since May 2025 as outlined in the report.

#### **OS.272      Community Safety Partnership Update**

The purpose of the report was to update Overview and Scrutiny on community safety activity and the 'Cotswold Community Safety Partnership Plan for the period of November 2024 to November 2025.

The report was introduced by Councillor Paul Hodgkinson, Cabinet Member for Health, Culture and Visitor Experience, and Joseph Walker, Head of Economic Development and Communities, and the following points were made:

- The Gloucestershire Domestic Abuse Strategy had been ratified, with a reminder that domestic abuse now represented around 20% of crime in the county.
- Antisocial behaviour, particularly in Cirencester had since reduced.
- Rural crime remained a concern, including hare-coursing and theft, whilst road safety was a priority with increased use of Community Speed Watch.
- Work to support children and young people was highlighted, and the statutory requirement for the Community Safety Partnership to meet quarterly was noted.

In questioning and discussion, the following points were noted:

- The Door, a charitable youth organisation, played a key role in the Community Safety Partnership by working directly with young people to reduce issues before they required police involvement.
- There was a reduction in external funding due to national policing budget pressures and the end of national schemes. Some targeted funding, such as

anti-social behaviour (ASB) hotspot funding, still existed although opportunities were now limited.

- Perceptions of crime could be skewed by small fluctuations in reported incidents. Sharing up-to-date statistics could help to address misconceptions.
- Police attendance at parish meetings was limited, highlighting the important role PCSOs played in maintaining visible engagement. Police updates could be provided virtually.
- The Police and Crime Commissioner's Office held six-monthly online sessions for town and parish councils, which offered direct access to staff and an opportunity for local issues to be raised.
- Funding decisions for schemes like Safer Streets and ASB Hotspot funding were driven by strict Home Office criteria. The partnership did not receive justification for the funding decisions, but officers agreed to speak with Cllr Brassington (police and crime panel representative) to monitor the reasoning behind funding allocations.
- The Council had a statutory responsibility to convene the Community Safety Partnership, with its role reflected in the Council's breadth of service delivery related to community safety. Additional activities beyond that were discretionary.
- Regular, smaller-scale community activities were needed to complement one-off events, with ongoing support from initiatives like The Door, though staffing and resourcing constraints remained a challenge.
- The Chipping Campden Youth Club was being restarted, with the Cotswold Youth Network providing coverage across the whole district. World Jungle helped support the Cotswold Youth Network.
- Operation Solace was a joint project between environmental health officers and the police addressing ASB. Previously staffed by PCSOs in each district, it was now covered by a single police officer.
- The Road Safety Partnership, a joint initiative between the Police and Crime Commissioner's office and Gloucestershire County Council, monitored accident "hot spots" across the county and directed interventions to locations with the highest incidence of accidents and fatalities.
- The 20mph speed limit rollout involved town and parish councils submitting expressions of interest, which were being reviewed and grouped into areas to implement through Traffic Regulation Orders.

The Committee noted the overall progress of the Cotswold Community Safety Partnership.

**OS.273      Long term empty homes/second homes strategy update**

The purpose of the report was to provide an update on the Long-Term Empty Property Strategy work.

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The report was introduced by Councillor Juliet Layton, Deputy Leader and Cabinet Member for Housing and Planning, and Mandy Fathers, Business Manager for Environmental, Welfare and Revenues, and the following points were made:

- Empty or derelict properties could be squatted in, attract youth trespass, negatively affect neighbouring property values, and create safety and antisocial behaviour issues.
- Some empty properties were not visible or known, including unsold or hard-to-resell retirement homes.

In questioning and discussion, the following points were noted:

- Empty properties were generally self-declared, often when owners applied for a six-month council tax discount. After that, the Empty Homes Coordinator monitored the property, offering support to bring it back into use, and applied premiums if it remained unoccupied.
- Improvement notices were served on empty or neglected properties, and in some cases, works in default had been carried out.
- Action on unsafe or derelict properties was limited by cost and complexity. Any significant intervention would require Cabinet and potentially full Council approval, as recovery of expenses depended on eventual sale or charging orders. The Empty Homes Premium was widely used across the country to encourage bringing properties back into use.
- Some retirement properties remained unused because planning conditions restricted occupancy to over-55s, and owners were not willing to allow short-term or alternative use despite demand for social housing.
- Councils could refer specific properties either via Cotswold revenues or directly to the Business Manager for Environmental, Welfare and Revenues.
- Properties on a private estate were treated the same as any other property. If they were assessed for council tax, they fell under the same monitoring and empty homes processes.
- The database of empty properties and second homes was not publicly accessible due to data protection considerations.
- A general mailing could be sent to parish and town councils advising them of potentially empty properties or wish to establish how long a property has been vacant.
- Income from empty homes and second-home premiums formed part of the council tax base. Whilst £130,000 of second-home premium funding was allocated to support affordable housing in 2024, any proposal to direct such income to specific purposes, such as creating more social housing, would need to go through the standard budget-setting process.
- Analysis of empty properties could include the number of years a property had been empty, the causes for it remaining unoccupied, and whether any action had been taken. Information would be reorganised and categorised to help develop targeted strategies, with a breakdown to be reported showing what actions had been taken.

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- The Council collected property data solely under its powers to administer council tax. It did not have the power to act as an intermediary or to advertise potential opportunities to property developers.

The Committee resolved to exclude the press and public from the meeting on the basis that their presence could involve the likely disclosure of exempt information as described in paragraph 2 of Schedule 12A of the Local Government Act 1972, with the public interest in maintaining the exemption outweighing the public interest in disclosure.

The meeting continued in private session and a public minute of the private discussion is below.

- Some empty properties had required formal enforcement steps. Where owners could not be contacted, the Council could place a charging order on the property. Unpaid council tax debts followed the normal recovery cycle: referral to enforcement agents, return to the Council, and then a charging order. Any debt secured against the property was recovered when the property was sold. If Council tax was paid, it became harder to justify stronger enforcement action.
- Any debts accrued by a property would be passed to the unitary authority.

After 12 months the Council Tax premium was 100%, after 5 years it increased to 200%, and after 10 years it rose to 300%. These were statutory periods.

The Meeting commenced at 2.00 pm and closed at 4.14 pm

## REPORT TO COTSWOLD DISTRICT COUNCIL OVERVIEW & SCRUTINY COMMITTEE

### Summary of Gloucestershire Economic Strategy Scrutiny Committee Meeting

Friday, 28th November 2025

**Prepared for:** Cotswold District Council Overview and Scrutiny Committee

**Meeting date:** Monday, 1st December 2025

Reports are available on the GCC website.

## 1. INTRODUCTION

The meeting was chaired by Cllr Mark Harris and the lead Cabinet member was Cllr Tooke. The latter referred to changes since the County elections. The Committee met to scrutinise the decisions, plans, and policies of the Gloucestershire City Region Board, with particular focus on the Local Growth Plan, the Spatial Development Strategy, Strategic Economic Development Fund allocations, and an emerging Green Skills Strategy.

It is clear that LGR issues are playing an important practical role in pushing for county wide coherence. My impression is that this supports a single unitary.

As noted in conclusion, GEESC is a shadow of the old GEGSC body.

## 2. TERMS OF REFERENCE

We were reminded of this again.

To review the decisions, plans and policies of the Gloucestershire City Region Board and

1. To scrutinise the impact and delivery outcomes of successful Strategic Economic Development Fund (SEDF) bids;
2. To identify future areas of economic growth for inclusion in the Gloucestershire Economic Strategy\*;
3. To provide a scrutiny function for any potential devolution deal in so far as it relates to the Gloucestershire City Region Board or the Gloucestershire Economic Strategy\*.
4. The Economic Strategy Scrutiny Committee may not exercise any function other than those outlined above.

Note: The Gloucestershire's Economic Strategy (2024-2034) outlines the county's existing strengths, opportunities and challenges and provides a clear statement of intent for Gloucestershire – to achieve greener and inclusive economic growth that delivers a stronger, more sustainable, economy; and sets us on the journey to achieving a new Gloucestershire 2050 Vision

Your councillor had interchange with the chair on this: he interprets this to mean that GEESC scrutinises how decisions are getting on, not such as whether they should be made. It is post hoc. Minutes following October 24 need consideration and so does point 2. It is notable how this is different from CDC.

### **3. LOCAL GROWTH PLAN (2025-2035)**

The Local Growth Plan was unanimously agreed at the City Region Board (CRB) on 14th November 2025. Over summer 2025, Cllr Julian Tooke and David Owen (Director of Economy and Environment) consulted with each of the six local authority district leaders to understand their economic priorities and address concerns raised, particularly by Forest of Dean District Council and Stroud District Council.

The LGP is structured around five key missions, which will form the basis of scrutiny over the coming year:

**Mission 1: Talent and Future Skills** – Focus on developing workforce capabilities

**Mission 2: Employment and Health for People and Places** – Including the Connect to Work scheme for economically inactive residents

**Mission 3: Thriving Communities and Culture** – Supporting vibrant local places

**Mission 4: Environment, Housing and Infrastructure** – Supporting sustainable development

**Mission 5: Innovation, Investment and Enterprise** – Including the Growth Hub's Carbon Net Zero Team and business support functions

CRB wished the plan to reflect countywide priorities rather than focusing solely on high-growth areas. An action plan enabling monitoring of progress is needed but the CRB Members were satisfied that the LGP demonstrates collaborative engagement. Cllr Wilkinson represented CDC.

**The GESSC committee noted these priorities.**

### **4. 2. CITY REGION BOARD: STRATEGIC ECONOMIC DEVELOPMENT FUND (SEDF) BID DECISIONS**

Preliminary work led to 7 projects being presented to the CRB. All 7 have received funding. The process had two parts, a “dragons den” style set of pitches and a decision meeting. Discussion by The GESSC committee suggested that Moore needs to be done to encourage proposals. The total awarded exceeded £2.5 million, which had accumulated through the absence of projects in the past. These were therefore considered to be the most effective available strategic investment options. They reflect green skills, energy planning, business support, and sectoral development.

**Awarded Projects:** <https://gloucestershire.public-i.tv/core/portal/webcasts>

Project	Amount Awarded	Key Outcome
1. Gloucestershire Local Area Energy Plan & Energy Officer	£325,000	County-wide energy planning and officer capacity; supports Regional Energy Strategic Planning submission [get more money]
2 Gloucestershire Careers Hub	£392,000 (2-year period) [Requested: £596,299]	Enhanced careers education in 62 schools/colleges; focus on green skills, cyber, digital sectors
3 Invest in Gloucestershire Support	£350,000 [Requested: £380,000]	Expanded investment attraction team; strengthens national/international marketing; university partnership links [Get more money]
4 Advanced Engineering & Manufacturing (AEM) Sector Growth	£400,000	AEM advisors through Growth Hub; industry board established; targets 150+ businesses supported, 170 jobs created, £3.5m GVA uplift goal
5 “Future-Proofing” Visitor Economy [my “”]	£300,000	County data platform; Strategic Visitor Economy Growth Plan; targets 5-10% visitor growth over three years
6 Resilient Futures Lab (Hartpury University)	£133,000 (of £395,000 requested)	Energy management testing; “green skills” training for 1,000 students; climate resilience modelling
7 SIDEKICK Venture Studio [Loan]	£300,000 (investment loan of £400,000 requested)	Cyber, national security, defence-focused venture studio; targets 30 high-growth start-ups; projected 300+ jobs and £31.5m GVA

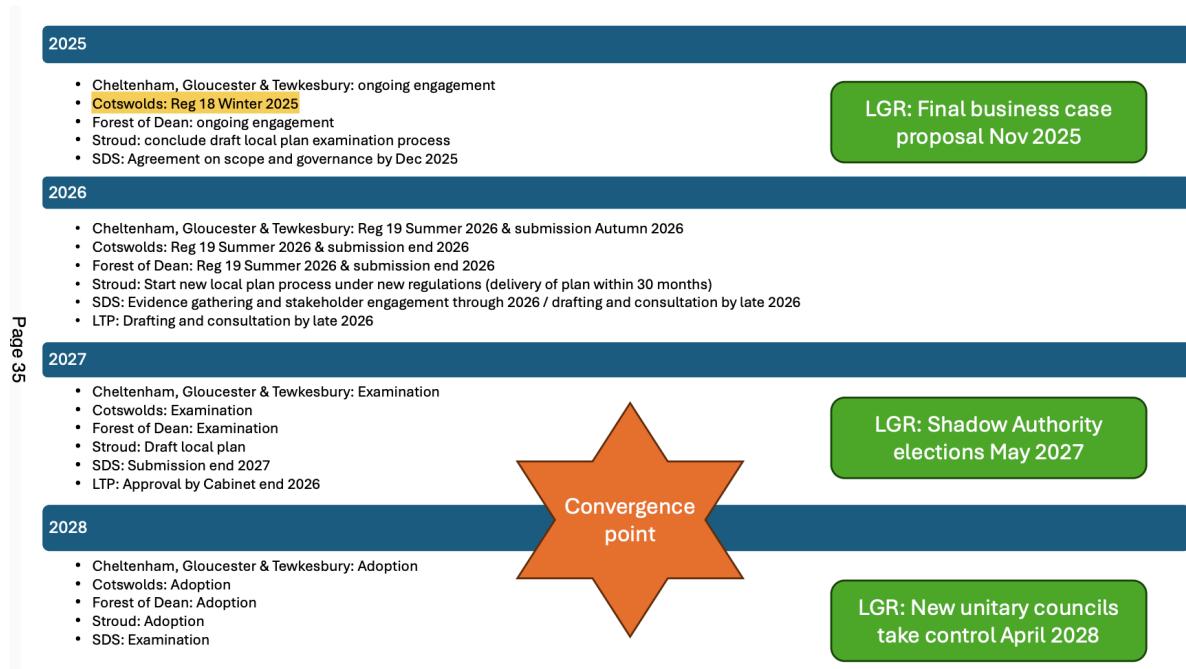
**The GEESC Committee had questions, especially about whether enough had been done to stimulate the best proposal options for consideration. There are projects that are not yet ripe for funding. Members emphasized the need to develop a monitoring process. Funds will be released at appropriate milestones for each project. This protects against waste.**

## 5. 3. SPATIAL DEVELOPMENT STRATEGY: GOVERNANCE AND SCOPE

The City Region Board endorsed a revised governance structure and scope for a transitional Spatial Development Strategy (tSDS), recognising the urgency of coordinated spatial planning across Gloucestershire in response to Government planning reforms. This is seen as a key aspect of dealing with the difficult situation the Government has thrust upon us.

The report listed the various project across the county – there is no part of the county that has a five-year land supply, so every district is working at Pace to develop a new area plan. These plans will be completed before the SPS process completes and produces the SPD (i.e. development plan). Nevertheless the intention is to work in consort given that the effect of the SPD will be that all area plans must be in conformity with it and in due course of course it will be managed for the relevant unitary. How this will happen is not clear but the intention to collaborate is valued.

The following chart illustrates critical activity timelines:



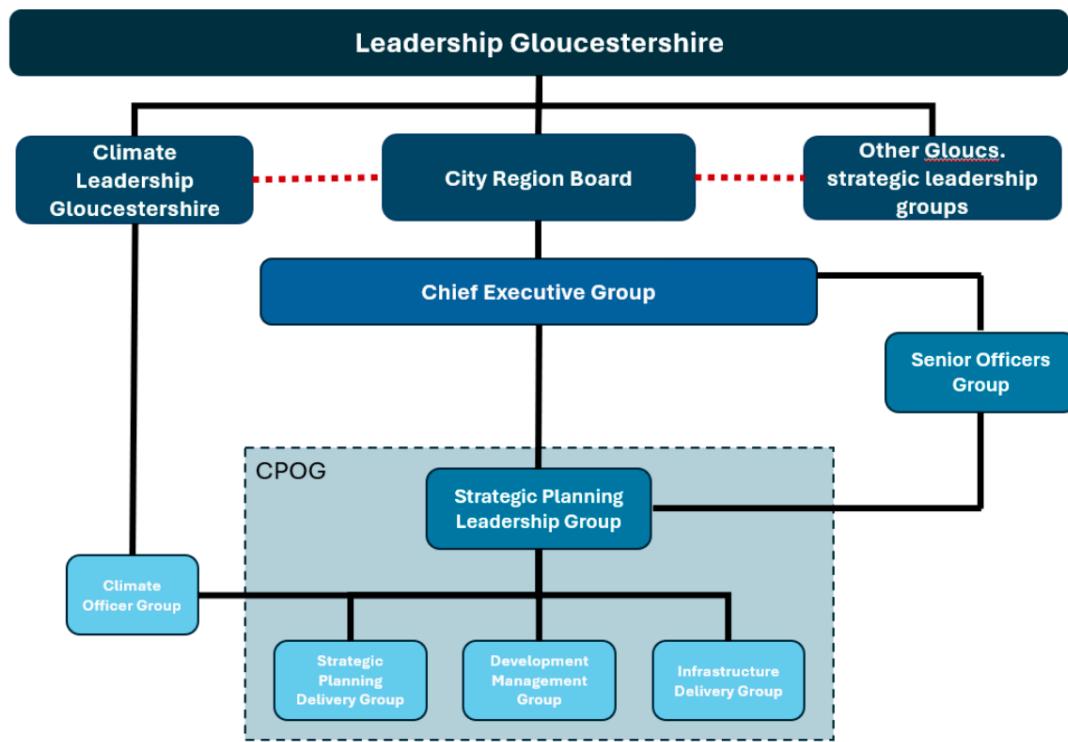
### The Vision

*A unified, resilient, and forward-looking Gloucestershire, where strategic planning is delivered in partnership, is creative, inclusive, and adaptive to the evolving governance landscape—delivering sustainable growth, infrastructure, and quality of life for all communities*

### Enhanced Governance Structure:

A County Planning Officers Group (CPOG) was established with four functional officer groups. A new Strategic Planning Leadership Group was also created, comprising director-level representatives from each council. This group will:

1. Ensure corporate priorities inform spatial planning outcomes
2. Provide leadership to the Strategic Planning Delivery Group
3. Develop planning teams and future leaders in planning
4. Embed resilient partnership working across Gloucestershire



### Transitional Spatial Development Strategy (tSDS):

The tSDS represents a "light-touch" approach aligned with existing district Local Plan processes. It will:

- Cover a 15–20 year horizon
- Ensure local plans remain in general conformity with the county-wide strategy
- Minimise preparation time whilst managing political sensitivities during Local Government Reorganisation
- Be reviewed every five years

### Proposed Delivery Timeline:

Milestone	Timeframe
Agreement on scope & governance	December 2025
Evidence gathering & stakeholder engagement	2026

<i>Milestone</i>	<i>Timeframe</i>
Draft consultation	December 2026
Examination submission	December 2027
Adoption & monitoring	April 2028

The tSDS will address key spatial challenges: meeting housing needs across functional geographies, delivering strategic infrastructure, ensuring financial viability, and advancing climate resilience and nature recovery.

## **Discussion**

Members valued the SPS project, but were concerned about or commented as follows:

1. *Co-ordination between 7 bodies* — Yes but there is a very good spirit of cooperation and authorities are pooling resources
2. *Taking resources needed for the Area Plans, planning (dealing with speculative proposals), compliance etc to work on this project* — Yes this is an issue; efforts to get funds, but needs to be done and to be managed
3. Dealing with urgent current needs — yes, they know about this too, needs to be done and to be managed
4. *SPS and Area Plan timelines not in accord but conformity required* — yes, but as progress happens this gives more weight to the plans in development, also relevant to point 2 above
5. *Spatial planning importance noted.*

Interesting to note that two Cheltenham officers (including the CEO) were leading on this.

## **6. 4. GREEN SKILLS STRATEGY: FRAMEWORK AND ACTIONS**

The emerging Green Skills Strategy, developed by GCC officers Jon Hickman and Pete Carr, seeks to align workforce supply with demand from green technologies. It addresses the intersection between Climate Leadership Gloucestershire and the Employment and Skills Hub. Supplement-Green-Skills-Strategy-28112025-1000-Gloucestershire-Economic-Strategy-Scrutiny-Commi.pdf

### **Strategic Context:**

The three sectors driving carbon emissions reduction are the energy supply grid, surface transport, and home energy use—collectively responsible for over 50% of emissions. By 2040, 50% of homes must be heated by heat pumps (up from 1% in 2023), requiring a seven-fold increase in annual installation capacity from 60,000 (2023) to 450,000 by 2030. Gloucestershire alone will need an additional 1,000–1,500

heat pump installers by 2030. Supplement-Green-Skills-Strategy-28112025-1000-Gloucestershire-Economic-Strategy-Scrutiny-Commi.pdf

### **Three-Pillar Strategy:**

#### **Pillar 1: Promote All Green Skills**

Develop Green Skills Pathways across construction, retrofit, energy, nature recovery, agriculture, circular economy, surface transport, and climate resilience

Establish a Gloucestershire Green Skills Pledge for businesses, councils, and colleges to demonstrate commitment to upskilling and training

Launch a Green Skills Summit on 24th June 2026 at Gloucester City Campus to publicise pathways and the pledge

#### **Pillar 2: Retrofit and Home Energy Efficiency**

Create a low-cost (0–2% APR) loan scheme for home energy efficiency, linking loan conditions to quality outcomes and PAS 2035 compliance

Leverage Gloucestershire Housing and Community Partnership's £30m retrofit spend over five years to embed green skills apprenticeships within supplier networks

Establish a Centre of Excellence for energy efficiency and innovation, teaching holistic house-physics across construction trades

Sustained marketing campaigns building on District Retrofit Engagement Officers' excellent work; normalise low-carbon heating through demonstrations and community champions

Skills interventions address three interconnected problems: limited contractor availability, low customer demand, and poor contractor training. The strategy aims to break the "retrofit doom-loop" via targeted demand, supply, and quality interventions. Supplement-Green-Skills-Strategy-28112025-1000-Gloucestershire-Economic-Strategy-Scrutiny-Commi.pdf

#### **Pillar 3: Energy Production, Distribution, and Storage**

Build a regional consortium of colleges and universities to ensure skills align with the Regional Energy Strategic Planning exercise

Engage with Local Area Energy Planning, Severn Edge Small Modular Reactor development, and community microgrid initiatives

Conduct gap analysis to match existing training capacity against projected demand for renewables, storage, nuclear, and emerging technologies

Establish the Gloucestershire Green Skills Advisory Panel to bring together business leaders, sharing best practice and economic indicators

This pillar is least developed pending clarification of the Regional Energy Strategic Plan timetable and revised Small Modular Reactor deployment plans. [Supplement-Green-Skills-Strategy-28112025-1000-Gloucestershire-Economic-Strategy-Scrutiny-Commi.pdf](#)

### **Green Skills Categorisation:**

Skills are classified by urgency:

**Existing:** Increased demand for current roles (insulation, solar installers, retrofit assessors)

**Enhanced:** Altered roles requiring upskilling (gas boiler installers transitioning to heat pump engineers; mechanics to EV maintenance)

**Emerging:** New green jobs (Small Modular Reactor technicians, heat network engineers, hydrogen specialists)

**Enabling:** Supporting roles (digital, smart technology, innovation management) [Supplement-Green-Skills-Strategy-28112025-1000-Gloucestershire-Economic-Strategy-Scrutiny-Commi.pdf](#)

### **Budget and Implementation:**

SEDF funding has been approved for research and development of Green Skills Pathways. Additional budget is required for:

Website hosting and promotion of pathways (Pillar 1)

Green Skills Pledge infrastructure and promotional PR (Pillar 1)

Householder green technology marketing and District Retrofit Engagement Officer support (Pillar 1)

Low-cost loan scheme capital and administration (Pillar 2)

Partnership development and surveys with the Green Construction Advisory Panel (Pillar 2)

Centre of Excellence planning, curriculum development, and facilities (Pillar 2)

The Strategy undergoes Cabinet approval in May 2026 and will be launched publicly at the June Green Skills Summit. Supplement-Green-Skills-Strategy-28112025-1000-Gloucestershire-Economic-Strategy-Scrutiny-Commi.pdf

## **Discussion**

**Generally, the GESSC members were supportive of the plan.**

One member queried the cost-effectiveness of heat pumps. The interrelationship between availability of skills and demand was discussed.

There was agreement that the necessary agritechnique green skills for the farming sector had not been recognised and officers agreed to take advice and guidance on this recognising that it was not their field of expertise. Your councillor has been asked to meet and brief.

It was noted that there was no money at present to implement this and a lack of officer resource. This therefore represents an aspiration.

## **7. 5. COMMITTEE WORKPLAN AND FUTURE SCRUTINY ITEMS**

The Committee agreed a structured workplan focusing on the five LGP missions and SEDF project performance monitoring:

<b>Date</b>	<b>Scrutiny Focus</b>
30 Jan 2026	LGP Mission 5: Innovation, investment & enterprise (Growth Hub Carbon Net Zero)
26 Mar 2026	SEDF reporting: Together Gloucestershire project; Missions 1 & 2 (Talent & Employment/Health)
21 May 2026	Forest of Dean economic development case study vs. LGP actions
16 Jul 2026	LGP Mission 4: Environment, housing & infrastructure
25 Sep 2026	LGP Mission 3: Thriving communities & culture; Local Government Reorganisation update
27 Nov 2026	SEDF Project feedback session (full agenda)

The Committee also proposed examining the district with highest economic growth as a comparative case study and flagged Connect to Work scheme scrutiny as an agenda item.

**Accepted.**

## **8. CONCLUSIONS (AJ)**

The GEESC meeting noted intent for coordinated governance across Gloucestershire's seven councils in response to Government planning reform, Local Government Reorganisation, and the transition to net zero. The approved Local Growth Plan provides a shared economic framework. The SEDF allocations target strategic investment in energy planning, skills, business support, and sectoral growth. The Green Skills Strategy might translate these economic priorities into a practical workforce development agenda, recognising that meeting net zero and national heat pump targets depends on significant, coordinated upskilling and uncertain economics in a rapidly changing world.

For Cotswold District Council, the outcomes are particularly relevant to retrofit and energy transition initiatives, visitor economy development, and the alignment of planning and economic development through the tSDS governance structures.

Once again, there was discussion about the Terms of Reference of the committee and further discussion about how seriously this committee has taken.

It was noted that once again, there were empty seats as councillor had not attended and had neither attended nor provided substitutes. Several members had to leave early as a result of which the chair did his best to proceed at pace and restrict questions and comments. Senior officers came and went and sometimes worked emails during the meeting. Some of this commentary took place in informal post meeting conversation and the chair agreed that there should be encouragement to change this. A note will be sent.

It was noted that this is the most difficult committee anyone has attended. It takes learning on the job. How the committee works and the processes it follows have been a constant source of mutual learning. Only 3 members have continuity from GEGSC and there are fewer members than there were.

