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COTSWOLD
District Council

Wednesday, 26 August 2026

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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, 7 September 2026 at 4:00 pm.**

J H Portman

Jane Portman
Chief Executive

To: Members of the Overview and Scrutiny Committee
(Councillors Gina Blomefield, Angus Jenkinson, Claire Bloomer, David Cunningham, Tony Slater, Lisa Spivey, Michael Vann, Jon Wareing and Naomi Bloomer)

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 - 24)
To approve the minutes of the meetings held on 29 June and 3 August 2026.

5. **Matters Arising from Minutes of the Previous Meeting** (Pages 25 - 28)
To consider actions outstanding from minutes of 29 June 2026.

6. **Chair's Announcements**
To receive any announcements from the Chair of the Overview and Scrutiny Committee.

7. **Public Questions**
A maximum of 15 minutes is allocated for an “open forum” of public questions at committee meetings. No person may ask more than two questions (including supplementary questions) and no more than two such questions may be asked on behalf of one organisation. The maximum length of oral questions or supplementary questions by the public will be one minute. Questions must relate to the responsibilities of the Committee but questions in this section cannot relate to applications for determination at the meeting.

The response may take the form of:

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

8. **Member Questions**
A maximum period of fifteen minutes is allowed for Member questions. Questions

must be directed to the Chair and must relate to the remit of the committee.

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

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

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

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

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

9. **Report back on recommendations** (Pages 29 - 44)

For the Committee to note the Cabinet's response to any recommendations arising from the Overview and Scrutiny Committee meeting on 29 June and 3 August 2026.

10. **Council Performance report Q1 2026-2027** (Pages 45 - 160)

Purpose

To set out the financial and service performance, and the strategic risk register for Q1 2026/27

Accountable Member

Councillor Mike Evemy - Leader of the Council

Report Author

David Stanley - Deputy Chief Executive and Section 151 Officer

11. **Asset Management Strategy Update** (Pages 161 - 168)

Purpose

To provide the Overview & Scrutiny Committee with a report of the Cotswold District Council's Property & Assets Portfolio.

Accountable Member

Cllr Patrick Coleman - Cabinet Member for Property & Assets

Report Author
Alan Hope - Head of Strategic Housing, Property & Assets

12. **Updates from Gloucestershire County Council Scrutiny Committees**
Purpose
To receive any verbal updates on the work of external scrutiny bodies:

Gloucestershire Economy, Climate Change and Waste Scrutiny – Cllr Angus Jenkinson
Health Overview & Scrutiny Committee – Cllr Dilys Neill
Joint-Scrutiny Panel, LGR – Cllrs Gina Blomefield and Angus Jenkinson

13. **Work Plan and Forward Plan** (Pages 169 - 172)
For the Committee to note and review its work plan and to select Cabinet decisions for pre-decision scrutiny at future committee meetings.

COTSWOLD
District Council

Overview and Scrutiny Committee
29/June2026

Minutes of a meeting of Overview and Scrutiny Committee held on Monday, 29 June 2026

Members present:

Gina Blomefield (Chair), Angus Jenkinson (Vice Chair)
Claire Bloomer, Lisa Spivey, Jon Wareing
David Cunningham, Clare Turner, Ian Watson
Tony Slater, Michael Vann

Officers present:

Simon Harper, Head of Democratic Services and Elections
Angela Claridge, Director of Governance and Development (Monitoring Officer)
Julia Gibson, Democratic Services Officer
Tyler Jardine, Trainee Democratic Services Officer
Helen Martin, Director of Communities and Place
Jane Portman, Chief Executive Officer
David Stanley, Deputy Chief Executive and Chief Finance Officer
Geraldine LeCointe, Assistant Director - Planning Services
Harrison Bowley, Head of Planning Services
Gemma Moreing, Business Information, Performance & Improvement Manager
Stuart Rawlinson, Business Manager Resources, Data and Growth

Observers:

Councillor Patrick Coleman, Mike Evemy and Juliet Layton

OS.346 Apologies

There were no apologies received.

OS.347 Substitute Members

There were no substitute Members.

OS.348 Declarations of Interest

No declarations of interests were made.

OS.349 Minutes

The minutes of the meeting held on 1 June 2026 were amended to correct the spelling of Councillor Claire Bloomer's name and add Simon Harper to the attendance list. Councillor Ian Watson 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 minutes of the meeting held on 1 June 2026.

OS.350 Matters Arising from Minutes of the Previous Meeting

The Chair thanked officers for providing clear responses on matters arising, including work to encourage car-free travel to the Cotswolds despite transport challenges, and the Council's approach to weed control, noting that glyphosate was applied in line with WHO and EU guidance.

OS.351 Chair's Announcements

The Chair requested advance questions for the September UBICO report so detailed responses could be prepared.
The Chair explained that the O&S meeting on 3 August had the Local Plan as the only item on the agenda and members of the public were encouraged to attend. Any O&S member who was aware they would miss this meeting was requested to organise a substitute. The report papers would be published on 10 days ahead of the meeting. It was recommended that questions could be shared with the Chair and Democratic Services in advance so officers could prepare answers for the meeting.

Future performance reporting would combine service performance, financial performance and the strategic risk register reports into a single, more integrated report, providing a clearer corporate overview while reducing duplication.

OS.352 Public Questions

There were no public questions.

OS.353 Member Questions

There were no Member questions.

OS.354 Report back on recommendations

The Committee's views on Local Government Reorganisation had been considered by Cabinet, and recommendations on the waste service relating to Bring Banks and the collection of soft plastics were noted and actioned.

OS.355 Financial Performance Report - Q4 2025/26

The purpose of the report was to set out the full year budget monitoring position for the 2025/26 financial year.

The report was introduced by Councillor Patrick Coleman the Cabinet Member for Finance, and David Stanley, Chief Finance Officer who highlighted the following points:

- The outturn financial position was positive, increasing the surplus by £206,000 compared to Q3 to a total revenue surplus of £251,000.
- Key drivers included higher-than-expected car park income (with £165,000 earmarked for new ticket machines) and strong planning fee income (£710,000 above budget, with full provision set aside due to appeal risk).
- The Ubico contract, which ended the year £166,000 over budget, prompted further work on improved forecasting and cost mitigation.

In questioning and discussion, the following points were noted:

- The Ubico contract budget within the Medium-Term Financial Strategy had been set using inflation assumptions on fuel, pay awards and other costs, and would increase across future years accordingly.
- Work was ongoing with Ubico to improve monthly forecasting and monitoring of fuel usage and costs.
- Vacancy management required all posts to be approved before filling, with senior review of business cases, meaning only essential roles were recruited to while some vacancies were held or removed, generating budget savings and a positive financial variance. Resource allocation remains a political decision. Financial monitoring would identify whether the budget was underspent or overspent, with any available surplus requiring decision by the administration on whether and how it should be allocated in line with their priorities.
- Additional postage costs from the "LIFT" project were not fully covered by the original project budget, as it related to subsequent processing by the revenues and benefits team.
- Under the Ubico partnership arrangement, the Council retained financial risk for Ubico costs, with limited ability to apply financial penalties.
- Increased car parking income was due to both higher usage and sustained visitor numbers, with around a 20% rise in car park activity alongside changes in stay patterns.

- The Publica Phase 2 had been estimated to cost £300,000 for service transfer plus a similar amount for redundancy. The actual staffing costs following transfer in July 2025 were lower than expected.
- The £2m LGR reserve was acknowledged as a prudent financial measure to manage the costs of Local Government Reorganisation.
- The Council's risk register identified ongoing capacity issues within planning enforcement.
- Planning decisions were based solely on planning policy and not on financial considerations. Adequate resources would be provided to deliver key priorities, including the Local Plan, but only after reviewing whether service improvements or different ways of working could address pressures before committing additional funding.
- Electric vehicle charging points generated a surplus because the Council purchased electricity at a lower cost than it charged users, with minimal maintenance costs incurred to date.
- Occupancy data was available for individual car parks, including usage patterns, ticket sales and space availability.

Recommendations to Cabinet

1. Ubico Contract: To inform the Cabinet of concerns around the Ubico contract and support more rigorous monitoring and forecasting of costs following delayed notification of 2025-26 cost pressures.
2. LGR Reserve Fund: To commend the Council on putting aside reasonable funds into an LGR reserve for future costs relating to local government reorganisation.

OS.356 Service Performance Report - Q4 2025/26

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

The report was introduced by Councillor Mike Evemy, Leader of the Council and Gemma Moreing, Business Information, Performance & Improvement Manager.

In questioning and discussion, the following points were noted:

- Council tax collection rules were set nationally. If a Direct Debit was missed, the system currently treats this as a loss of the right to pay by instalments, triggering recovery action. Officers encouraged anyone to contact the council early, before formal recovery letters are issued. Government was consulting on changes to this process and has indicated plans to extend the time before enforcement action was triggered.

- The council did not use a single organisation-wide system for performance improvement; instead, different services use a mix of approaches, with business partnering and dashboards used to monitor performance and support decision-making. Local Government Reorganisation was expected to drive a more unified, service-user-focused approach to performance and improvement.
- Land charges' performance had been affected by staffing changes. The service also depended heavily on other internal teams providing timely responses, and this was contributing to ongoing performance issues.
- The rise in empty properties was recognised but not fully explained. Officers continued to work on incentives and engagement through the relevant teams to reduce the number.
- Empty properties were categorised by broad reasons (eg. probate or contact issues), but detailed reporting was restricted by data protection, with members suggesting a higher-level summary to improve transparency.

Recommendations to Cabinet

1. Processing time for Land Charges: To inform the Cabinet of concerns regarding extended processing times for land charges and the impact on residents and businesses buying and selling properties in the district.
2. Council Tax support applications: To commend officers on the improvement in processing time for council tax support applications.
3. Empty Homes: To express concern regarding the growing number of empty homes in the district and seek information from officers on the actions that the Council is taking to address this problem, recognising that the powers available to the Council are limited.

OS.357 Planning Enforcement Report

The purpose of the report was to provide an update on the performance, staffing, and capacity of the Planning Enforcement Team following the transition of planning services back into the Council in November 2024 and the subsequent PAS Peer Review.

The report was introduced by Councillor Juliet Layton, Cabinet Member for Housing and Planning, and Harrison Bowley, Head of Planning Services.

In questioning and discussion, the following points were noted:

- Members expressed concern about inconsistent enforcement case updates and staff turnover, with officers acknowledging current resource and system limitations but committed to improve and automate reporting so that members could see clearer, ongoing case progress whilst balancing legal constraints.
- A system for improved reporting to members was being developed and was expected to be in place within the lifetime of Cotswold District Council, with an aim of late summer to end of the year. It was being built alongside a new enforcement

plan and wider back-office improvements, though legacy data issues from older cases might delay full implementation.
- Listed buildings were treated as a top enforcement priority, with a target response time of around 48 hours and site visits to prevent irreversible harm.
- The enforcement team currently had six posts, but one senior enforcement officer position remained unfilled.
- No planning posts were included within the vacancy management savings with planning and enforcement roles being protected and funded.
- Enforcement work required specialist legal and procedural knowledge, so short-term redeployment was not straightforward.
- Cases were not left indefinitely but were triaged and either closed or reactivated depending on harm and priority. A structured backlog clearance strategy was in place with governance oversight, and cases were assessed against age, risk, and planning harm rather than being automatically dropped.
- Officers clarified the legal distinction between types of planning breaches: listed building and tree protection offences could be treated as criminal matters, while most other breaches only became enforceable after formal notices and non-compliance.
- The backlog consisted of a wide mix of cases, but the Council currently did not have reliable data to quantify it precisely by severity or type.
- A full breakdown into “minor” versus “significant” cases was not yet possible until the backlog has been systematically worked through and reclassified under the new triage and reporting process.
- Members suggested that Ward Members could help prioritise backlog cases by providing local context on severity, particularly for less complex or lower-level breaches, subject to confidentiality considerations.
- A resident-facing enforcement guide was proposed, alongside clearer communication for councillors to show where cases sit in the process and what timescales and likely outcomes to expect after reporting.
- Improvements were being explored to make public information more accessible digitally, reducing reliance on lengthy reports and improving clarity for both residents and councillors.

Councillor David Cunningham proposed submitting the following recommendations to Cabinet. Councillor Angus Jenkinson seconded the proposal. The Committee voted to accept the proposal.

<u>Recommendations to Cabinet</u>

1. To note that that there is a recognised long-standing issue relating to Planning Enforcement.
2. To welcome the steps currently being taken to employ the services of an individual with particular expertise in this field.
3. To note particular concerns relating to:

i) Communication with members, especially when they have submitted a suspected breach of planning – recognising that members are not decision makers but their community links and historic knowledge can be a valuable resource for Enforcement Officers.
ii) Lack of a system showing progress against current and backlog cases along with their classification.
iii) Clarity on responsibility for individual cases when one officer leaves and another is appointed.
iv) Communication with the public – making sure that published guidance is available to residents to provide them with clear information on how to notify the Council of suspected planning breaches and also give details of how this process is managed to enable a better understanding.

4. To request an update on progress against the Planning Advisory Service Peer Review action plan.
5. To request an action plan for the backlog clearance strategy, with a particular emphasis on those cases where real harm is being caused.
6. To request that the Cabinet take all reasonable steps to address the issues, including rethinking how the Council tackles planning enforcement and the resources allocated to it.

OS.358 Updates from Gloucestershire County Council Scrutiny Committees

Councillor Jenkinson confirmed that Members had received the report and recommendations of the Gloucestershire Economic Growth Scrutiny Committee.

OS.359 Work Plan and Forward Plan

The August meeting would focus solely on the Local Plan, with the Asset Management Strategy and Climate Emergency Update deferred to September.

The Meeting commenced at 4.00 pm and closed at 7.07 pm

<u>Chair</u>

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COTSWOLD
District Council

Minutes of a meeting of Overview and Scrutiny Committee held on Monday, 3 August 2026

Committee members present:

Gina Blomefield (Chair)	Angus Jenkinson (Vice-chair)	
Claire Bloomer	Clare Turner	Naomi Bloomer
David Cunningham	Michael Vann	Laura Hall-Wilson
Lisa Spivey	Jon Wareing	

Other members present:
Mike Evemy, Leader of the Council
Juliet Layton, Deputy Leader and Cabinet Member for Housing and Planning
Daryl Corps
David Fowles
Nikki Ind

Officers present:
Jane Portman, Chief Executive Officer
David Stanley, Deputy Chief Executive and Chief Finance Officer
Angela Claridge, Director of Governance and Development (Monitoring Officer)
Helen Martin, Director of Communities and Place
Geraldine LeCointe, Assistant Director-Planning
Andrew Maxted, Interim Head of Planning Policy and Infrastructure
Matt Abbott, Head of Communications
Simon Harper, Head of Democratic and Electoral Services
Julia Gibson, Democratic Services Officer
Tyler Jardine, Trainee Democratic Services Officer
Nickie Mackenzie-Daste, Senior Democratic Services Officer

OS.360 Apologies

Apologies were received from Councillor Tony Slater.

OS.361 Substitute Members

Councillor Laura Hall-Wilson substituted for Councillor Tony Slater.

OS.362 Declarations of Interest

Councillor Naomi Bloomer declared that they were a governor of one of the schools within the Corinium Education Trust.

OS.363 Chair's Announcements

The Chair outlined the arrangements for public participation, including the time limits for questions and the order in which speakers would be invited to come forward.

The Chair confirmed that the Committee's role was to review and make recommendations, rather than make decisions on the Local Plan proposals. She also advised attendees of the forthcoming public consultation events and future opportunities to address Cabinet and Council on the Local Plan.

Councillor Mike Evemy, Leader of the Council, provided context for the draft Local Plan explaining that changes to National Planning Policy had significantly increased the District's housing requirement, resulting in the Council no longer being able to demonstrate a five-year housing land supply. This had increased the risk of speculative development and reinforced the need to progress a new Local Plan. It was noted that the Government had confirmed that the Council was expected to plan for its housing target unless it could demonstrate otherwise through the examination process. The draft Local Plan had been developed following the Regulation 18 consultation and a subsequent call for sites.

OS.364 Public Questions

Question – Sustainable development
Cllr Richard Harrison from Fairford Town Council asked whether the draft Local Plan represented sustainable development, given the increased housing requirement and the absence of a wider strategic spatial strategy? Reference was made to requests to delay the Local Plan process to allow further work on housing distribution and infrastructure planning.
Answer
The Local Plan had been required to be consistent with National Planning Policy and meet the identified housing need unless there was robust evidence to justify an alternative approach. The proposed strategy directed development towards larger, more sustainable settlements, where infrastructure could be planned and delivered alongside growth. The phased housing trajectory would allow time for infrastructure provision and delaying submission of the Local Plan beyond the deadline would mean that the process would need to restart, leaving the District exposed to speculative development.

Overview and Scrutiny Committee
03/August2026
Questions – RAF Fairford and Down Ampney
Cllr David Eglise and Cllr Adam Crawford from Down Ampney Parish Council raised concerns regarding the proposed strategic allocation at Down Ampney. They questioned whether the site represented sustainable development given its proximity to RAF Fairford. Concerns were expressed about aircraft noise, public health, aviation safety, the absence of a military airfield noise assessment, Ministry of Defence safeguarding, infrastructure capacity and the impact on the character of the village. They asked whether progression of the site should be paused pending the completion of an airfield noise map?
Answer
The proposed scale of development would enable the delivery of supporting infrastructure, including a primary school and transport improvements, and was considered capable of delivering a more sustainable pattern of development. The Ministry of Defence had been consulted on the draft proposals and had not raised objections to the Down Ampney allocation.

Questions - Driffield
Charlie Tuke-Hastings and Andrew West raised concerns regarding the proposed strategic allocation at Driffield. They questioned the evidence supporting the site's classification as a principal settlement, the robustness of the assessment underpinning the allocation, the proportionality of the proposed scale of development, and the adequacy of the transport evidence. Concerns were also expressed about the proposed decision-making process following the consultation, with a request that the final Local Plan be referred back to Council before submission for examination.
Answer
It was advised that the proposed classification as a principal settlement reflected the level of facilities expected to be provided as part of the development, which would in time make it equivalent to a principal settlement. The Regulation 19 Local Plan represented the version the Council intended to submit for examination and that, under the statutory process, it could either proceed to submission or be withdrawn, rather than amended following consultation. The Plan contained limited flexibility in housing supply due to local constraints, removing the allocation would reduce that flexibility and increase the risk to the Plan. The transport evidence had been prepared in consultation with National Highways and that engagement with statutory consultees would continue throughout the Local Plan process.

The Leader added that the Council intended to submit the Regulation 19 Local Plan by the Government's deadline at the end of the 2026 calendar year. The Plan would then be subject to independent examination, during which representations would be considered by the Planning Inspector(s), before returning to Council for adoption. If adoption had not taken place before local government reorganisation, the decision would fall to the successor authority.

Questions - Mickleton

Overview and Scrutiny Committee
03/August2026
Councillor Kevin Fletcher from Mickleton Parish Council and Andy Crump from Mickleton Against Inappropriate Development (MAID)
raised concerns regarding the proposed strategic allocation at Mickleton. They questioned whether the necessary infrastructure would be delivered in advance of development. They noted the impact of the scale of growth on the sustainability and character of the village, and asked whether alternative highway arrangements had been considered to reduce traffic through the village? Concerns were expressed about the consultation process and questions were raised on whether the absence of a Regulation 18 consultation on the revised proposal could affect the soundness of the Local Plan?
Answer
There was no statutory requirement to undertake a Regulation 18 consultation on specific site allocations before progressing to Regulation 19. Delaying the Local Plan would prevent submission within the Government's timetable and leave the district exposed to speculative development. A Local Plan provided the strongest mechanism for securing infrastructure alongside development and the sustainability of the Mickleton allocation had been assessed in the context of its location, opportunities for new services and infrastructure, and proximity to larger settlements and employment.

Questions – Moreton-in-Marsh
Cllr Eileen Viviani from Moreton-in-Marsh Town Council and William Hathaway asked whether the scale of development at Moreton-in-Marsh was appropriate in the absence of a wider strategic spatial strategy for the future unitary authority? There were concerns regarding the proposed transport strategy, including the alignment and purpose of the proposed link road, and whether sufficient evidence demonstrated that the preferred route represented the safest and most deliverable option. They enquired what status the adopted Local Plan would have following local government reorganisation and whether it would remain binding on the successor unitary authority?
Answer
The proposed alignment of the link road shown in the draft Local Plan was indicative. Design work, including the precise alignment, would be undertaken at a later stage through the planning process. The illustrative masterplan could be refined as further evidence became available.

The Leader said that, if adopted before local government reorganisation, the Local Plan would be inherited by the successor unitary authority and used to determine planning applications within the former Cotswold District. If adoption had not taken place before reorganisation, responsibility for adopting the Plan would pass to the successor authority.

Question - Driffield
Lisa Collins from Driffield questioned the capacity of wastewater infrastructure, the potential impact on groundwater protection and flood risk, and the resilience of the

local road network. She asked whether appropriate assessments had been undertaken and requested that a Grampian condition be included to prevent occupation of new dwellings until sufficient wastewater treatment capacity had been confirmed?
Answer
Additional infrastructure improvements would be required alongside development could proceed. No strategic sites would be expected within the first five years of the Plan and that the policy wording was intended to ensure that development could not proceed unless supported by the necessary infrastructure. Officers agreed to review the policy wording to ensure this intention was clear.

Questions – Infrastructure Delivery Plan
Doug Crook from Ampney Crucis asked whether the Infrastructure Delivery Plan had been published and questioned whether the proposed stepped housing trajectory was likely to be accepted through the Local Plan examination process? He also requested that the supporting documentation be published in smaller, more accessible sections to improve usability.
Answer
The Infrastructure Delivery Plan formed part of the supporting evidence for the Local Plan and would be available alongside the consultation documents, with documents published separately by topic to improve accessibility. The proposed stepped housing trajectory was consistent with national planning policy and had been adopted by other authorities. It was considered an appropriate approach given the District's constraints and was intended to provide the best prospect of securing a sound Local Plan through examination.

Question - Driffield
Catherine Kilworth from Driffield questioned the evidence supporting the proposed Driffield allocation. She highlighted perceived inconsistencies between the site selection and transport assessments on the site's sustainability and accessibility. Concerns were also raised about the evidence relating to site promotion, land ownership and deliverability, with a request that the Council clarify the position and confirm the arrangements in place to support delivery of the site.
Answer
The transport assessment considered both the existing situation and the impact of the proposed mitigation measures, and that the conclusions should be read in that context. The information regarding the promotion and delivery of the Driffield site was not considered inconsistent, as strategic sites were not expected to come forward until later in the Plan period, allowing time for detailed planning, site promotion and infrastructure planning prior to development.

OS.365 Member Questions

Question – Employment land in Moreton-in-Marsh

Cllr Daryl Corps, District Councillor for Moreton-in-Marsh West and County Councillor for Moreton-in-Marsh, Stow-on-the-Wold and the Rissingtons, noted that the proposed location for employment land was not shown on the indicative masterplan.

He asked how the deliverability of the proposal could be assessed without this information and sought clarification on where the employment land would be located and when this would be confirmed?

Answer
References to a dedicated employment allocation were included in error and would be corrected before the consultation was published. Although no specific employment land was proposed, the development would include a range of mixed-use elements and supporting infrastructure that would generate employment opportunities.

Question – Spine road in Moreton-in-Marsh
Cllr Corps sought clarification on the proposed multi-modal spine road at Moreton-in-Marsh, including its estimated cost, the proposed funding arrangements and whether sufficient developer contributions would be available to deliver the required infrastructure. He enquired whether there was evidence that the proposed spine road would reduce existing traffic congestion, rather than just serving the proposed development?

Answer
Indicative cost estimates were set out in the evidence base and the proposal was considered deliverable, supported by viability evidence, developer contributions and the Infrastructure Delivery Plan. Detailed work would continue as the Local Plan progressed.

The evidence indicated the proposed spine road would provide some improvement to existing traffic conditions. However, a more significant reduction in congestion would require a more extensive link road, which could not be delivered through the current level of development. The safeguarded route would allow for future extension should additional development come forward.

OS.366 Local Plan

Councillor Juliet Layton, Deputy Leader and Cabinet Member for Housing and Planning Cabinet Member introduced the report, outlining the purpose of the Regulation 19 Local Plan, the proposed consultation and subsequent submission for independent examination. It was noted that the Plan would provide the policy framework for development to 2043 and reflected previous consultation and updated evidence. The importance of meeting the Government's submission timetable and the implications of national planning reforms and increased housing requirements were also highlighted.

Overview and Scrutiny Committee
03/August2026
Recommendations
That Cabinet submits the Cotswold Local Plan 2026 - 2043 (Regulation 19) to Council with the following recommendation:
That Council:

i. Agrees the Cotswold Local Plan 2026 – 2043 (Regulation 19) document is published for six weeks consultation from 24 August 2026 to 5 October 2026.
ii. Agrees that thereafter, the Cotswold Local Plan 2026 – 2043 (Regulation 19) document is submitted to Government for independent examination.
iii. Provides delegated authority for the Director of Communities and Place in consultation with the Portfolio Holder for Housing and Planning, to make any minor corrections prior to consultation, including for typographical and formatting purposes AND following the Regulation 19 consultation to prepare an 'Additional Modifications' Schedule for submission if required.
iv. Notes the technical supporting evidence in preparation for publication alongside the Cotswold Local Plan 2026 – 2043 for consultation.

Members asked a series of detailed questions relating to the content of the Plan, including the impact on individual settlements across the Cotswold District, provision of infrastructure, housing supply and Regulation 19 consultation process. These reflected concerns raised by local residents.

In addition, members identified a number of issues that were associated with the Plan but not related to its content –

- Concern regarding the housing target set by the Government
- Failure of Thames Water to provide resilient water supplies and sewage treatment capacity across the Cotswold District.
- Repeated difficulties encountered with housing management companies on new developments.

Responses were provided by the Leader of the Council, the Deputy Leader and Cabinet Member for Housing and Planning, the Head of Planning Policy and Infrastructure and Assistant Director–Planning Services.

Summary
Local Plan benefits

- Whilst progressing the Local Plan involved difficult choices, the absence of an up-to-date Plan would leave the District more vulnerable to speculative development and would reduce the Council's ability to secure infrastructure, affordable housing and other planning objectives. There was no evidence to suggest a future unitary authority would be required to plan for a lower level of housing, and an adopted Local Plan would provide the strongest framework for managing development and supporting infrastructure delivery.
- The Local Plan's design policies and proposed design code would seek to ensure high-quality, attractive developments that also took account of designing out

opportunities for antisocial behaviour through the development management process.

- Infrastructure providers, including health providers, preferred a plan-led approach, enabling them to plan service provision and infrastructure in advance and secure developer contributions to support future growth.
- The settlement hierarchy reflected National Planning Policy by directing development towards the larger, more sustainable settlements while limiting development in smaller settlements. This approach was consistent with that adopted by other local planning authorities and was considered appropriate for the Local Plan.
- The proposed level of housing supply included a modest level of headroom above the identified housing requirement to provide flexibility. This reduced the risk of the Local Plan being found unsound should any allocated sites prove undeliverable and assisted in maintaining a five-year housing land supply.

Regulation 19 consultation

- The Regulation 19 consultation would seek to maximise accessibility by using accessible venues, improving the presentation of consultation material and working with Town and Parish councils to reach those less able to engage online. Additional support, including translation, could be provided.
- Responses received from residents during the Regulation 19 consultation would be submitted to the Planning Inspector, who would determine how the representations would be considered during the independent examination, including the issues to be explored and the conduct of the examination process.
- The Regulation 19 Local Plan represented the version the Council intended to submit for examination. Following publication, only minor additional modifications could be made by the Council, with any substantive changes to the Plan being a matter for the Planning Inspector through the examination process and subsequent consultation. More substantive changes affecting the soundness of the Local Plan would be matters for the Planning Inspector to consider through the examination process.

Infrastructure

- Whilst the masterplan was indicative, the infrastructure requirements set out was not.
- The Local Plan could include a requirement for strategic sites to be supported by a multi-agency gateway agreement to provide greater certainty that infrastructure would be provided alongside development.
- Whilst delivery of some infrastructure relied on external organisations, development would be expected to demonstrate that the necessary infrastructure could be provided in order to comply with Local Plan policies.

Water supply, drainage and sewage capacity

- Concerns were raised regarding the capacity of wastewater infrastructure and the reliance on upgrades by water companies to support the proposed level of development. The potential use of Grampian conditions to ensure that development could not proceed or be occupied until the necessary wastewater infrastructure was in place was discussed.
- The Local Plan included policies to promote sustainable water management measures, including water efficiency and surface water management, which could help reduce pressure on existing drainage infrastructure.
- Sustainable drainage and the management of surface water would be considered through the design and planning application process. Specialist consultees, including drainage and highways experts, would help ensure that new development incorporated appropriate drainage infrastructure and minimised pressure on existing wastewater systems.

Section 106 and Community Infrastructure Levy (CIL)

- Strategic sites would be expected to secure infrastructure primarily through Section 106 agreements, supported by viability evidence, with the CIL charging schedule reviewed following adoption of the Local Plan. Legally binding triggers would specify the infrastructure to be delivered at defined stages of the development.
- Planning obligations could only be used to mitigate the impacts of new development and could not be used to address existing infrastructure deficiencies.

Impact of tourism – notably Bourton-on-the-Water and Bibury

- The Local Plan recognised tourism as a strategic issue and included policies to address visitor impacts. Whilst the Plan sought to secure infrastructure alongside new development, there were more limited opportunities through the planning system to address infrastructure pressures arising from existing visitor demand in areas without proposed development.

Affordable housing

- The provision of affordable housing, including in the north of the District, was important to enable people to remain within their local communities and retain access to employment, family support and local services. The proposed affordable housing policies, including the requirement for 40% affordable housing on qualifying sites, were intended to meet the identified need across the District. The Plan included smaller non-strategic allocations which could increase the proportion of smaller homes. This supported the delivery of affordable housing through neighbourhood plans and rural exception sites where a local need and suitable site could be demonstrated.

Religious facilities

- No specific need for additional religious facilities had been identified through the evidence gathered to date. Should a need be identified during the planning process, it could be considered as part of the detailed masterplan and provision of community facilities for the strategic sites.

Housing management companies

- Concerns were raised regarding the transparency and operation of housing management companies. These matters needed to be addressed through the planning application process rather than the Local Plan, although further guidance to developers on the establishment and governance of management companies could be considered.

Mickleton

- The proposed scale of development at Mickleton was considered capable of supporting a more sustainable pattern of development by improving access to employment, services and education. The location benefited from access to nearby employment centres and that planned education provision elsewhere in the District could reduce travel distances for future residents.

Moreton-in-Marsh

- The cumulative impacts of traffic had been assessed as part of the evidence base. It was advised that the proposed link road at Moreton-in-Marsh was expected to provide a net positive effect on traffic conditions, although wider transport issues and the delivery of bypasses were matters beyond the scope of the Local Plan.

Recommendations and comments to Cabinet

Recommendation 1 - Tourism
Strengthen policies where tourism causes exceptional infrastructure pressure on settlements.
Comment
Bourton-on-the-Water and Bibury were cited as examples, but there are likely to be other settlements in the District facing similar pressures.

Recommendation 2 - Infrastructure
Highlight the importance of providing the infrastructure indicated in the plan for the strategic sites in a timely way, often before development begins and, where necessary, using Grampian conditions.
Comment
Infrastructure includes transport, water supply, drainage, sewage treatment, sustainable water management, healthcare, education, employment and environmental improvements, and is a fundamental aspect of building new sustainable communities.

Recommendation 3 – Transport infrastructure
Look again at the transport infrastructure in particular locations in the District, notably Moreton-in-Marsh and Fairford.

Recommendation 4 – Accessibility
Ensure that the plan is accessible to all, including the provision of information to those who cannot access web-based documents and those who would struggle to attend public meetings and exhibitions.

Recommendation 5 – Communication
Ensure that communication to the public is clear on why the Plan is necessary and the risks associated with not having a Plan.

Recommendation 6 – Multi-agency gateway agreements
In light of the risks associated with the provision of infrastructure, examine the potential use of multi-agency gateway agreements which developers could be required to sign up to before development commences.

Recommendation 7 – Thames Water
Thames Water had failed to provide resilient water supplies and sewage treatment capacity across the Cotswold District and the Committee request that this continue to be highlighted to Government.

Comment
Concern that the national targets for new homes set by the Government were simply numbers based and did not reflect the real housing needs of local communities, including the types of homes required and their affordability.

Comment
The committee thanked Andrew Maxted and the Planning Policy Team for their efforts over recent months in preparing the Plan and its supporting documents.

Proposed by Cllr Lisa Spivey
Seconded by Cllr Jon Wareing

The meeting commenced at 4.00 pm and closed at 7.57 pm

Signed by Chair

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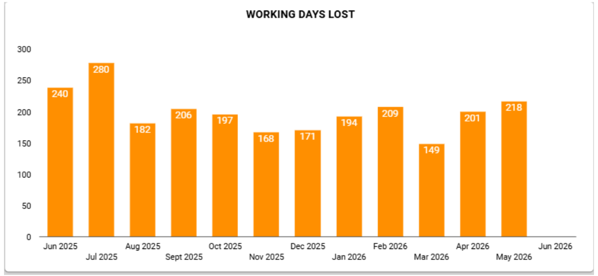
Actions arising from previous meetings of the Overview and Scrutiny Committee

Completed Actions				
Meeting date	**Agenda item**	**Action Owner**		**Update**
29 June 2026	Financial Performance Q4	Peta Johnson	Is there an update to the level of sickness within UBICO since the new rotas were introduced?	Initially yes there was a decline in absence following the rebalancing to the Friday 2 and Wednesday 1 rounds in October as seen below, however long-term absence has increased since which has impacted on the days lost. The following graph shows the days lost:  Since October, there have been 23 long term absences which totals 1445 days – some of these employees are still currently off and are being supported by Ubico to facilitate a return to work. These are a mixture of reasons, some are recovering from or awaiting surgery, others are undergoing investigations for underlying causes. Sickness is managed thoroughly- those with persistent absence will

				trigger various reviews where targets are set. If these aren't met and further absences persists or there is no feasible return to work date a case review is held with the potential to dismiss the employee. Since December 5 employees have been dismissed at Case Review.
	Financial Performance Q4	Joseph Walker	Crowdfund Cotswolds - how the fund gets transferred across or when or if there's a cut off for when the funding is going to be provided? How will Crowdfund Cotswolds going to be handled in future?	The current contract with Spacehive runs until 31st October 2027. This will enable to the Council to run a second round in 2026 and a spring round in 2027. At that point, the Council will need to determine whether that will be the final round, or whether there's any merit in a contract extension to cover the remaining lifetime of CDC, or indeed to provide a transition into a future unitary.
	Service Performance Q4	Kevin Lea	Fly tipping - there was an operation in March 26 where 42 vehicles were stopped. What was the outcome - was it a success, was it a failure, how many fines were imposed??	A total of 42 vehicles were stopped that morning before police officers were required to leave the operation due to an incident elsewhere in the district. The operation today was a great success, providing an important opportunity to engage with businesses transporting waste within our District. A number of advisory letters were issued to businesses, requesting that they obtain a valid waste carrier licence (authority to transport controlled waste). Failure to comply with this request may result in a £300 fixed penalty notice being issued. No fines were issued.

	Service Performance Q4	Mandy Fathers	Empty homes -To seek information from officers on the actions that the Council is taking to address this problem, recognising that the powers available to the Council are limited.	As at the end of May 2026 there was a total of 881 properties classified as LTE. This a decrease on the number since the beginning of 2026. Of these 340 falls into the following: Property for Sale or rent. Awaiting demolition. Undergoing major works, probate recently granted. There are also 186 properties classed as retirement homes. Some of these are private individuals who are doing their best to sell the property, but a large proportion are held by organisations/developers. 504 of the total number has been classed as LTE for 6 – 24 months and for many these are still transactional types of properties, and some may also fall into the undergoing major works category. Our LTE officer continues to communicate with those LTE property owners. Where properties are causing a demonstrable concern for locals are and not being maintained, other departments within the council are involved, such as colleagues in Planning Enforcement and/or Environmental Protection. Due to the costs involved in enforcing sales/management orders as well as the time and resource required to undertake such work, no enforcement such as this has taken place. Officers will continue to monitor the situation.