## **Report on the HOSC of November 18th for December O&S from Cllr Dilys Neill**

The first item was a report on the Integrated Urgent Care Service (IUCS) which combines NHS 111 phone & online services, senior GP led clinical assessment service (CAS) & the GP out of hours (OOH) & home visiting service. This provides 24/7 cover with the aim of providing the right care, first time, closer to home. A partnership has been agreed with IC24 which is a national organisation which handles the 111 service & provides remote GPs for the CAS.

In the last year,

- NHS 111 handled 192,900 phone calls & 7961 online cases
- CAS assessed nearly 80,000 patients. 70% calls managed without OOH appointment or visit
- 2,008 home visits & 16,035 OOH appointments arranged
- Improved integration with acute hospitals, community teams & ambulance service
- Video triage & remote prescribing
- Better ability to predict & manage surges in demand.
- High levels of patient satisfaction

Challenges are workforce recruitment, continuing to improve integration & demand peaks.

### Five Year Plan get ready for the future

The aims continues to be

- the move from treatment to prevention &
- from hospital to community & local
- Equity in access
- Creation of a one Gloucestershire Workforce
- Ensuring that services are sustainable, safe & timely
- Transforming care through technology & effective use of the Trust's estate.

There is a recognition that most of the population are healthy. the majority of demand comes from groups with complex care needs, especially frailty. The aim is to provide input to these people to reduce the frequency with which they need to contact health care personnel. Dynamic population modelling has been carried out to predict future health care needs in the county.

Getting ready for the future engagement activities are taking place.  
online survey is available at: [glib.participation@nhs.net](mailto:glib.participation@nhs.net)

### Gloucestershire GP collaborative

Works with all GPs on the county to provide a united voice, to look at innovation & to set strategic directions.

Ten year health Ian for Britain describes three shifts in focus

Hospital > Community

Sickness > Prevention

Analogue > Digital

“Neighbourhood Health” - reinforces integrated working between NHS, local government & social care with the aim of creating healthier communities



Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>OVERVIEW &amp; SCRUTINY – 5 JANUARY 2026 CABINET – 8 JANUARY 2026</b>
Subject	<b>COUNCIL PRIORITY AND SERVICE PERFORMANCE REPORT – 2025-26 QUARTER TWO (JULY-SEPTEMBER 2025)</b>
Wards affected	All
Accountable member	Councillor Mike Evemy, Leader of the Council Email: <a href="mailto:mike.evemy@cotswold.gov.uk">mike.evemy@cotswold.gov.uk</a>
Accountable officer	Jane Portman, Chief Executive Email: <a href="mailto:jane.portman@cotswold.gov.uk">jane.portman@cotswold.gov.uk</a>
Report author	Alison Borrett, Senior Performance Analyst Email: <a href="mailto:alison.borrett@cotswold.gov.uk">alison.borrett@cotswold.gov.uk</a>
Summary/Purpose	To provide an update on progress on the Council's priorities and service performance
Annexes	Annex A - Corporate Plan Action Tracker Annex B - Council Priorities Report Annex C - Performance Indicator Report
Recommendation(s)	That Cabinet resolves to:  1. Note overall progress on the Council priorities and service performance for 2025-26 Q2 (July-September 2025).
Corporate priorities	<ul style="list-style-type: none"> <li>• Preparing for the Future</li> <li>• Delivering Good Services</li> <li>• Responding to the Climate Emergency</li> <li>• Delivering Housing</li> <li>• Supporting Communities</li> <li>• Supporting the Economy</li> </ul>
Key Decision	NO
Exempt	NO
Consultees/	CDC Corporate Leadership Team, Publica Directors, Business



**COTSWOLD**  
District Council

Consultation

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

**2.2** Progress on key actions identified in the Corporate Plan for Q2 (July-September 2025) include:

- Proposals for Local Government Reorganisation have been prepared, including options for one and two unitary authorities. These were considered by Overview and Scrutiny on 17 November and Full Council on 26 November, with Cabinet making the final decision later that day. A new programme and portfolio management approach is being planned to support the next phase.
- People & Culture Strategy and Year 1 Implementation Plan were agreed by Cabinet in September 2025, alongside workforce values and a supporting Communications & Engagement strategy, helping embed organisational culture change.
- Digital Transformation initiatives are progressing, including exploration of AI solutions to improve council services and accessibility. Meetings with Lead Members and ICT are scheduled to assess feasibility and cost-benefit.



- Preventing Homelessness Strategy 2025–2030 was adopted in September 2025. Regular monitoring and annual reviews will ensure actions remain on target to support vulnerable residents.
- Town and Parish Council engagement strengthened through a June summit attended by over 100 councillors and clerks, followed by a new newsletter and ongoing dialogue to prepare for Local Government Reorganisation and Local Plan engagement.
- Crowdfund Cotswold autumn round launched in July, with four projects seeking funding and three undergoing verification checks, continuing to promote community-led initiatives.
- Green Economic Growth Strategy delivery is underway following Cabinet adoption in March 2025. Actions are overseen by the Cotswold Economic Advisory Group to drive sustainable economic development.
- Tourism Destination Management Plan refresh progressed with a joint bid for Strategic Economic Development Fund support submitted in summer. A decision is expected in November.
- Strengthening Local Communities events have delivered 10 of 14 planned sessions, engaging over 600 residents with free activities, food, and support from local partners, tailored to community priorities.

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

### **3. SERVICE PERFORMANCE**

**3.1** Overall, the Council's performance shows strong progress in key areas, alongside some ongoing challenges. Council Tax collection is ahead of expectations, and Non-Domestic Rates continue to improve year on year. Planning determination times for major and other applications remain above target, and customer satisfaction is exceptionally high. Leisure services also performed well, with sustained engagement in gym memberships and leisure centre visits. However, processing times for Council Tax Support and Housing Benefit change events, while improving, remain above target due to cumulative averages and operational complexities linked to Universal Credit migration. Land Charges performance was affected by staffing pressures late in the quarter, and environmental performance faces challenges, with household recycling rates impacted by seasonal factors and wider national trends.

**3.2** Service performance above target:

- Percentage of Council Tax Collected (59.29% against the quarterly target of 57%)



- Processing times for Council Tax Support New Claims (19.91 days against a target of 20 days)
- Percentage of Housing Benefit overpayment due to LA error/admin delay (0.32% against a target of 0.35%)
- Customer Satisfaction (99.29% against a target of 90%)
- Percentage of major planning applications determined within agreed timescales (100% against a target of 70%)
- Percentage of other planning applications determined within agreed timescales (91.7% against a target of 90%)
- Percentage of high risk food premises inspected within target timescales (100% against a target of 95%)
- Percentage of high risk notifications risk assessed within 1 working day (100% against a target of 95%)
- Residual Household Waste per Household (kg) (85.91 against a target of 97)
- Missed bins per 100,000 (49 against a target of 80)
- Number of gym memberships (4,774 against a target of 4,300)
- Number of visits to the leisure centres (154,011 visits against a target of 129,000)

### **3.3 Service Performance near target:**

- Percentage of Non-domestic rates collected (54.37% against the quarterly target of 57%)
- Percentage of FOI requests answered within 20 days (87.69% against a target of 90%)
- Percentage of minor planning applications determined within agreed timescales (88.24% against a target of 90%)

### **3.4 Service Performance below target:**

**Processing times for Council Tax Support Change Events (9.69 days against a target of 5 days) and Housing Benefit Change of Circumstances (9.56 days against a target of 4 days).**

The Council saw a reduction in processing times for both Council Tax Support (CTS) change of events and Housing Benefit (HB) changes of circumstances compared to Q1. However, cumulative averages remain above the respective targets of 5 days for CTS and 4 days for HB, with CTS changes averaging 9.69 days and HB changes averaging 9.56 days.



The improvement in CTS processing times was largely driven by automation enhancements and the clearance of a backlog during Q1. Around 85% of income-related changes were batch processed during the quarter, significantly accelerating turnaround times. Notably, the average CTS processing time for July to September was just 3.45 days, well within target.

While further improvements are anticipated, the cumulative nature of the metric means it is unlikely to fall within target before the end of the financial year.

Housing Benefit continues to present challenges. The team are prioritising Full Claim Reviews mandated by the DWP, which are often complex and subject to delays in receiving full supporting evidence.

Working-age Housing Benefit claimants have fallen by around 97%, reducing to single figures as most claimants have migrated to Universal Credit. The HB caseload now primarily consists of pension-age claimants and temporary accommodation cases. With fewer HB changes occurring, any delay has a more pronounced impact on average processing times.

To support residents and strengthen financial resilience, the Council continues to deliver targeted initiatives through the Low Income Family Tracker (LIFT). Campaigns include:

- Benefit Maximisation: Helping residents claim underclaimed benefits such as Pension Credit, Attendance Allowance, and Council Tax Support, ensuring households receive their full entitlement.
- Pension Credit Campaign: Focused outreach to eligible pension-age households to increase take-up of Pension Credit and related benefits, unlocking significant financial support for residents.
- Healthy Start & Free School Meals: Promoting schemes that provide nutritious food for families with young children and school-age children.
- Warm Homes Campaign: Signposting residents to energy support, including the Warm Home Discount, to help reduce fuel poverty and energy costs.

These initiatives are helping to reduce financial vulnerability and ensure residents receive the support they are entitled to.

### **Percentage of Planning Appeals Allowed (cumulative) (52.08% against a target of 30%)**

Between 1 July and 30 September 2025, 17 planning appeals were determined. Of these, 9 were allowed in favour of the applicant and 1 resulted in a split decision, giving an allowance rate of 52.94% for the quarter.



As this measure is cumulative, from 1 April to 30 September a total of 24 appeals have been decided, with 12 allowed and 1 split decision, resulting in a cumulative allowance rate of 52.08%. This figure may fluctuate throughout the year as more appeal decisions are received.

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

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

**Number of affordable homes delivered (cumulative) (20 delivered against a target of 50).**

In Cotswold, eighteen affordable homes were delivered during Q2, bringing the year-to-date total to 20. Projections from Registered Providers show 64 completions for 2025/26, well below the target of 100, making it unlikely the district will meet its goal. The delivery of affordable housing is subject to fluctuations, as most developments take over a year to complete and often progress in multiple phases over several years. Early overdelivery at the beginning of the current strategy has also contributed to the dip in recent annual outputs, as the early years set a higher baseline.

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

**Percentage of official land charge searches completed within 10 days (76.07% against a target of 90%)**



The Council's performance against the 10-day target for completing official Land Charges searches declined in Q2, falling from 95.07% in Q1 to 76.07%, below the 90% target.

Performance remained strong through July and August, consistently exceeding target (97.64%), but a sharp drop in September impacted the quarterly average. This was primarily due to the long-term absence of a Land Charges team member, which reduced resilience across the service. Despite these challenges, the average turnaround time for searches was only 6.82 days, remaining below the 10-day target. To address this, additional support has been deployed from the Customer Service and Support Service Team, enabling specialist staff to focus on completing searches. These measures are expected to stabilise performance and improve continuity going forward.

#### **Percentage of household waste recycled (56.29% against a target of 62%)**

During Q2, the Council's household recycling rate fell by 2.5% compared to the same quarter last year, reflecting a wider national trend influenced by seasonal and structural factors.

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

Nationally, recycling rates continue to face challenges, and Cotswold is no exception. During the summer months, the district experienced unusually dry weather, which led to a 25% drop in garden waste tonnage compared to the same period last year. Because garden waste represents a significant share of the recycling stream, this seasonal decline has had a noticeable impact on overall recycling performance.

- 3.5** A full performance report is attached at Annex C.
- 3.6** As previously agreed, where possible, broader benchmarking has been included in the full performance report to gain a more robust and insightful evaluation of



performance. Where benchmarking data is not currently available or outdated, this is noted, and further investigations will be undertaken to look at options.

#### **4. OVERVIEW AND SCRUTINY COMMITTEE**

**4.1** This report will be reviewed by the Overview and Scrutiny Committee at its meeting on 5 January 2026. The draft minutes of that meeting will be circulated to all Members and any recommendations from the Committee will be reported to Cabinet.

#### **5. FINANCIAL IMPLICATIONS**

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

#### **6. LEGAL IMPLICATIONS**

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

#### **7. RISK ASSESSMENT**

**7.1** Contained in this report.

#### **8. EQUALITIES IMPACT**

**8.1** None

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

**9.1** Contained in this report.

#### **10. BACKGROUND PAPERS**

**10.1** None

(END)

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## Our Cotswolds, Our Plan: Action Plan 2025-28

Priorities	Sub-Priority	Action	Portfolio Holder	Accountable Officer(s)	Start date	End date		Q2 Update
Preparing for the Future	<b>Driving organisational and cultural change to be be fit for the future</b>	Transformation - Develop Strategy Action Plan	Cllr Mike Evemy Cllr Tristan Wilkinson	Helen Martin	Aug-25	Mar-28	On Target	Initial action plan drafted and working through a process of assessing and scoring to developed a prioritised list.
Preparing for the Future	<b>Driving organisational and cultural change to be be fit for the future</b>	Transformation through changing existing or creating new service delivery models, and/or making changes to the organisation structure, roles, processes or technology to improve outcomes, as a result of introducing new ways of working, and/or to reduce the costs of services.	Cllr Tristan Wilkinson	Helen Martin	Oct-25	Mar-28	On Target	Action plan includes potential restructures and reprocessing of services, increased use of digital solutions. Pipeline being prioritised on the basis of speed of delivery, cost and scalability.
Preparing for the Future	<b>Driving organisational and cultural change to be be fit for the future</b>	Digital Transformation: accelerating the use of digital technology to improve council services, enhance accessibility, and promote digital inclusion across communities.	Cllr Tristan Wilkinson	Helen Martin	Oct-25	Mar-28	On Target	Initial Action plan includes a number of AI initiatives. Meeting being set with Lead Members and Head of ICT to discuss feasibility and most appropriate route to maximise use on the basis of cost benefit ratio.
Preparing for the Future	<b>Preparing for Local Government Reorganisation</b>	Prepare the LGR submission to government. Prepare the next phase of the LGR Programme. Implement the government's decision.	Cllr Mike Evemy	Jane Portman	already commenced	Mar-28	On Target	Proposals for a one unitary authority and for a two unitary authority reorganisation have been prepared. They are due to be considered by Overview and Scrutiny Committee on 17th November and by Full Council on 26th November. Cabinet will take the final decision which proposal to support at their meeting on 26th November. The next phase of the LGR programme is being planned with a new programme and portfolio management approach. Workshop planned for 10th November to finalise details following workshops with officers in each work programme.
Preparing for the Future	<b>Preparing for Local Government Reorganisation</b>	Consult with other local authorities to inform possible options for establishing a Strategic Authority	Cllr Mike Evemy	Jane Portman	already commenced	Mar-28	On Target	Discussions have taken place with Gloucestershire Leaders, and they have agreed to consider three strategic options for devolution and establishing a strategic mayoral authority. These options will remain under consideration until the government has made a decision about local government reorganisation.
Preparing for the Future	<b>Developing our workforce</b>	Deliver the People and Culture Strategy	Cllr Mike Evemy	Angela Claridge	Sep-25	Mar-28	On Target	People & Culture Strategy, year 1 Implementation Plan, workforce values and supporting Communications & Engagement strategy agreed by Cabinet on 04.09.2025

Preparing for the Future	<b>Developing our workforce</b>	Deliver the Internal Communications Plan, to keep staff informed and engaged in organisational development and LGR	Cllr Mike Evemy	Matt Abbott	Sep-25	Mar-28	On Target	Working with colleagues across Glos principal councils, we have been issuing fortnightly communications about LGR proposals to all staff. These go onto the staff Portal, which also features a regularly updated page dedicated to LGR. We have also continued with our schedule of all staff briefings (once every six weeks), which include LGR updates, people and culture updates, and features like 'shout outs' for reward and recognition, which are a key aspect of the People & Culture Strategy. These sessions are also interactive. Through Q3, we will be rolling out visuals and content that will seek to further embed the council's values.
Preparing for the Future	<b>Developing our workforce</b>	Consideration of a small number of functions currently in Publica in light of their focus core function delivery	Cllr Mike Evemy	Jane Portman	Jul-25	Dec-25	On Target	Publica and the four shareholder councils have prioritised services currently delivered by Publica for review over the next few months. These reviews will consider how best to prepare the services for local government reorganisation.
Preparing for the Future	<b>Deliver the new Local Plan</b>	Adopt the new Local Plan, providing a robust development framework for the Cotswold area post 2028 that provides affordable housing, employment and infrastructure for present and future generations whilst conserving and enhancing the national landscape.	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Dec-27	On Target	Regulation 18 consultation currently being undertaken from 14 November -2nd January. Currently on target for submission in December 2026.
Delivering good services	<b>Ensure value for money and good standards</b>	Develop a Fleet Replacement programme	Cllr Andrea Pellegram	Peta Johnson	already commenced	Apr-26	On Target	Interim Cabinet meeting has been held to discuss options. Options are being progressed that consider replacement of the kerbside sort recycling fleet, and potentially refurbish other vehicles e.g. Refuse Collection Vehicles.
Delivering good services	<b>Ensure value for money and good standards</b>	Improve and digitise engagement with the customers of the Waste and Environment Services	Cllr Andrea Pellegram	Peta Johnson	already commenced	Mar-28	On Target	A review is in progress of the current systems and processes that provide residents with information about their collection services (e.g. Waste Wizard and collection day checker). The aim is to identify a range of areas for continuous improvement.
Delivering good services	<b>Ensure value for money and good standards</b>	Adapt to changes in Waste legislation	Cllr Andrea Pellegram	Peta Johnson	already commenced	Mar-28	On Target	Legislation and policy change continue to be tracked to understand the potential changes to waste arisings (tonnage and composition). This is strongly connected to the vehicle replacement programme both in terms of ensuring flexibility to cope with changes in the demand on services, and capacity to handle additional materials as we are required to collect them e.g. flexible plastics by the end of March 2027.

Delivering good services	<b>Ensure value for money and good standards</b>	Implement the Planning Advisory Service action plan	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Aug-26	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	The service has progressed a number of key actions from the PAS Action Plan. Notably, the Development Management Negotiation Protocol has been reviewed and updated, encompassing the targets to deal with speculative applications and ensure early refusals where no pre-application engagement has taken place. Process mapping across the service is largely complete and is now being used to support the implementation of Enterprise and to optimise IT systems for Enforcement. The review of the team structure and assessment of opportunities for additional administrative and technical support has also concluded. Job vacancies were advertised in late October, with further roles scheduled to be released in mid-November.
Delivering good services	<b>Enhance financial resilience and make best use of our assets</b>	Maintain financial sustainability over the MTFS-period (2026/27 to 2029/30) following the outcome of the Fair Funding 2.0 review.	Cllr Patrick Coleman	David Stanley	Apr-26	Mar-28	<span style="background-color: #6495ed; color: white; padding: 2px;">Not Scheduled to Start During Quarter</span>	Not Due to Start this Quarter
Delivering good services	<b>Play our part in maintaining and enhancing the public realm</b>	Introduce charging to sustain Council owned public toilets.	Cllr Paul Hodgkinson	Claire Locke Sue Hughes	already commenced	Dec-25	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	Introduced at all facilities except Northleach. Doors have been upgraded at Northleach but charging mechanisms have not yet been installed pending decision from Northleach Town Council on future management and funding for these facilities. Decision expected by 1st December 2025.
Delivering good services	<b>Play our part in maintaining and enhancing the public realm</b>	Deliver the new Parking Strategy.	Cllr Paul Hodgkinson	Sue Hughes	already commenced	Mar-28	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	Draft Strategy is going to Cabinet in November for adoption. This includes a delivery action plan.
Delivering good services	<b>Play our part in maintaining and enhancing the public realm</b>	Invest in and maintain our car parks	Cllr Paul Hodgkinson	Alan Hope	already commenced	Mar-28	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	Capital investment works complete, maintenance ongoing. Collaboration between service areas to address issues as they arise.
Delivering good services	<b>Deliver the new Local Plan</b>	Ensure our planning policies deliver our corporate priorities and promote carbon neutral development and sustainable infrastructure for our communities	Cllr Juliet Layton	Geraldine LeCointe Jo Symons	already commenced	Dec-26	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	DM policies drafted and this along with strategic policies aim to ensure the Plan is green to the core. Draft Plan is on target for submission to the Planning Inspectorate by December 2026.
Responding to the climate emergency	<b>Support and Enable Residents &amp; Businesses</b>	Expand the network of Electric Vehicle Charge Points	Cllr Mike McKeown	Olivia McGregor	already commenced	Mar-28	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	The network of EVCPs has been expanded to include West Street, Tetbury, Old Market Way in Moreton-in-marsh and Maugersbury Road in Stow-on-the-wold. There are 14 sockets available for use. A further 10 sockets are being installed in Brewery car park in Cirencester. A safety issue has emerged at the site which the suppliers are due to address before the sockets are safe to use.

<b>Responding to the climate emergency</b>	<b>Decarbonise Council Operations</b>	Embed climate action into council services to reduce the council's operational carbon emissions	Cllr Mike McKeown	Olivia McGregor	already commenced	Mar-28	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	A Paper approved by Cabinet in July 2025 demonstrated that it is key to address emissions in the waste fleet and buildings to reduce council operational emissions. Cabinet approved the formation of a Climate Board to provide accountability for an emission reduction programme, support the Council with its objective of achieving its 2030 target and help guide future expenditure decisions. The Board is due to meet later this month for its inaugural meeting.
<b>Responding to the climate emergency</b>	<b>Increase resilience to the effects of climate change</b>	Work in partnership to respond to the Climate Risk and Vulnerability Assessment	Cllr Mike McKeown	Olivia McGregor	Oct-25	Mar-28	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	CDC is working with Climate Leadership Gloucestershire to produce a Climate Risk and Vulnerability Assessment (CRVA). It is in the final stages of being drafted and is expected to be available at the end of the year. It will provide an evidence base to understand the key climate risks across the county, demonstrating the impact, likelihood and overall risk posed by climate change across a variety of climate hazards. In tandem to this, existing climate adaptation projects will be outlined, showcasing best practice and recommending future climate adaptation actions which will continue to bolster Gloucestershire's ability to respond to and withstand the impacts of climate change.
<b>Responding to the climate emergency</b>	<b>Deliver the new Local Plan</b>	Provide appropriate planning policies through our Plan review that support sustainable development and 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	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	Retrofit engagement manager role has been extended for a further 11 months allowing CDC to continue to deliver high quality retrofit advice and support installation of renewables across the district through policy, partnership working and initiatives.
<b>Delivering Housing</b>	<b>Deliver the new Local Plan</b>	Allocate sites in line with Government requirements that will boost housing delivery whilst taking account of the significant constraints across the district	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Dec-26	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	Regulation 18 consultation currently being undertaken from 14 November -2nd January on the draft Local Plan which will seek to allocate affordable housing sites; evidence is also being undertaken in this regard. Currently on target for submission in December 2026.
<b>Delivering Housing</b>	<b>Working with our partners to deliver more affordable homes</b>	Move forward a Pipeline of Rural Affordable Housing Sites and develop ways to increase Affordable Housing delivery	Cllr Juliet Layton	Alan Hope	already commenced	Mar-28	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	Partnership working to deliver affordable housing ongoing. Rural Exception site Pipeline continues to be developed.
<b>Delivering Housing</b>	<b>Understanding everyone's housing needs</b>	Move forward a Pipeline of Rural Affordable Housing Sites and develop ways to increase Affordable Housing delivery	Cllr Juliet Layton	Jon Dearing Caroline Clissold	Sep-25	Mar-28	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	CDC adopted the Preventing Homelessness Strategy for 2025-2030 in September 2025. An annual review will be carried out and measured against the actions, but will also be monitored regularly to ensure that all actions are on target.

<b>Delivering Housing</b>	<b>Understanding everyone's housing needs</b>	Continue to monitor housing needs to inform the councils revised Housing Strategy	Cllr Juliet Layton	Jon Dearing Caroline Clissold	already commenced	Mar-28	On Target	Quarterly reviews of H-CLIC data are being carried out to inform housing trends and monitor increases in contacts.
<b>Delivering Housing</b>	<b>Understanding everyone's housing needs</b>	Refocus the Housing Strategy on Strategic Actions.	Cllr Juliet Layton	Alan Hope	Aug-25	Oct-25	On Target	Housing Strategy document focused on Strategic action has been drafted and is at comments stage.
Supporting communities	<b>Strengthen our links with town and parish councils and key stakeholders</b>	Engage with and support town and parish councils to prepare for Local Government Reorganisation	Cllr Mike Eevemy	Matt Abbott	Jun-25	Mar-28	On Target	Over 100 town & parish councillors/clerks attended a summit dedicated to LGR in June. Since then, we have started a newsletter for all clerks and councillors. The first of these was issued in August, covering other topics including, the Local Plan which has become another key topic on which we are engaging with and supporting TPCs. MA has also been reaching out to clerks to build relationships and ensure regular dialogue and a new/alternative channel for TP councils to engage with CDC. This provides mutual benefit to TPCs and CDC. There is a significant amount of activity planned in Q3 re: Local Plan engagement with TPCs.
Supporting communities	<b>Encourage community health and wellbeing</b>	Enable networking and public engagement events to help local residents to access support services	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28	On Target	10 of 14 "Strengthening Local Communities" events have been successfully delivered, engaging over 600 residents with free activities, food, and support from key local partners. Events were tailored to each community, incorporating local priorities and feedback.
Supporting communities	<b>Encourage community health and wellbeing</b>	Celebrate the contribution of individuals and local groups	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28	On Target	The last round of Unsung Heroes were presented to Council in July, where we introduced a new category for Young Heroes. The next round will be presented to Council in November
Supporting communities	<b>Encourage community health and wellbeing</b>	Promote community activity through CrowdFund Cotswold	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28	On Target	The autumn round of CrowdFund Cotswold launched in July with an on-line workshop for prospective projects. The deadline was late September. 4 projects are seeking funding, with a further 3 undergoing verification checks
Supporting communities	<b>Encourage community health and wellbeing</b>	Ensure the leisure and culture contracts deliver core provision and positive community outcomes	Cllr Paul Hodgkinson	Joseph Walker	already commenced	Mar-28	On Target	The leisure contract continues to deliver strongly, exceeding targets for both membership and member visits. Museum visits are higher than last year, in part thanks to the successful Woolly Mammoth event in spring half term and Project Orpheus
Supporting communities	<b>Encourage community health and wellbeing</b>	Work with Cotswold Youth Network to champion contribution and needs of young people	Cllr Claire Bloomer	Joseph Walker	Oct-25	Mar-28	On Target	Council officers attend the youth network, and are supporting the delivery of the Holiday Activity and Food Programme which has recently been renewed for a further three years

Supporting communities	<b>Support our residents in crises</b>	Coordinate a partnership response to address financial hardship and the cost of living	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28	On Target	The Cotswold Food Network (CFN) continues to coordinate efforts to improve food sustainability and resilience across the district. Its July Stakeholder Event provided policy and procedure updates including from DWP and the Council's Revenues and Benefits work including income maximisation campaigns
Supporting communities	<b>Support our residents in crises</b>	Work with the NHS Integrated Locality Partnership to improve the quality of life of children and vulnerable households	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28	On Target	Officers continue to work in partnership through the ILP and its Children and Young People subgroup, now merged with GCC's One Plan Cotswolds group
Supporting communities	<b>Support our residents in crises</b>	Work with the Cotswold Community Safety Partnership to improve road safety and reduce antisocial behaviour	Cllr Paul Hodgkinson	Joseph Walker	already commenced	Mar-28	On Target	The CSP meeting in July reflected on road safety. Consequently the Neighbourhood policing team worked with Speed enforcement to set up a short film to promote community speedwatch filmed in September. This will be released imminently. Across Gloucestershire, there was a town centre focussed programme over the summer - Operation Shield, which was supported by community events in Cirencester.
Supporting communities	<b>Deliver the new Local Plan</b>	Through our Local Plan review aim to ensure that development provides the necessary infrastructure for communities and that this provision is aligned with the phasing and delivery of development	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Mar-28	On Target	Regulation 18 consultation currently being undertaken from 14 November -2nd January on the draft Local Plan which will seek to allocate sites with appropriate provision of infrastructure; evidence is also being undertaken in this regard. Currently on target for submission in December 2026.
Supporting the economy	<b>Develop the skills of our residents</b>	Support key sectors to create new highly skilled jobs, including through promotion of apprenticeship opportunities.	Cllr Tristan Wilkinson	Joseph Walker Paul James	already commenced	Mar-28	On Target	Working with Cirencester Chamber of Commerce, through a UK Shared Prosperity Funded programme, to enhance opportunities for young people, including promoting apprenticeships.
Supporting the economy	<b>Grow a strong and sustainable economy</b>	Deliver a programme of activities through the Shared Prosperity and Rural England Prosperity Funds	Cllr Tristan Wilkinson	Joseph Walker Paul James	Mar-25	Mar-26	On Target	All UKSPF and REPF funds are now allocated and projects are progressing.
Supporting the economy	<b>Grow a strong and sustainable economy</b>	Deliver the actions set out in the refreshed Green Economic Growth Strategy.	Cllr Tristan Wilkinson	Joseph Walker Paul James	Jan-25	Mar-28	On Target	The Green Economic Growth Strategy is overseen by the Cotswold Economic Advisory Group. The refreshed strategy was adopted by Cabinet in March 2025 and delivery of the actions is underway.

<b>Supporting the economy</b>	<b>Grow a strong and sustainable economy</b>	Work with the Royal Agricultural University on their aspiration for the Innovation Village	Cllr Tristan Wilkinson	Joseph Walker Paul James	already commenced	Mar-28	On Target	A planning application was submitted in April 2024. It is hoped it will be determined in the next few months. The Council continues to support the RAU in other aspects of this project in parallel with the application being considered.
<b>Supporting the economy</b>	<b>Grow a strong and sustainable economy</b>	Promote the Growth Hub to support existing businesses and encourage the growth of start-ups	Cllr Tristan Wilkinson	Joseph Walker Paul James	already commenced	Mar-28	On Target	The Growth Hub is funded for 2025-26 via UKSPF and provides support to start-up and growing businesses. Officers work closely with the team at the Growth Hub and hold regular monitoring meetings. Cirencester Growth Hub is the best-performing Growth Hub in the county.
<b>Supporting the economy</b>	<b>Grow a strong and sustainable economy</b>	Work with partners to realise benefits of the Creative Cotswolds Action Plan	Cllr Paul Hodgkinson	Joseph Walker	Sep-25	Mar-28	On Target	This work will be facilitated by the appointment of a Leisure and Culture Support Officer. This post has now been approved and should be recruited to in q3
<b>Supporting the economy</b>	<b>Manage the opportunity and impact of the visitor economy</b>	Refresh the Tourism Destination Management Plan	Cllr Paul Hodgkinson	Joseph Walker Chris Jackson	Sep-25	Sep-26	On Target	The tourism team has worked hard with partner Gloucestershire authorities to prepare a bid for Strategic Economic Development Fund support to deliver a renewed DMP. This was submitted in the summer, and is working through the approval process with a decision due in November
<b>Supporting the Economy</b>	<b>Deliver the new Local Plan</b>	Promote policies that maintains and protects our existing employment sites whilst supporting sustainable economic growth in the district	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Dec-26	On Target	Regulation 18 consultation currently being undertaken from 14 November -2nd January on the draft Local Plan which will seek to protect our existing employment sites and support sustainable economic growth; evidence is also being undertaken in this regard. Currently on target for submission in December 2026.

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# COTSWOLD

## District Council

**COUNCIL PRIORITIES REPORT**  
**July – September 2025**

# Our Purpose, visions, priorities and values

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

## Our Purpose

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

## Our Vision

To leave a legacy of:

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

## Our Values

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

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

## Our strategic priorities

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

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



# Preparing for the Future

## The Context

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

## Actions we are taking

In 2025, the Council launched an ambitious transformation programme to modernise services, strengthen digital capabilities, and prepare for future governance changes. This programme reflects our commitment to delivering high-quality, accessible services that meet residents' evolving needs while safeguarding financial sustainability and operational resilience. Against a backdrop of increasing demand, technological advancement, and national policy shifts, our strategic approach aims to create a more agile, efficient, and customer-focused organisation.

The transformation programme is structured around a clear vision: improving outcomes for residents, enhancing organisational culture, and ensuring readiness for potential structural changes in local government. An initial Strategy Action Plan has been drafted and is undergoing a rigorous assessment and scoring process to develop a prioritised pipeline of initiatives based on speed of delivery, cost, and scalability. The plan includes proposals for service redesign, potential restructures, and greater integration of digital solutions. Digital transformation is a cornerstone of this strategy, with several AI initiatives included to accelerate digital adoption, improve service accessibility, and promote digital inclusion. Meetings are being scheduled with Lead Members and the Head of ICT to evaluate feasibility and identify the most cost-effective implementation routes through detailed cost-benefit analysis.

In parallel, the Council is actively engaged in the Local Government Reorganisation (LGR) process. Proposals for both a single-unitary authority and a two-unitary authority model have been developed and were considered by the Overview and Scrutiny Committee on 17 November and Full Council on 26 November, with Cabinet making the final decision on which proposal to support. Planning for the next phase of the LGR programme is underway, using a new programme and portfolio management approach. A workshop held on 10 November finalised details following officer engagement sessions.

Discussions with Gloucestershire Leaders have also progressed, with agreement to consider three strategic options for devolution and establishing a strategic mayoral authority. These options will remain under consideration until the government confirms its decision on local government reorganisation.

The People and Culture Strategy has made significant progress. In September 2025, Cabinet approved the Year 1 Implementation Plan, workforce values, and a supporting Communications and Engagement Strategy. Internal communications remain a priority, with fortnightly updates on LGR proposals issued to all staff via the staff portal, which also hosts a dedicated LGR page. Regular all-staff briefings continue every six weeks, providing updates on LGR, organisational development, and recognition initiatives. Through Quarter 3, we will roll out new visuals and content to further embed the Council's values. In addition, Publica and the four shareholder councils have prioritised reviews of services currently delivered by Publica to ensure alignment with future governance arrangements.

Looking ahead, the Council is preparing to adopt a new Local Plan, which will provide a development framework for the Cotswold area post-2028. This plan will deliver affordable housing, employment opportunities, and infrastructure for current and future generations, while conserving and enhancing the district's nationally significant landscape.

# Delivering Good Services



## The Context

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

## Actions we are taking

The council is driving forward a series of strategic projects to modernise waste, environmental, and infrastructure services, aligning them with its broader transformation and climate commitments. A major focus is the development of a fleet replacement programme, which not only addresses the ageing kerbside recycling fleet but also explores refurbishment options for other vehicles to reduce costs and environmental impact. This initiative is closely linked to the council's ambition to transition towards ultra-low emission and hybrid technologies, supporting its pledge to achieve net-zero carbon emissions and reduce transport-related emissions, which account for a significant proportion of the district's carbon footprint.

Customer engagement is another priority, with work underway to improve and digitise the way residents interact with waste and environmental services. Current systems, such as the Waste Wizard and collection day checker, are being reviewed to identify opportunities for continuous improvement. The aim is to deliver a more intuitive, accessible experience that provides real-time information and supports digital inclusion across the district.

The council is also preparing for significant changes in national waste legislation. Monitoring and analysis of policy developments are ongoing to ensure services remain flexible and capable of adapting to new requirements, such as the collection of additional materials like flexible plastics. These changes are strongly connected to the fleet strategy to ensure vehicles can accommodate future demands and maintain service resilience.

In planning, the council is implementing recommendations from the Planning Advisory Service peer review, which highlighted strengths in collaborative working and identified areas for improvement. The resulting action plan focuses on enhancing enforcement processes, reducing administrative burdens, and exploring the use of AI tools to improve efficiency in reporting and correspondence. These measures aim to create a more responsive and streamlined planning service that supports sustainable development and carbon-neutral growth.

Parking services are also undergoing transformation. A new parking strategy is being developed to reflect changing travel patterns, climate priorities, and future demand. This includes reviewing car park usage, improving accessibility, and expanding electric vehicle charging infrastructure. Investment in car parks has already delivered significant improvements, and ongoing collaboration between service areas will ensure these assets continue to meet community needs.

Looking ahead, the council is progressing a full update of its Local Plan to respond to increased housing targets and embed climate and biodiversity considerations at the heart of development policy. This update will provide a robust framework for delivering affordable housing, sustainable infrastructure, and carbon-neutral communities, while safeguarding the district's nationally significant landscape.

# Responding to the Climate Emergency



## The Context

The climate and ecological crises pose serious threats, especially to younger and future generations. Cotswold District Council declared a climate emergency in 2019 and adopted its Climate Emergency Strategy (2020–2030), setting ambitious targets: an 80% reduction in emissions by 2030 and net zero by 2045 without reliance on carbon offsetting. The Council has embedded climate considerations across all policies and decision-making and is committed to achieving 100% clean energy use across its operations by 2030.

## Actions we are taking

The Council has made significant progress in reducing operational carbon emissions, achieving a 41% reduction since 1990, from 4.7 million kg CO<sub>2</sub>e to 2.76 million kg CO<sub>2</sub>e by 2022–23. A Climate Board has been established to monitor and accelerate progress, using independent assessments like the Climate Action Scorecards to identify areas for improvement. Key initiatives include:

- Energy efficiency and renewable energy: A Renewable Energy Study (2025) provides evidence-based recommendations for deploying solar and wind energy and informs the Local Plan update to make it "Green to the Core." This study also forms the foundation for Local Area Energy Planning, ensuring grid capacity and flexibility for future renewable integration.
- Solar and retrofit schemes: The Cotswold Home Solar scheme has helped 27 homes install solar panels, with 18 more in progress, delivering projected savings of nearly £450,000. A Gloucestershire-wide retrofit support service, launched in January 2025, offers tailored energy efficiency plans and vetted installers. Locally, a Retrofit Engagement Officer is running events and advice sessions, including the "Drive and Thrive" event held in March.
- EV infrastructure: The Council has installed 24 new EV chargers in car parks across Stow-on-the-Wold, Moreton-in-Marsh, Tetbury, and Cirencester, bringing the total to 49 Council-installed chargers out of 150 publicly accessible points in the district. This rollout supports residents without off-street parking and aligns with the ambition for an EV charger within a 10-minute walk wherever possible.
- Transport decarbonisation: A dedicated Transport Decarbonisation Study sets out pathways and interventions to reduce emissions from the district's largest source of carbon, including active travel infrastructure and EV adoption.
- Local Plan update: Work is underway to embed climate and biodiversity considerations into the Local Plan, ensuring sustainable development, affordable housing, and carbon-neutral communities.

Community engagement remains central to the Council's approach, with carbon literacy training, campaigns promoting behaviour change, and initiatives like CrowdFund Cotswolds to support local climate projects. Partnerships with housing providers such as Bromford are strengthening climate resilience in affordable housing.

# Delivering Housing



## The Context

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

## Actions we are taking

Meeting sharply increased government housing targets while preserving the Cotswolds' unique character and environment is one of the council's most significant challenges. National policy now requires the district to plan for more than 18,000 new homes by 2043—over double previous targets—despite 80% of the area being designated as National Landscape, which severely limits development options. In response, the council is undertaking a rapid update of its Local Plan, exploring strategic options such as a new settlement near Driffield, extensions to existing towns and villages, and smaller developments distributed across the district. Public consultation is underway to ensure that decisions reflect local priorities and community input.

Alongside meeting these targets, the council remains committed to delivering genuinely affordable housing. Land scarcity and high property prices—often more than 16 times average rural incomes—make this a complex task, but innovative solutions are being pursued. A pipeline of rural exception sites is being developed, supported by strong partnerships with housing associations and parish councils. Recent schemes, such as the Avening development opened by HRH The Princess Royal, demonstrate how high-quality, environmentally sustainable homes can be delivered in rural settings. These homes incorporate features like air-source heat pumps, solar panels, and traditional Cotswold design, ensuring they complement village character while reducing energy costs for residents.

The council's Housing Strategy sets out clear priorities: planning for everyone's housing needs, increasing affordable housing supply, and creating sustainable, climate-resilient homes. This includes addressing poor-quality housing and supporting community-led housing initiatives. The strategy recognises that there is no single solution; instead, a combination of measures—large-scale developments, rural schemes, and incremental improvements—will collectively deliver meaningful change.

Preventing homelessness is another cornerstone of the council's approach. The Preventing Homelessness Strategy 2025–2030 focuses on early intervention, partnership working, and tailored support for vulnerable residents. The council already prevents over 200 households a year from becoming homeless through proactive measures such as negotiating with landlords, providing emergency accommodation, and offering financial assistance. Rough sleeping remains extremely low in the district thanks to assertive outreach and rapid response protocols. Quarterly reviews of H-CLIC data help monitor trends and inform strategic actions, ensuring resources are targeted effectively.

Looking ahead, the council will continue to balance housing delivery with environmental stewardship. Biodiversity enhancements, green infrastructure, and carbon-neutral design principles are being embedded into planning policies. The updated Local Plan will not only allocate sites for housing but also set a framework for sustainable growth, ensuring that new development supports thriving communities without compromising the Cotswolds' nationally significant landscape.



# Supporting Communities

## The Context

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

## Actions We Are Taking

Cotswold District Council is working to position the district as a national leader in health and wellbeing, promoting active lifestyles and inclusive community initiatives. The Leisure Strategy, shaped around local priorities, guides investment in facilities and non-facility interventions, overseen by the Active Cotswolds Programme Board across three themes: Healthier District, Connected Community, and Active Environment. The leisure contract continues to exceed targets, with cultural engagement boosted by events like the Woolly Mammoth exhibition and Project Orpheus.

The Holiday Activity and Food (HAF) programme has been renewed for three years, providing activities and meals through providers such as World Jungle. Summer HAF 2025 received positive feedback, and planning is underway for future delivery. World Jungle also supports youth-focused events like the Cotswold Youth Mobile Festival, promoting creativity and wellbeing.

To complement HAF, the Council secured £50,000 for 14 Strengthening Local Communities events. Ten events have already engaged over 600 residents with free activities and partner support. Upcoming events in Northleach (Oct 28) and Avening (Oct 30) will feature Halloween themes, with final events in Mickleton and Kemble scheduled for February.

Partnership working remains central, with collaboration from the NHS, Citizens Advice, Severn Wye, Foodbanks, and Carers Hub on issues such as cost of living, health, and social isolation. Officers also work through the Integrated Locality Partnership and GCC's One Plan Cotswolds group to improve outcomes for children and vulnerable households.

The Cotswold Food Network (CFN) drives food sustainability through initiatives like the Food Procurement Guide, Allotments Mini Guide, and Cookery Classes Guide. Outreach includes the Low-Income Family Tracker and a revised "Worrying About Money?" leaflet (4,000 copies distributed). A Venison Supply Project is being scoped to support food charities and manage deer overpopulation.

Youth engagement remains a priority, with support for Northleach Teen Space, digital skills courses, and summer programmes. The Unsung Heroes awards introduced a Young Heroes category in July, with the next round due in November.

The Council promotes community-led initiatives through CrowdFund Cotswold, which has supported over £1 million in local projects. The autumn round attracted projects such as community sheds, skateparks, and murals, including the Churn Project's Community Shed tackling isolation.

Work is ongoing with town and parish councils to prepare for Local Government Reorganisation, while the Local Plan Review responds to housing targets now set at 1,036 homes per year. A Preferred Options Consultation runs from 5 November to 18 December 2025, seeking feedback on development and infrastructure needs.

Finally, the Council works with the Community Safety Partnership to improve road safety and reduce antisocial behaviour. A community speedwatch film is due for release, and the district supported Operation Shield, a summer town-centre safety initiative.



# Supporting the Economy

## The Context

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

## Actions we are taking

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

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

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

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

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

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

Cultural development is supported through the Creative Cotswolds Action Plan, approved in July 2025, which aims to strengthen the district's cultural sector. Delivery will be driven by a new Leisure and Culture Support Officer, with recruitment scheduled for Q3 2025–2026 and the post expected to be filled shortly.



**COTSWOLD**  
District Council

Delivering great services locally

PERFORMANCE REPORT:

**July - September 2025**

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	<a href="#"><u>(Snapshot) Planning Enforcement Cases</u></a>		28
	<a href="#"><u>Percentage of official land charge searches completed within 10 days</u></a>		29
	<a href="#"><u>Number of affordable homes delivered</u></a>		30

# Summary Index

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

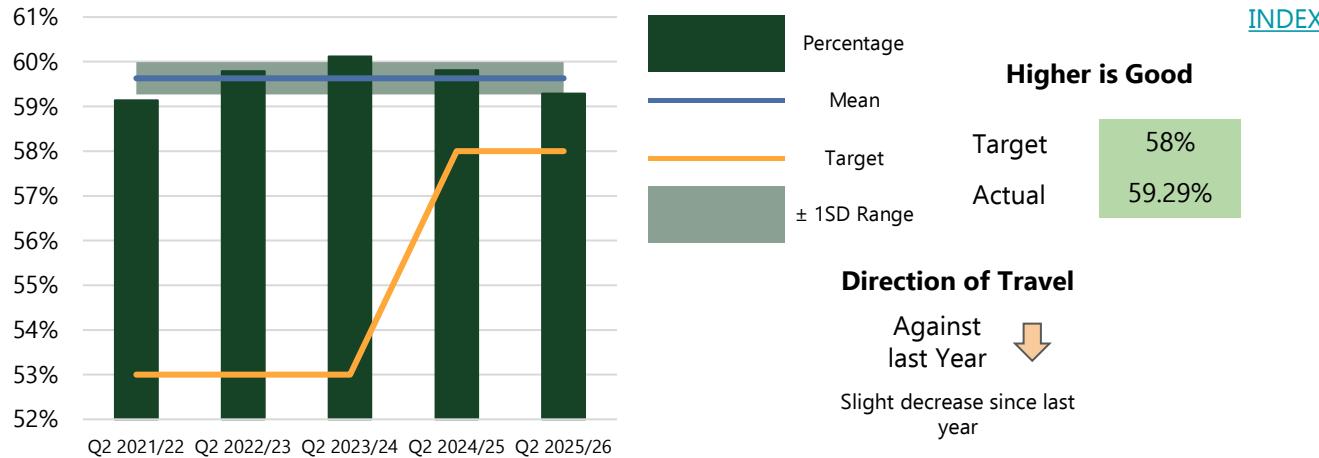
Standard deviation is included in this report to provide insight into the consistency of performance, not just the average results. While averages show overall trends, standard deviation highlights how much variation exists around those averages. A low standard deviation suggests performance is stable 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 shows strong progress in key areas, alongside some ongoing challenges. Council Tax collection is ahead of expectations, and Non-Domestic Rates continue to improve year on year. Planning determination times for major and other applications remain above target, and customer satisfaction is exceptionally high. Leisure services also performed well, with sustained engagement in gym memberships and leisure centre visits. However, processing times for Council Tax Support and Housing Benefit change events, while improving, remain above target due to cumulative averages and operational complexities linked to Universal Credit migration. Land Charges performance was affected by staffing pressures late in the quarter, and environmental performance faces challenges, with household recycling rates impacted by seasonal factors and wider national trends.

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



## How do we compare?

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

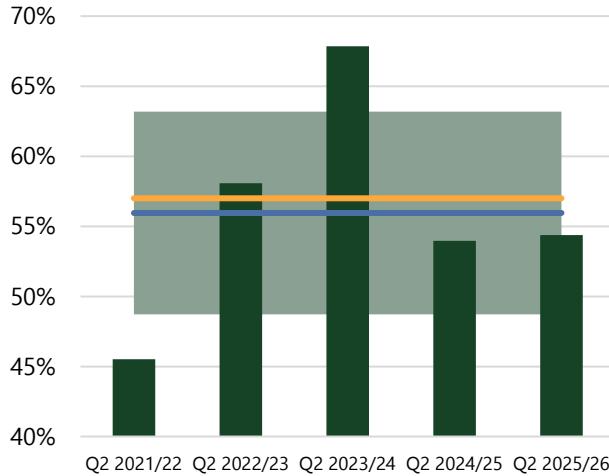
2024-25 Benchmark	%	CIPFA Rank	Quartile
Babergh	99.12	1/16	Top
Tewkesbury	98.53	4/16	Top
<b>Cotswold</b>	<b>98.3</b>	<b>7/16</b>	<b>Second</b>
Maldon	97.95	12/16	Third
Chichester	97.47	16/16	Bottom

The council exceeded its 58% target this quarter, though performance was slightly lower than the same period last year (by around 0.5%). However, it remains nearly 1% above pre-pandemic levels. 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.

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Outstanding
Quarter End	£438,453.87	£588,952.23	£648,467.93	£861,243.80	£1,240,601.13	£3,777,718.96
% collected	99.50%	99.36%	99.33%	99.17%	98.86%	

# Percentage of Non-domestic rates collected



Percentage

Mean

Target

± 1SD Range

Actual

**Higher is Good**

57%  
54.37%

**Direction of Travel**

Against last  
Year



Slight increase since last  
year

## How do we compare?

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

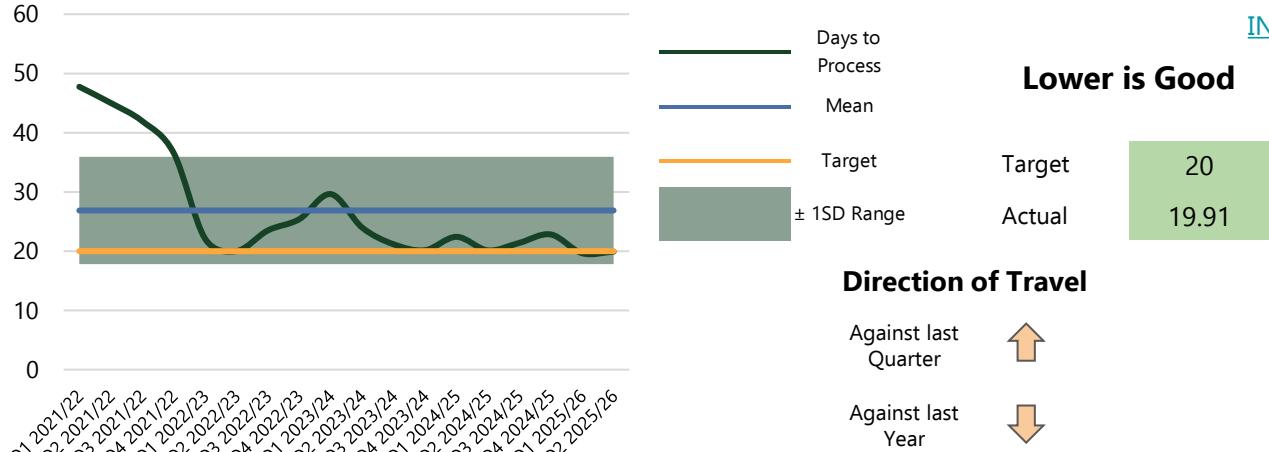
2024-25 Benchmark	%	CIPFA Rank	Quartile
Mid Devon	99.83	1/16	Top
South Hams	98.3	7/16	Second
Malvern Hills	97.59	11/16	Third
<b>Cotswold</b>	<b>96.91</b>	<b>14/16</b>	<b>Bottom</b>
Stratford-on-Avon	96.46	16/16	Bottom

Cotswold fell just short of its 57% target but improved 0.41% year-on-year. The current target may be inflated due to historical anomalies, making the year-on-year gain a more meaningful measure of progress. Recovery work is up to date across all councils. Early staff training has enabled flexible working across Council Tax and NDR, helping reduce outstanding item age and boost resilience.

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Outstanding
<b>Balance at Quarter End</b>	£91,069.95	£203,470.67	£255,890.60	£196,767.74	£418,438.93	£1,165,637.89
<b>% collected</b>	99.36%	99.26%	99.17%	99.30%	98.21%	

# Processing times for Council Tax Support new claims



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## How do we compare?

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

Q1 2025-26 Benchmark	Number of Claimants at end of June 2025	Percentage Change since June 2024
Maldon	2,983	-3.21%
<b>Cotswold</b>	<b>3,807</b>	<b>-3.06%</b>
East Hampshire	4,897	-0.39%
Tewkesbury	4,918	1.13%

**Lower is Good**

**Direction of Travel**

Against last  
Quarter



Against last  
Year

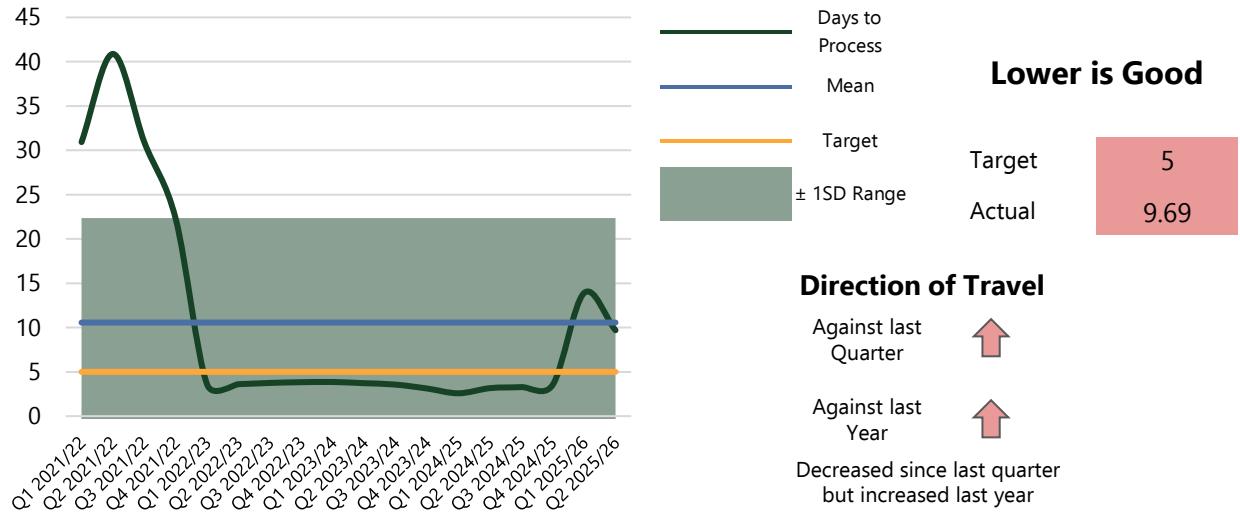


Slightly increased since last  
quarter but slightly  
decreased since last year

Processing times rose slightly this quarter, by 0.26 days, likely due to a 45% increase in applications between Q1 and Q2, but the 20-day target was still met. Performance remains consistent, reflecting strong operational focus.