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To follow.				
	Service Performance Q4	Geraldine LeCointe	Planning appeals – what is the % percentage of appeals for CDC? What are the number of appeal losses?	
	Planning enforcemen t	Geraldine LeCointe	A request to receive an update on progress against the Planning Advisory Service Peer Review action plan. A request an action plan for the backlog clearance strategy, with a particular emphasis on those cases where real harm is being caused.	

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Proposed Cabinet response to recommendations from the Overview and Scrutiny Committee on Financial Performance Report Q4 2025-26

Recommendation arising from the Overview and Scrutiny Committee meeting held on 29.06.2026

Recommendation regarding Financial Performance Report Q4 2025-26:	Agree (Y / N)	Comment	Responsible Cabinet Member	Lead Officer
1. Ubico Contract: To inform the Cabinet of concerns around the Ubico contract and support more rigorous monitoring and forecasting of costs following delayed notification of 2025-26 cost pressures.	Y	Monthly forecasts are prepared by Ubico with quarterly forecasts underpinning the Council's Corporate Performance reporting. Officers have already had discussions with Ubico on financial performance expectations for 2026/27 and 2027/28 following the adverse outturn position.	Cllr Patrick Coleman	David Stanley/ Peta Johnson
2. LGR Reserve Fund: To commend the Council on putting aside reasonable funds into an LGR	Y	The Council has recognised the need to set aside adequate funds to support LGR Transition in	Cllr Patrick Coleman	David Stanley

reserve for future costs relating to local government reorganisation**.**		Gloucestershire. The funding split between Gloucestershire County Council and the 6 District Councils was agreed by Leaders in January 2026. The amount set aside by Cotswold District Council reflects this agreement.		

Proposed Cabinet response to recommendations from the Overview and Scrutiny Committee on the Service Performance Report Q4 2025-26

Recommendation regarding Service Performance report Q4 2025-26	Agree (Y / N)	Comment	Responsible Cabinet Member	Lead Officer
1.**Processing time for Land Charges** To inform the Cabinet of concerns regarding extended processing times for land charges and the impact on residents and businesses buying and selling properties in the district.	Y	Acknowledged.	Cllr Juliet Layton	Geraldine LeCointe/ Helen Martin

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2. Council Tax support applications To commend officers on the improvement in processing time for council tax support applications	Y	Thank you.	Cllr Patrick Coleman	Mandy Fathers
3. Empty Homes To express concern regarding the growing number of empty homes in the district and seek information from officers on the actions that the Council is taking to address this problem, recognising that the powers available to the Council are limited	Y	As at the end of May 2026 there was a total of 881 properties classified as LTE. This a decrease on the number since the beginning of 2026. Of these 340 falls into the following: Property for Sale or rent. Awaiting demolition. Undergoing major works, probate recently granted. There are also 186 properties classed as retirement homes. Some of these are private individuals who are doing their best to sell the property, but a large proportion are held by organisations/developers.	Cllr Patrick Coleman	Mandy Fathers

		504 of the total number has been classed as LTE for 6 – 24 months and for many these are still transactional types of properties, and some may also fall into the undergoing major works category. Our LTE officer continues to communicate with those LTE property owners. Where properties are causing a demonstrable concern for locals are and not being maintained, other departments within the council are involved, such as colleagues in Planning Enforcement and/or Environmental Protection. Due to the costs involved in enforcing sales/management orders as well as the time and resource required to		

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		undertake such work, no enforcement such as this has taken place. Officers will continue to monitor the situation.		

Proposed Cabinet response to recommendations from the Overview and Scrutiny Committee on Planning Enforcement report

Recommendation	Agree (Y / N)	Comment	Responsible Cabinet Member	Lead Officer
1. To note that that there is a recognised long-standing issue relating to Planning Enforcement.	Y	Acknowledged.	Cllr Juliet Layton	Harrison Bowley
2. To welcome the steps currently being taken to employ the services of an individual with particular expertise in this field.	Y	Acknowledged.	Cllr Juliet Layton	Harrison Bowley
3. To note particular concerns relating to:	Y	Acknowledged.	Cllr Juliet Layton	Harrison Bowley

i) Communication with members, especially when they have submitted a suspected breach of planning – recognising that members are not decision makers but their community links and historic knowledge can be a valuable resource for Enforcement Officers. ii) Lack of a system showing progress against current and backlog cases along with their classification. iii) Clarity on responsibility for individual cases when one officer leaves and another is appointed. iv) Communication with the public – making sure that published guidance is available to residents to provide them with clear information on how to notify the Council of suspected planning breaches and also give details of how this process is managed to enable a better understanding.				

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4. To request an update on progress against the Planning Advisory Service Peer Review action plan.	Y	An update on progress against the PAS Action Plan was already contained within paragraph 2.3 of the O&S report.	Cllr Juliet Layton	Harrison Bowley
5. To request an action plan for the backlog clearance strategy, with a particular emphasis on those cases where real harm is being caused.	Y	A backlog Clearance Strategy has already been produced and is referenced within the O&S report. The strategy is being implemented, however, has been constrained by resource challenges. It is proposed to provide quarterly updates to the Planning Committee on progress against the Strategies objectives.	Cllr Juliet Layton	Harrison Bowley
6. To request that the Cabinet takes all reasonable steps to address the issues, including rethinking how the Council tackles planning enforcement and the resources allocated to it.	Y	The Planning Service will be considering all available options to deliver service improvements including updating and modernising	Cllr Juliet Layton	Harrison Bowley

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		back-office systems, reviewing team capacity and engaging in relevant enforcement service and digital planning networks.		

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Proposed Cabinet response to recommendations and comments arising from the Overview and Scrutiny Committee held on 3 August 2026 relating to the Cotswold Local Plan

Recommendations and comments relating directly to the Local Plan	Response	Responsible Cabinet Member	Lead Officer
1 **Recommendation** Strengthen policies where tourism causes exceptional infrastructure pressure on settlements. **Comment** Bourton-on-the-Water and Bibury were cited as examples, but there are likely to be other settlements in the District facing similar pressures.	Please refer to appended response (1)	Cllr Juliet Layton, Deputy Leader and Cabinet Member for Housing & Planning	Andrew Maxted, Head of Planning Policy & Infrastructure
2 **Recommendation** Highlight the importance of providing the infrastructure indicated in the plan for the strategic sites in a timely way, often before development begins and, where	Please refer to appended response (2)	Cllr Juliet Layton, Deputy Leader and Cabinet Member for Housing & Planning	Andrew Maxted, Head of Planning Policy & Infrastructure

This form should be completed with the recommendation made at O&S and sent to the relevant officer for their response.
The completed sheet is then sent to Cabinet to agree a form of words.
The completed document with responses will be tabled at a meeting of Cabinet (or Council depending on which committee the recommendation was to)
During the meeting “unlock” the meeting agenda for edit, attach the document and then re-publish as a supplement – DO NOT repack.
In the subsequent minutes “Cabinet agreed the response to O&S” plus the hyperlink to the published document on the CDC public portal.

	necessary, using Grampian conditions. **Comment** Infrastructure includes transport, water supply, drainage, sewage treatment, sustainable water management, healthcare, education, employment and environmental improvements, and is a fundamental aspect of building new sustainable communities.			
3	**Recommendation** Look again at the transport infrastructure in particular locations in the District, notably Moreton-in-Marsh and Fairford.	This can be considered in parallel to the Reg 19 consultation and where necessary, could be referenced within the Statement of Common Ground process.	Cllr Juliet Layton, Deputy Leader and Cabinet Member for Housing & Planning	Andrew Maxted, Head of Planning Policy & Infrastructure
4	**Recommendation** Ensure that the plan is accessible to all, including the provision of information to those who cannot access web-based documents and those who would struggle to attend public meetings and exhibitions.	There will be four exhibitions through the consultation period. Venues for these have been selected on the basis of maximum accessibility and inclusion for people living in the relevant catchment areas. In addition, public meetings will be held in or close to the relevant locale for residents living in strategic site areas. In line with the Council's published Statement of Community Involvement, printed	Cllr Juliet Layton, Deputy Leader and Cabinet Member for Housing & Planning	Matt Abbott, Head of Communications

	copies of the consultation document will be made available offline; at council offices, in libraries and with town and parish councils. Information on the Local Plan is also going to be included in the next print newsletter, which is delivered to every household in the district. Given the volume of material associated with the Local Plan, we will also endeavour to present key information in the most digestible ways, online and offline.		
5 Recommendation Ensure that communication to the public is clear on why the Plan is necessary and the risks associated with not having a Plan.	Noted. There will be supporting material available to provide an overview of the need for the Local Plan, however this matter is covered within the Local Plan introduction. The Communications team is considering other content that it can share to further reinforce this messaging.	Cllr Juliet Layton, Deputy Leader and Cabinet Member for Housing & Planning	Matt Abbott, Head of Communications

Recommendations and comments associated with the Local Plan	Response	Responsible Cabinet Member	Lead Officer
6 **Recommendation** In light of the risks associated with the provision of infrastructure, examine the potential use of multi-agency gateway agreements which developers could be required to sign up to before development commences.	This falls outside the remit of the Local Plan and a Council policy around this will need to be developed separately.	Cllr Juliet Layton, Deputy Leader and Cabinet Member for Housing & Planning	Geraldine LeCointe, Assistant Director – Planning Services
7 **Recommendation** Thames Water has failed to provide resilient water supplies and sewage treatment capacity across the Cotswold District and the Committee request that this continue to be highlighted to Government.	Noted. Engagement with infrastructure providers will continue and Statements of Common Ground will be prepared both to support the consultation and to inform plan submission.	Cllr Juliet Layton, Deputy Leader and Cabinet Member for Housing & Planning	Geraldine LeCointe, Assistant Director – Planning Services
8 **Comment** Concern that the national targets for new homes set by the Government are simply numbers based and do not reflect the real housing needs of local communities, including the types of homes required and their affordability.	The Council has a legal duty to maintain an up-to-date Local Plan that must be consistent with national policy, guidance and legislation. Failure to meet the housing need in full could be expected to render the plan to be unsound. There is considerable evidence of affordability challenges in Cotswold and the draft plan seeks to meet the identified need for affordable housing in full.	Cllr Juliet Layton, Deputy Leader and Cabinet Member for Housing & Planning	Geraldine LeCointe, Assistant Director – Planning Services

9 **Comment** The committee thanked Andrew Maxted and the Planning Policy Team for their efforts over recent months in preparing the Plan and its supporting documents.		Cllr Juliet Layton, Deputy Leader and Cabinet Member for Housing & Planning	Geraldine LeCointe, Assistant Director – Planning Services

Recommendation 1: Strengthen policies where tourism causes exceptional infrastructure pressure on settlements.

Comment: Bourton-on-the-Water and Bibury were cited as examples, but there are likely to be other settlements in the District facing similar pressures.

Response: The are two main policies within the Plan that seek to manage the impacts from tourists, tourist attractions and tourist accommodation. Chapter 11 provides the policy framework for this type of development, and this is supplemented by other policies within the plan relating to transport, employment and the historic and natural environment, which all planning applications must comply with.

It is important to also highlight here that there is a Cotswold National Landscape Management Plan 2025-2030 which commits to sustainable tourism (Policy UE3: Sustainable Tourism) across the National Landscape and seeks to manage development priorities (Policy CE15: Development priorities and evidence of need) and manage Major development (Policy CE14: Major Development) in the National Landscape in line with national policy. Development proposals will also be required to demonstrate compliance with the management plan in the determination process.

In addition to the management plan, the Cotswold Tourism Destination Management Plan for Tourism Across the Cotswolds (2026) sets out the vision and key objectives for sustainable tourism across the National Landscape and the policies of the Local Plan have been prepared to contribute towards achieving the vision and objectives.

The main policies to manage tourists and tourist accommodation in the District are Core Policy 46: Development of Tourist Facilities and Visitor Attractions and Core Policy 47: Tourist and Visitor Accommodation**.**

Core Policy 46 seeks to manage new facilities and the expansion of existing facilities, to ensure that proposals clearly demonstrate how they will protect the natural environment, respect the qualities of the landscapes across Cotswold, contribute positively to the local economy and be accessed by sustainable modes of transport.

Core Policy 47 seeks to restrict new hotels, serviced accommodation and hostels to town and local centres, as well as restricting new holiday lets and self-catering accommodation to within the development boundaries of Main and Principal Settlements to protect settlements like Bibury from tourist accommodation.

The Gloucestershire Housing and Economic Needs Assessment and Cotswold Employment Land Review highlight the importance of tourism for the District as a sector of employment, at the Local Plan acknowledges the role that it plays in the Cotswold economy and seeks to manage the impacts from tourist related development.

There are limits to how the Local Plan can go beyond the approaches summarised here and care is necessary that changes are not made to the Plan that are not sufficiently informed by evidence and/ or engagement with relevant stakeholders. The approach does however provide a multilayer policy framework for managing tourism across the district and it is considered that this will be the most effective approach when taking into account the existing policies in place to manage tourism within Cotswold District.

Recommendation 2: Highlight the importance of providing the infrastructure indicated in the plan for the strategic sites in a timely way, often before development begins and, where necessary, using Grampian conditions.

Comment: Infrastructure includes transport, water supply, drainage, sewage treatment, sustainable water management, healthcare, education, employment and environmental improvements, and is a fundamental aspect of building new sustainable communities.

Response: The existing draft of the Local Plan does provide a strong and comprehensive framework for achieving the aim of the recommendation. The Council's Infrastructure Delivery Plan (IDP) sets out the future infrastructure requirements in line with local plan spatial strategy. The IDP is supported by an Infrastructure Delivery Schedule which is a live document with the most up-to-date information relating to infrastructure requirements, including costs and delivery timescales for each project.

In the Local Plan, each Area Strategy includes a Core Policy setting out the strategic services and infrastructure of which the delivery is essential to supporting sustainable growth. These are supported by the detailed policy requirements for any proposed allocations that are set out in the Site Development Frameworks (for strategic sites) and Site Development Templates (for non-strategic sites) which set out the infrastructure, and other, requirements the sites will need to provide in order to be policy compliant.

The importance of infrastructure delivery is woven through the Plan with several policies looking at specific elements such as: Core Policy 64: Water Management Infrastructure, Core Policy 70: Green and Blue Infrastructure, Core Policy 72: Social and Community Infrastructure and Core Policy 73: Telecommunications Infrastructure.

This is all underpinned by Core Policy 6: Infrastructure Delivery which explains the Council's 'infrastructure-led' ambition. This policy requires developers to demonstrate how infrastructure needs arising from their proposals can be addressed at the earliest reasonable stage, unless evidence shows that later delivery is more appropriate.

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Council name	**COTSWOLD DISTRICT COUNCIL**
Name and date of Committee	**OVERVIEW AND SCRUTINY COMMITTEE – 7 SEPTEMBER 2026**
Subject	**RES26009 CORPORATE PERFORMANCE REPORT – Q1 2026/27**
Wards affected	All
Accountable member	Councillor Mike Evemy, Leader of the Council Email: mike.evemy@cotswold.gov.uk Councillor Patrick Coleman, Cabinet Member for Finance Email: patrick.coleman@cotswold.gov.uk
Accountable officer	David Stanley, Deputy Chief Executive and Section 151 Officer Email: david.stanley@cotswold.gov.uk Jane Portman, Chief Executive Email: jane.portman@cotswold.gov.uk
Report author	David Stanley, Deputy Chief Executive and Section 151 Officer Email: david.stanley@cotswold.gov.uk
Summary/Purpose	To set out the financial and service performance, and the strategic risk register for Q1 2026/27
Annexes	Annex A – Financial Performance Annex B – Service Performance Annex C – Strategic Risk Register
Recommendation(s)	That Cabinet resolves to: 1. Review and notes the financial position set out in Annex A and Annex A-1 of this report. 2. Approve an increase of £27,000 to the Capital Programme for the installation of pool covers at Bourton on the Water and Chipping Campden Leisure Centres funded from the remaining balance of the Community Municipal Investment, as detailed in Section 4 of Annex A.

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	3. Approve the additional transfers to earmarked reserves, (transfer any year-end Planning Fee income (over and above the budgeted level) to the Planning Appeals earmarked reserve, transfer any year end investment income over and above the budgeted level to the Treasury Management earmarked reserve, transfer any remaining year-end surplus to the Capacity Building earmarked reserve). 4. That authority is delegated to the Strategic Head of Housing, Property and Assets, Deputy Chief Executive and Section 151 Officer in consultation with the Cabinet Member for Finance to progress to disposal, as set out in paragraph 4.12 of Annex A-1 5. Note overall progress on the Council priorities and service performance for Q1 2026-27 (April – June 2026), as set out in Annex B. 6. Reviews the Strategic Risk Register and mitigation measures, as set out in Annex C.
Corporate priorities	All
Key Decision	NO
Exempt	NO
Consultees/ Consultation	N/A

1. EXECUTIVE SUMMARY

1.1 This report sets provides summary commentary on the Council's Corporate Performance covering Financial Performance, Service Performance, and the Strategic Risk Register.

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. BACKGROUND

2.1 The Government notified the councils in Gloucestershire of its decision to establish a single unitary council for Gloucestershire, with effect from 01 April 2028. Although residents will continue to receive services as normal during the transition period, the decision marks the start of a significant implementation programme requiring substantial officer time and resources to support service integration, governance, workforce and financial planning, and organisational change. The financial and capacity implications of LGR will continue to be monitored closely through the Council's budget monitoring process.

3. COMBINED SUMMARY

3.1 Overall, the Council has delivered a positive performance in the first quarter of 2026/27, with service delivery remaining strong, the financial position forecasting a favourable year-end surplus, and strategic risks being actively managed. However, a number of interconnected pressures remain, particularly around Local Government Reorganisation (LGR), workforce capacity, Local Plan delivery, Land Charges performance and the financial sustainability of key services.

3.2 From a financial perspective, the Council is forecasting an underspend of £0.122m at year end, supported by strong income performance across several key revenue streams. Planning fee income, car park income, EV charging income, treasury management returns and business rates collection have all exceeded expectations in the first quarter, providing resilience against pressures elsewhere. Net expenditure at Q1 was £3.945m against a profiled budget of £4.327m, demonstrating sound budgetary control.

3.3 The strongest financial performance is closely linked to strong operational delivery. Development Management has benefited from high planning application activity, generating significant additional fee income while simultaneously achieving excellent determination times for major and other planning applications. Business Rates collection exceeded target, benefits processing times remained significantly better than target, customer satisfaction levels were high, and waste collection services maintained low levels of missed bins. Affordable housing delivery also exceeded target, with leisure participation continuing to grow.

3.4 Performance against the Council's Corporate Plan also remains strong, with 42 actions on target, two completed and only one currently off target. Significant progress was made on strategic priorities including the Local Plan, climate action, affordable housing delivery, fleet replacement, digital transformation and community programmes. The completion of the Electric Vehicle Charge Point programme and continued progress on housing and community initiatives demonstrate delivery against long-term corporate objectives.

3.5 Despite this positive picture, several areas require focused management attention. Financially, the most notable pressure is the forecast £0.171m overspend on the Ubico contract, driven by fleet-related vehicle hire costs, fuel prices and agency staffing requirements. Recruitment and retention challenges, particularly within planning services, are contributing to a forecast staffing variance and remain a key risk to sustaining service performance over the medium term. Income shortfalls are also forecast within investment properties, Council offices and Land Charges.

3.6 These operational challenges are reflected in the Council's strategic risk profile. The highest-rated risks remain Local Plan delivery, Cyber Security, Health and Safety Compliance, and Civil Contingency/Major Events, all retaining red risk ratings. Although the risk score for Financial Sustainability has reduced, financial resilience remains a significant consideration given the demands of LGR, future funding uncertainty and the need to maintain sufficient organisational capacity. Several workforce-related risks, including recruitment, retention and staff capacity, continue to be assessed as amber risks and are directly linked to service pressures and the ability to deliver the Corporate Plan.

3.7 The clearest example of the connection between financial, service and risk performance is Land Charges. Performance has deteriorated significantly against target, with only 39.7% of searches completed within ten days and average turnaround times increasing. This has coincided with reduced application volumes and an emerging income shortfall. The service has responded with a strategic recovery plan focused on process redesign, customer access, operational efficiency and future financial sustainability.

3.8 Looking ahead, the Council's overall position remains positive, but success will depend on maintaining delivery momentum while managing the organisational impact of Local Government Reorganisation. Continued strong income performance, delivery of the Corporate Plan, implementation of workforce initiatives and targeted recovery actions in underperforming services will be critical to sustaining both financial resilience and service outcomes during a period of significant change.

4. FINANCIAL PERFORMANCE

4.1 The Quarter 1 monitoring report presents an encouraging financial position for 2026/27, with the Council forecasting a net revenue underspend of £0.294 million by year end. This favourable position provides an opportunity to strengthen financial resilience and support preparation for Local Government Reorganisation (LGR) ahead of the creation of a single Gloucestershire unitary authority on 01 April 2028.

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Revenue Budget	2026/27 Latest Net Budget (£'000)	2026/27 Outturn Forecast (£'000)	2026/27 Outturn Variance (£'000)
D01: Governance	3,352	3,327	(25)
D02: Resources	3,327	3,041	(287)
D03: Communities and Place	11,745	11,846	101
D04: Chief Executive	922	953	31
Subtotal Services	**19,346**	**19,167**	**(179)**
Less: Reversal of accounting adjustments	(2,164)	(2,164)	0
Revised Subtotal Services	**17,182**	**17,003**	**(179)**
Corporate Income & Expenditure	1,274	1,442	169
Subtotal Non-Service Expenditure	**18,456**	**18,446**	**(10)**
Net Budget Requirement	**18,456**	**18,446**	**(10)**
Less: Funding from Earmarked Reserves	(1,245)	(1,357)	(112)
Net Revenue Budget to be financed	**17,211**	**17,089**	**(122)**
Funded by:			
Council Tax	(7,420)	(7,420)	0
Retained Business Rates	(1,433)	(1,433)	0
Revenue Support Grant (RSG)	(5,818)	(5,818)	0
Government Funding - Grants	(1,558)	(1,558)	0
Extended Producer Responsibility (EPR)	(1,721)	(1,721)	0
Collection Fund (surplus) / Deficit	740	740	0
TOTAL Funding	**(17,211)**	**(17,211)**	**0**
Budget shortfall/(surplus)	**0**	**(122)**	**(122)**

4.2 **Key revenue message/variations:** The Council's Q1 assessment indicates a forecast underspend of £0.122 million, despite several budget pressures. Positive variances are being driven primarily by strong income performance in a number of services:

- **Development Management fees** are forecast to exceed budget by £0.200 million, reflecting a high volume of major planning applications. Five major applications were determined in Q1 all within agreed timescales. 85% of minor and 90% of other applications were determined within agreed timescales
- **Car parking income** continues to outperform expectations, with a forecast net favourable variance of approximately £0.300 million. 314,277 tickets sold across the district. Average season tickets for quarter 17,170 and average permits at 58. A total of 1699 PCNs were issued in Q1.

- **Licensing income**, particularly taxi licensing, is expected to exceed budget by £0.030 million.
- **Building Control performance** remains strong, with income forecast to be around £0.050 million above budget. Market share averaged 74% over the quarter with 162 applications processed. Of the 5 responses to the satisfaction survey, 3 were completely satisfied and all suggestions for improvement are being considered.
- **Electric Vehicle Charging Point (EVCP) income** is forecast to exceed budget by £0.030 million. The project to expand the network of EVCP has concluded and all units are operational.
- **Treasury Management** performance and loan interest income are also contributing positively to the overall position.

4.3 These favourable variances are partially offset by several pressures:

- A forecast **£0.147 million adverse vacancy factor/staffing variance**, primarily resulting from agency costs and recruitment challenges.
- **Reduced rental income** from the Council's commercial property portfolio and Trinity Road offices, creating a combined adverse variance of approximately £0.067 million.
- Ongoing pressures within the **Ubico environmental services contract**, with an estimated overspend of £0.171 million, driven by fleet costs, fuel prices and agency staffing requirements. However, this pressure can currently be accommodated within existing contingency budgets if necessary.

4.4 **Key capital message/variations**: The approved capital programme totals £11.354 million, with expenditure of £0.547 million incurred by 30 June 2026. The year-end capital forecast shows an overall underspend of £0.381 million. Key forecast variances include:

- Delays to the **Bromford Joint Venture** scheme due to drainage issues, resulting in a forecast underspend of £0.220 million.
- Deferral of expenditure on the **Planning Document and Scanning Solution**, creating a further £0.200 million underspend.
- An overspend of £0.040 million on **Waste and Recycling receptacles** due to housing growth and increased replacement demand.

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4.5 Cabinet are asked to approve an increase the capital programme by £27,000 to install pool covers at Bourton-on-the-Water and Chipping Campden leisure centres, funded from the remaining Community Municipal Investment balance.

5. SERVICE PERFORMANCE

5.1 **Overall performance in Q1 2026/27 was positive**, with strong delivery across most services and continued progress against the Council's Corporate Plan priorities. Of the 45 Corporate Plan actions monitored during the quarter, 42 were on target, two had been completed and one was off target, with corrective action in place.

5.2 **Significant progress was made on key strategic priorities**. The Staff Retention Strategy was approved by Cabinet, the draft Local Plan was published, and digital transformation programmes continued to advance. The Electric Vehicle Charge Point programme was completed, climate change initiatives progressed, and major fleet procurement for waste and recycling services moved forward. Affordable housing partnerships continued to develop, homelessness prevention work remained largely on track, and community engagement initiatives successfully reached a wide range of residents.

5.3 **Financial and operational performance was particularly strong.** Business Rates collection exceeded target, while Council Tax collection was only marginally below expectations. Planning income significantly outperformed budget, reflecting strong development activity and demand for planning services.

5.4 **Customer-facing services continued to deliver excellent outcomes.** Benefits processing times substantially exceeded targets, telephone customer satisfaction reached 97%, and 94% of Freedom of Information requests were answered within statutory timescales. Regulatory services maintained full compliance, achieving 100% completion of both high-risk food inspections and one-day risk assessments.

5.5 **Planning performance remained a key strength.** All major planning applications were determined within agreed timescales, significantly exceeding target, while other applications also surpassed performance expectations. Appeal outcomes remained favourable, indicating robust decision making. Minor application performance was slightly below the new local target but remained within the second quartile of national benchmarking.

5.6 Positive outcomes were also achieved in housing, waste and leisure services. Twenty-seven affordable homes were delivered against a target of 25. Residual household waste levels remained below target, missed bin rates were better than expected, and leisure participation continued to grow, with both memberships and visitor numbers exceeding quarterly targets. Long-term empty properties reduced to 878, including 375 vacant for more than two years.

5.7 A small number of indicators require improvement. Recycling performance reached 57% against a target of 61%, although this was broadly consistent with the previous year. Housing Benefit overpayment levels were above the local target but remained below the national threshold, with improvement expected during the next quarter.

5.8 The most significant performance concern remains Land Charges, where only 39.67% of official searches were completed within ten days against a 90% target. Average turnaround time was 13 days. A comprehensive recovery plan has been implemented, focusing on revised processes, triage arrangements and service redesign, with improvements planned over the coming months. Building Control customer satisfaction was also below target at 76%; however, this result was based on a very small survey sample.

6. STRATEGIC RISK REGISTER

6.1 Robust and mature process in place to review strategic risks (CLT, EMT) with reporting through to Audit & Governance Committee and Cabinet four times a year.

6.2 Q1-Q2 review of risks undertaken (June-August) with revised risk definitions and assessment of further mitigation.

Likelihood		Impact 1	Impact 2	Impact 3	Impact 4	Impact 5
	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		Impact				

6.3 Overall position is summarised as below

- 1 risk scored 16 (Red) – Local Plan (No Change)
- 3 risks scored 15 (Red) – Cyber Security, Health and Safety Compliance, Civil Contingency/Major Event (No Change).
- 7 risks scored 9 (Amber) – Financial Sustainability (reduction in risk score from 12), Contractor Failure, Compliance GDPR/Data breach, Staff recruitment and retention, Service Standards (LGR impact), Staff capacity (LGR workload), Fraud & Corruption.
- 3 risks scored 6 (Amber) – Corporate Plan Delivery (reduction in score of 3), Resilience – Democracy (reduction in score of 3), Procurement (no change).
- 1 risk was de-escalated – PCI/DSS compliance

7. CONCLUSIONS

7.1 Overall, the Council has delivered a positive performance in the first quarter of 2026/27, with service delivery remaining strong, the financial position forecasting a favourable year-end surplus, and strategic risks being actively managed.

8. FINANCIAL IMPLICATIONS

8.1 The detailed financial implications arising from the Quarterly Performance reporting are set out in Annexes A, A-1, A-2 and A-3.

9. LEGAL IMPLICATIONS

9.1 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

10. RISK ASSESSMENT

10.1 As set out in each report

11. EQUALITIES IMPACT

11.1 None

12. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

12.1 None

13. BACKGROUND PAPERS

13.1 None

(END)

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CORPORATE PERFORMANCE REPORT 2026/27 Q1 – ANNEX A

COTSWOLD
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1. EXECUTIVE SUMMARY

1.1 This report sets out the outturn forecast for the financial year informed by Q1 budget monitoring. Overview and Scrutiny Committee considered this report at their meeting on 07 September 2026.

1.2 Based on Q1 budget monitoring and an assessment of risks and uncertainties, the outturn forecast is a positive variation of £0.122m. This provides an opportunity to strengthen the Council's financial sustainability over the MTFS period and supports its transition towards Local Government Reorganisation (LGR) from 1 April 2028.

Table ES1 – Revenue Budget Outturn Forecast (Q1)

Revenue Budget	2026/27 Latest Net Budget (£'000)	2026/27 Profiled Budget to Q1 (£'000)	2026/27 Actuals to Q1 (£'000)	2026/27 Outturn Forecast (£'000)	2026/27 Outturn Variance (£'000)
D01: Governance	3,352	1,319	1,690	3,327	(25)
D02: Resources	3,327	1,517	809	3,041	(287)
D03: Communities and Place	11,745	(230)	5,147	11,846	101
D04: Chief Executive	922	379	428	953	31
Subtotal Services	**19,346**	**2,986**	**8,074**	**19,167**	**(179)**
Less: Reversal of accounting adjustments	(2,164)	0	0	(2,164)	0
Revised Subtotal Services	**17,182**	**2,986**	**8,074**	**17,003**	**(179)**
Corporate Income & Expenditure	1,274	0	0	1,442	169
Subtotal Non-Service Expenditure	**18,456**	**2,986**	**8,074**	**18,446**	**(10)**
Net Budget Requirement	**18,456**	**2,986**	**8,074**	**18,446**	**(10)**
Less: Funding from Earmarked Reserves	(1,245)	0	0	(1,357)	(112)
Net Revenue Budget to be financed	**17,211**	**2,986**	**8,074**	**17,089**	**(122)**
Funded by:					
Council Tax	(7,420)	0	0	(7,420)	0
Retained Business Rates	(1,433)	0	0	(1,433)	0
Revenue Support Grant (RSG)	(5,818)	0	0	(5,818)	0
Government Funding - Grants	(1,558)	0	0	(1,558)	0
Extended Producer Responsibility (EPR)	(1,721)	0	0	(1,721)	0
Collection Fund (surplus) / Deficit	740	0	0	740	0
TOTAL Funding	**(17,211)**	**0**	**0**	**(17,211)**	**0**
Budget shortfall/(surplus)	**0**	**2,986**	**8,074**	**(122)**	**(122)**

1.3 As set out in paragraph 1.2 and Table ES1, the initial outturn forecast for the year is favourable with a surplus likely at the end of the financial year.

1.4 The revenue budget is likely to be under pressure over the next two years as the Council supports the Local Government Reorganisation (LGR) transition plan whilst ensuring services to residents continue to be delivered as normal. There will be a demand on key staff to support the assessment of final proposal and plan for a new unitary structure in Gloucestershire. Following the Government's decision in July for a single unitary authority in Gloucestershire, implementation activity is expected to accelerate, placing further demands on key staff and corporate resources.

1.5 Additional capacity will be needed to support the 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 the Capacity Building earmarked reserves at year end, subject to the final outturn position.

1.6 The material forecast variations are listed below with further details in Annex A-1 of this report.

D01: Governance

- Democratic Services – LGPS Employer Pension Contributions. Opt-in requests have been lower than budgeted (provision was made for all members) resulting in forecast underspend of £49k.

D02 Resources

- Commercial Property rental income and vacant property costs (£49k net adverse variation)
- Car Parks net income from car park fees, fines and permit above budget (£370k), EVCP income (£30k)

D03: Communities and Place

- Development Management, net overspend on salary costs (agency staff costs higher than vacant post budget savings) offset by £200k additional planning fee income (£119k net additional income)

- Planning & Infrastructure – net overspend on salary costs (agency staff costs higher than vacant post budget savings) and an underachievement of vacancy factor (£177k net overspend).
- CIL (£65k net underspend)
- Climate Change (£45k net underspend
- Waste & Recycling (Ubico) (£171k overspend)
- Forecast income variations – underachievement: Land Charges (£23k)

D04: Chief Executive

- Chief Executive's Officer – underachievement of vacancy factor (£31k overspend)

D05: Non-Service Expenditure, Funding

- Treasury Management and interest receivable performance (£83k positive variation).

1.7 The 2026/27 pay award was agreed on 24 September 2026. Although the National Employers' offer of 3.3% had initially been rejected by the recognised trade unions, the pay award offer of 3.3% has been accepted. A 3% assumption was included in the 2026/27 budget and MTFS. Chief officers pay awards were confirmed in June 2026 at 3.3%. The settlement at this level is broadly in line with the assumptions included within the budget and MTFS.

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

Table ES3 – Capital Programme Outturn Forecast

Capital Programme	2026/27 OB (£'000)	Slippage From 2025/26 (£'000)	2026/27 Schemes approved in year (£'000)	2025/26 LAB (£'000)	2025/26 Actuals to Q1 (£'000)	2026/27 Outturn (£'000)	2026/27 Outturn Variance (£'000)
Leisure & Communities	1,451	6	27	1,484	0	1,484	0
Strategic Housing	1,839	237	0	2,076	459	1,856	(220)
Environment	6,349	353	0	6,702	54	6,741	39
ICT, Change and Customer Services	350	0	0	350	0	150	(200)
UK Rural Prosperity Fund	0	8	0	8	8	8	0
UK Shared Prosperity Fund Projects	0	34	0	34	26	34	0
Assets and Property	500	200	0	700	0	700	0
TOTAL Capital Programme	**10,489**	**838**	**27**	**11,354**	**547**	**10,973**	**(381)**

1.9 The capital programme is a forecast underspend of £0.381m. Further details are provided in Section 4 of this report.

1.10 This report includes a recommendation for members to approve an increase of £27,000 to the Capital Programme for the installation of pool covers at Bourton on the Water and Chipping Campden Leisure Centres, to be funded from the remaining balance of the Community Municipal Investment. Further detail included in **Annex A-2.**

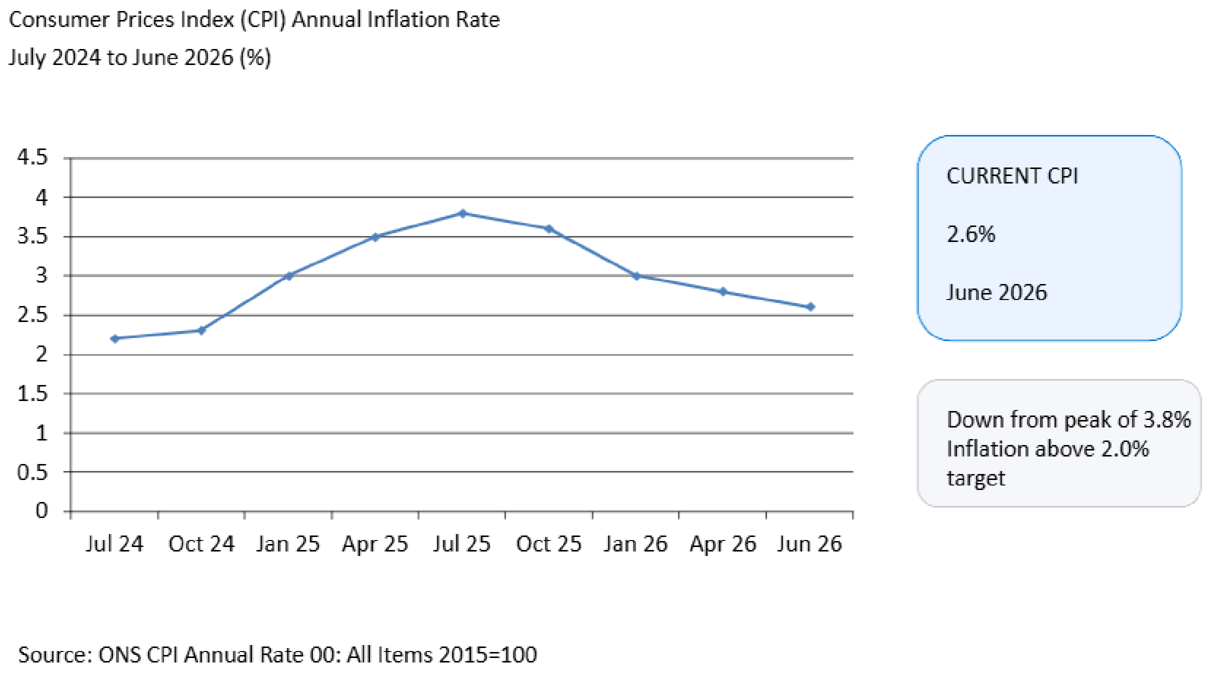
1.11 Financial Performance reports will be presented to members at the January 2027 and March 2027 Cabinet meeting with the outturn position likely to be finalised for the July 2027 Cabinet meeting.