The council continues to utilise the Low Income Family Tracker (LIFT) to support targeted outreach. Campaigns this quarter included promoting Council Tax Support and raising awareness of water tariff schemes, helping financially vulnerable households access additional support.

# Processing times for Council Tax Support Change Events



During Q2, Cotswold recorded a cumulative average of 9.69 days for processing Council Tax Support Change of Events, a reduction of 4.21 days compared to Q1. This improvement reflects the full impact of automation enhancements and backlog clearance earlier in the year.

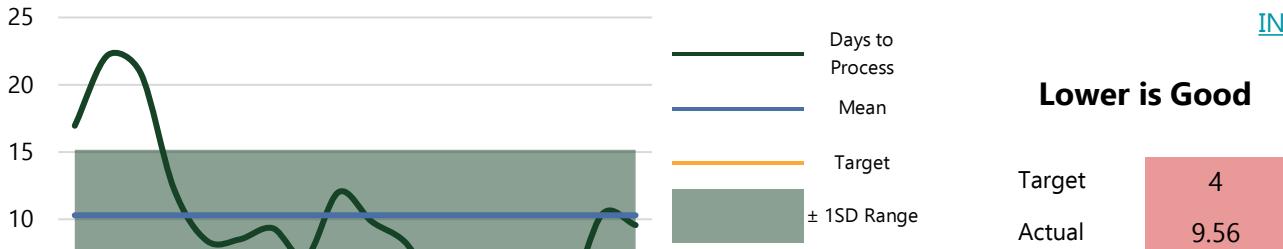
Around 85% of income-related changes were batch processed, contributing to faster turnaround times. Cotswold's monthly average from July to September was 3.45 days, within the 5-day target

Although the metric remains cumulative, processing times have been steadily reducing by around 0.2 days per week. With automation now maximised and workflows streamlined, further acceleration is limited.

How do we compare?

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

# Processing times for Housing Benefit Change of Circumstances



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## How do we compare?

Speed of processing for HB CoCs – LG Inform. Latest dataset is January - March '25 (Q4 2024-25)

## Direction of Travel

Against last Quarter



Against last Year



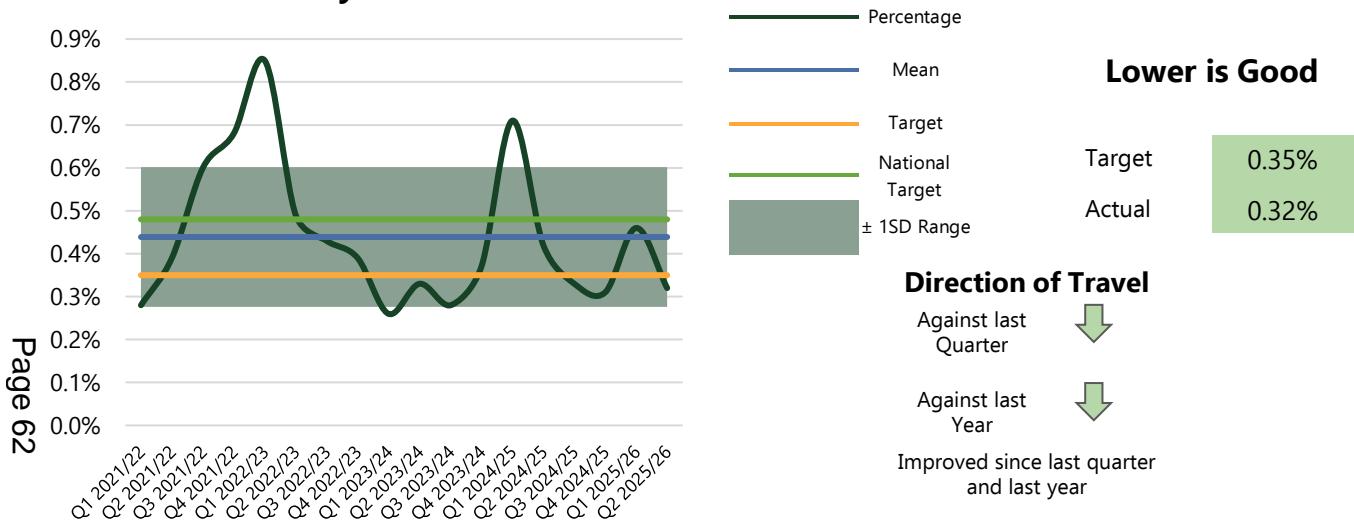
Decreased since last quarter but increased since last year

Q4 2024-25 Benchmark	Days	CIPFA Nearest Neighbours Rank	Quartile
----------------------	------	-------------------------------	----------

Lichfield	1.49	1/16	Top
Mid Devon	1.81	3/16	Top
South Hams	2.19	7/16	Second
West Devon	2.47	11/16	Third
<b>Cotswold</b>	<b>3.27</b>	<b>13/16</b>	<b>Bottom</b>
West Oxfordshire	4.3	16/16	Bottom

In Q2, cumulative processing times for Housing Benefit Change Events in Cotswold improved but remained above the 4-day target. Housing Benefit remains a pressure point, with the team prioritising Full Claim Reviews mandated by the DWP. Delays in receiving full evidence and the 30-day open case rule can distort performance metrics. Caseloads now mainly consists of pension-age claimants and temporary accommodation cases. While pensioner claims are generally stable, the small volume means any delay can disproportionately affect processing times. Older claims are being flagged for review, particularly where capital may have changed. A bulk issue of Full Claim Reviews is expected soon, likely increasing activity. Most HB changes are anticipated around Christmas and into Q4.

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



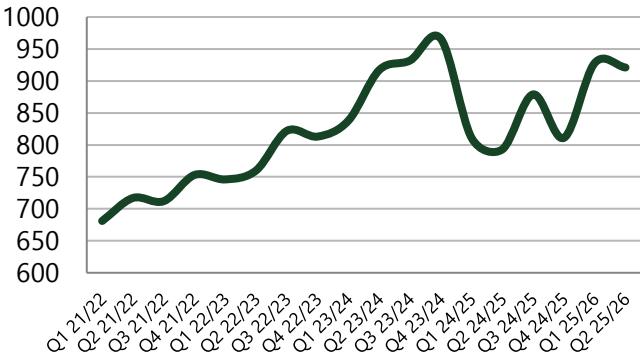
Page 62

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

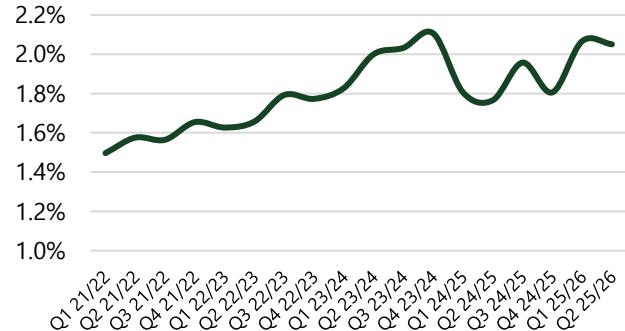
How do we compare?

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

# (Snapshot) Long Term Empty Properties



% Long Term Empties of the Total Housing Stock



## Direction of Travel

Against last Quarter



Against last Year



Decreased since last quarter but increased since last year

## Lower is Good

No Target

921

During Q2, the Council saw a slight reduction in the number of long-term empty properties (vacant for six months or more). This modest decrease may reflect seasonal patterns in the housing market, such as reduced activity during the summer holiday period.

It is also worth noting that the majority of long-term empty properties have been vacant for less than two years, with around 52% falling into this category. If the measure were based only on properties empty for over two years, the figures would reduce significantly to 442 properties.

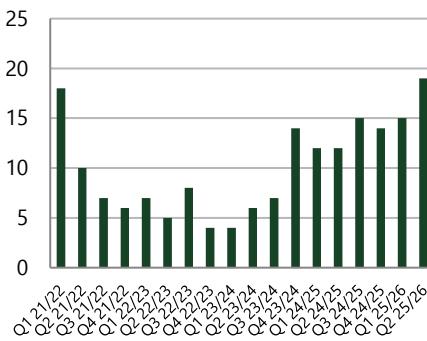
## How do we compare?

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

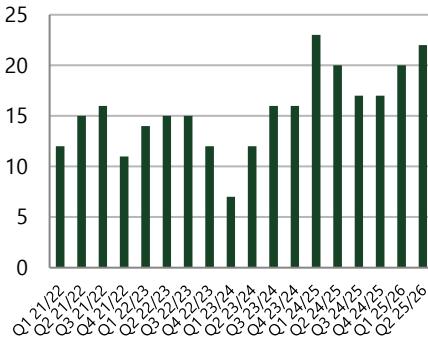
(Snapshot) Number of households in B&B/hotel-type accommodation & Hostels (LA owned or managed); and Number of successful 'Move On' into suitable independent/long-term accommodation from B&Bs/hotels/hostels

Page 64

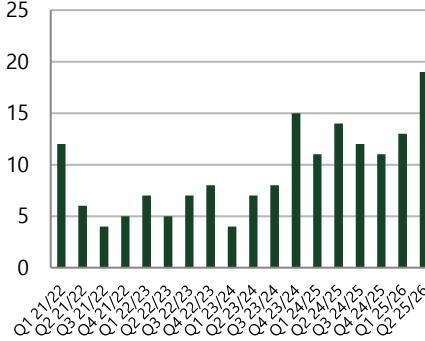
**Households in B&B/hotel type accommodation**



**Households in hostels**



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



**Direction of Travel**

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

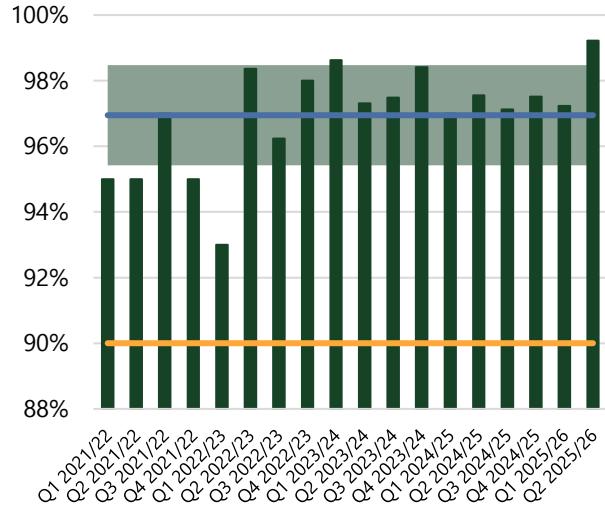
Homelessness remains a key area of focus. In Cotswold, the number of people seeking support has levelled off, suggesting that the council's proactive prevention strategies are having a positive impact.

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

**How do we compare?**

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

# Customer Satisfaction - Telephone



% Satisfied



Mean



Target



± 1SD Range

**Higher is Good**

 Target  
Actual

 90%  
99.22%

## Direction of Travel

 Against last  
Quarter

 Against last  
Year

 Increased since last quarter and  
last year

### How do we compare?

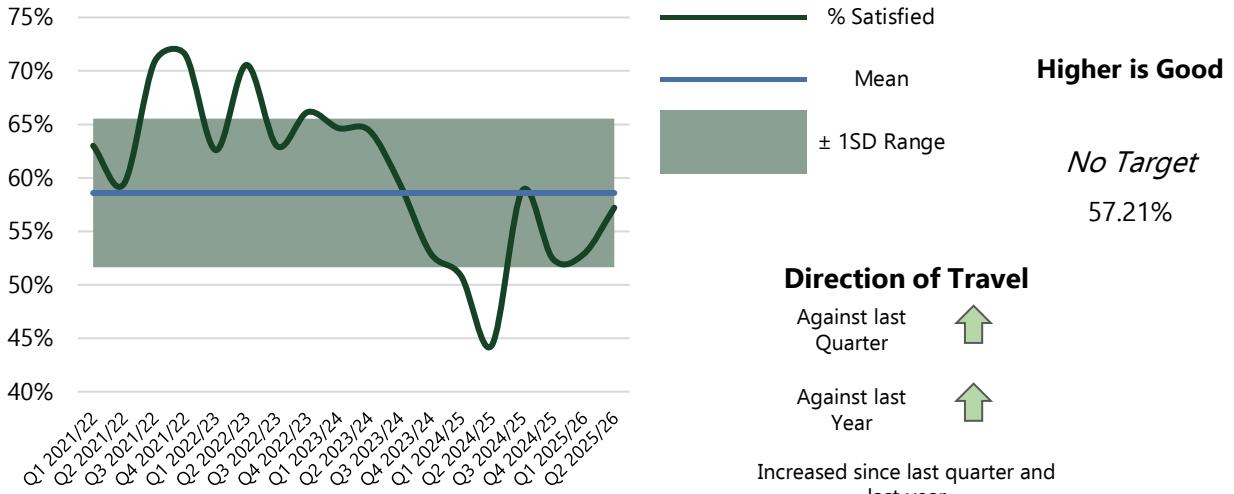
The Govmetric Channel Satisfaction Index is a monthly publication of the top performing councils across the core customer access channels. At least 100 customers need to be transferred to the survey to be included in the league table so even if satisfaction is high, it may not be included.

Telephone satisfaction remained consistently high throughout Q2, supported by efforts to encourage survey participation and gather valuable feedback.

A total of 513 residents participated in the survey, of these, 509 customers reported being satisfied with the service, reflecting a high level of overall satisfaction.

	July Rank	July Net Sat.	Aug Rank	Aug Net Sat.	Sept. Rank	Sept. Net Sat.
Cotswold	1	99%	2	97%	1	99%
Forest	2	96%	1	98%	N/A	N/A
West	2	96%	4	95%	2	98%

# Customer Satisfaction - Email



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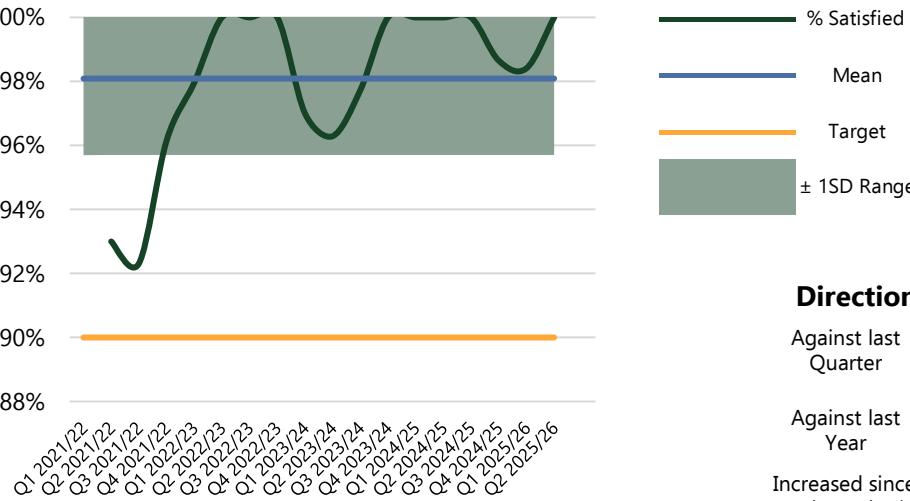
A total of 430 residents participated in the email satisfaction survey, with 246 respondents indicating they were satisfied with the service received. As part of efforts to strengthen customer insight, all customer service emails issued through Salesforce include a built-in survey link, enabling residents to provide feedback quickly and easily.

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

## How do we compare?

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

# Customer Satisfaction - Face to Face



**Higher is Good**

**Direction of Travel**

Against last Quarter



Against last Year



Increased since last quarter and steady since last year

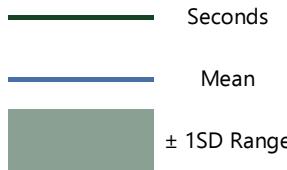
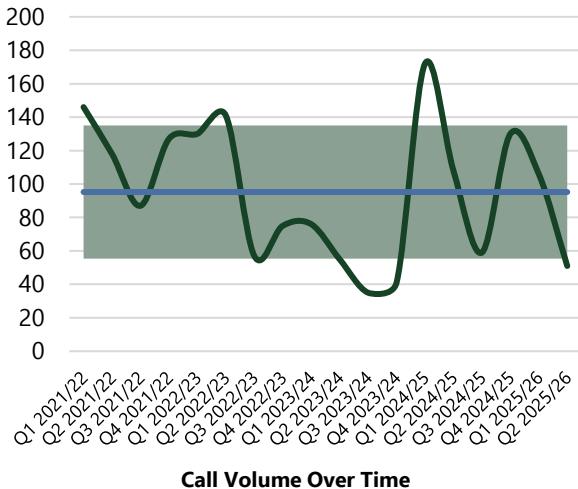
Customer satisfaction with face-to-face interactions remains consistently strong. This continued performance underlines the value of maintaining accessible in-person services as a key part of delivering a positive and inclusive customer experience.

## How do we compare?

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

# Customer Call Handling - Average Waiting Time

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**Lower is Good**

*No Target*

51 Seconds

## Direction of Travel

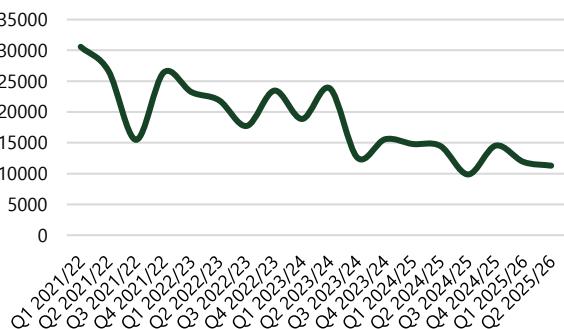
Against last Quarter



Against last Year



Decreased since last quarter and last year



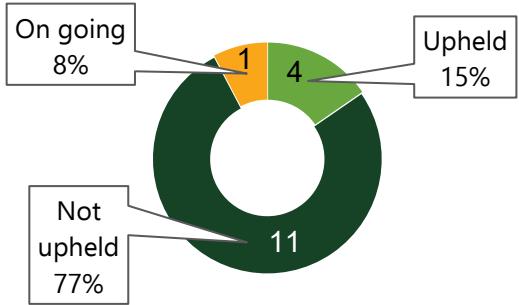
In Q2, average call waiting times in Cotswold improved by around one minute compared to the same period last year, reflecting continued progress in service efficiency. Call volumes also declined, with 11,283 calls received, down 3,189 year-on-year, highlighting the success of the Channel Choice strategy in encouraging digital self-service. This shift in customer behaviour has supported the effectiveness of shorter phone hours and helped maintain performance levels. Quarter 2 is typically a steady time of year, which has helped minimise pressure on Customer Services. Despite seasonal challenges such as annual leave across services, strong operational oversight ensured continuity and stable performance. The team remained well-prepared and responsive, supported by regular training and refresher sessions that kept staff knowledge up to date.

## How do we compare?

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

# Number of complaints upheld

## Complaints by Status



Page 8

### How do we compare?

The table outlines the complaints received by the Ombudsman over the period, the decisions made on these cases, and the Council's compliance with any recommendations issued by the Ombudsman during this time.

Complaints received by the Ombudsman reflect cases where customers, having completed the Council's complaint process (see to the right), feel that the Council has not satisfactorily resolved the matter.

2024-25	Complaints Investigated	Percentage Upheld	Upheld decisions per 100,000 residents	Percentage Compliance with Recommendations	Percentage Satisfactory 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

### Direction of Travel

Complaints upheld or partly upheld at Stage 1

Against last Quarter



Against last Year



Decreased since last quarter but slightly increased since last year

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

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

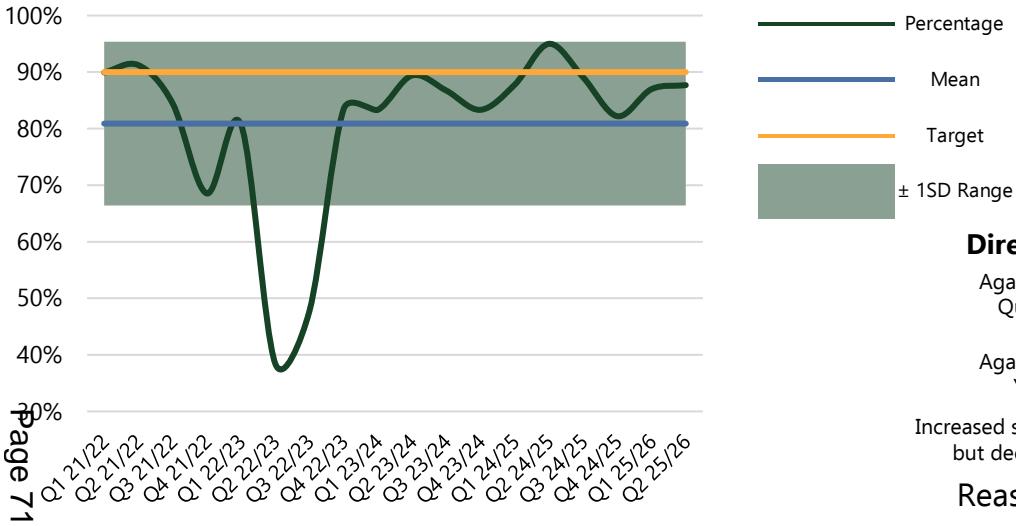
The new process has the following stages:

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

# Complaints Upheld or Partially Upheld Breakdown

Service area	Description	Outcome/learning	Decision	Response time (days)
ERS	The department did not provide a response regarding a licensing allegation.	Service explained that, as the matter is under police investigation, they are awaiting feedback from the police before proceeding. An apology was given for the delay.	Upeld	7
Page 8 Revenues & Benefits	A system glitch caused the customer to receive incorrect council tax bills each month, which led to multiple summonses being issued.	Service explained the issue to the customer, and an apology was provided for the inconvenience.	Upeld	7

# Percentage of FOI requests answered within 20 days



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**Higher is Good**

Target 90%  
Actual 87.69%

**Direction of Travel**

Against last Quarter

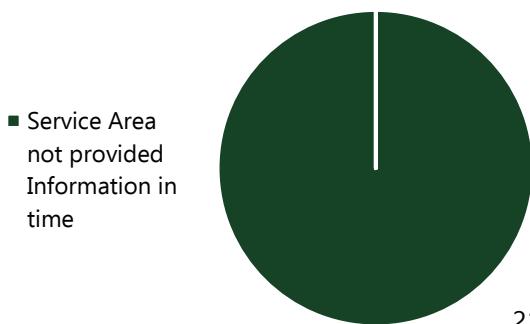


Against last Year

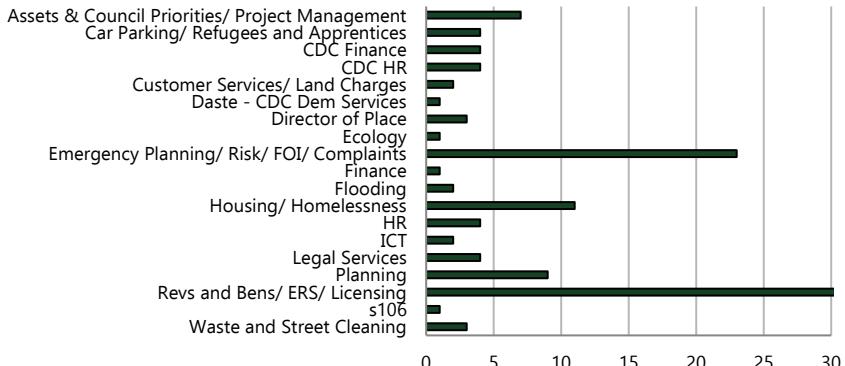


Increased slightly since last quarter  
but declined since last year

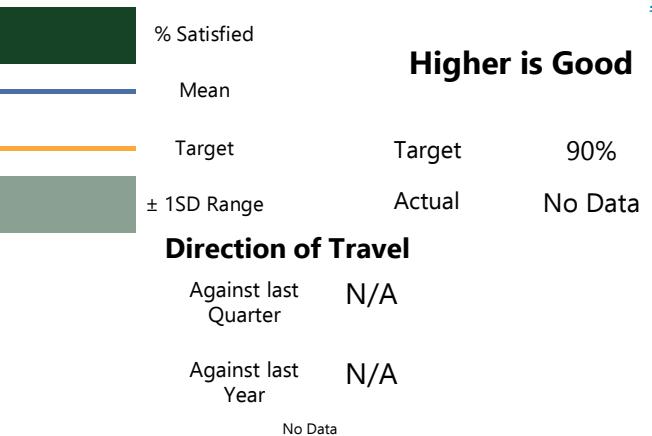
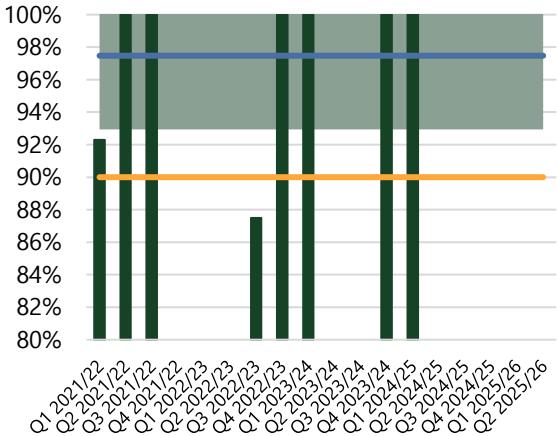
**Reasons for Delays in  
Responding to FOI Requests  
Beyond the 20-Day Deadline**



## Requests by Service Area



# Building Control Satisfaction



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Satisfaction survey data continues to present challenges due to low response rates, with no surveys received this quarter. To improve this, a webform was developed and has been attached to completion certificates from October onwards.