2. EXTERNAL ECONOMIC ENVIRONMENT

Inflationary Pressures

2.1 The level of inflation, as measured by the Consumer Prices Index, for June 2026 fell to 2.6% (from 2.8% in May 2026). Although it is not the Government's preferred measure of inflation, the Retail Prices Index is 4.3%, unchanged from May 2026. Core inflation (as defined by the Office for National Statistics as the CPI Rate excluding energy, food, alcohol, and tobacco) fell to 2.6%, unchanged from May 2026. Inflation data for July is due for release on 19 August 2026.

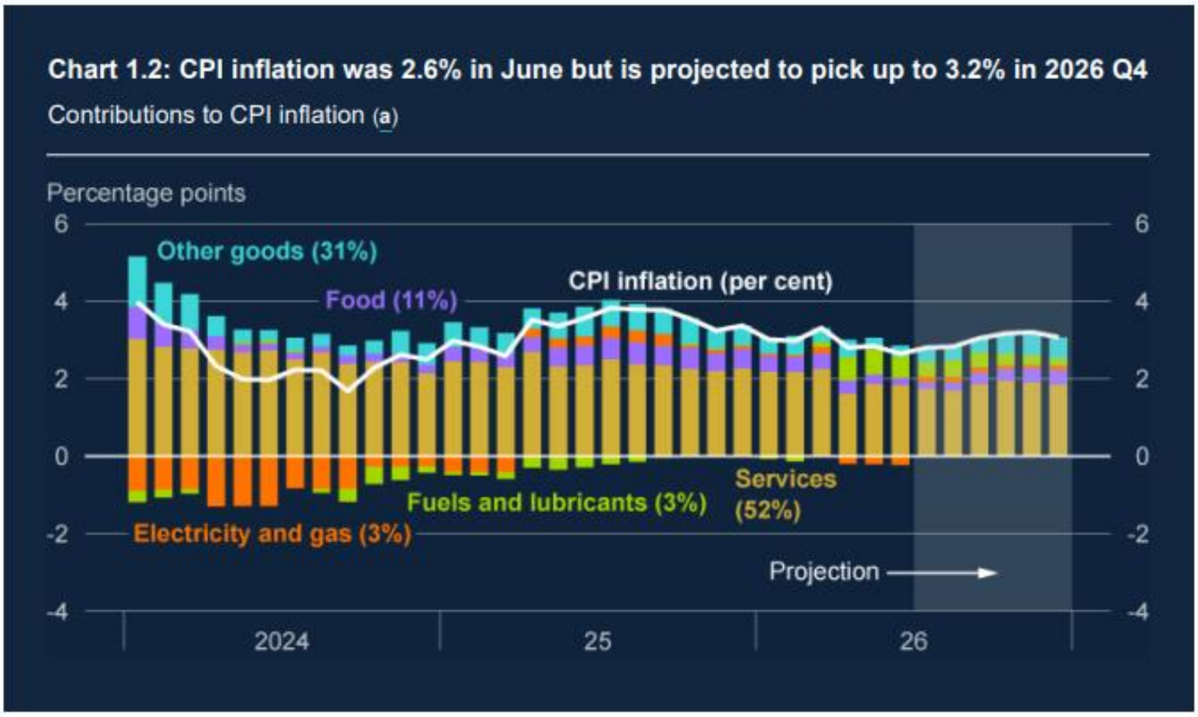
Graph A – CPI Inflation



2.2 Whilst the inflation outlook has improved significantly from the peaks experienced in recent years, continued volatility in global energy markets, labour costs and wider geopolitical factors means that inflationary risks remain. The Council will therefore continue to monitor economic conditions closely given the potential impact on pay awards, contract inflation and service delivery costs.

2.3 The Bank of England's Monetary Policy Committee (MPC) considers that underlying inflationary pressures continue to moderate, supported by a loosening labour market and weaker economic growth. However, the MPC expects CPI inflation to rise temporarily during the second half of 2026, primarily reflecting the pass-through of higher energy prices. While the medium-term outlook remains consistent with inflation returning sustainably towards the 2% target, the Bank continues to highlight upside risks arising from energy market volatility and wider geopolitical developments.

Graph B – Bank of England Chart - Inflation *Source: Bank of England, Monetary Policy Report, July 2026, Chart 1.2.*

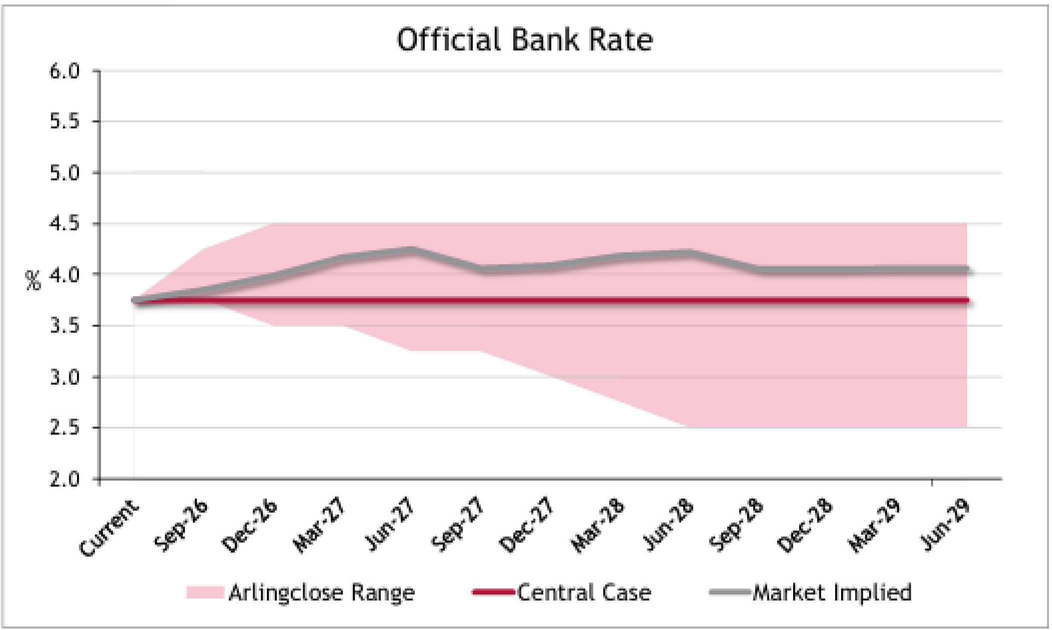


Interest Rates

2.4 Bank Rate has remained at 3.75% since December 2025, with the MPC maintaining a cautious approach in response to ongoing inflation risks. Although underlying inflation has moderated, the Bank expects a temporary increase in inflation over the remainder of 2026 and has therefore retained a restrictive monetary policy stance. This suggests that interest rates are likely to remain elevated relative to historic norms in the near term, continuing to affect borrowing costs for both households and organisations.

2.5 The council's treasury management advisors central forecast is that Bank Rate will remain at 3.75% in the near term. However, the outlook remains highly uncertain and is dependent on developments in the Middle East, particularly whether the Strait of Hormuz remains open and the extent of any disruption to global energy infrastructure. These factors could significantly influence inflationary pressures and the future path of interest rates.

Graph C – Interest Rate Forecast (July 2026)



3. 2026/27 REVENUE BUDGET FORECAST

3.1 The Revenue Budget was approved by Council at their meeting on 23 February 2026. No adjustments made during the financial year to date.

Table 1 – Revenue Budget reconciliation

Budget Item	(£'000)
Original Budget (Council, 23 February 2026)	17,211
Adj:	
Adj:	
Adj:	
Adj:	
Latest Budget	**17,211**

3.2 As of 30 June 2026 (Q1) the Council's net expenditure (excluding Funding and Parish Precepts) was £2.053m against the profiled budget of £2.992m.

3.3 The outturn forecast for 2026/27 is an underspend of £0.122m. **Annex A-1** provides members with detailed analysis of the revenue budget outturn forecast, material variations, and an analysis of cross-cutting service financial performance on vacancy management and income streams.

Table 2 – Revenue Budget Outturn Forecast Summary

Revenue Budget	2026/27 Latest Net Budget (£'000)	2026/27 Profiled Budget to Q1 (£'000)	2026/27 Actuals to Q1 (£'000)	2026/27 Outturn Forecast (£'000)	2026/27 Outturn Variance (£'000)
D01: Governance	3,352	966	907	3,327	(25)
D02: Resources	3,327	705	339	3,041	(287)
D03: Communities and Place	11,745	1,301	954	11,846	101
D04: Chief Executive	922	268	282	953	31
Subtotal Services	**19,346**	**3,240**	**2,482**	**19,167**	**(179)**
Less: Reversal of accounting adjustments	(2,164)	0	0	(2,164)	0
Revised Subtotal Services	**17,182**	**3,240**	**2,482**	**17,003**	**(179)**
Corporate Income & Expenditure	1,274	(248)	(429)	1,442	169
Subtotal Non-Service Expenditure	**18,456**	**2,992**	**2,053**	**18,446**	**(10)**
Net Budget Requirement	**18,456**	**2,992**	**2,053**	**18,446**	**(10)**
Less: Funding from Earmarked Reserves	(1,245)	0	0	(1,357)	(112)
Net Revenue Budget to be financed	**17,211**	**2,992**	**2,053**	**17,089**	**(122)**
Funded by:					
Council Tax	(7,420)	0	0	(7,420)	0
Retained Business Rates	(1,433)	4,949	5,345	(1,433)	0
Revenue Support Grant (RSG)	(5,818)	(1,571)	(1,571)	(5,818)	0
Government Funding - Grants	(1,558)	0	0	(1,558)	0
Extended Producer Responsibility (EPR)	(1,721)	(461)	(461)	(1,721)	0
Collection Fund (surplus) / Deficit	740	0	0	740	0
TOTAL Funding	**(17,211)**	**2,917**	**3,313**	**(17,211)**	**0**
Budget shortfall/(surplus)	**0**	**5,909**	**5,366**	**(122)**	**(122)**

CORPORATE PERFORMANCE REPORT 2026/27 Q1 – ANNEX A

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4. CAPITAL PROGRAMME

4.1 Council approved the Capital Programme for 2026/27 at their meeting on 23 February 2026. The Capital Programme has been updated to reflect adjustments as set out in Table 3 below and was approved by Cabinet in July 2026.

4.2 The capital programme for 2026/27 is £11.354m with a total net spend at £0.547m as at 30 June 2026.

Table 3 – Capital Programme budget reconciliation

Capital Programme Reconciliation	2026/27 (£'000)
Original Budget (Council, 23 February 2026)	10,489
Slippage from 2025/26	838
Proposed change (Cabinet, September 2026)	27
	11,354

Table 4 – Capital Programme Outturn Forecast

Capital Programme	2026/27 OB (£'000)	Slippage From 2025/26 (£'000)	2026/27 Schemes approved in year (£'000)	2025/26 LAB (£'000)	2025/26 Actuals to Q1 (£'000)	2026/27 Outturn (£'000)	2026/27 Outturn Variance (£'000)
Leisure & Communities	1,451	6	27	1,484	0	1,484	0
Strategic Housing	1,839	237	0	2,076	459	1,856	(220)
Environment	6,349	353	0	6,702	54	6,741	39
ICT, Change and Customer Services	350	0	0	350	0	150	(200)
UK Rural Prosperity Fund	0	8	0	8	8	8	0
UK Shared Prosperity Fund Projects	0	34	0	34	26	34	0
Assets and Property	500	200	0	700	0	700	0
TOTAL Capital Programme	**10,489**	**838**	**27**	**11,354**	**547**	**10,973**	**(381)**

4.3 The outturn forecast for the current year is an underspend of £0.381m. **Annex A-2** sets out the detailed forecast outturn with commentary from budget holders and is summarised in the table above.

4.4 Private Sector Housing Renewal (Disabled Facilities Grant) - The estimated expenditure for this year is £1.7m, this exceeds the funding currently available. The situation is being monitored closely. S151 Officers from across the district are aware, and in discussions with Gloucestershire County Council, as lead of the pooled arrangement for DFG, on how to manage the expected demands of the fund across the county council.

4.5 Purchase Orders have been raised and placed for new kerbside sort vehicles as part of the £6m Ubico fleet replacement programme, with a total value of £3.281m. The tender process for the electric recycling vehicle has not yet commenced, pending progress on the installation of EV charging infrastructure. The tender for the compact sweeper has also not yet commenced while operational trials are being completed and evaluated. The profiled expenditure for 2026/27 and 2027/28 will be reviewed as part of the 2027/28 budget-setting process.

4.6 The significant variations forecast on the Capital Programme are:

- **Bromford Joint Venture - (£0.220m)** 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.
- **Waste and Recycling Receptacles -** The rolling budget for the purchase of waste and recycling receptacles is forecast to overspend by £0.040m in 2026/27 (£0.046m 2025/26). This pressure reflects continued growth in the number of properties and an increase in replacement container requests. The unit pricing for all containers has also increased significantly in recent years, and this will need to be reflected in the budget in 2027/28. Benchmarking undertaken as part of a waste review identified that replacement rates are in line with the ranges set by the Waste and Resources Action Programme (WRAP). The overspend for 2026/27 will be funded from capital receipts.
- **Planning Document and Scanning Solution -** 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 is anticipated in 2026/27, with the £0.200m budget provision expected to be required in a later year.

4.7 A recommendation included in the covering report includes a request for members to approve an increase of £27,000 to the Capital Programme for the installation of pool covers at Bourton on the Water and Chipping Campden Leisure Centres, to be funded from the remaining balance of the Community Municipal Investment. This would result in a total capital budget for 2026/27 of £11.354m as detailed in table 7 and 8 above. Further detail included in **Annex A-2.**

4.8 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

4.9 There have been no disposals of assets during the first quarter of the financial year.

4.10 As members will be aware, Cabinet agreed at their meeting in June 2026 to actively market the out-of-district investment properties for disposal. Initial interest was received on Eign Gate, Hereford with officers progressing the disposal. It is likely that the disposal terms of sale will be finalised in early September.

4.11 In accordance with the Council's constitution, Cabinet are required to "Agree a property acquisition or disposal (other than following CPO) where the value is over £250,000 and up to £1,000,000." The Net Book Value (NBV) of the property as reported to Cabinet in June 2026 was £320,000. Offers were received in excess of the NBV but significantly below the threshold set out in the constitution where a Council decision is required to dispose (value exceeding £1,000,000).

4.12 Given the nature of the transaction and that contracts could be exchanged mid-September, it is recommended that authority is delegated to the Strategic Head of Housing, Property and Assets, Deputy Chief Executive and Section 151 Officer in consultation with the Cabinet Member for Finance to progress to disposal.

4.13 In terms of financial implications, a disposal would generate a net capital receipt that can be utilised as part of the financing of the capital programme. The Medium-Term Financial Strategy (February 2026) included a provision from 2027/28 for a reduction in commercial property income of £100,000. The disposal of the Hereford property would reduce the Council's commercial property income by £36,000 per annum.

Table 5 – Capital Financing Forecast

Capital Financing Statement	2026/27 OB (£'000)	Slippage From 2025/26 (£'000)	2026/27 Schemes approved in-year (£'000)	2026/27 LAB (£'000)	2026/27 Actuals to Q1 (£'000)	2026/27 Variance to Q1 (£'000)	2026/27 Forecast Outturn (£'000)	2026/27 Forecast Outturn Variance (£'000)
Capital receipts	4,308	564	0	4,872	54	(4,818)	4,437	(381)
Capital Grants and Contributions	2,640	209	0	2,849	493	(2,356)	2,356	0
Earmarked Reserves	1,829	0	0	1,829	0	(1,829)	1,829	0
Revenue Contribution to Capital Outlay (RCCO)	1,712	0	0	1,712	0	(1,712)	1,712	0
Community Municipal Investments (CMI)	0	65	27	92	0	(92)	92	0
Prudential Borrowing	0	0	0	0	0	0	0	0
	10,489	**838**	**27**	**11,354**	**547**	**(10,807)**	**10,426**	**(381)**

4.14 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.

5. NON-TREASURY MANAGEMENT SUMMARY

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

Prudential Indicators

5.2 The detailed Non-Treasury Management prudential indicators are included in **Annex A-3** with the commentary below providing members with a high-level summary.

5.3 Whilst there is no underlying need to borrow with the Capital Programme financed through internal resources and external grants and contributions, any additional capital expenditure proposed during the year will need to consider the availability and cost of capital financing. The mid-year Treasury Management report to Audit and Governance Committee will set out the wider impact on the Capital Financing Requirement.

6. LOCAL GOVERNMENT REORGANISATION

6.1 Council approved the 2026/27 Revenue Budget, Capital Programme and Medium Term Financial Strategy report at their meeting on 23 February 2026. The report included the recommendation that £2m is set aside in a new earmarked reserve Council Priority: LGR Transition through the releasing of £2m of the balance currently held in the Financial Resilience Reserve. This would provide the Council's share of funding towards the LGR Transition Programme.

6.2 As indicated in the February report, contributions into the programme costs (£21.285m 1UA proposal) were agreed on the following basis:

- 55% of the fund to be provided by Gloucestershire County Council (£11.707m)
- 45% of the fund to be provided by the six Gloucestershire district councils, each contributing an equal amount (£1.596m per district).

6.3 The Government confirmed the support for the single unitary authority proposal for Gloucestershire in their letter to Leaders and Chief Executives in July 2026.

6.4 Following the decision and taking into account the £0.900m funding from MHCLG, the profile of contributions has been reviewed and agreed by LGR Portfolio Board and the LGR Member Steering Group. An initial contribution equivalent to 25% of the currently agreed 2026/27 contribution (50% of the total £21.285m) for the financial year was proposed. This results in revised contributions of £1.464m from Gloucestershire County Council, £0.200m from the district councils. It was also agreed that due to the Exceptional Financial Support circumstances at Gloucester City Council, their contribution has been deferred until Q4 2027/28.

6.5 The remaining contributions would be subject to a future Portfolio Board decision following development of the implementation plan and budget.

6.6 Gloucestershire County Council, as the accountable body, are finalising the recharging process so that the 50% share of Programme Lead costs can be invoiced by councils and reimbursed from the LGR Transition Programme budget.

6.7 As per the most recent budget monitoring report on the LGR Transition budget to Member Steering Group,

7. RISKS AND UNCERTAINTIES

7.1 The report outlines several risks and uncertainties around the wider economic environment.

7.2 Development Management fee income has continued the trend from 2025/26 with a significant increase in applications and fee income. There remains a risk that a proportion of the planning applications received may result in planning decision appeals (given the more speculative applications lodged ahead of the Council's updated Local Plan being adopted in 2027). Therefore, it is prudent to set aside potential additional income against planning appeals costs. This will be reviewed during the financial year, with consideration also given to the financing of additional capacity and local plan costs.

7.3 Income may not continue to hold up as strongly in areas such as planning and car parking as it has done during quarter 1, which could have an adverse impact on the forecast outturn position.

7.4 Private Sector Housing Renewal (Disabled Facilities Grant) - The estimated expenditure for this year is £1.7m and exceeds the funding currently available. The situation is being monitored closely.

7.5 Vacancy management may improve the financial position through staff turnover and delayed recruitment. However, given the LGR context, difficulties in filling vacant posts could lead to increased reliance on agency staff and higher associated costs

7.6 Ongoing inflationary pressures remain a risk to the Council's revenue budget, particularly in relation to employee pay awards, energy costs, contracted services, insurance premiums and other operational expenditure. Whilst provision has been made within the MTFS for anticipated inflationary increases, there remains a risk that actual cost increases exceed budget assumptions. The Council will continue to monitor inflation trends and budget performance closely, taking corrective action where necessary to mitigate any adverse impact on the Council's financial sustainability.

8. CONCLUSIONS

8.1 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.

8.2 Officers will continue to challenge and support Ubico with the expectation that the service should be delivered within the contract sum and the forecast overspend should be mitigated through compensating management action across the wider contract.

8.3 The Council's revenue budget is likely to face additional pressures during 2026/27 and 2027/28 as preparations for Local Government Reorganisation (LGR) progress, while ensuring that services to residents continue to be delivered as normal.

8.4 This monitoring report presents an update on the Council's financial position. As the report sets out, an underspend of £0.122m is forecast for the financial year which will result in a transfer to the Capacity Building Reserve at year end in order to fund capacity in preparation for LGR.

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1. 2026/27 REVENUE BUDGET FORECAST

1.1 The Revenue Budget was approved by Council at their meeting on 23 February 2026. No adjustments made during the financial year to date.

Table 1 – Revenue Budget reconciliation

Budget Item	(£'000)
Original Budget (Council, 23 February 2026)	17,211
Adj:	
Adj:	
Adj:	
Adj:	
Latest Budget	**17,211**

1.2 As of 30 June 2026 (Q1) the Council's net expenditure (excluding Funding and Parish Precepts) was £2.053m against the profiled budget of £2.992m.

1.3 The outturn forecast for 2026/27 is an underspend of £0.122m – this assumes that the contingency budget is not applied to the £0.171m forecast overspend on the Ubico contract sum. For the purposes of this report, it is assumed that the contingency budget (£0.256m) remains available to support the Council throughout the financial year and utilised to mitigate any budget overspends at this stage.

1.4 Table 2 provides members with an overview of the material outturn variations forecast across services. Table 3 provides additional detail on the non-service revenue expenditure and income budgets.

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Table 2 – Revenue Budget Outturn Forecast Summary

Revenue Budget	2026/27 Latest Net Budget (£'000)	2026/27 Profiled Budget to Q1 (£'000)	2026/27 Actuals to Q1 (£'000)	2026/27 Outturn Forecast (£'000)	2026/27 Outturn Variance (£'000)
D01: Governance	3,352	966	907	3,327	(25)
D02: Resources	3,327	705	339	3,041	(287)
D03: Communities and Place	11,745	1,301	954	11,846	101
D04: Chief Executive	922	268	282	953	31
Subtotal Services	**19,346**	**3,240**	**2,482**	**19,167**	**(179)**
Less: Reversal of accounting adjustments	(2,164)	0	0	(2,164)	0
Revised Subtotal Services	**17,182**	**3,240**	**2,482**	**17,003**	**(179)**
Corporate Income & Expenditure	1,274	(248)	(429)	1,442	169
Subtotal Non-Service Expenditure	**18,456**	**2,992**	**2,053**	**18,446**	**(10)**
Net Budget Requirement	**18,456**	**2,992**	**2,053**	**18,446**	**(10)**
Less: Funding from Earmarked Reserves	(1,245)	0	0	(1,357)	(112)
Net Revenue Budget to be financed	**17,211**	**2,992**	**2,053**	**17,089**	**(122)**
Funded by:					
Council Tax	(7,420)	0	0	(7,420)	0
Retained Business Rates	(1,433)	4,949	5,345	(1,433)	0
Revenue Support Grant (RSG)	(5,818)	(1,571)	(1,571)	(5,818)	0
Government Funding - Grants	(1,558)	0	0	(1,558)	0
Extended Producer Responsibility (EPR)	(1,721)	(461)	(461)	(1,721)	0
Collection Fund (surplus) / Deficit	740	0	0	740	0
TOTAL Funding	**(17,211)**	**2,917**	**3,313**	**(17,211)**	**0**
Budget shortfall/(surplus)	**0**	**5,909**	**5,366**	**(122)**	**(122)**

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Table 3 – Corporate Income and Expenditure

Revenue Budget	2026/27 Latest Net Budget (£'000)	2026/27 Outturn Forecast (£'000)	2026/27 Outturn Variance (£'000)
FIE010 Interest Payable and Similar Charges	3	3	0
FIE030 Interest and Investment Income	(1,157)	(1,240)	(83)
Minimum Revenue Provision	32	32	0
Savings and Contingency	256	225	(31)
Parish Precepts	5,598	5,598	0
Capital expenditure funded from revenue	1,547	1,547	0
Budgeted Transfers to reserves	593	593	0
Proposed Transfers to reserves	0	283	283
	6,871	**7,040**	**169**

1.5 As set out in paragraph 1.3 and Table ES1, the initial outturn forecast for the year is favourable with a surplus likely at the end of the financial year.

1.6 The Council must ensure it can address the financial challenges arising from Local Government Reorganisation ("LGR") over the MTFS-period. The revenue budget is likely to be under pressure over the next two years as the Council supports the Local Government Reorganisation (LGR) transition plan whilst ensuring services to residents continue to be delivered as normal. There will be a demand on key staff to support the assessment of final proposal and plan for a new unitary structure in Gloucestershire. Following the Government's decision in July for a single unitary authority in Gloucestershire, implementation activity is expected to accelerate, placing further demands on key staff and corporate resources.

1.7 Additional capacity will be needed to support the 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 the Capacity Building earmarked reserves at year end, subject to the final outturn position.

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

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

Key Variations

1.9 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. The Council's revenue budgets have been summarised according to the organisational structure using a multi-level hierarchy. This ensures that financial reporting reflects each Director's and Head of Service's area of responsibility.

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Table 4 – Significant Variations (Q1)

Revenue Budget	2026/27 Latest Net Budget (£'000)	2026/27 Outturn Forecast (£'000)	2026/27 Outturn Variance (£'000)
D01: Governance			
D0121: Democratic Services	788	739	(49)
Other Governance Services			24
Subtotal D01: Governance			**(25)**
D02: Resources			
D0212: Investment Property	(493)	(444)	49
D0224: Council Offices - Property R&M	355	397	42
D0281: Car Parks - xxxx	(2,176)	(2,577)	(401)
Other Resources Services			24
Subtotal D02: Resources			**(287)**
D03: Communities and Place			
D0312: Planning Services (DM)	203	84	(119)
D0313: Planning & Infrastructure	541	719	177
D0314: Natural, Built & Historic Environment	695	727	31
D0315: CIL	0	(65)	(65)
D0321: Climate Change	118	73	(45)
D0341: Waste & Recycling Services (Ubico)	6,765	6,931	166
D0353: Land Charges etc	(113)	(84)	29
Other Communities and Place Services			(74)
Subtotal D03: Communities and Place			**101**
D04: Chief Executive			
D0411: Chief Executive's Office	698	730	31
Other Chief Executive Services			0
Subtotal D04: Chief Executive			**31**
Subtotal Services			**(179)**
Less: Reversal of accounting adjustments			0
Revised Subtotal Services			**(179)**

D01: GOVERNANCE

D0121: Democratic Services – (£49k) net underspend

1.10 **LGPS Employer Pension Contributions (Members)** – The 2026/07 budget included provision for increased costs arising from eligible elected members being able to join the Local Government Pension Fund (LGPS). Eligibility commenced on 11 May 2026, with membership being voluntary and requiring members to opt into the scheme. Take up has been lower than originally anticipated and, as a result a full year underspend of £0.042m is currently forecast.

D02: RESOURCES

<u>D0212: Investment Property - £49k net income shortfall</u>

1.11 **Investment Properties** - The Council is not expected to achieve the budgeted level of commercial rental income from its portfolio due to continued economic pressures within the retail and office sectors, which are impacting rental values and occupancy levels. A forecast income shortfall of £0.035m is anticipated, primarily arising from void periods at Abberley House (£0.022m) following the end of a tenancy. The vacant accommodation is not expected to be re-let until essential roof repairs have been completed later in the financial year.

<u>D0224: Council Offices – Property R&M - £42k net overspend/income shortfall</u>

1.12 Rental income from the tenanted areas of Trinity Road Offices is currently below the budgeted target of £0.083m for 2026/27 and is forecast to achieve £0.050m, resulting in an anticipated shortfall of £0.033m. Officers continue to monitor performance closely through updates provided by Watermoor Point's live data dashboard, which provides information on occupancy levels and enquiry activity, alongside more formal quarterly performance review meetings. Current occupancy levels are 50% of office units and 51% of available desks, with efforts continuing to increase take-up and improve income generation during the remainder of the financial year.

<u>D0281: Car Parks – (£400k) income surplus</u>

1.13 Income from the Council's Car Parks has performed positively in the first quarter of 2026/27 exceeding budget by £0.760m (net of transactional fees). Assuming current performance continues net income is expected to exceed budget by £0.300m for the full financial year.

1.14 Income performance for both parking permits and Penalty Charge Notices (PCNs) is currently ahead of budget at Quarter 1. Based on current activity levels and income trends, permit income is forecast to exceed budget by £0.010m over the full financial year, whilst PCN income is forecast to be £0.058m above budget. The position will continue to be monitored throughout the year, recognising that income levels remain dependent on parking demand, enforcement activity and compliance rates.

1.15 **EVCP income** has continued to perform strongly, generating net income of £0.012m in Quarter 1 and is forecast to result in an overachievement of £0.030m for the 2026/27 financial year.

D03: COMMUNITIES AND PLACE

D0312: Planning Services (DM) – (£119k) net underspend/income surplus

1.16 Q1 Development Management income is exceeding budget, with planning fee income of £0.356m received against a budget of £0.231m, generating a favourable variance of £0.125m. This comprises fees from 6 major (11 in Q1 2025/26), 92 minor (82 in Q1 2025/26) and 305 (236 in Q1 2025/26) other planning applications. In addition, £0.054m of pre application fee income has been received from 106 enquiries (129 in Q1 2025/26), against a budget of £0.049m. Based on current activity levels and income trends Development Management fee income is forecast to exceed the annual budget by £0.200m for the full financial year.

1.17 During Q1 2026/27, the Local Planning Authority (LPA) has continued to experience higher than anticipated levels of planning activity, particularly in relation to major housing developments. This has resulted in planning application fee income continuing to exceed budget forecasts. As in 2025/26, this overachievement has primarily arisen from speculative housing proposals and other significant development schemes being brought forward for consideration.

1.18 The service also continues to receive a large number of pre-application enquiries relating to potential future developments. In addition, work on the emerging Local Plan is expected to encourage the early submission of applications relating to potential site allocations, with a number of schemes currently at pre-application stage anticipated to progress to full applications.

1.19 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.

1.20 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.

D0313: Planning & Infrastructure - £177k net overspend

1.21 The net forecast staff overspend reflects higher-than-budgeted staffing costs resulting from agency staff expenditure and the underachievement of the vacancy factor target.

1.22 The Council has spent £0.078m on the Local Plan in Q1 2026/27, including staff, consultancy and IT licence costs with a further £0.3m of commitments. This will be fully funded from the Local Plan reserve and will therefore have no impact on the Council's forecast outturn position.

D0314: Natural, Built & Historic Environment - £31k net overspend

1.23 Overspend due to interim staff costs and vacancy factor not achieved.

D0315: Community Infrastructure (CIL) Levy – (£65k) net underspend

1.24 Budget that provides administrative support to the CIL process to be utilised to fund Planning and Infrastructure staff overspend (DO313)

D0321: Climate Change- (£45k) net underspend

1.25 Salary underspend net of vacancy factor. An element of this underspend may be utilised to support the wider Climate Change work across the Council. The forecast will be updated in subsequent reports to reflect any utilisation of this budget.

D0341: Waste & Recycling Services (Ubico) - £166k net overspend

1.26 The Council's Environmental (grounds maintenance, street cleaning, domestic waste collection, recycling collections etc) are provided by Ubico Ltd. The contract with Ubico for 2026/27 of £9.173m is forecast to cost £9.344m – an adverse variation of £0.171m This is predominantly due to:

- Vehicle hire costs (£0.094m) due to age of fleet on Refuse, Reycling and Street Cleaning.
- Fuel costs (£0.030m) – Diesel price remains above budgeted assumption of £1.20 p/l (excl VAT) this is offset by an underspend in use following a detailed review of historic data which has enabled excess volume in the budget to be removed by 44,000L. Net overspend forecast of £0.030m.
- Employment costs (£0.027m) – Staffing costs are above budget due to increased agency expenditure arising from employee sickness and increased requirement for additional loaders due to light duties for return-to-work needs. Agency spending is expected to add an extra £0.106m in forecast costs over the full year. This is offset by savings because of vacancies within Street Cleaning, producing a net saving of £0.058m

1.27 Officers will continue to challenge and support Ubico with the expectation that the service should be delivered within the contract sum and the forecast overspend should be mitigated through compensating management action across the wider contract. Table 5 provides members with an overview of the financial performance of the Ubico Contract.

1.28 Should the forecast Ubico contract overspend of £.0171m continue, it could be offset from the wider contract contingency budget of £0.178m that has been set aside within the Council's approved budget for 2026/27. This would leave a remaining contingency balance of £0.007m, although efforts will be made to reduce the forecast overspend before any contingency is required.

Table 5 – Ubico Contract

Waste, Recycling, Street Cleaning and Grounds Maintenance Services	Ubico Contract Costs OB (£'000)	Ubico Contract Costs CS (£'000)	2026/27 Outturn Forecast (£'000)	2026/27 Outturn Variance (£'000)
Car Parks GM [CTW668]	65,839	65,839	66,447	608
CCM001 Cemetery/Churchyards GM [CTW688]	182,498	182,498	184,184	1,686
RYC002 Garden Waste Collection [CTW634]	1,323,443	1,323,443	1,356,139	32,696
WST001 Household Waste [CTW611]	1,864,805	1,864,805	1,960,230	95,425
RYC001 Recycling [CTW633]	3,488,214	3,488,214	3,539,554	51,340
RYC003 Refuse/Recycling/Food Waste [CTW635]	755,464	755,464	787,018	31,554
STC001 Street Cleaning [CTW666]	1,476,189	1,476,189	1,434,182	(42,007)
Trinity Road Offices GM [CTW668]	16,737	16,737	16,891	154
	9,173,188	**9,173,188**	**9,344,645**	**171,458**

1.29 Garden Waste fee income has exceeded the budgeted income target. Income totalled £1.607m at the end of July 2026, £0.019m above the budget of £1.588m. Whilst income was £0.011m below the profiled budget at Quarter 1, the sale of additional licences during July resulted in the budget being exceeded.

D0353: Land Charges - £29k Income Shortfall

1.30 **Land Charges** income at Quarter 1 is currently £0.010m below budget, reflecting a reduction in application volumes. During the quarter, 407 applications were received, compared with 446 applications in Quarter 1 of 2025/26, representing a 9% year-on-year decrease. Performance has also been impacted, with average turnaround times increasing from 5.25 days in Quarter 1 of 2025/26 to 12.78 days in Quarter 1 of 2026/27, against a target of 10 days.

1.31 Land Charges performance has been volatile in recent years, with a combination of resource-intensive processes, product complexity and staffing challenges contributing to the current position. In response, the service has developed a strategic recovery plan focused on four key areas: improving customer access routes into the service; enhancing triage and processing arrangements; reviewing products and service delivery; and assessing fees and charges. The recovery plan will focus on developing and testing new ways of working over the summer, with implementation and refinement scheduled for the autumn, with the aim of improving both service performance and financial sustainability.

D04: CHIEF EXECUTIVE

D0411: Chief Executive's Office – £31k net overspend

1.32 Vacancy Factor not met.

CROSS-CUTTING ANALYSIS OF SERVICE VARIATIONS

Vacancy Management

1.33 The tables below set out the consolidated financial performance against the Council's salary budgets, taking into account agency staff costs and the 3.5% vacancy factor that was applied to all staffing budgets for 2026/27.

1.34 The application of the vacancy factor in effect front-loaded the revenue budget with a vacancy management savings target. In previous years, vacancy management savings have been achieved through 'churn' (as staff leave there will be an inevitable delay in filling the role due to recruitment and market challenges). Significant vacancy management savings were achieved in 2025/26 (£0.710m) and in prior financial years.