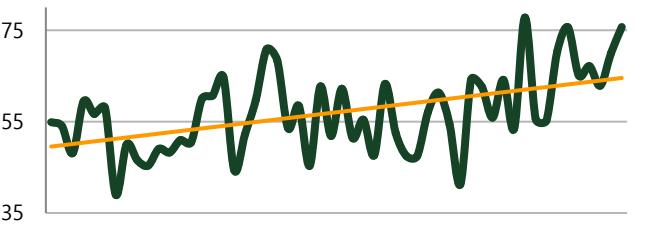
In Q2, the market share averaged 70%, with 146 applications processed, reflecting a 8% increase in market share compared to the same period last year. However, application volumes remained steady, with only a slight year-on-year increase of 8.

**The below chart shows market share over time from April 2021**

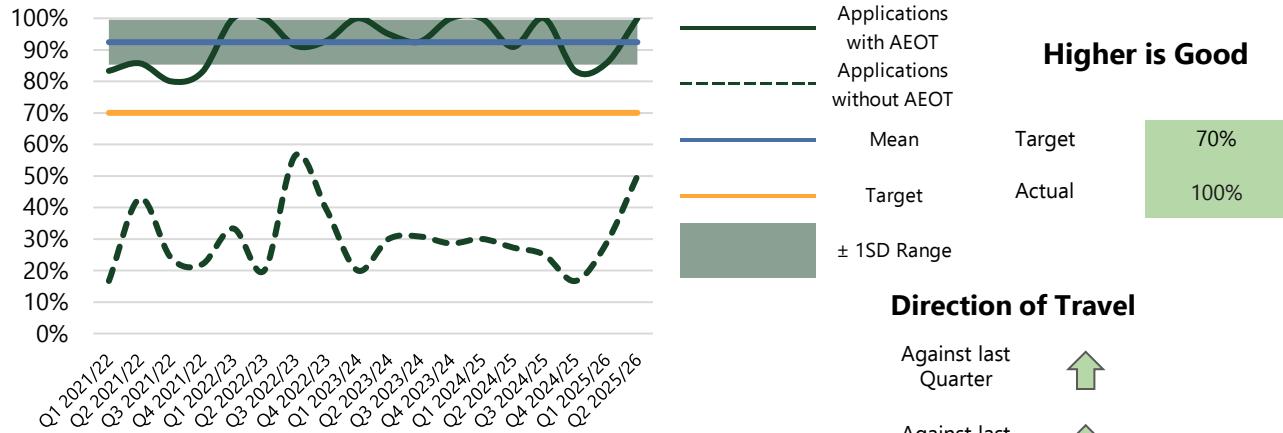
## How do we compare?

Percentage of share in the market

April	May	June	Number of Apps for Quarter
63%	70%	76%	146



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



Page 73

## How do we compare?

Major Developments - % within 13 weeks or agreed time – LG Inform. Latest dataset is April - June '25 (Q1 2025-26)

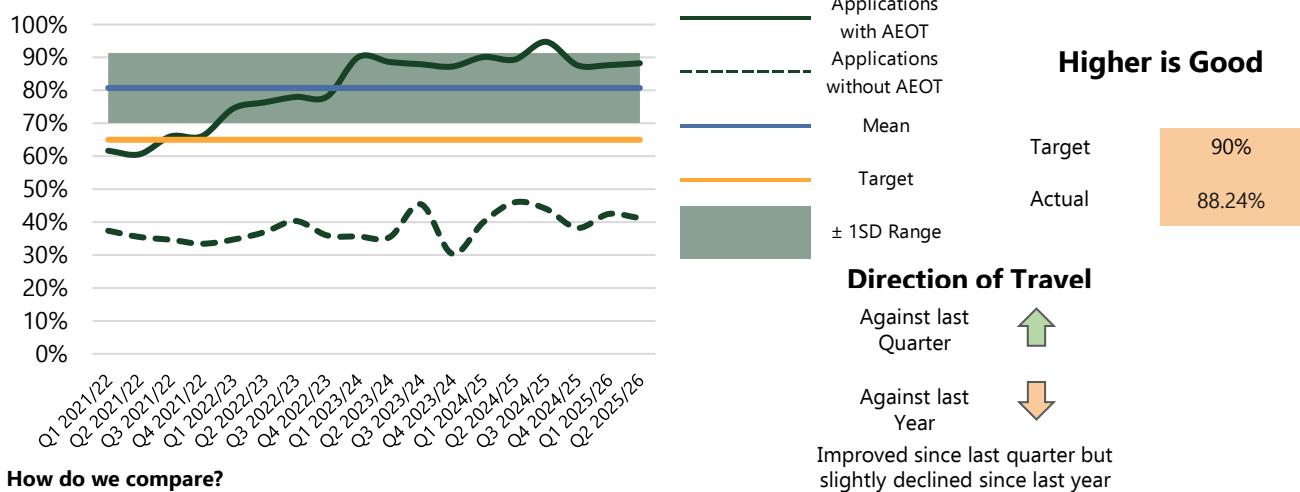
Q1 25-26 Benchmark	%	CIPFA Rank	Quartile
Babergh	100	1/16	Top
South Hams	100	1/16	Top
Stratford-on-Avon	91	11/16	Third
<b>Cotswold</b>	<b>86</b>	<b>13/16</b>	<b>Bottom</b>
Lichfield	83	14/16	Bottom
Wychavon	77	16/16	Bottom

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

During Q2, twelve major applications were determined.

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

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



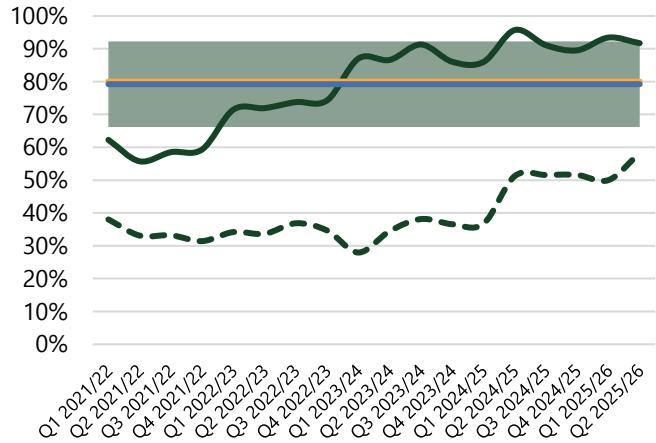
## How do we compare?

Minor Developments - % within 8 weeks or agreed time –  
LG Inform. Latest dataset is April - June '25 (Q1 2025-26)

Q1 25-26 Benchmark	%	CIPFA Rank	Quartile
Mid Devon	99	1/16	Top
Chichester	96	3/16	Top
Malvern Hills	91	6/16	Second
<b>Cotswold</b>	<b>88</b>	<b>11/16</b>	<b>Third</b>
Maldon	85	15/16	Bottom
East Hampshire	68	16/16	Bottom

This quarter, the Council maintained strong performance in processing minor planning applications within statutory timeframes. However, results fell slightly short of the newly introduced 90% service target, which was implemented following recommendations in the Planning Advisory Service (PAS) report. The Planning team continues to make steady progress on delivering the PAS action plan, designed to improve service quality and tackle long-standing challenges. Key priorities include a staffing restructure, enhancements to enforcement processes, and a review of pre-application services. Several sub-actions are on track for launch by the next financial year, including a new negotiation protocol and a Planning Performance Agreement (PPA) strategy.

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



 Applications with AEOT  
 Applications without AEOT  
 Mean  
 Target  
 ± 1SD Range

**Higher is Good**

Mean	Target	90%
Target	Actual	91.7%

## Direction of Travel

 Against last Quarter  
 Against last Year

Slightly declined since last quarter but improved since last year

### How do we compare?

Other Developments - % within 8 weeks or agreed time – LG  
Inform. Latest dataset is April - June '25 (Q1 2025-26)

Q1 25-26 Benchmark	%	CIPFA Rank	Quartile
Chichester	100	1/16	Top
West Devon	98	3/16	Top
<b>Cotswold</b>	<b>93</b>	<b>8/16</b>	<b>Second</b>
Maldon	92	11/16	Third
Mid Devon	91	13/16	Bottom
Derbyshire Dales	85	16/16	Bottom

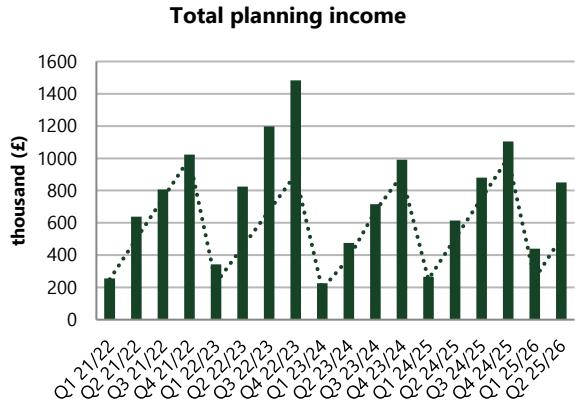
The Council has performed very well in processing Other applications within agreed timeframes.

In Q2, a total of 229 Other applications were determined.

As of the end of the quarter, the Council's rolling average stands at 90.06%, significantly above the government's 70% threshold for non-major applications. This reflects the service's robust and consistent performance over the past year.

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

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## 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 (£)

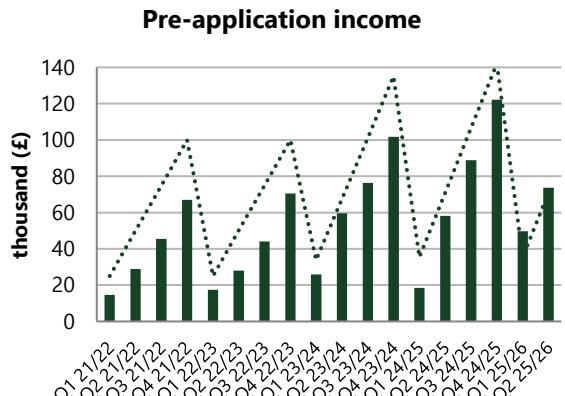
Target 508,248

Actual 849,881

Pre-Application Income (£)

Target 71,000

Actual 73,734



Total Income – Slightly decreased since last quarter but increased since last year

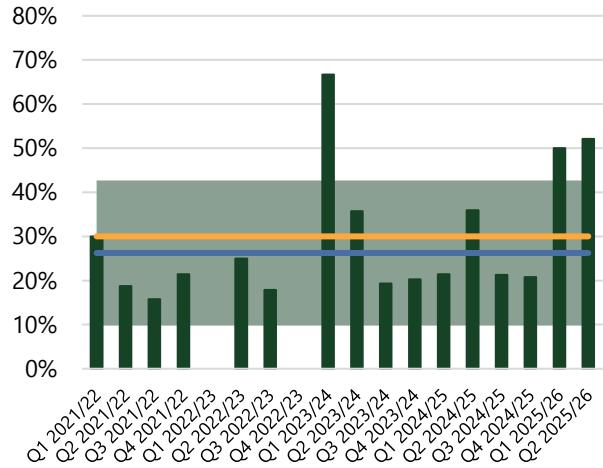
Pre-App Income – Decreased since last quarter but increased since last year

The Council maintained a steady flow of major planning applications this quarter, alongside strong pre-application interest—both indicators of ongoing developer confidence and active site promotion. Major applications accounted for around 20% of total income, underlining their significant contribution to the service. Additionally, pre-application income exceeded targets, further reinforcing the sustained interest in development opportunities across the district and suggesting continued confidence in the area's growth potential.

## How do we compare?

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

## Percentage of Planning Appeals Allowed (cumulative)



Percentage

Mean

Target

± 1SD Range

**Lower is Good**

Target

30%

Actual

52.08%

**Direction of Travel**

Against last  
Quarter

Against last  
Year

Increased since last quarter  
and last year

### How do we compare?

Percentage of planning appeals allowed – LG Inform. Latest dataset is April - June '25 (Q1 2025-26)

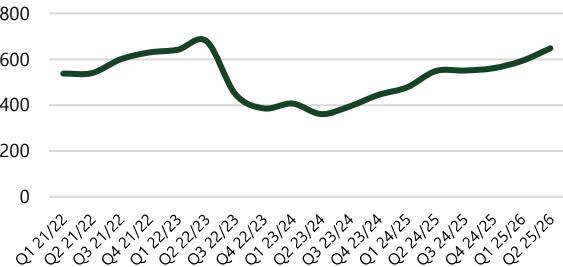
Q1 25-26 Benchmark	%	CIPFA Rank	Quartile
Lichfield	0	1/16	Top
Chichester	29	4/16	Top
Maldon	38	8/16	Second
West Devon	44	11/16	Third
<b>Cotswold</b>	<b>50</b>	<b>13/16</b>	<b>Bottom</b>
Tewkesbury	57	16/16	Bottom

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](https://www.gov.uk)).

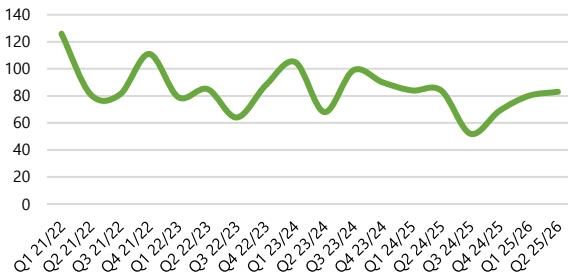
Between 1 July and 30 September 2025, seventeen appeals were decided, with nine allowed in favour of the applicant, resulting in a 52.94% allowance rate for the quarter.

# (Snapshot) Planning Enforcement Cases

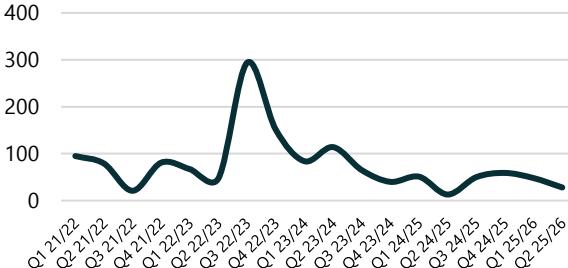
Open Cases at end of Quarter over Time



Number of Cases Opened During the Quarter over Time



Number of Cases Closed During the Quarter over Time



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

Against last Quarter  
Against last Year

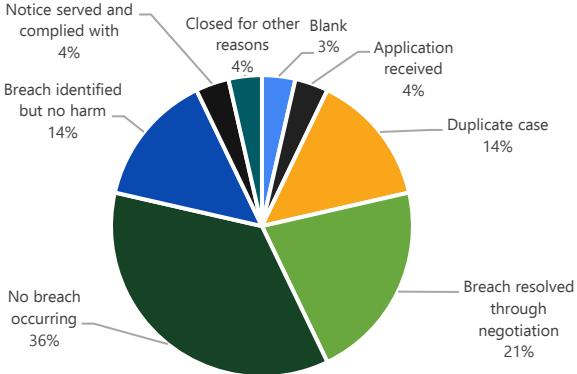
**Lower is Good**

No Target

Open Cases at End of Quarter

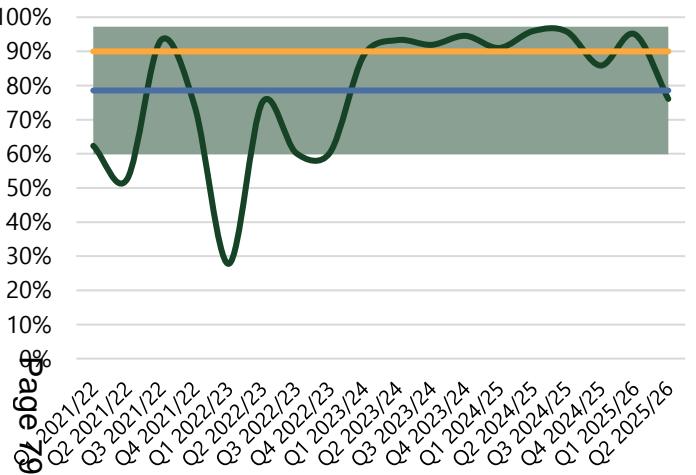
648

## Reasons for Closure



The Enforcement team was affected by staffing shortages over the summer. Staffing levels are now improving, and a backlog clearance plan is in development. The team is also reviewing its use of Uniform and updating the enforcement plan to enhance efficiency and effectiveness. A successful member briefing in September provided a valuable opportunity for feedback and clarification.

# Percentage of official land charge searches completed within 10 days



Percentage

Mean

Target

± 1SD Range

Higher is Good

**Higher is Good**

Target

90%

Actual

76.07%

## Direction of Travel

Against last Quarter



Against last Year



Declined since last quarter and last year

During Quarter 2, Cotswold's performance against the 10-day target for completing official Land Charges searches declined from 95.07% in Q1 to 76.07% in Q2, falling below the 90% target.

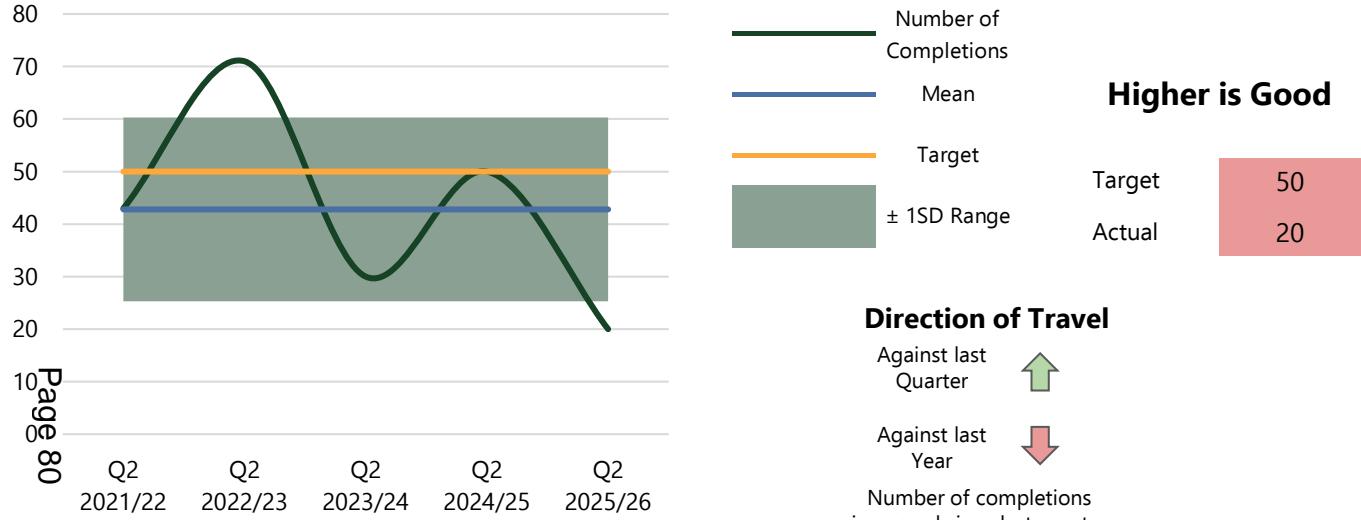
It is important to note that performance remained strong throughout July and August, with Cotswold achieving 97.64%, well above target. The overall quarterly decline reflects a sharp fall in September, which coincided with the long-term absence of a Land Charges team member.

Looking ahead, support from the Customer Service and Support Service Team has been provided to improve resilience. This will help free up specialist staff to focus on completing searches, which is expected to improve performance and service continuity.

## How do we compare?

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

# Number of affordable homes delivered (cumulative)



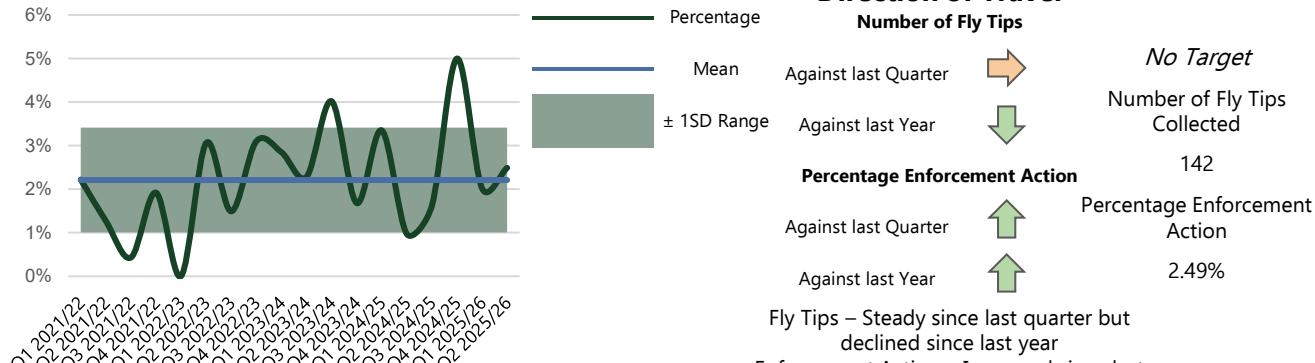
In Cotswold, eighteen affordable homes were delivered during Q2. Projections from Registered Providers show 64 completions for 2025/26, well below the target of 100, making it unlikely the district will meet its goal. Delivery often fluctuates due to long build times and multi-year phases, and early over delivery under the current strategy has contributed to lower recent levels.

## 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)



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## How do we compare?

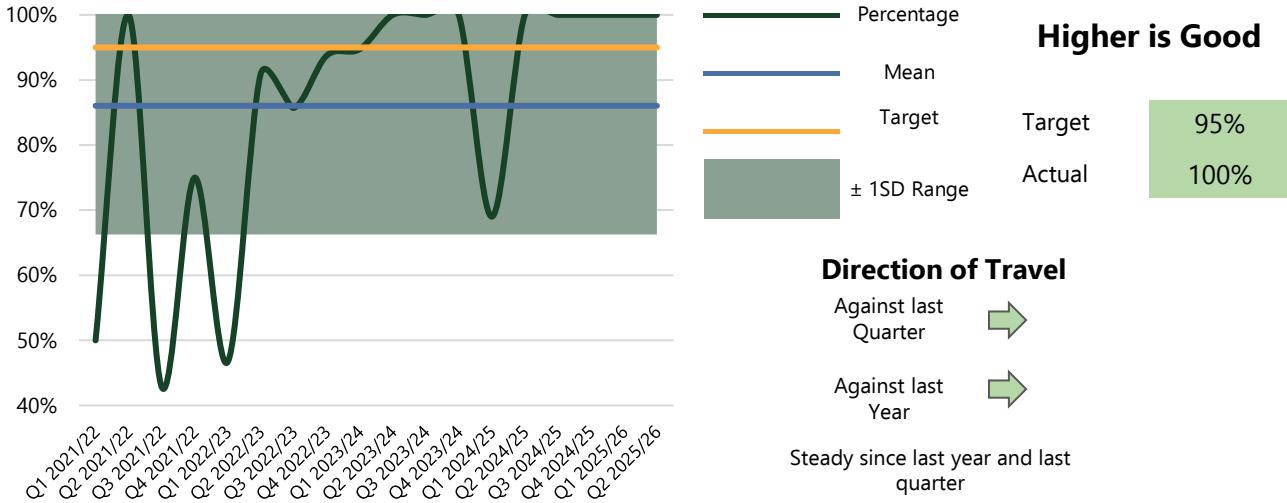
Number of Fly Tips reported for year 2022-23 for Local Authorities in England – Gov.uk. The latest dataset available is 2023-24

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

This summer, the Council delivered a highly successful SCRAP fly-tipping campaign, driving strong public engagement and widespread media coverage across radio, TV, and print. The campaign focused on raising awareness of residents' duty of care when disposing of waste and concluded with a multi-agency Stop and Search operation in Bourton, showcasing effective partnership working with Police and Trading Standards. The operation reinforced the campaign's message and built on its positive momentum, which included high social media reach and strong community response.

# Percentage of high risk food premises inspected within target timescales

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The Council conducted thirteen inspections during Q2, all of which were completed within the timescale.

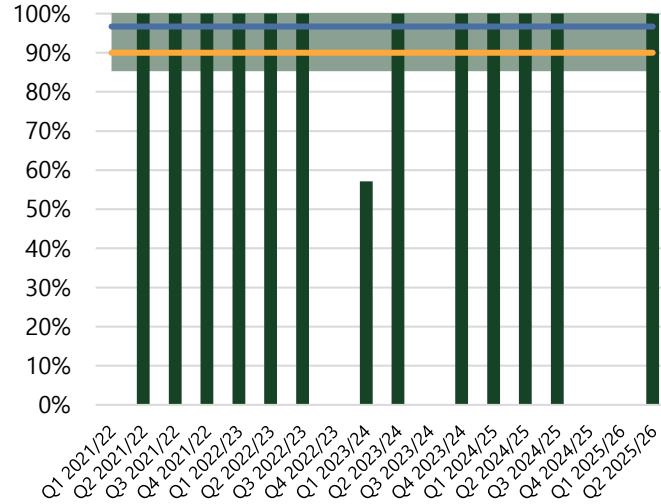
High-risk food inspections are prioritised due to their greater potential impact on public health and safety enabling issues to be addressed swiftly. However, this focus can occasionally delay scheduled inspections for lower-risk food businesses. To mitigate this, the service uses a dashboard to track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

## How do we compare?

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

# % High risk notifications risk assessed within 1 working day

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



Percentage

Mean

Target

± 1SD Range

**Higher is Good**

90%  
100%

**Direction of Travel**

Against last Quarter N/A

Against last Year 

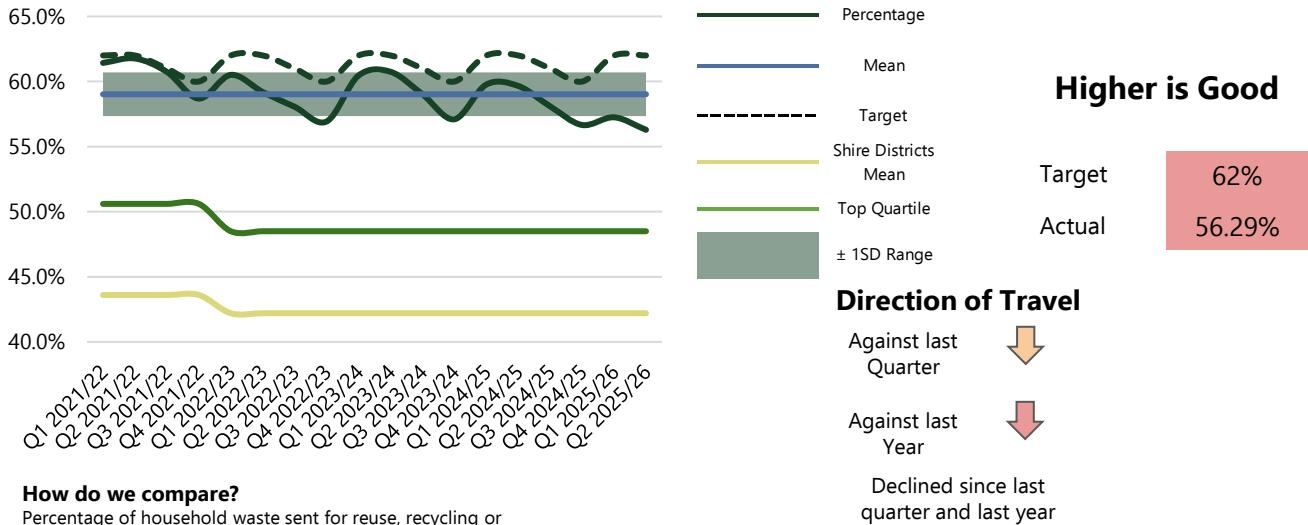
Steady since last year

One high-risk notification was received during Q2 relating to a sewage leak, which was assessed within the target timescale.