1.35 The Q1 budget monitoring has identified an initial adverse variation of £0.150m across the Council's net salary budgets of £7.581m (£7.769m less £0.187m vacancy factor). The tables show the breakdown against salary costs, agency staff and vacancy factor budgets.

1.36 The majority of the adverse position can be attributed to the recruitment and retention challenges within Planning Services, which have resulted in a greater reliance on agency staff and associated costs exceeding the approved salary budget.

1.37 The Council continues to experience recruitment and retention challenges within Planning Services, reflecting wider pressures across the local government sector. In response the Council has adopted a Retention Strategy 2026-28 (approved by Cabinet on 16 April 2026) aimed at improving workforce stability, career development and staff retention, although delivery of these benefits is expected to take time.

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	Budget					Actual Expenditure to date					
Income Budget	**2026/27 Salary costs LAB (£)**	**2026/27 Agency staff LAB (£)**	**2026/27 Vacancy Factor LAB (£)**	**2026/27 Net Salary LAB (£)**	**2026/27 Profiled Budget to Q1 (£)**	**2026/27 Salary costs ACT (£)**	**2026/27 Agency staff ACT (£)**	**2026/27 Vacancy Factor ACT (£)**	**2026/27 Net Salary ACT (£)**	**2026/27 Outturn Forecast (£)**	**2026/27 Outturn Variance (£)**
D01: Governance											
D0111: Legal Services	379,359	0	0	379,359	158,066	116,319	0	0	116,319	379,359	0
D0121: Democratic Services	246,153	0	(8,281)	237,872	99,114	76,713	0	0	76,713	230,595	(7,277)
D0122: Elections	164,764	0	(5,767)	158,997	66,249	41,467	0	0	41,467	148,997	(10,000)
D0131: Communications	310,109	0	(10,854)	299,255	124,689	96,076	0	0	96,076	310,109	10,854
D0142: Publica HR	122,975	0	(4,304)	118,671	49,446	40,189	0	0	40,189	118,671	0
Subtotal D01: Governance	**1,223,360**	**0**	**(29,206)**	**1,194,154**	**497,564**	**370,764**	**0**	**0**	**370,764**	**1,187,731**	**(6,423)**
D02: Resources											
D0215: Counter Fraud & Enforcement Unit	802,000	0	0	802,000	334,167	259,820	0	0	259,820	802,000	0
D0219: Publica Financial Services	329,681	49,202	(11,539)	367,344	153,060	79,094	9,147	0	88,241	367,344	0
D0221: Strategic Housing	163,257	0	(5,714)	157,543	65,642	53,992	0	0	53,992	163,257	5,714
D0222: Property & Assets Team	543,826	0	(19,034)	524,792	218,664	148,580	0	0	148,580	528,418	3,626
D0261: Homelessness & Temporary Accommodation	0	0	0	0	0	0	5,908	0	5,908	0	0
Subtotal D02: Resources	**1,838,764**	**49,202**	**(36,287)**	**1,851,679**	**771,533**	**541,486**	**15,055**	**0**	**556,541**	**1,861,019**	**9,340**

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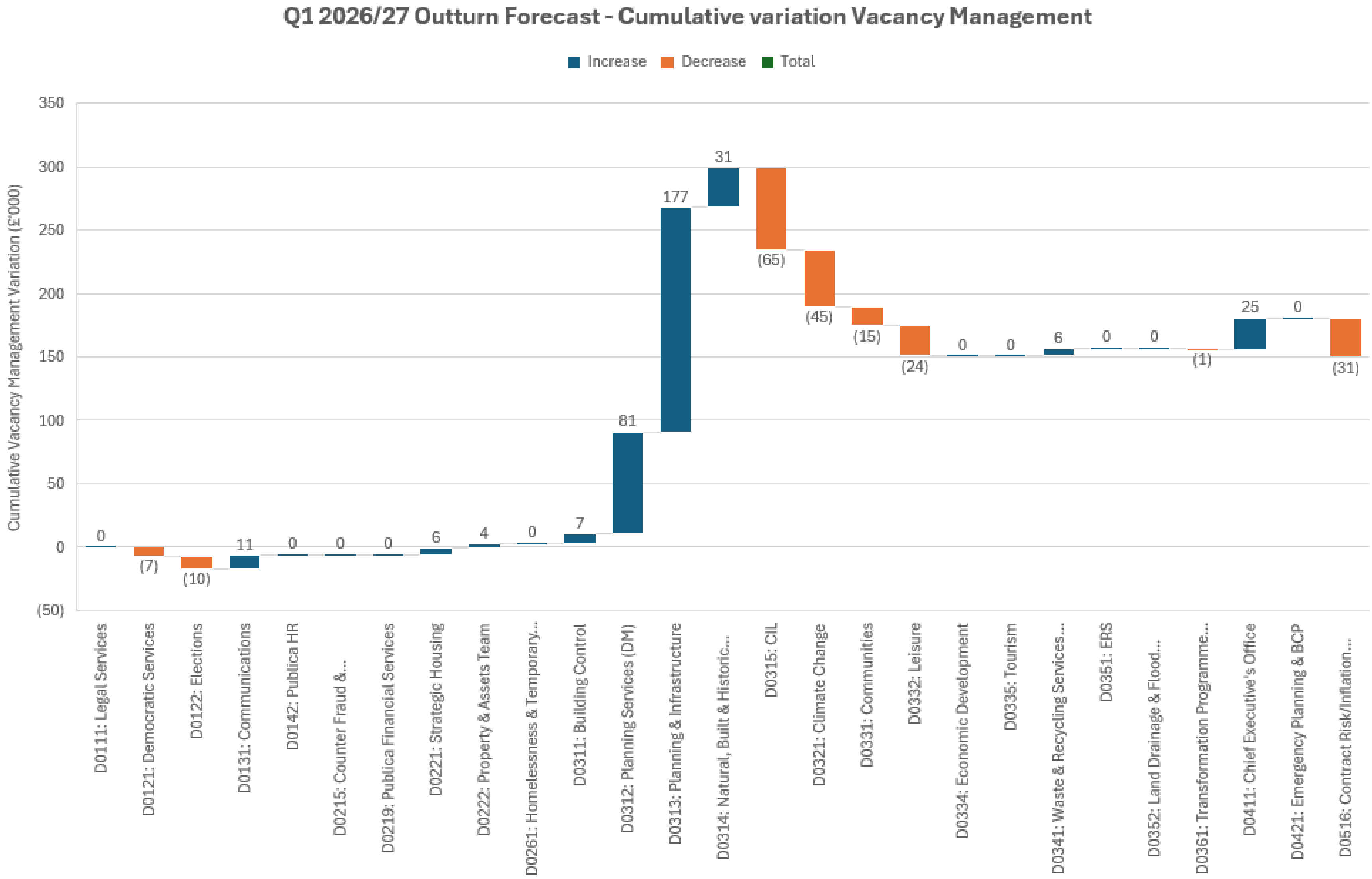
	Budget					Actual Expenditure to date					
Income Budget	**2026/27 Salary costs LAB (£)**	**2026/27 Agency staff LAB (£)**	**2026/27 Vacancy Factor LAB (£)**	**2026/27 Net Salary LAB (£)**	**2026/27 Profiled Budget to Q1 (£)**	**2026/27 Salary costs ACT (£)**	**2026/27 Agency staff ACT (£)**	**2026/27 Vacancy Factor ACT (£)**	**2026/27 Net Salary ACT (£)**	**2026/27 Outturn Forecast (£)**	**2026/27 Outturn Variance (£)**
D03: Communities and Place											
D0311: Building Control	241,654	0	(9,999)	231,655	96,523	76,215	0	0	76,215	239,154	7,499
D0312: Planning Services (DM)	1,236,222	0	(43,268)	1,192,954	497,065	306,876	100,148	0	407,024	1,273,472	80,518
D0313: Planning & Infrastructure	549,009	0	(19,215)	529,794	220,747	163,712	43,528	0	207,240	707,121	177,327
D0314: Natural, Built & Historic Environment	622,399	0	(21,784)	600,615	250,256	171,051	19,483	0	190,534	631,953	31,338
D0315: CIL	112,106	0	(3,924)	108,182	45,076	0	0	0	0	43,182	(65,000)
D0321: Climate Change	97,636	0	(3,417)	94,219	39,257	22,090	0	0	22,090	49,259	(44,960)
D0331: Communities	406,919	0	(14,242)	392,677	163,615	100,504	0	0	100,504	377,730	(14,947)
D0332: Leisure	111,970	0	(3,919)	108,051	45,021	26,973	0	0	26,973	84,182	(23,869)
D0334: Economic Development	66,530	0	(2,329)	64,201	26,751	21,565	0	0	21,565	64,201	0
D0335: Tourism	269,893	0	0	269,893	112,456	88,911	0	0	88,911	269,893	0
D0341: Waste & Recycling Services (Ubico)	179,290	0	(6,275)	173,015	72,089	45,786	0	0	45,786	179,290	6,275
D0351: ERS	0	0	0	0	0	0	0	0	0	0	0
D0352: Land Drainage & Flood Defence	0	0	0	0	0	27,735	0	0	27,735	0	0
D0361: Transformation Programme Management	47,281	0	0	47,281	19,700	14,247	0	0	14,247	46,281	(1,000)
Subtotal D03: Communities and Place	**3,940,909**	**0**	**(128,372)**	**3,812,537**	**1,588,556**	**1,065,665**	**163,159**	**0**	**1,228,824**	**3,965,718**	**153,181**
D04: Chief Executive											
D0411: Chief Executive's Office	709,358	0	(24,692)	684,666	285,278	238,964	79,308	0	318,272	709,358	24,692
D0421: Emergency Planning & BCP	7,177	0	0	7,177	2,991	2,595	0	0	2,595	7,177	0
Subtotal D04: Chief Executive	**716,535**	**0**	**(24,692)**	**691,843**	**288,269**	**241,559**	**79,308**	**0**	**320,867**	**716,535**	**24,692**
Subtotal Non-Service Expenditure	**7,719,568**	**49,202**	**(218,557)**	**7,550,213**	**3,145,922**	**2,219,474**	**257,522**	**0**	**2,476,996**	**7,731,003**	**180,790**
D05: Non-Service Expenditure											
D0516: Contract Risk/Inflation Provision	0	0	31,222	31,222	13,009	0	0	0	0	0	(31,222)
TOTAL Vacancy Management	**7,719,568**	**49,202**	**(187,335)**	**7,581,435**	**3,158,931**	**2,219,474**	**257,522**	**0**	**2,476,996**	**7,731,003**	**149,568**

CORPORATE PERFORMANCE REPORT 2026/27 Q1 – ANNEX A-1

COTSWOLD
District Council



Income Streams

1.38 The table below and accompanying charts provides analysis of the financial performance across the Council's major income streams. Net additional income of £0.668m is anticipated by the end of the financial year and has been included in the wider outturn forecast.

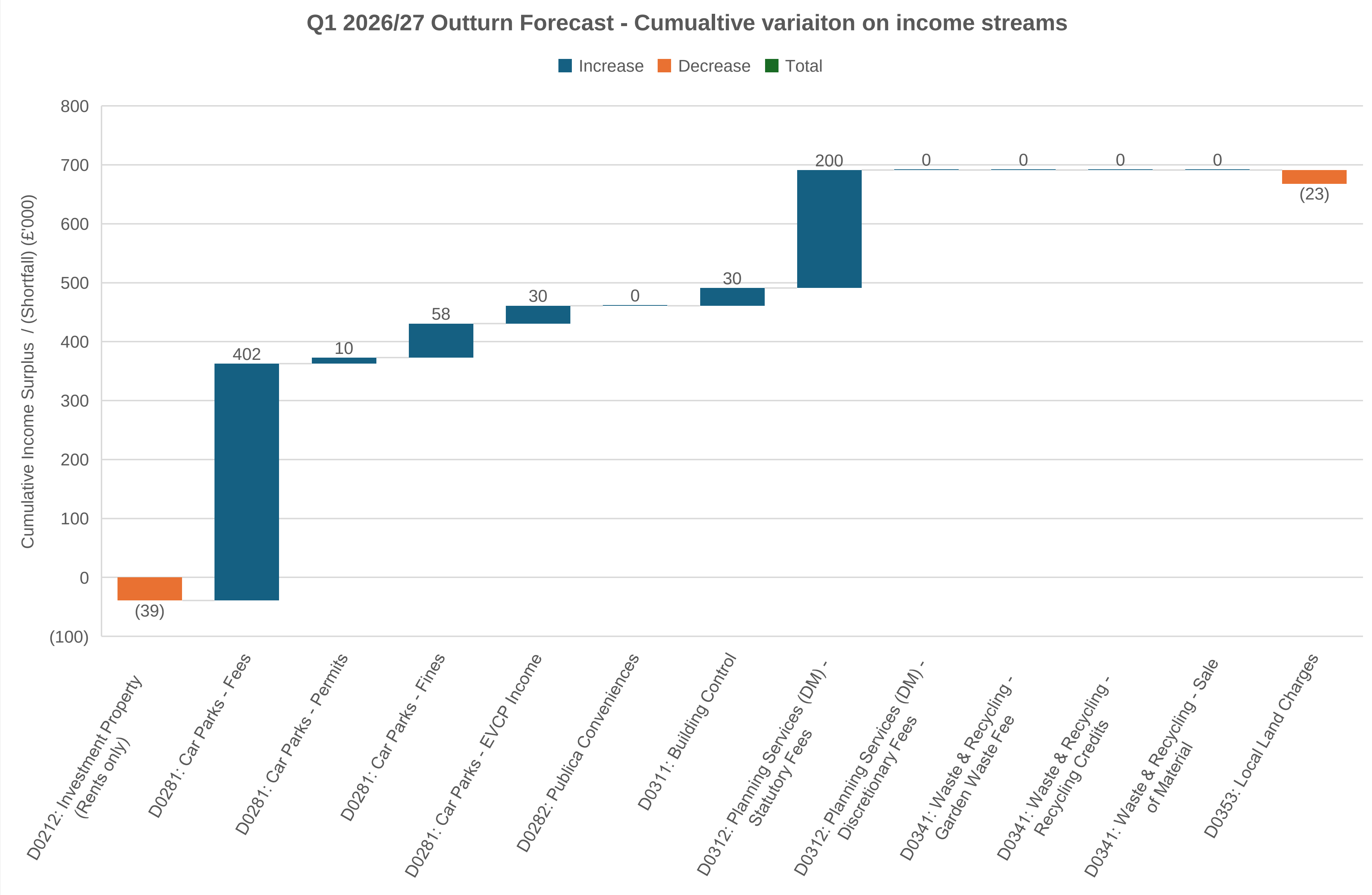
1.39 Income from Car Parks (Fees, Permits, Fines) has remained above the budgeted level. Whilst this was the case in 2025/26 this improved position was not reflected in the 2026/27 budget with the prudent assumption that until a longer-term trend was clear, the council should continue to assume a level of car park income in-line with activity levels from 2024/25.

1.40 As highlighted in para 1.16, income from planning fees has continued to be above budgeted levels. As with car park income, this increased level of activity was not reflected in the 2026/27 in part due to the progress of the Council's Local Plan likely to reduce the level of speculative planning applications.

Income Budget	2026/27 Latest Income Budget (£'000)	2026/27 Profiled Budget to Q1 (£'000)	2026/27 Actuals to Q1 (£'000)	2026/27 Outturn Forecast (£'000)	2026/27 Outturn Variance (£'000)
D0212: Investment Property (Rents only)	(556)	0	(221)	(517)	39
D0281: Car Parks - Fees	(3,468)	(834)	(933)	(3,869)	(402)
D0281: Car Parks - Permits	(177)	(42)	(55)	(187)	(10)
D0281: Car Parks - Fines	(55)	(10)	(31)	(113)	(58)
D0281: Car Parks - EVCP Income	(19)	0	2	(49)	(30)
D0282: Public Conveniences	(138)	(35)	(42)	(138)	0
D0311: Building Control	(270)	(68)	(89)	(300)	(30)
D0312: Planning Services (DM) - Statutory Fees	(924)	(231)	(354)	(1,124)	(200)
D0312: Planning Services (DM) - Discretionary Fees	(197)	(49)	(54)	(197)	0
D0341: Waste & Recycling - Garden Waste Fee	(1,596)	(1,596)	(1,585)	(1,596)	0
D0341: Waste & Recycling - Recycling Credits	(600)	(100)	(186)	(600)	0
D0341: Waste & Recycling - Sale of Material	(242)	(40)	21	(242)	0
D0353: Local Land Charges	(195)	(49)	(38)	(172)	23
	(8,436)	**(3,053)**	**(3,564)**	**(9,104)**	**(668)**

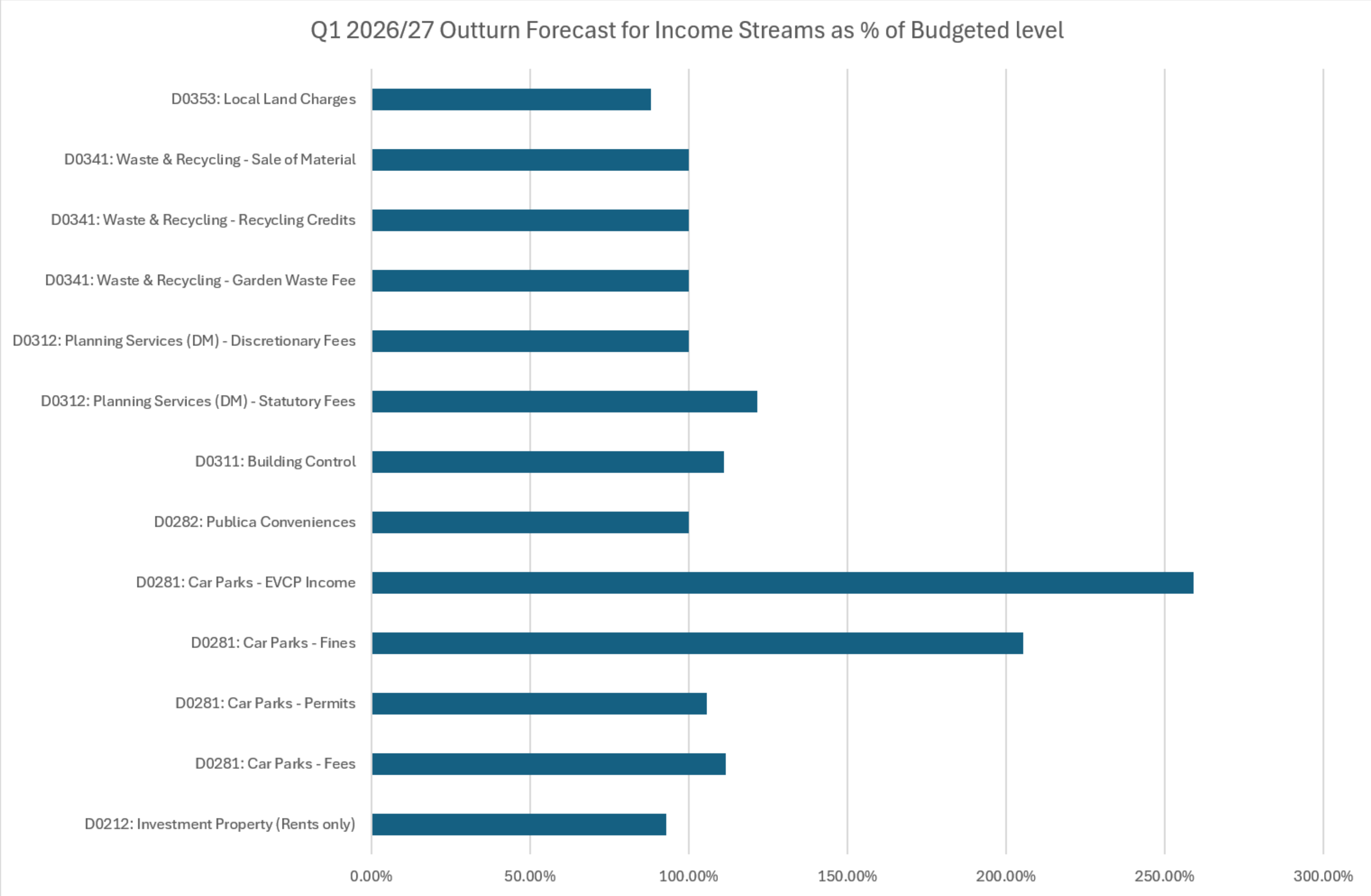
CORPORATE PERFORMANCE REPORT 2026/27 Q1 – ANNEX A-1

COTSWOLD
District Council



CORPORATE PERFORMANCE REPORT 2026/27 Q1 – ANNEX A-1

COTSWOLD
District Council



D05: NON-SERVICE

Treasury Management

1.41 Dividends from the Council's longer-term investments (Pooled funds and Real Estate Investment Trusts) of £0.124m were received in the three months to the 30 June 2026 year achieving a return of 4.54%. Interest from short term cash deposits including the Debt Management Office (DMO) totalled £0.212m. Overall investment income for Q1 was overachieved by £0.085m. However, a year end underachievement of £0.015m is forecast due to reducing surplus cash balances being available for investment and higher dividend distribution from two pooled funds being received in Quarter one.

1.42 It should be noted that the budgeted level of net investment income for 2026/27 is £1.075m – a decrease of £0.133m over the 2025/26 budgeted level and recognises the current interest rate position. This is a prudent estimate for the year and is lower than the final 2025/26 level of investment income achieved of £1.507m.

1.43 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 2027/28 reducing to around £0.500m.

1.44 A prudent forecast of investment income has been included in the outturn forecast of £1.159m. This includes the expectation that the base rate will remain at 3.75% through the remainder of the financial year.

1.45 The level of investment income for the year will depend on the performance of both short-term investments (Money Market Funds, deposits with the DMO) and dividends from the long-term investment. The table below provides members with a high-level overview of the Council's Treasury Management investments on 30 June 2026.

1.46 Interest from loans is forecast to be £0.099m overachieved as a result of higher than anticipated interest income following the securitisation of the Cottsway Housing

Association Loan in June 2026. This triggered the receipt of interest that had initially been expected in 2025/26, resulting in additional income being recognised in 2026/27.

Table 6 – Treasury Management Investments

Investment type	Balance Invested at 30/06/26 (£'000)	Investment Income received 2026/27 (£'000)	Interest Rates at 30/06/26 (%)	Expected Annual Interest 2026/27
Bank of England DMADF	2,190	86	3.88	165,933
Money Martket Funds				
Federated Money Market Fund	3,000	29	3.83	94,053
DGLS Money Market Fund	3,000	28	3.82	112,994
Insight Liquidity Money Market Fund	3,000	27	3.76	68,045
Lloyds Instant Access	215	3	3.51	4,379
Santander Call Account	1	-	1.73	1,316
Other Short-term deposits	2,000	39	3.93	38,794
Real Estate Investment Trusts (REIT)				
Fundamentum Housing REIT	640	-	3.01	30,000
Cash Plus Fund				
Federated Cash Plus Fund	1,277	-	N/A	-
Pooled Funds				
CCLA Property Fund	2,170	0	4.16	100,000
Schroders Income Maximiser Fund	956	12	4.46	65,000
CCLA Cautious Multi Assets Fund	919	10	4.10	30,000
M&G UK Income Fund	2,140	60	5.22	100,000
Ninety-One (Investec) Diversified Fund	1,849	22	4.17	90,000
Columbia Threadneedle Bond Fund	1,951	20	4.07	90,000
	25,309	**336**	**3.96**	**990,514**

1.47 Council approved the Capital Strategy and the Treasury Management Strategy (including the Non-Treasury Management Investment Strategy) at their meeting on 23 February 2026. 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.

1.48 The CIPFA Code was updated in 2021 and includes the new requirement, mandatory from 01 April 2023, of quarterly reporting of the treasury management prudential indicators. The non-treasury prudential indicators are expected to be included in the Council's usual revenue and capital monitoring reports. Section 6 and **Annex A-2** of this report provide members with an overview on the non-treasury position.

Corporate Income and Expenditure, Provisions, and Risk

1.49 As outlined in Table 3 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.

1.50 As outlined earlier in this section, the overachievement of the Council's investment income is attributable to higher than anticipated interest income following the securitisation of the Cottsway Housing Association Loan in June 2026. This triggered the receipt of interest that had initially been expected in 2025/26, resulting in additional income being recognised in 2026/27.

1.51 The forecast outturn assumes the salary contingency of £0.031m will not be used.

1.52 Corporate Income and Expenditure includes a proposed transfer of £0.283m to earmarked reserves. This comprises £0.200m of Planning income to be transferred to the Planning Appeals Reserve and £0.83m of additional interest from the Cottsway Loan to be transferred to the Treasury Management Reserve

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Annex A-2 - Capital Programme 2026/27 - Q1

Capital Programme by Service Area	2026/27 OB (£'000)	Slippage From 2025/26 (£'000)	2026/27 Schemes approved in-year (£'000)	2026/27 Actuals to Q1 (£'000)	2026/27 Variance to Q1 (£'000)	2026/27 Commitments to Q1 (£'000)	2026/27 Forecast Variance (£'000)	Commentary
Leisure and Communities:								
Replacement Leisure Equipment	500			0	(500)	0	0	The project is underway, and the full allocation of the approved budget is expected to be utilised. Installation activities are anticipated to take place during December 2026..
Spa pool - Bourton Leisure Centre		6		0	(6)	6	0	During 2026/27, contractors encountered several challenges during the installation of the spa pool. One leak was identified and repaired; however, a second leak was subsequently discovered. Although Freedom Leisure commissioned multiple contractor investigations, the source of the second leak could not be identified. As a result, installation works could not progress until the issue was resolved. Remedial works have now been commissioned, with the approved quotation remaining within the available budget. The contractor is currently undertaking the works, and the project is expected to be completed shortly, subject to no further unforeseen issues arising.
Pool cover installation at Chipping Campden and Bourton-on-the-Water leisure centres	0		27	0	(27)	27	0	Proposed to seek approval to fund pool covers at leisure centre to fund from the Council's Community Municipal Investment (CMI). A functioning pool cover is one of the most effective ways of reducing the heating cost of a swimming pool, the cover helps to retain heat within the body of the pool tank which significantly reduces heat loss to the surrounding pool hall.
CIL - Cycle path provision	28			0	(28)	0	0	Draft CIL Legal Agreement currently with GCC awaiting their agreement.

Capital Programme by Service Area	2026/27 OB (£'000)	Slippage From 2025/26 (£'000)	2026/27 Schemes approved in-year (£'000)	2026/27 Actuals to Q1 (£'000)	2026/27 Variance to Q1 (£'000)	2026/27 Commitments to Q1 (£'000)	2026/27 Forecast Variance (£'000)	Commentary
CIL - Farmors School 3G Pitch	723			0	(723)	723	0	CDC Legal Team have been instructed to sign and seal the CIL Legal Agreements, this will then allow for funds to be transferred to Farmors School.
CIL -Redesdale Hall - Improvements	200			0	(200)	200	0	CDC Legal Team have been instructed to sign and seal the CIL Legal Agreements, this will then allow for funds to be transferred to Redesdale Hall.
UK Rural Prosperity Fund Projects	0	8		8	0	0	0	Funding now utilised in full.
UK Shared Prosperity Fund Projects	0	34		26	(8)	8	0	It is expected that the last couple of grants will complete by the end of Q.2.

Capital Programme by Service Area	2026/27 OB (£'000)	Slippage From 2025/26 (£'000)	2026/27 Schemes approved in-year (£'000)	2026/27 Actuals to Q1 (£'000)	2026/27 Variance to Q1 (£'000)	2026/27 Commitments to Q1 (£'000)	2026/27 Forecast Variance (£'000)	Commentary
Strategic Housing:								
Private Sector Housing Renewal Grant (DFG)	1,689	167		459	(1,397)	518	0	The estimated expenditure for this year is £1.7mm, this exceeds the funding currently available. The situation is being monitored closely. S151 Officers from across the district are aware, and in discussions with Gloucestershire County Council, as lead of the pooled arrangement for DFG, on how to manage the expected demands of the fund across the county.
Bromford Joint Venture Partnership	150	70		0	(220)	0	(220)	Project slippage on the wider programme by Bromford (drainage requirements - Thames Water). Options are being discussed re: drainage solution.
Environment:								
Waste & Recycling receptacles	84			40	(44)	0	40	Rolling budget for the purchase of waste receptacles due to growth in properties or replacements. Budget to be reviewed for 2027/28.

Capital Programme by Service Area	2026/27 OB (£'000)	Slippage From 2025/26 (£'000)	2026/27 Schemes approved in-year (£'000)	2026/27 Actuals to Q1 (£'000)	2026/27 Variance to Q1 (£'000)	2026/27 Commitments to Q1 (£'000)	2026/27 Forecast Variance (£'000)	Commentary
Provision for financing of Ubico Vehicles	6,000	273		0	(6,273)	3,554	0	Due to slippage the 5 x 3.5t cage vehicles ordered last year are expected for delivery during July/August. Orders have been placed for new kerbside sort vehicles as part of the fleet replacement programme, to the value of £3.281m. Tender not yet started for electric recycling vehicle as waiting for progress on installation of EV charger. Tender not yet started for compact sweeper whilst awaiting outcome of operational trials. We will review 2026/27 and 2027/28 profiled spend as part of 2027/28 budget setting.
Fuel Bunkering (Ubico)	100			0	(100)	0	0	A report on the fuel tank installation, aimed at enabling the purchase of HVO and reducing carbon emissions, was presented to Cabinet in January 2026. The fuel tank location has now been confirmed at the depot, and further due diligence is underway, including obtaining estimates for associated civils work and updating the costs for the tank, fuel management system, and security requirements.
In cab technology (Waste)	0	15		14	(1)	15	(1)	40 tablets have been purchased to run the In-Cab software across the Waste and Recycling fleet.
On Street Residential Chargepoint Scheme (ORCS)	0	65		0	(65)	65	0	EVCP now installed and operational at Brewery Court

Capital Programme by Service Area	2026/27 OB (£'000)	Slippage From 2025/26 (£'000)	2026/27 Schemes approved in-year (£'000)	2026/27 Actuals to Q1 (£'000)	2026/27 Variance to Q1 (£'000)	2026/27 Commitments to Q1 (£'000)	2026/27 Forecast Variance (£'000)	Commentary
Replace/Upgrade Pay and Display machines	165			0	(165)	0	0	The tender process is now complete. Site surveys are underway prior to final installation roll-out. It is expected that installations will complete during Q.2/Q.3.
ICT, Change and Customer Services								
ICT Capital	150			0	(150)	0	0	Funds the rolling replacement of laptops and other associated hardware.
Planning Documents and Scanning Solution	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 is anticipated in 2026/27, with the £0.200m budget provision expected to be required in a later year.
Assets and Property:								
Asset Management Strategy	400	200		0	(600)	50	0	£50k is committed to fund asbestos removal works at 27/27a Dyer Street. In addition, roof replacement works at Abberley House are estimated to cost between £400k and £500k. While these works have not yet commenced, they are currently in the planning stage, and it is anticipated that the project will be completed by the end of the financial year.
Cirencester LC Lift Replacement	100			0	(100)	0	0	Feasibility works and tender process have taken place. Work has not yet started but it is expected that the replacement will complete during this financial year.
	10,489	**838**	**27**	**547**	**(10,807)**	**5,166**	**(381)**	

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ANNEX A-3
NON-TREASURY MANAGEMENT PRUDENTIAL INDICATORS

ANNEX A-3: 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 a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis

2. CAPITAL EXPENDIUTRE

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

Capital Expenditure	2025/26 Outturn (£)	2026/27 Forecast (£)	2027/28 Budget (£)	2028/29 Budget (£)
General Fund Services	2,604,000	10,973,000	4,057,000	2,130,000
Capital Investments	0	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, CIL approved project (Farmors School 3G Pitch) and replacement leisure expenditure.

3. CAPITAL FINANCING REQUIREMENT

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

Capital Financing Requirement (CFR)	2025/26 Outturn (£)	2026/27 Forecast (£)	2027/28 Budget (£)	2028/29 Budget (£)
General Fund Services	449,000	428,000	396,000	363,000
Capital Investments	0	0	0	0

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 A-3
NON-TREASURY MANAGEMENT PRUDENTIAL INDICATORS

Gorss Debt and CFR	31/3/2026 Outturn (£)	31/3/2027 Forecast (£)	31/3/2028 Budget (£)	31/3/2029 Budget (£)	Debt at 30/6/26
Debt (incl PFI and Leases)	161,581	55,000	0	0	161,581
Capital Financing Requirement	449,000	428,000	396,000	363,000	

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.

Gross Debt and CFR	31/3/2026 Outturn (£)	Debt at 30/6/26 (£)	2026/27 Authorised Limit (£)	2026/27 Operational Boundary (£)	Complied? Yes/No
Debt (incl PFI and Leases)	161,581	161,581	10,000,000	5,000,000	Yes
Capital Financing Requirement	0	0	0	0	Yes
TOTAL Debt	161,581	161,581	10,000,000	5,000,000	

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

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

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

	2025/26 Outturn (£)	2026/27 Forecast (£)	2027/28 Budget (£)	2028/29 Budget (£)
Total net income from service and commercial investments	357,992	501,014	521,937	529,234
Proportion of net revenue stream	2.14%	2.91%	3.16%	3.21%

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 A-3
NON-TREASURY MANAGEMENT PRUDENTIAL INDICATORS

	2025/26 Outturn (£)	2026/27 Forecast (£)	2027/28 Budget (£)	2028/29 Budget (£)
Financing costs (£)	12,216	35,000	33,000	32,000
Proportion of net revenue stream	0.07%	0.20%	0.20%	0.19%

(END)

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Q1 2026–27 COTSWOLD PERFORMANCE SUMMARY

Delivery remained positive overall during Q1 2026–27. Service performance was strong across most key areas, including planning income, Business Rates collection, benefits processing, customer satisfaction, regulatory compliance, waste collection reliability, affordable housing delivery and leisure participation. The principal pressures were Land Charges turnaround times, Building Control satisfaction, recycling performance. Long-term empty properties reduced to 878, 375 of those empty for over two years. Corporate Plan actions progressed well, 42 were on target, two were complete and one was off target with recovery action being taken.

Corporate Plan Action Summary

- **Transformation and governance:** Digital and transformation workstreams progressed, the Staff Retention Strategy received Cabinet approval in April and the draft Local Plan was published on 24 July 2026 ahead of scrutiny consideration.
- **Waste and fleet:** Tenders were awarded for food waste, refuse collection and recycling vehicles. Online reporting for full litter bins and fly-tipping was expanded and integrated into Ubico processes.
- **Climate:** The Electric Vehicle Charge Point programme was completed. The Climate Change Programme was updated, depot works including HVO fuel provision progressed, and retrofit activity is being reviewed to maximise impact.
- **Housing:** The affordable housing partnership and rural exception site pipeline continued to develop. The Preventing Homelessness Strategy review is underway, with most actions on or ahead of target.
- **Communities & Youth:** Strong forum attendance, successful Easter HAF delivery and 14 community events engaged nearly 1,000 residents. Apprenticeships progressed, UKSPF and REPF projects neared completion, and the RAU Innovation Village outline application was approved.

Service performance above target

- **Income & Collection Rates:** Non-Domestic Rates collection reached 28.28% against 27%. Council Tax collection was close to target at 32.95% against 33%. Planning income was £353,625 against £254,124, with pre-application income at £54,121 against £35,500.

- **Benefits processing:** Council Tax Support new claims averaged 13 days against 20 days; change events averaged 2 days against 5; and Housing Benefit changes averaged 5 days against a target of 9.
- **Customer and regulatory services:** Telephone satisfaction was 97% against 90%, 94% of FOI requests were answered within 20 days, and high-risk food inspections and one-day risk assessments both achieved 100%.
- **Planning:** Major applications achieved 100% within agreed timescales against 70%, other applications achieved 93% against 90%, and appeals allowed remained favourable at 24% against a target of 30%.
- **Housing, waste and leisure:** 27 affordable homes were delivered against a target of 25. Residual waste performed well at 88.83kg per household against a target of 97kg, missed bins were 68 per 100,000 against a target of 80, gym memberships reached 4,494 against 4,450 and leisure visits reached 155,785 against a Q1 target of 142,000.

Service performance near target

- **Minor planning applications:** 85% were determined within agreed timescales against the new 90% service