## How do we compare?

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

# Percentage of household waste recycled



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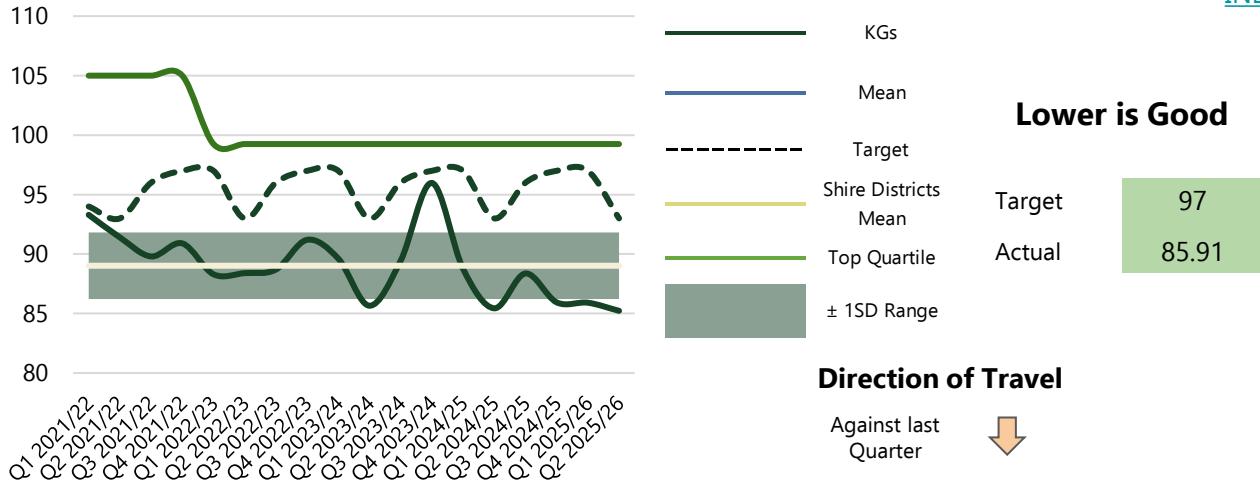
## How do we compare?

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	3/16	Top
<b>Cotswold</b>	<b>57.1</b>	<b>5/16</b>	<b>Second</b>
South Hams	46.6	10/16	Third
Lichfield	45.1	13/16	Bottom
East Hampshire	34.5	16/16	Bottom

The Council's recycling rate declined by around 2.5% compared to the same period last year, reflecting a wider national trend. Unusually dry weather locally led to a 25% drop in garden waste tonnages—significantly impacting overall recycling performance, as garden waste forms a substantial part of the recycling stream. Despite this, the Council remains above the national average and in the top quartile of councils in England.

# Residual Household Waste per Household (kg)



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## How do we compare?

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

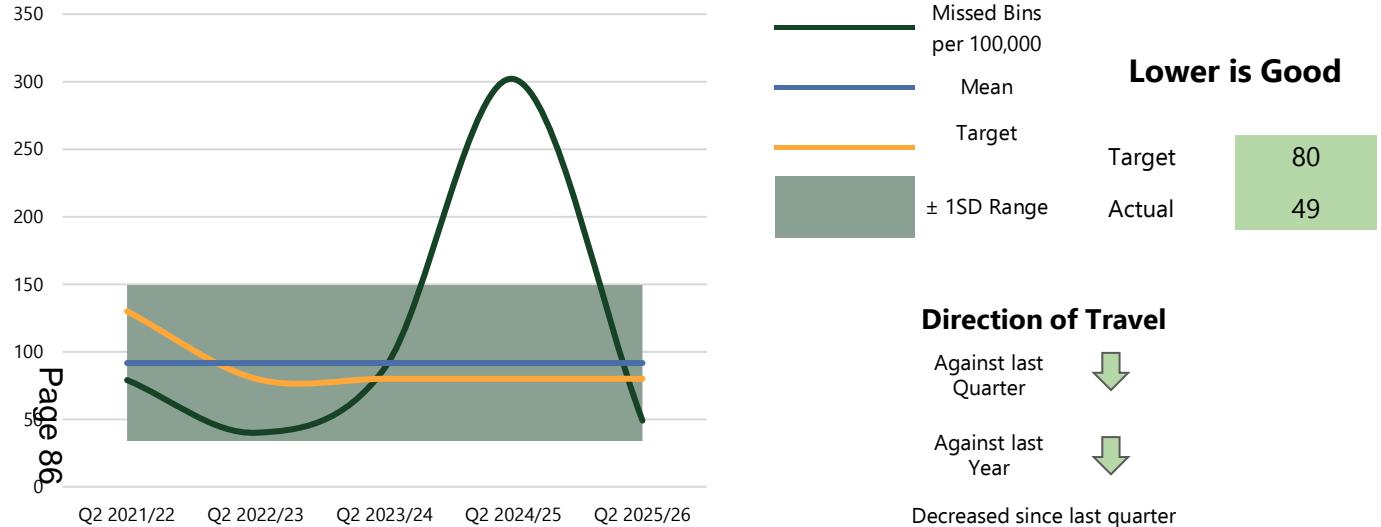
2023-24 Benchmark	Kg	CIPFA Rank	Quartile
Stroud	298.6	1/16	Top
Stratford-on-Avon	320.0	4/16	Top
Maldon	350.2	8/16	Second
<b>Cotswold</b>	<b>358.0</b>	<b>9/16</b>	<b>Third</b>
Wychavon	436.5	13/16	Bottom
Babergh	461.4	16/16	Bottom

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

In Q2, the Councils remained below their residual waste targets and also outperformed the Shire Districts' median of 111 kg per household. They also ranked within the top quartile of English District Local Authorities, with residual waste levels below the 99.25 kg threshold.

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

# Missed bins per 100,000



How do we compare?

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

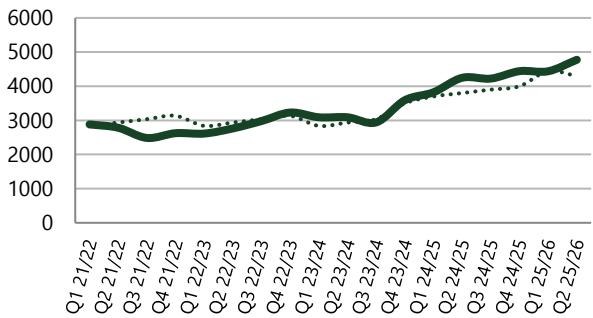
2022-23 Benchmark	Missed collections per 100,000 collections	Family Group Rank	Family Group Quartile	Whole Service Rank	Whole Service Quartile
Cotswold	109.89	12/14	Bottom	39/45	Bottom

Missed bin rates in Cotswold fell to 49 misses per 100,000 collections, below the target of 80. During the quarter, staff and process changes, plus improved communication via memos and toolbox talks, helped reinforce the importance of returning to missed collections. Work is ongoing to reassign approximately 700 properties to new rounds, locations repeatedly missed following the main service reorganisation.

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

----- Target

## Number of gym memberships



## Direction of Travel

Gym Memberships

Against last Quarter



Against last Year



**Higher is Good**

Gym Memberships

Target

4,300

Actual

4,774

Leisure Visits

Against last Quarter



Against last Year



Leisure Visits

Target

129,900

Actual

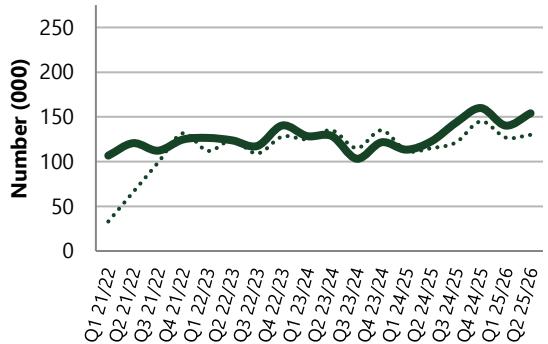
154,011

Gym Memberships – Increased since last quarter and last year

Leisure Visits – Increased since last quarter and last year

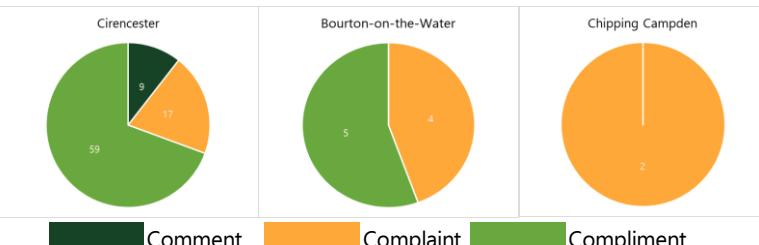
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## Visits to leisure facilities



The Council exceeded its Q2 leisure targets, with memberships 11% and visits 18.6% above target. Learn to Swim participation has rebounded following COVID and instructor shortages, supported by recruitment and promotion. Recent engagement efforts have boosted participation, with "Meet the Manager" sessions planned for Q3 to gather feedback and support service development.

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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# Agenda Item 12



**COTSWOLD**  
District Council

Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>OVERVIEW AND SCRUTINY COMMITTEE – 05 JANUARY 2026</b>
Subject	<b>FINANCIAL PERFORMANCE REPORT – Q2 2025/26</b>
Wards affected	All
Accountable member	Cllr Patrick Coleman, Cabinet Member for Finance Email: <a href="mailto:patrick.coleman@cotswold.gov.uk">patrick.coleman@cotswold.gov.uk</a>
Accountable officer	David Stanley, Deputy Chief Executive and Section 151 Officer Email: <a href="mailto:david.stanley@cotswold.gov.uk">david.stanley@cotswold.gov.uk</a>
Report author	Michelle Burge, Chief Accountant and Deputy Section 151 Officer Email: <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>
Summary/Purpose	This report sets out the second quarterly budget monitoring position for the 2025/26 financial year.
Annexes	Annex A – Capital Programme Outturn Forecast Annex B – Non-Treasury Management Prudential Indicators
Recommendation(s)	<p>That Cabinet resolves to:</p> <ol style="list-style-type: none"> <li>1. Review and note the financial position set out in this report.</li> <li>2. Approve the additional transfers to earmarked reserves as set in paragraph 4.12 of the report.</li> <li>3. Endorse the principle to transfer 100% of any year-end Planning Fee income (over and above the budgeted level) to the Planning Appeals earmarked reserve, as set out in paragraph 4.23 of the report.</li> <li>4. Approve the reallocation of the UKSPF capital budget as follows: <ul style="list-style-type: none"> <li>- £0.229m to Rural England Prosperity</li> <li>- £0.060m to UK Shared Prosperity Fund (UKSPF Capital)</li> </ul> <p>This results in a net reduction of £0.038m, in line with allocations from Government.</p> </li> </ol>



**COTSWOLD**  
District Council

Corporate priorities	<ul style="list-style-type: none"><li>• Delivering Good Services</li></ul>
Key Decision	YES
Exempt	NO
Consultees/ Consultation	None



## **1. BACKGROUND**

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

## **2. EXECUTIVE SUMMARY**

- 2.1** This report sets out the outturn forecast for the financial year informed by Q2 budget monitoring.
- 2.2** Cabinet will review this report at their meeting on 08 January 2026.
- 2.3** Based on the Q2 budget monitoring exercise and an assessment of the risks and uncertainties facing the Council, the forecast outturn shows a positive variation of £0.016m. Although this is a reduction from the £0.097m forecast reported at Q1, it reflects the Council's strategy to utilise the enhanced financial position this year to reduce financial pressures in future years. The forecast outturn includes proposed transfers of several forecast underspends, as outlined in section 4.13 below, providing an opportunity to strengthen financial sustainability over the Medium-Term Financial Strategy (MTFS) period.
- 2.4** The forecast outturn also assumes that **100% of planning income in excess of budget** will be transferred to the Planning Appeals Reserve, as set out in recommendation three. In addition, **£0.150m of car park income in excess of budget** is allocated to fund the replacement of pay-and-display machines within the Council's Capital Programme, thereby maximising internal resources available for capital expenditure.
- 2.5** Based on the budget monitoring exercise undertaken for Q2 and an assessment of the risks and uncertainties facing the Council, the outturn forecast is a positive variation of £0.016m, although this is a reduction in the reported forecast outturn of £0.097m



reported at Q1 it reflects the fact that the Council are taking the opportunity to reduce financial pressures in future years by utilising the enhanced financial position this year. The forecast outturn includes proposed transfers of a number of forecast underspends as outlined in paragraph 4.13. This will provide the opportunity for additional financial sustainability over the MTFS-period.

**2.6** The forecast outturn position also now assumes that 100% of planning income in excess of budget is transferred to a planning appeals provision as outlined in recommendation three and that £0.150m of car park income in excess of budget is allocated to finance the replacement of pay and display machines within the Council's Capital Programme and maximise internal resources available to fund capital expenditure.



**Table ES1 – Revenue Budget Outturn Forecast (Q2)**

Revenue Budget	2025/26 Latest Net Budget (£'000)	2025/26 Profiled Budget to Q2 (£'000)	2025/26 Actuals to Q2 (£'000)	2025/26 Outturn Forecast (£'000)	2025/26 Outturn Variance (£'000)
<b>Subtotal Services</b>	<b>19,165</b>	<b>7,358</b>	<b>6,779</b>	<b>18,197</b>	<b>(968)</b>
Less: Reversal of accounting adjustments	(1,925)		0	(1,925)	0
<b>Revised Subtotal Services</b>	<b>17,240</b>	<b>7,358</b>	<b>6,779</b>	<b>16,272</b>	<b>(968)</b>
Corporate Income & Expenditure	(1,537)	(478)	(704)	(404)	1,133
Provisions and Risk Items	0	0	0	0	0
<b>Net Budget Requirement</b>	<b>15,704</b>	<b>6,880</b>	<b>6,074</b>	<b>15,869</b>	<b>165</b>
<b>Funded by:</b>					
Council Tax	(7,065)	0	0	(7,065)	0
Retained Business Rates	(5,117)	2,402	2,403	(5,117)	0
Government Funding - Grants	(2,527)	(632)	(635)	(2,527)	0
Government Funding - NHB	(820)	(205)	(205)	(820)	0
Extended Producer Responsibility (EPR)	(1,502)	0	0	(1,683)	(181)
Collection Fund (surplus) / Deficit	689	0	0	689	0
<b>TOTAL Funding</b>	<b>(16,342)</b>	<b>1,565</b>	<b>1,563</b>	<b>(16,523)</b>	<b>(181)</b>
<b>Budget shortfall/(surplus)</b>	<b>(638)</b>		<b>7,637</b>	<b>(654)</b>	<b>(16)</b>



**Table ES2 – Revenue Budget – Reconciliation of variations (Q2)**

Variations at a glance	Positive variation (£'000)	Adverse Variation (£'000)	Net Variation (£'000)	Q1 Outturn Variance (£'000)	Movement from Q1 (£'000)
<b>Service Variations</b>					
Fees & Charges - Cemeteries	34	34	38	(4)	
Fees & Charges - Licensing	(30)	(30)	(16)	(14)	
Fees & Charges - Building Control	(49)	(49)	0	(49)	
Fees & Charges - Bulky Waste	(20)	(20)	0	(20)	
Trinity Road - Utilities	(37)	(37)	0	(37)	
Car Park fees, permits and penalty charges	(174)	0	(174)	(55)	(119)
Car park expenditure	(26)	(26)	0	(26)	
Commercial Property - Rental income shortfall (risk)	64	64	61	3	
Tenant Area of Trinity Road	(20)	(20)	0	(20)	
Development Management Fees	(400)	(400)	(249)	(151)	
Recycling - Minor Contracts	(30)	(30)	0	(30)	
Legal	0	0	(41)	41	
Card payment processing charges	20	20	0	20	
Net Homeless Expenditure (Flexible Homeless Grant higher than budgeted)	(45)	(45)	0	(45)	
Postage and Printing	44	44	29	15	
Communications - Cotswold News	(20)	(20)	0	(20)	
Members Allowance increases (Council, 26 November 2025)	36	36	0	36	
Court Cost income (Council tax and Business Rates)	(45)	0	(45)	0	(45)
Vacancy management	(205)	0	(205)	0	(205)
Other service variations	50	50	50	1	
<b>Subtotal</b>	<b>(1,101)</b>	<b>248</b>	<b>(853)</b>	<b>(184)</b>	<b>(670)</b>
<b>Non-Service/Corporate Variations</b>					
Contingencies and Savings	(217)	0	(217)	0	(217)
Street Service savings	0	300	300	150	150
Development Management Fees - Appeals Risk	0	400	400	125	275
Impact of Publica Phase 2	(266)	0	(266)	0	(266)
New Posts not recruited	(240)	0	(240)	0	(240)
Transfer Vacancy and phase two service and recruitment saving to Capacity Building Reserve	0	710	710	0	710
Treasury Management income	(346)	0	(346)	(188)	(158)
Transfer to Treasury Management reserve	0	346	346	0	346
Additional EPR Grant (DEFRA), transferred to EPR Reserve	(182)	182	0	0	0
Transfer Car park surplus to revenue contribution to Capital Outlay		150	150	0	150
<b>Subtotal</b>	<b>(1,251)</b>	<b>2,088</b>	<b>837</b>	<b>87</b>	<b>750</b>
<b>Net Outturn Variation</b>	<b>(2,352)</b>	<b>2,336</b>	<b>(16)</b>	<b>(97)</b>	<b>81</b>



**2.7** 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.

**2.8** 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.

**2.9** 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.

**2.10** 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.

**2.11** As set out in paragraph 2.3 and Table ES1, the Q2 outturn forecast for the year is favourable with an increased surplus forecast at the end of the financial year.

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



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

**2.14** The Q2 forecast reflects a total underspend of £0.710m within employee-related budgets for 2025/26. This is due to the Vacancy Management approach set out in the Q1 Financial Performance report:

- **Vacant** posts not yet filled, resulting in savings of £0.205m plus Positions included in the 2024/26 budget for Transformation, Learning & Organisational Development and Strategic Housing have not been appointed, generating revenue savings of £0.240m.
- Lower anticipated expenditure on **recruitment** contributing £0.096m.
- Lower costs of Phase 2 of **Publica Review** against the prudent estimate resulting in an underspend of £0.170m

In line with the strategy agreed within the Q1 report, these savings are forecast to be transferred to earmarked reserves (Capacity Building) at year end, subject to the final outturn position. Consequently, the underspends have a net nil impact on the forecast variance to budget.

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

- **Forecast income variations** – underachievement: Cemeteries (£34k), Additional Income: Licensing (£30k), Building Control (£49k), Bulky Waste (£20k)
- **Car Parks** income from car park fees above budget (£155k), permits (£29k) and penalty charge notices forecast to be £10k under budget.
- **Development Management Fees** – exceeded budget by £0.400m
- **Trinity Road Utility costs** - £37k under budget
- **Post and Printing** - costs forecast to exceed budget by £44k, predominantly within the Revenues and Benefits service.



- **Commercial Property** rental income and vacant property costs (£64k adverse variation)
- **Street Services** for the purposes of this report, it is prudent to include a £0.300m risk variation against the £0.300m savings target (increase of £0.150m from Q1).
- **Treasury Management** and interest receivable performance (£0.346m positive variation, increase of £01.57m from Q1) with £0.346m to be transferred to the Treasury Management Reserve.

**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 LAB (£'000)	2025/26 Actuals to Q2 (£'000)	2025/26 Outturn (£'000)	2025/26 Outturn Variance (£'000)
Leisure & Communities	64	38	64	0
Housing/Planning and Strategic Housing	1,845	705	1,600	(245)
Environment	1,334	146	676	(658)
Retained & Corporate	0	0	0	0
ICT, Change and Customer Services	350	93	150	(200)
UK Rural Prosperity Fund	229	0	229	0
UK Shared Prosperity Fund Projects	60	16	60	0
Land, Legal and Property	672	0	200	(472)
Transformation and Investment	0	0	0	0
<b>TOTAL Capital Programme</b>	<b>4,554</b>	<b>998</b>	<b>2,979</b>	<b>(1,575)</b>

**2.18** The capital programme is a forecast underspend of £1.575m. Further details are provided in Section 6 of this report.



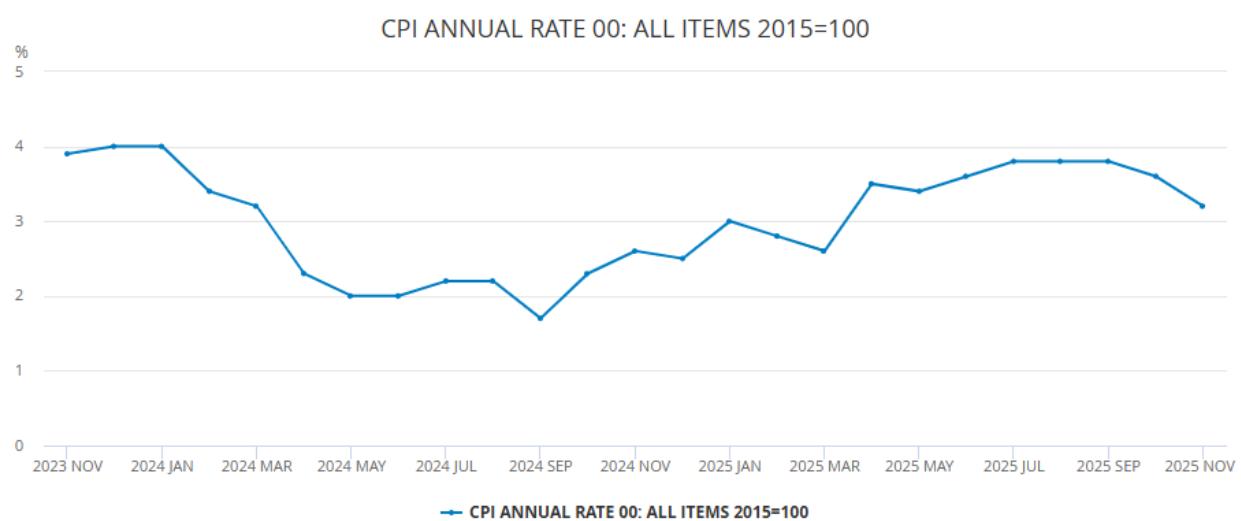
**2.19** Financial Performance reports will be presented to members at the March 2026 Cabinet meeting with the outturn position likely to be finalised for the July 2026 Cabinet meeting.

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

#### **Inflationary Pressures**

**3.1** The level of inflation, as measured by the Consumer Prices Index, for November 2025 reduced to 3.2% (from 3.6% in October 2025). Although it is not the Government's preferred measure of inflation, the Retail Prices Index is 3.8% (4.3% in October 2025). Core inflation (as defined by the Office for National Statistics as the CPI Rate excluding energy, food, alcohol, and tobacco) reduced to 3.2% (3.4% in October 2025).

#### **Graph A – CPI Inflation**

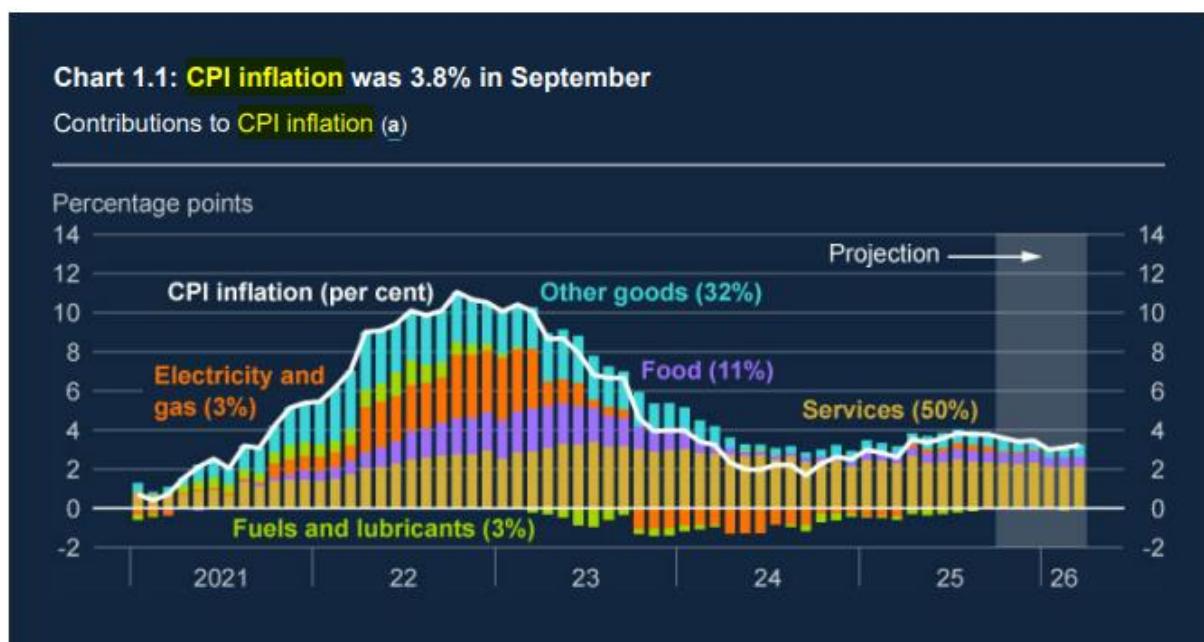


**3.2** Although there has been substantial disinflation over the past two years, the Council is subject to specific inflationary pressures on its services (e.g., fuel costs on waste and recycling service) which have tended to track higher than CPI and RPI but has fallen below CPI during 2025.



**3.3** In its November 2025 Monetary Policy Report, the Bank of England confirmed that CPI inflation is judged to have peaked and is forecast to fall close to 3% in early 2026, before gradually returning to the 2% target by mid-2027. The graph below shows the CPI forecast published in the quarterly Bank of England Monetary Policy Committee report (November 2025).

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

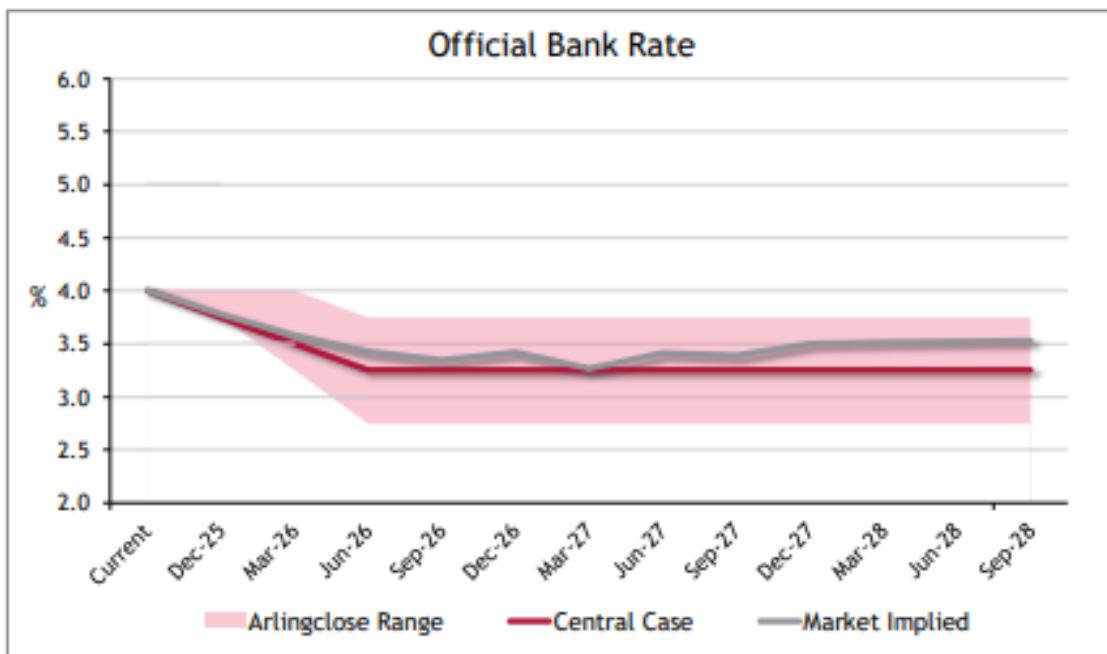


**Interest Rates**

**3.4** The Bank of England reduced the Base rate in December 2025 by a further 0.25% to 3.75% commenting that the Bank felt the economy had moved beyond "the recent peak in inflation and it has continued to fall, so we have cut interest rates for the sixth time, to 3.75% today. We still think rates are on a gradual path downward. But with every cut we make, how much further we go becomes a closer call." This was widely expected following lower the inflation rate reported in December.



**Graph C – Interest Rate Forecast (December 2025)**



**3.5** 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 may 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**

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



- 4.2** The revenue budget has been adjusted during Q2 as budgets are amended to reflect the transfer of services from Publica to the Council in Phase 2 of the Publica Transition. Whilst the net budget position (£15.704m) has not changed, the composition of the budget (i.e. subjective split between Pay and Non-Pay budgets) and net service budgets has been amended.
- 4.3** As of 30 September 2025 (Q2) the Council's net expenditure (excluding Funding and Parish Precepts) was £6.074m against the profiled budget of £6.880m
- 4.4** The forecast outturn for 2025/26 is £15.869m, with funding exceeding the budget by £0.182m due to a higher-than-budgeted allocation of the Extended Producer Responsibility (EPR) grant. This results in a net favourable variance of £0.016m against the net budget.
- 4.5** Table 2 provides Members with an overview of the material outturn variations forecast across services, while Table 3 details the non-service revenue expenditure and income budgets.



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

Revenue Budget	2025/26 Latest Net Budget (£'000)	2025/26 Profiled Budget to Q2 (£'000)	2025/26 Actuals to Q2 (£'000)	2025/26 Outturn Forecast (£'000)	2025/26 Outturn Variance (£'000)
Environmental & Regulatory Services	695	360	312	616	(79)
Business Sup. Svcs - Finance, HR, Procurement	1,425	807	808	1,418	(7)
ICT, Change & Customer Services	2,502	1,176	1,181	2,492	(10)
Assets, Property & Regeneration	838	501	385	686	(152)
Public Executives and Modernisation	104	51	51	104	0
Revenues & Housing Support	842	470	463	808	(34)
Environmental Services	4,761	2,018	1,841	4,548	(213)
Leisure & Communities	2,359	318	232	2,283	(75)
Planning & Strategic Housing	1,682	(103)	(445)	1,209	(473)
Democratic Services	1,366	657	585	1,318	(47)
Retained and Corporate	2,593	1,102	1,365	2,715	122
<b>Subtotal Services</b>	<b>19,165</b>	<b>7,358</b>	<b>6,779</b>	<b>18,197</b>	<b>(968)</b>
Less: Reversal of accounting adjustments	(1,925)		0	(1,925)	0
<b>Revised Subtotal Services</b>	<b>17,240</b>	<b>7,358</b>	<b>6,779</b>	<b>16,272</b>	<b>(968)</b>
Corporate Income & Expenditure	(1,537)	(478)	(704)	(404)	1,133
Provisions and Risk Items	0	0	0	0	0
<b>Net Budget Requirement</b>	<b>15,704</b>	<b>6,880</b>	<b>6,074</b>	<b>15,869</b>	<b>165</b>
<b>Funded by:</b>					
Council Tax	(7,065)	0	0	(7,065)	0
Retained Business Rates	(5,117)	2,402	2,403	(5,117)	0
Government Funding - Grants	(2,527)	(632)	(635)	(2,527)	0
Government Funding - NHB	(820)	(205)	(205)	(820)	0
Extended Producer Responsibility (EPR)	(1,502)	0	0	(1,683)	(181)
Collection Fund (surplus) / Deficit	689	0	0	689	0
<b>TOTAL Funding</b>	<b>(16,342)</b>	<b>1,565</b>	<b>1,563</b>	<b>(16,523)</b>	<b>(181)</b>
<b>Budget shortfall/(surplus)</b>	<b>(638)</b>		<b>7,637</b>	<b>(654)</b>	<b>(16)</b>



**Table 3 – Corporate Income and Expenditure**

Corporate Income and Expenditure	2025/26 Latest Net Budget (£'000)	2025/26 Actuals to Q2 (£'000)	2025/26 Outturn Forecast (£'000)	2025/26 Outturn Variance (£'000)
Savings & Contingency and non service income and exp	598	(28)	288	(310)
Treasury Management - Interest Payable	5	2	5	0
Treasury Management - Interest Receivable	(1,303)	(678)	(1,649)	(346)
Minimum Revenue Provision (MRP)	9	0	9	0
Revenue Contribution to Capital Outlay (RCCO)	0	0	150	150
Transfer to/(from) Earmarked Reserves	(846)	0	793	1,639
	(1,537)	(704)	(404)	1,133

- 4.6 As outlined, the forecast outturn position is a net underspend/favourable variance of £0.016m, although this is a reduction in the reported forecast outturn since Q1 it includes proposed transfers of a number of forecast underspends outlined in 4.13 below.
- 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 Q2 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 anticipated that additional capacity will be required to support delivery of the emerging Corporate Plan, maintain continuity of services for residents, and prepare for Local Government Reorganisation (LGR). To achieve this, it is proposed to maximise the resources available over the next two years by transferring any additional budget surplus or one-off benefits to earmarked reserves (Capacity Building) at year-end, subject to the final outturn position.

**4.12** This report assumes that the following underspends will be transferred to the Capacity Building earmarked reserve:

- £0.205m savings from vacancy management plus £0.240m new posts included in the 2025/26 budget
- £0.266m underspend against the forecast impact of Publica Phase 2

This results in a total transfer of £0.710m to the Capacity Building earmarked reserve.

**4.13** 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 Q3-Q4.
- additional expenditure in any particular service area is offset by a corresponding decrease in expenditure in other service areas.



## **Key Variations**

**4.14** 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.

**4.15** For the purposes of this report a risk provision of £0.300m 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.

**4.16** 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.

**4.17 Cemetery fees** – forecast shortfall in income of £34k (£38k Q1) due to continued lower service use in Q2. Whilst this position may change in the second half of the year, it is prudent for budget monitoring purposes to include the variation.

**4.18 Licensing income** – is forecast to exceed budget by £30k largely in respect of taxi drivers' licences. (£16k at Q1)

**4.19 Development Management fees** - overachievement of planning fees by £0.341m at Q2. This includes £0.776m of Planning Fees (28 Major and 953 Other) (budget of £0.437m) £0.074m of Pre-Application fees (230), (budget of £0.071m). 619 non-fee applications have also been processed.



**4.20** The service has overachieved in planning application fee income as a result of a series of major housing and other developments that came forward within the first half of the financial year. Following the changes to the National Planning Policy Framework in December 2024, the Council can no longer demonstrate a 5-year housing land supply. This has resulted in a number of speculative housing developments coming forward in during the first half of 2025/26:

- 195 dwellings in Moreton-In-Marsh
- 98 dwellings in Fairford (approved in September 2025)
- 120 dwellings in Mickleton
- Solar farm near Siddington.

**4.21** 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.

**4.22** 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 refused in July 2025 for 54 dwellings in Lechlade, which is likely to result in an appeal submission in late 2025/early 2026.

**4.23** **It was approved in principle at the September 2025 Cabinet meeting 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. Due to the favourable position reported at Q2 and subject to the final outturn position for Development Management Fees remaining positive (i.e. income received in the year is above the budgeted level), it is proposed that 100% of the variation is transferred to the Planning Appeals reserve.**



**4.24** The Council is not expected to achieve the budgeted level of commercial rental income from its **Investment Properties** due to ongoing economic challenges in the retail and office sectors, which are exerting downward pressure on rents. A forecasted income shortfall of £0.064m is forecast primarily related to the out-of-district investment property (former Wilko's store in Great Bridge, Tipton). A lease agreement with a new tenant was agreed earlier in the calendar year, with occupation commencing in July 2025 following completion of fit-out. In common with most commercial lettings, the lease agreement includes a six-month rent-free period. The variation arises due to the new lease commencing later than anticipated than the budget assumption, and additional empty property costs over the time period.

**4.25** Following the installation of Solar PV at Trinity Road and rental income from the **tenanted areas of Trinity Road Offices**, the Council is forecast to achieve £0.045m, in income for 2025/26. This represents an excess of £0.020m above the budgeted target of £0.025m. Live data dashboards provide updates on occupancy and enquiries supporting proactive management. Formal quarterly performance meetings continue to monitor process. Current occupancy: 50% of offices let and 35% of available desks occupied.

**4.26** Income from the Council's **Car Parks** has continued to perform positively in the first half of 2025/26 with income forecast to exceed budget by £0.156m. Income from Car park permits is also expected to exceed budget by £0.029m whilst Penalty Charge Notices (PCNs) is forecast to be £0.011m below target, income budgets for 2025/26 were reduced to reflect current financial performance and ensure the budget estimates approved by Council in February 2025 were robust. The Council's Car Parking Strategy 2025-2028 and action plan, approved and adopted by Cabinet in November 2025 included a recommendation to consider strengthening enforcement resources to match the needs of the district.

**4.27** The car park expenditure budget includes a forecast underspend of £0.026m, primarily relating to costs such as repairs and maintenance, contractors fees for card charges and parking and permit software charges.



**4.28 Building Control** – The first half of 2025/26 has seen a notable improvement in performance compared to 2024/25. Market share is averaging 71% up to the end of Q2, with 294 applications processed, representing a 12% increase in market share compared to the same period last year. Application volumes remain steady, with only a slight year-on-year increase of 12 applications. Income has exceeded the budget by £0.039m to date. Building regulation fees were increased for the 2025-26 financial year to better reflect the cost of running the service. Forecast income outturn is currently reported as being £0.060m above budget. Expenditure is forecast to be overspend by £0.011m due to audit fees arising from the Building Safety regulator. Despite this expenditure pressure, the service is forecasting a net favourable variance of £0.049m.

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

**4.30 Land Charges** – income is on target, at Q2 (£0.091m). Application volumes have seen a notable increase in the first half of 2025/26, with 843 searches received, compared to 750 in Q1 2024/25. This represents a 12% year-on-year rise, significantly above the typical average for this point in the year of around 680 applications.

**4.31 Green Waste** fees are expected to achieve budgeted income of £1.588m by the third quarter of the 2025/26 financial year, income is (£0.007m) below the profiled budget at Q2.

**4.32** 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 £0.044m by the end of the financial year. This includes 4,708 letters sent out as part of the LIFT project and increases in pricing. Additional analysis will be required as part of the 2026/27 budget setting process and to understand the position and analyse the cost pressure arising from the additional work associated with the LIFT project.

**4.33 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 £8.932m – an adverse variation of £0.069m. This is predominantly due to additional costs of £0.099m due to higher than estimated vehicle hire and repair costs (£0.073m) and higher employee costs caused by high levels of sickness in waste and recycling, offset by vacancies within street cleaning (£0.041m). These pressures have been partially mitigated by lower diesel costs due to favourable pump prices compared to budget (£0.057m). Officers will work closely with Ubico with the 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**

<b>Waste, Recycling, Street Cleaning and Grounds Maintenance Services</b>	<b>Ubico Contract Costs OB (£'000)</b>	<b>Ubico Contract Costs CS (£'000)</b>	<b>Forecast Outturn (£'000)</b>	<b>Forecast Outturn Variance (£'000)</b>
Car Parks GM [CTW668]	68	68	63	(5)
CCM001 Cemetery/Churchyards GM [CTW688]	166	166	154	(11)
RYC002 Garden Waste Collection [CTW634]	1,310	1,310	1,321	12
WST001 Household Waste [CTW611]	1,844	1,844	1,857	13
RYC001 Recycling [CTW633]	3,340	3,340	3,408	68
RYC003 Refuse/Recycling/Food Waste [CTW635]	732	732	742	11
STC001 Street Cleaning [CTW666]	1,387	1,387	1,369	(18)
Trinity Road Offices GM [CTW668]	17	17	16	(1)
<b>Grand Total</b>	<b>8,863</b>	<b>8,863</b>	<b>8,932</b>	<b>69</b>
<b>Net variation on contract</b>				



## **Treasury Management**

**4.34** Dividends from the Council's longer-term investments (Pooled funds and Real Estate Investment Trusts) of £0.215m were received in the six months to the 30 September 2025 year achieving a return of 4.23%. Interest from short term cash deposits including the Debt Management Office (DMO) was £0.432m due to higher surplus balances and interest rates remaining at a higher level than assumed in the budget and MTFS.

**4.35** 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.

**4.36** 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 £1.0m with a further reduction to £0.500m by 2027/28.

**4.37** A prudent forecast of investment income has been included in the outturn forecast of £1.484m. This includes the expectation that the base rate would be reduced in December 2025 to 3.75%. This results in a £0.346m positive variance against budget and subject to the outturn position at year end will be transferred to the Treasury Management risk reserve to mitigate any potential losses on pooled funds or borrowing costs in the future.

**4.38** 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 September 2025.



**Table 6 – Treasury Management Investments**

<b>Investment type</b>	<b>Balance invested at 30/09/25 (£'000)</b>	<b>Investment Income received to 30/09/25 (£'000)</b>	<b>2025/26 Forecast (£'000)</b>
Bank of England DMDAF	10,000	222	574
<b>Money Market Funds</b>			
Federated Money Market Fund	3,000	64	132
DGLS Money Market Fund	3,000	64	132
Insight Liquidity Money Market Fund	3,000	58	124
Lloyds Instant Access	265	11	21
Santander Call Account	1	-	1
Other Short-term deposits	-	13	13
<b>Real Estate Investment Trusts (REIT)</b>			
Fundamentum Housing REIT	650	8	30
<b>Cash Plus Fund</b>			
Federated Cash Plus Fund <sup>1</sup>	1,239	-	-
<b>Pooled Funds</b>			
CCLA Property Fund	2,199	25	95
Shroders Income Maximiser Fund	922	36	54
CCLA Cautious Multi Assets Fund	926	11	30
M&G UK Income Fund	1,943	54	104
Ninety-One Investec Diversified Fund	1,848	38	88
Columbia Threadneedle Bond Fund	1,959	43	86
	<b>30,952</b>	<b>647</b>	<b>1,484</b>

<sup>1</sup> Investment income is reinvested into the funds' capital value rather than distributed as dividends.



**4.39** 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.

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

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

**4.41** 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.

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

**4.43** 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** The TUPE transfer of staff 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 in-year cost is forecast to be lower than the budgeted amount due to a number of vacancies transferring to the Council. At Q2, there is a forecast net underspend of £0.170m against the £0.225m provision, reflecting both vacancies and service costs being lower below budget assumptions.

**5.4** The cost for the Council's share of redundancy and pension strain costs for Phase 2 is £0.171m, 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 £4.592m with a total net spend of £0.998m as at 30 September 2025.



**Table 7 – Capital Programme budget reconciliation**

<b>Capital Programme Reconciliation</b>		<b>(£'000)</b>
Original Budget (Council, 24 February 2025)		4,027
Slippage from 2024/25(Cabinet 10 July)		565
Reallocation of the UKSPF capital budget (£0.327m) as follows: - £0.229m to Rural England Prosperity -£0.060m to UK Shared Prosperity Fund (UKSPF Capital) in line with agreed allocations. This results in a net reduction of £0.038m, in line with agreed allocations.		(38)
<b>Latest Budget</b>		<b>4,554</b>

**Table 8 – Capital Programme Outturn Forecast**

<b>Capital Programme</b>	<b>2025/26 OB  (£'000)</b>	<b>Slippage From 2024/25  (£'000)</b>	<b>2025/26 Adjs  (£'000)</b>	<b>2025/26 LAB  (£'000)</b>	<b>2025/26 Actuals to Q2 (£'000)</b>	<b>2025/26 Outturn  (£'000)</b>	<b>2025/26 Outturn Variance  (£'000)</b>
Leisure & Communities	0	64	0	64	38	64	0
Housing/Planning and Strategic Housing	1,718	127	0	1,845	705	1,600	(245)
Environment	1,132	202	0	1,334	146	676	(658)
Retained & Corporate	0	0	0	0	0	0	0
ICT, Change and Customer Services	350	0	0	350	93	150	(200)
UK Rural Prosperity Fund	0	0	229	229	0	229	0
UK Shared Prosperity Fund Projects	327	0	(267)	60	16	60	0
Land, Legal and Property	500	172	0	672	0	200	(472)
Transformation and Investment	0	0	0	0	0	0	0
<b>TOTAL Capital Programme</b>	<b>4,027</b>	<b>565</b>	<b>(38)</b>	<b>4,554</b>	<b>998</b>	<b>2,979</b>	<b>(1,575)</b>

**6.3** The outturn forecast for the current year is an underspend of £1.575m (£0.320m at Q1). **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:

- **Asset Management Strategy** - A forecast underspend of £0.472m is anticipated, primarily due to planned roof works at Abberley House being deferred to 2026/27. The delay reflects the need to align the works with the wider asset management and funding will be reprofiled in the 2026/27 capital programme.
- **Private Sector Housing Renewal (Disabled Facilities Grant)** - Estimated that the annual expenditure will be approximately £1.6m resulting in an underspend of £0.175m.
- **Provision for financing of Ubico Vehicles** – underspend of £0.573m forecast against budget. The unspent budget relates to two stillage vehicles and a cage vehicle included on the capital fleet replacement programme which are still required but have not been procured to date at an estimated cost of £0.479m. This budget will be carried forward to 2026/27 subject to approval.
- **Bromford Joint Venture - (£0.070m)** Planning consent was granted on the 12 March, However Bromford need to resolve issues around drainage which is delaying the commencement of the work. This may delay commencement of works until 2027 unless Thames Water will bring their upgrade plans forward.
- **Replacement/Upgrade of Pay and Display Machines (£0.125m)** – Although the tendering process for a new supplier has commenced. Installation not expected until 2026/27, it was noted as part of the Car Parking Strategy approved and adopted by Cabinet (November 20<sup>th</sup> 2025) that a further £40,000 will be allocated to the 2026/27 capital programme and that the intention is to finance the replacement of the car park ticket machines from the additional car park fee income forecast for 2025/26.
- **Public Conveniences** – Accelerated rollout of payment devices including new doors at West Street (Tetbury), Chipping Campden, Lechlade, Northleach, and replacement paddle gates at the two facilities in Bourton-on-the-Water (Rissington Road and Church Rooms). Additional spend of £0.050m will be funded from capital receipts.
- **Planning Documents and Scanning Solution** – Planning Service and ICT are scoping improvements to the IDOX system as part of wider service transformation agenda to focus on delivering services efficiencies through ICT. Implementation not



expected until 2026/27. Budget to be carried forward subject to approval. (£0.200m)

- **In cab technology (Street Cleaning)** – Project slippage means that this budget is likely to be carried forward to 2026/27 subject to approval. (£0.060m)

**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 has been one asset disposal during the second quarter of the financial year, the sale of Memorial Cottages completed in Q2 generating a capital receipt of £0.248m. Total receipts of £0.605m received in the 2025/26 financial year to date, no further receipts are forecast.

**Table 9 – Capital Financing Forecast**

Capital Financing Statement	2025/26 OB (£'000)	Slippage From 2024/25 (£'000)	2025/26 Adjs (£'000)	2025/26 LAB (£'000)	2025/26 Outturn (£'000)	2025/26 Outturn Variance (£'000)
Capital receipts	2,052	221	0	2,273	907	(1,366)
Capital Grants and Contributions	1,975	251	(38)	2,188	1,979	(209)
Earmarked Reserves	0	0	0	0	0	0
Revenue Contribution to Capital Outlay (R)	0	0	0	0	0	0
Community Municipal Investments (CMI)	0	93	0	93	93	0
Prudential Borrowing	0	0	0	0	0	0
	<b>4,027</b>	<b>565</b>	<b>(38)</b>	<b>4,554</b>	<b>2,979</b>	<b>(1,575)</b>

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

### **Prudential Indicators**

**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 reported to Audit and Governance Committee sets 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 the first half of the financial year 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** 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.

**9.4** 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.

**9.5** As set out in paragraph 2.3 and Table ES1, the Q2 outturn forecast for the year is favourable with an increased surplus likely at the end of the financial year.

**9.6** 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.



**9.7** 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 was recommended and approved in principle at the September 2025 Cabinet meeting 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 (Capacity Building), subject to the final outturn position.

**9.8** 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 refused in Q1 for 54 dwellings in Lechlade, which is likely to result in an appeal submission in late 2025/early 2026.

**9.9** At its September 2025 meeting, Cabinet approved in principle the allocation of 50% of the forecast additional income as a risk provision to mitigate financial volatility by reducing net variation during the year. Subject to the final outturn for Development Management Fees remaining positive—i.e., income exceeding the budgeted level—it was agreed that 50% of the resulting variation would be transferred to the Planning Appeals Reserve. Following the Q2 review, and given the favourable forecast outturn position, it is now recommended that 100% of income in excess of budget be transferred to the Planning Appeals Reserve, as set out in recommendation 2.

**9.10** This monitoring report provides an update on the Council's financial position. As outlined in the report, the forecasted favourable outturn will enable a transfer of £0.710m from underspends related to recruitment, vacancies, and the Publica review costs to the Capacity Building Reserve at year-end. This transfer will support capacity-building initiatives in preparation for Local Government Reorganisation (LGR).



## **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

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

**14.1** None

## **15. BACKGROUND PAPERS**

**15.1** None

(END)

## Annex A - Capital Programme 2025/26 - Q.2

Capital Programme by Service Area	2025/26 Budget [Incl. 24/25 slippage] (£'000)	2025/26 Schemes approved in-year (£'000)	2025/26 Revised Budget (£'000)	2025/26 Actuals to Q.2 (£'000)	2025/26 Variance to Q.2 (£'000)	2025/26 Committed Expenditure (£'000)	2025/26 Forecast Out-Turn Variance (£'000)	Commentary
Spa pool - Bourton Leisure Centre	34	0	34	28	(6)	6	0	Repair works to address a leak began in September. The initial leak was successfully located and fixed. However, during the process, a secondary leak was discovered. Due to the complexity of locating this second leak, contractors were unable to proceed further. The project is currently on hold while quotes are being obtained for the additional work required to resolve the issue.
Crowdfund Cotswold	30	0	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.
<b>Housing/Planning and Strategic Housing</b>								
Private Sector Housing Renewal Grant (DFG)	1,775	0	1,775	705	(1,070)	0	(175)	At Q.2 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)	0	(70)	Unlikely to be required in 2025/26 due to slippage on wider programme by Bromford (drainage requirements Thames Water).
<b>Environment</b>								
Waste & Recycling receptacles	82	0	82	63	(19)	0	0	Rolling budget for the purchase of waste receptacles due to growth in properties or replacements.

Capital Programme by Service Area	2025/26 Budget [Incl. 24/25 slippage] (£'000)	2025/26 Schemes approved in-year (£'000)	2025/26 Revised Budget (£'000)	2025/26 Actuals to Q.2 (£'000)	2025/26 Variance to Q.2 (£'000)	2025/26 Committed Expenditure (£'000)	2025/26 Forecast Out-Turn Variance (£'000)	Commentary
Provision for financing of Ubico Vehicles	790	0	790	19	(771)	248	(523)	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.
Fuel Bunkering (Ubico)	60	0	60	0	(60)	0	0	Procurement to replace 5 x 3.5 tonne cage vehicles has been undertaken and vehicles are expected to be delivered by the end of this financial year. The remaining unspent budget relates to two stillage vehicles and a cage vehicle included on the capital fleet replacement programme which are still required but have not been procured to date at an estimated cost of £0.479m. This budget will be carried forward to 2026/27 subject to approval.
In cab technology (Street Cleaning)	60	0	60	0	(60)	0	(60)	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.
On Street Residential Chargepoint Scheme (ORCS)	183	0	183	0	(183)	183	0	Project slippage. Budget to be carried forward to 2026/27 as part of 2026/27 budget setting process, subject to approval.
Public Toilets - Card Payment (bc)	34		34	64	30	20	50	The network of EVCPs has been expanded to include West Street, Tetbury, Old Market Way in Moreton-in marsh and Maugersbury Road in Stow-on-the-wold. There are 14 sockets available for use. A further 10 sockets are being installed in Brewery car park in Cirencester. A safety issue has emerged at the site which the suppliers are due to address before the sockets are safe to use. It is expected that they will be fully operational during the final quarter of the financial year
Replace/Upgrade Pay and Display machines	125	0	125	0	(125)	0	(125)	Installation of payment mechanisms and new doors at West Street (Tetbury), Chipping Campden, Lechlade, Northleach, and replacement paddle gates at Rissington Road and Church Rooms completed in Q2.
<b>Retained and Corporate:</b>								The tendering process for a supplier of new equipment has commenced. Replacement/upgrade is likely to slip into 2026/27 and is expected to cost £0.165m.

Capital Programme by Service Area	2025/26 Budget [Incl. 24/25 slippage] (£'000)	2025/26 Schemes approved in-year (£'000)	2025/26 Revised Budget (£'000)	2025/26 Actuals to Q.2 (£'000)	2025/26 Variance to Q.2 (£'000)	2025/26 Committed Expenditure (£'000)	2025/26 Forecast Out-Turn Variance (£'000)	Commentary
<b>ICT, Change and Customer Services</b>								
ICT Capital								
ICT Capital	150	0	150	93	(57)	0	0	Expenditure on Civica software to ensure PCI-DSS compliant and service charges and the ongoing laptop replacement programme. Upgrade of Council Chamber audio/visual equipment including microphones, licences and MS Teams link. Funding from ICT reserve.
Planning Documents and Scanning Solution	200	0	200	0	(200)	0	(200)	Planning service and ICT are scoping improvements to the IDOX system as part of a wider service transformation agenda to focus on delivering service efficiencies through ICT. No expenditure during the current financial year. Budget expected to be carried forward subject to approval of the 2026/27 budget and MTFS.
Council Chamber	0	0	0	19	19	0	0	Upgrade of Council Chamber audio/visual equipment including microphones, licences and MS Teams link. Funding from ICT reserve.
<b>UK Prosperity schemes:</b>								
UK Shared Prosperity Fund Projects	327	-267	60	16	(44)	44	0	The UKSPF funding is now fully committed following an open application process and is expected to be spent in full before the end of the financial year.
Rural England Prosperity Fund	0	229	229	0	(229)	218	0	The REPF funding is now fully committed following an open application process and is expected to be spent in full before the end of the financial year.
<b>Land, Legal and Property</b>								
Asset Management Strategy	672	0	672	0	(672)	0	(472)	Abberley House roof works expected to begin Q1 26/27, minimal spend of £30k in Q4 25/26. Lift quotes for Cirencester Leisure Centre still being obtained, potential for works to start in Q4 25/26, at £80k. Works/replacement of the two lifts at the Museum will not take place until 26/27. Other potential work includes lighting improvements in Tetbury car park and Dingley Dell car park.
	4,592	-38	4,554	1,017	(3,537)	719	(1,575)	

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## **ANNEX B**

### **NON-TREASURY MANAGEMENT PRUDENTIAL INDICATORS**

#### **ANNEX B: Non-Treasury Prudential Indicators**

##### **I. 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.

<b>Capital Expenditure</b>	<b>2024/25 actual (£)</b>	<b>2025/26 forecast  (£)</b>	<b>2026/27 budget (£)</b>	<b>2027/28 budget (£)</b>
General Fund services	6,909,309	2,979,000	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.

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

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

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

## ANNEX B

### NON-TREASURY MANAGEMENT PRUDENTIAL INDICATORS

Gross Debt and CFR	31/03/2025	31/03/2026 forecast	31/03/2027	31/03/2028	Debt at 30.6.2025
	actual (£)	(£)	budget (£)	budget (£)	(£)
Debt (incl. PFI & leases)	260,000	160,000	5,000	2,730,000	213,000
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 Q2 2025/26 (£)	Debt as at 30/06/2025 (£)	2025/26 Authorised Limit (£)	2025/26 Operational Boundary (£)	Complied? Yes/No
	2025/26 (£)	30/06/2025 (£)	Authorised Limit (£)	Operational Boundary (£)	
Borrowing	10,000,000	0	10,000,000	5,000,000	Yes
PFI and Finance Leases	0	0	0	0	Yes
<b>TOTAL Debt</b>	<b>10,000,000</b>	<b>0</b>	<b>10,000,000</b>	<b>5,000,000</b>	

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

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

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

	2024/25 actual (£)	2025/26 forecast	2026/27 forecast (£)	2027/28 budget (£)
Total net income from service and commercial investments	237,992	374,289	434,229	440,206
Proportion of net revenue stream	1.42%	2.29%	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 budget (£)	2027/28 budget (£)
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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CDC Fleet Replacement Risk Register									
DIRECTORATE: Communities and Place									
SERVICE AREA: Waste and Environment									
ID	Risk/ Opportunity Summary	Risk/ Opportunity Description of Impact	Initial Risk Score			Internal Controls	Current/Residual Risk Score		
			Original Impact	Original Likelihood	Original Risk Score		Impact	Likelihood	Risk Score
1	Vehicles are scheduled for replacement on the Capital Fleet Replacement Programme as they are reaching the predicted end of their <b>economic life</b> .	The reliability of these vehicles will decline over time leading to increased disruption to residents, increases in the cost of maintenance, and increases in costs from the hire of replacement vehicles.	5	5	25	Replacement vehicles to be procured. This will lead to a high capital expenditure ( <b>circa. £6m</b> ) but will reduce annual maintenance cost and reduce the reliance on hire vehicles.	3	3	9
2	A <b>7.5 tonne RCV</b> is scheduled for replacement in 2027/28 but has reliability issues and is regularly off the road.	The 7.5 tonne RCV is used to collect refuse and garden waste from narrow access properties. As this is a specialist vehicle limited support can be provided by other vehicles in the fleet. A hire vehicle has been in use to increase the resilience of this service and reduce the impact on residents. The hiring of a vehicle incurs additional costs.	3	3	9	The replacement of this vehicle has been identified to be brought forward from 2027/28 to 2026/27. This removes the need to hire in an additional vehicle. The aim is to improve the reliability of the vehicle providing services to properties in narrow access areas.	2	1	2
3	CDC declared a <b>climate change emergency</b> in 2019 and is aiming for a carbon reduction of 80% by 2030 and 100% by 2045 (against a 1990 baseline)	The waste fleet contributes 43% of CDC's direct emissions. This is largely from diesel fuel use.	3	5	15	One EV is to be purchased to test the suitability of this type of vehicle in an area such as Cotswold, where a long range is required to complete all collections. The purchase of an EV allows us to test this vehicle type in all weather conditions. This requires the installation of additional EV charging infrastructure.  A fuel tank to be installed at the depot, to allow the remaining fleet to be fuelled using HVO. This is estimated to provide a 80% to 90% reduction in net CO <sub>2</sub> emissions. HVO to continue to be sourced where it continues to be environmentally practical (e.g. meets appropriate sustainability criteria), and affordable to CDC.	1	2	2
4	<b>Plastic film collections</b> need to be offered to residents from 1st April 2027 in order to maintain compliance with Simpler Recycling	Once this material is obligated under pEPR, CDC will receive additional funding to reflect the collection, handling and reprocessing of this material.  The current vehicles are not designed to collect this material type. This limits the ability to plan for the collection of plastic film.	3	5	15	Replacing the recycling vehicles is an opportunity to redesign the vehicles based on the requirement to collect plastic film. Options are extended in that we can consider both the collection of film commingled with another material, or as a separate stream, with its own compartment.	2	2	4
5	<b>Legislation changes</b> (pEPR, DRS, ETS, Simpler Recycling) will change the value, volume, and composition of waste in future years.	The current vehicles were designed before many of these initiatives were proposed. Changes in the volume and composition of waste cause some issues already e.g. requiring us to place a limit on the amount of cardboard that residents can present at the kerbside. Further changes would likely cause increased operational strain on the services, and these may in turn lead to disruption to residents.	3	5	15	Replacing the recycling vehicles is an opportunity to redesign the vehicles based on our current understanding of legislation changes. It is important to recognise however that although we have a better understanding of the changes that are being made, we have a limited understanding of what the impacts of these changes might be.	2	5	10

**Risk Response Categories**

Avoid	A decision is made no to take a risk. Where the risks outweigh the possible benefits, avoid the risk by doing things differently
Accept	A decision is taken to accept the risk. Management and/or the risk owner makes an informed decision to accept that existing actions sufficiently reduce the likelihood and impact of a risk and there is no added value in doing more
Transfer	Transfer all or part of the risk to a third party e.g. contractor or partner who is better able to manage the risk
Reduce	Implement further actions to reduce the risk by minimising the likelihood of an event occurring and/or reducing the potential impact should the risk occur Further actions are recorded in the risk register and regularly monitored
Exploit	Whilst taking action to mitigate risks, a decision is made to exploit a resulting opportunity

## RISK MATRIX

Almost certain	5	10	15	20	25
Probable	4	8	12	16	20
Possible	3	6	9	12	15
Remote	2	4	6	8	10
Improbable	1	2	3	4	5
	Insignificant	Minor	Moderate	Major	Extreme
	IMPACT				

### Measures of Likelihood and Impact

#### LIKELIHOOD MEASURES

1 **Improbable** Has not occurred before  
Has not occurred at other similar organisations  
Extremely unlikely to occur (less than 10% chance) but may do so in at least 10 years' time

2 **Remote** Remote risk but could happen within next 3 to 10 years  
Has not occurred at Publica but isolated cases have occurred at other similar organisations

3 **Possible** Could happen at least once every 1 to 3 years  
New circumstances with little data to indicate likelihood of occurrence  
50 / 50 chance of it happening

4 **Probable** More likely to happen than not  
Could occur within next 3 – 12 months  
Has occurred in the last five years  
Has occurred at some other similar organisations

5 **Almost certain** Has occurred in the last two years  
Has occurred at many other similar organisations  
More than an 80% chance of it happening  
Likely to happen within next three months or is occurring at present

#### IMPACT MEASURES

1 **Insignificant** Negligible impact on achievement of service objectives/delivery  
Negligible impact on delivery of project – slight slippage or reduction in quality/scope with no overall impact  
Negligible financial impact  
Health and Safety of very small number of individuals affected  
Limited impact on staff and culture – a few individuals only affected  
Minor legal/regulatory impact – no sanction or legal action likely  
No damage to reputation or will not result in adverse media comment

2 **Minor** Moderate impact on service objectives/delivery - only partially achievable without additional time / resources  
Some impact on project – slight slippage against published milestones/targets and some 'nice to have' elements not possible  
Minor injuries possible to relatively small number of individuals  
Likely to affect motivation of small groups of staff  
Some legal/regulatory impact – could lead to warnings/threats of sanctions/ legal action  
Some public embarrassment but no damage to reputation or standing in the community  
Financial impact can be contained within service budget (>£10,000)

3 **Moderate** Service objectives/delivery not achievable without considerable additional time / resources  
Moderate effect on project timetable and significant elements of scope or functionality may not be available  
Moderate number of injuries possible – not life threatening  
Moderate impact on staff motivation within particular service(s)  
Significant legal/regulatory impact leading to reprimand, sanctions or legal action  
Some public embarrassment leading to limited reputational damage (adverse local press) – short term impact  
Financial impact cannot be contained within budget and needs additional resourcing (<£250,000).

4 **Major** Significant impact on achievement of service objectives/delivery even with additional resources (possibly leading to closure of facilities / service being withdrawn)  
Failure to meet key project deadlines or project fails to meet needs of proportion of stakeholders  
Possibility of serious injury to individuals  
Significant impact on employee motivation generally – possibly leading to poor quality service in particular service(s)  
Serious legal/regulatory impact leading to sanctions or legal action with significant consequences  
Loss of credibility and public confidence in the service / organisation (of interest to the national press)  
Significant financial impact (>£250,000)

5 **Extreme** Unable to achieve corporate objective or prolonged closure/withdrawal of service  
Major project's viability jeopardised through delay or level of quality makes it effectively unusable  
Possibility of fatalities or multiple serious injuries  
Severe impact on staff motivation generally, leading to dissatisfaction and industrial unrest  
Major legal/regulatory impact leading to sanctions or legal action with substantial financial or other consequences  
Highly damaging to reputation with immediate impact on public confidence  
Incident of interest to government agencies  
Incident potentially leading to resignation or dismissal of an Executive Director on Publica Board. Severe and unmanageable financial impact

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CDC Fleet Replacement Risk Register									
DIRECTORATE: Communities and Place									
SERVICE AREA: Waste and Environment									
ID	Risk/ Opportunity Summary	Risk/ Opportunity Description of Impact	Initial Risk Score			Internal Controls	Current/Residual Risk Score		
			Original Impact	Original Likelihood	Original Risk Score		Impact	Likelihood	Risk Score
1	Vehicles are scheduled for replacement on the Capital Fleet Replacement Programme as they are reaching the predicted end of their <b>economic life</b> .	The reliability of these vehicles will decline over time leading to increased disruption to residents, increases in the cost of maintenance, and increases in costs from the hire of replacement vehicles.	5	5	25	Replacement vehicles to be procured. This will lead to a high capital expenditure ( <b>circa. £6m</b> ) but will reduce annual maintenance cost and reduce the reliance on hire vehicles.	3	3	9
2	A <b>7.5 tonne RCV</b> is scheduled for replacement in 2027/28 but has reliability issues and is regularly off the road.	The 7.5 tonne RCV is used to collect refuse and garden waste from narrow access properties. As this is a specialist vehicle limited support can be provided by other vehicles in the fleet. A hire vehicle has been in use to increase the resilience of this service and reduce the impact on residents. The hiring of a vehicle incurs additional costs.	3	3	9	The replacement of this vehicle has been identified to be brought forward from 2027/28 to 2026/27. This removes the need to hire in an additional vehicle. The aim is to improve the reliability of the vehicle providing services to properties in narrow access areas.	2	1	2
3	CDC declared a <b>climate change emergency</b> in 2019 and is aiming for a carbon reduction of 80% by 2030 and 100% by 2045 (against a 1990 baseline)	The waste fleet contributes 43% of CDC's direct emissions. This is largely from diesel fuel use.	3	5	15	One EV is to be purchased to test the suitability of this type of vehicle in an area such as Cotswold, where a long range is required to complete all collections. The purchase of an EV allows us to test this vehicle type in all weather conditions. This requires the installation of additional EV charging infrastructure.  A fuel tank to be installed at the depot, to allow the remaining fleet to be fuelled using HVO. This is estimated to provide a 80% to 90% reduction in net CO <sub>2</sub> emissions. HVO to continue to be sourced where it continues to be environmentally practical (e.g. meets appropriate sustainability criteria), and affordable to CDC.	1	2	2
4	<b>Plastic film collections</b> need to be offered to residents from 1st April 2027 in order to maintain compliance with Simpler Recycling	Once this material is obligated under pEPR, CDC will receive additional funding to reflect the collection, handling and reprocessing of this material.  The current vehicles are not designed to collect this material type. This limits the ability to plan for the collection of plastic film.	3	5	15	Replacing the recycling vehicles is an opportunity to redesign the vehicles based on the requirement to collect plastic film. Options are extended in that we can consider both the collection of film commingled with another material, or as a separate stream, with its own compartment.	2	2	4
5	<b>Legislation changes</b> (pEPR, DRS, ETS, Simpler Recycling) will change the value, volume, and composition of waste in future years.	The current vehicles were designed before many of these initiatives were proposed. Changes in the volume and composition of waste cause some issues already e.g. requiring us to place a limit on the amount of cardboard that residents can present at the kerbside. Further changes would likely cause increased operational strain on the services, and these may in turn lead to disruption to residents.	3	5	15	Replacing the recycling vehicles is an opportunity to redesign the vehicles based on our current understanding of legislation changes. It is important to recognise however that although we have a better understanding of the changes that are being made, we have a limited understanding of what the impacts of these changes might be.	2	5	10

## Risk Response Categories

Avoid	A decision is made no to take a risk. Where the risks outweigh the possible benefits, avoid the risk by doing things differently
Accept	A decision is taken to accept the risk. Management and/or the risk owner makes an informed decision to accept that existing actions sufficiently reduce the likelihood and impact of a risk and there is no added value in doing more
Transfer	Transfer all or part of the risk to a third party e.g. contractor or partner who is better able to manage the risk
Reduce	Implement further actions to reduce the risk by minimising the likelihood of an event occurring and/or reducing the potential impact should the risk occur Further actions are recorded in the risk register and regularly monitored
Exploit	Whilst taking action to mitigate risks, a decision is made to exploit a resulting opportunity

## RISK MATRIX

Almost certain	5	10	15	20	25
Probable	4	8	12	16	20
Possible	3	6	9	12	15
Remote	2	4	6	8	10
Improbable	1	2	3	4	5
	Insignificant	Minor	Moderate	Major	Extreme
	IMPACT				

### Measures of Likelihood and Impact

#### LIKELIHOOD MEASURES

1 **Improbable** Has not occurred before  
Has not occurred at other similar organisations  
Extremely unlikely to occur (less than 10% chance) but may do so in at least 10 years' time

2 **Remote** Remote risk but could happen within next 3 to 10 years  
Has not occurred at Publica but isolated cases have occurred at other similar organisations

3 **Possible** Could happen at least once every 1 to 3 years  
New circumstances with little data to indicate likelihood of occurrence  
50 / 50 chance of it happening

4 **Probable** More likely to happen than not  
Could occur within next 3 – 12 months  
Has occurred in the last five years  
Has occurred at some other similar organisations

5 **Almost certain** Has occurred in the last two years  
Has occurred at many other similar organisations  
More than an 80% chance of it happening  
Likely to happen within next three months or is occurring at present

#### IMPACT MEASURES

1 **Insignificant** Negligible impact on achievement of service objectives/delivery  
Negligible impact on delivery of project – slight slippage or reduction in quality/scope with no overall impact  
Negligible financial impact  
Health and Safety of very small number of individuals affected  
Limited impact on staff and culture – a few individuals only affected  
Minor legal/regulatory impact – no sanction or legal action likely  
No damage to reputation or will not result in adverse media comment

2 **Minor** Moderate impact on service objectives/delivery - only partially achievable without additional time / resources  
Some impact on project – slight slippage against published milestones/targets and some 'nice to have' elements not possible  
Minor injuries possible to relatively small number of individuals  
Likely to affect motivation of small groups of staff  
Some legal/regulatory impact – could lead to warnings/threats of sanctions/ legal action  
Some public embarrassment but no damage to reputation or standing in the community  
Financial impact can be contained within service budget (>£10,000)

3 **Moderate** Service objectives/delivery not achievable without considerable additional time / resources  
Moderate effect on project timetable and significant elements of scope or functionality may not be available  
Moderate number of injuries possible – not life threatening  
Moderate impact on staff motivation within particular service(s)  
Significant legal/regulatory impact leading to reprimand, sanctions or legal action  
Some public embarrassment leading to limited reputational damage (adverse local press) – short term impact  
Financial impact cannot be contained within budget and needs additional resourcing (<£250,000).

4 **Major** Significant impact on achievement of service objectives/delivery even with additional resources (possibly leading to closure of facilities / service being withdrawn)  
Failure to meet key project deadlines or project fails to meet needs of proportion of stakeholders  
Possibility of serious injury to individuals  
Significant impact on employee motivation generally – possibly leading to poor quality service in particular service(s)  
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Significant financial impact (>£250,000)

5 **Extreme** Unable to achieve corporate objective or prolonged closure/withdrawal of service  
Major project's viability jeopardised through delay or level of quality makes it effectively unusable  
Possibility of fatalities or multiple serious injuries  
Severe impact on staff motivation generally, leading to dissatisfaction and industrial unrest  
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Highly damaging to reputation with immediate impact on public confidence  
Incident of interest to government agencies  
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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
<b>Monday 5 January 2026</b>		
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
Waste Fleet Replacement	Cabinet Member for Environment and Regulatory Services - Councillor Andrea Pellegram	Peta Johnson peta.johnson@cotswold.gov.uk
<b>Monday 2 February 2026</b>		
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
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

<b>Monday 2 March 2026</b>		
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 Evemy	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Asset Management Strategy	Patrick Coleman, Cabinet Member for Finance	Andrew Turner, Assets Manager andrew.turner@cotswold.gov.uk
<b>Monday 13 April 2026</b>		
Update on Local Government Reorganisation.	Leader of the Council - Councillor Mike Evemy	Jane Portman, Interim Chief Executive Officer jane.portman@cotswold.gov.uk
Ecological Emergency Update	Juliet Layton, Deputy Leader and Cabinet Member for Housing and Planning	Danielle Berry, Natural, Built and Historic Environment Manager Danielle.berry@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

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

<b>Item for Decision</b>	<b>Key Decision (Yes/No)</b>	<b>Exemption Class</b>	<b>Decision Maker</b>	<b>Date of Decision</b>	<b>Cabinet Member</b>	<b>Lead Officer/ Report Author</b>	<b>Accountable Officer</b>
<b>8 January 2026 - Cabinet</b>							
Waste Fleet Replacement	Yes	Open	Cabinet	8 Jan 2026	Cabinet Member for Environment and Regulatory Services - Councillor Andrea Pellegram	Peta Johnson Head of Waste & Environment <a href="mailto:peta.johnson@cotswold.gov.uk">peta.johnson@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin
Equality Diversity and Inclusion (EDI) Policy (09/2023) Update	No	Open	Cabinet	8 Jan 2026	Leader of the Council - Councillor Mike Evemy	Carmel Togher HR Business Partner <a href="mailto:carmel.togher@cotswold.gov.uk">carmel.togher@cotswold.gov.uk</a>	Director of Governance and Development (Monitoring Officer) - Angela Claridge
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 <a href="mailto:Alison.Borrett@publicagroup.uk">Alison.Borrett@publicagroup.uk</a>	Chief Executive Officer - Jane Portman
Community Infrastructure Levy - CIL Bid Recommendations	No	Open	Cabinet	8 Jan 2026	Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Kim Langford-Tejrar, Infrastructure Delivery Lead <a href="mailto:kim.langford-tejrar@westoxon.gov.uk">kim.langford-tejrar@westoxon.gov.uk</a>	Director of Communities and Place - Helen Martin

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 <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	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 <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
CDC Strategic Risk Register	No	Open	Cabinet	8 Jan 2026	Leader of the Council - Councillor Mike Evemy	David Stanley, Deputy Chief Executive and Chief Finance Officer <a href="mailto:David.Stanley@cotswold.gov.uk">David.Stanley@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
Enforcement Agent Commissioning	No	Open	Cabinet	8 Jan 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service <a href="mailto:Mandy.Fathers@publicagroup.uk">Mandy.Fathers@publicagroup.uk</a>	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
Corporate Enforcement Policy	No	Open	Cabinet	8 Jan 2026	Leader of the Council - Councillor Mike Evemy	Emma Cathcart, Head of Service, Counter Fraud and Enforcement Unit <a href="mailto:emma.cathcart@cotswold.gov.uk">emma.cathcart@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
Carers Leave Policy and Procedure and Dogs at Work Policy	No	Open	Cabinet	8 Jan 2026	Leader of the Council - Councillor Mike Evemy	Carmel Togher HR Business Partner <a href="mailto:carmel.togher@cotswold.gov.uk">carmel.togher@cotswold.gov.uk</a>	Director of Governance and Development (Monitoring Officer) - Angela Claridge
<b>21 January 2026 - Full Council</b>							
Treasury Management Mid-Year Report	No	Open	Audit and Governance Committee Council	4 Dec 2025 21 Jan 2026	Cabinet Member for Finance - Councillor Patrick Coleman	David Stanley, Deputy Chief Executive and Chief Finance Officer <a href="mailto:David.Stanley@cotswold.gov.uk">David.Stanley@cotswold.gov.uk</a>	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
<b>5 February 2026 - Cabinet</b>							
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 <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
Asbestos Management Plan	Yes	Open	Cabinet	5 Feb 2026	Leader of the Council - Councillor Mike Evemy	Amy Kemmett Health and Safety Business Partner <a href="mailto:amy.kemmett@publicagroup.uk">amy.kemmett@publicagroup.uk</a>	Executive Director Corporate Services - Claire Locke
<b>23 February 2026 - Full Council</b>							
Pay Policy Statement 2026	No	Open	Council	23 Feb 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Carmel Togher HT Business Partner <a href="mailto:carmel.togher@cotswold.gov.uk">carmel.togher@cotswold.gov.uk</a>	Director of Governance and Development (Monitoring Officer) –

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Budget 2026-27 and Medium term Financial Strategy	No	Open	Council	23 Feb 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
Budget Consultation Responses	Yes	Open	Council	23 Feb 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
<b>5 March 2026 - Cabinet</b>							
Local Nature Recovery Strategy	No	Open	Cabinet	5 Feb 2026	Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Danielle Berry, Natural, Built and Historic Environment Manager <a href="mailto:Danielle.berry@cotswold.gov.uk">Danielle.berry@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Approval to Award Contract (Parking)	Yes	Fully exempt	Cabinet	5 Mar 2026	Cabinet Member for Health, Culture and Visitor Experience - Cllr Paul Hodgkinson	Maria Wheatley, Shared Parking Manager <a href="mailto:maria.wheatley@cotswold.gov.uk">maria.wheatley@cotswold.gov.uk</a>	Executive Director Corporate Services - Claire Locke
Infrastructure Funding - Community Infrastructure Levy (CIL) Policy	Yes	Open	Cabinet Council	5 Mar 2026 18 Mar 2026	Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Kim Langford-Tejrar, Infrastructure Delivery Lead <a href="mailto:kim.langford-tejrar@westoxon.gov.uk">kim.langford-tejrar@westoxon.gov.uk</a>	Director of Communities and Place - Helen Martin
Service Performance Report 2025-26 Quarter 3	No	Open	Cabinet	5 Mar 2026	Leader of the Council - Councillor Mike Evemy	Alison Borrett, Senior Performance Analyst <a href="mailto:Alison.Borrett@publicagroup.uk">Alison.Borrett@publicagroup.uk</a>	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 <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	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
Biodiversity Action Plan	No	Open	Cabinet	5 Mar 2026	Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Danielle Berry, Natural, Built and Historic Environment Manager <a href="mailto:Danielle.berry@cotswold.gov.uk">Danielle.berry@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin
<b>18 March 2026 - Full Council</b>							
<b>16 April 2026 - Cabinet</b>							
<b>20 May 2026 - Full Council</b>							
Record of Attendance 2025/26	No	Open	Council	20 May 2026	Leader of the Council - Councillor Mike Evemy	Andrew Brown, Head of Democratic and Electoral Services <a href="mailto:andrew.brown@cotswold.gov.uk">andrew.brown@cotswold.gov.uk</a>	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 Evemy	Andrew Brown, Head of Democratic and Electoral Services <a href="mailto:andrew.brown@cotswold.gov.uk">andrew.brown@cotswold.gov.uk</a>	Director of Governance and Development (Monitoring Officer) - Angela Claridge

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Outside Body Appointments 2026-27	No	Open	Council	20 May 2026	Leader of the Council - Councillor Mike Evemy	Andrew Brown, Head of Democratic and Electoral Services <a href="mailto:andrew.brown@cotswold.gov.uk">andrew.brown@cotswold.gov.uk</a>	Director of Governance and Development (Monitoring Officer) - Angela Claridge
<b>Report Dates yet to finalised</b>							
Cotswold Business Solar	No	Open	Cabinet		Cabinet Member for Climate Change and Digital - Councillor Mike McKeown	Paul James, Economic Development Lead <a href="mailto:paul.james@cotswold.gov.uk">paul.james@cotswold.gov.uk</a> , Olivia McGregor, Climate Change & Carbon Reduction Lead <a href="mailto:olivia.mcgregor@cotswold.gov.uk">olivia.mcgregor@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin
Cirencester Town Centre Framework Masterplan Supplementary Planning Document Consultation	Yes	Open	Cabinet		Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Helen Martin, Director of Communities and Place <a href="mailto:helen.martin@cotswold.gov.uk">helen.martin@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin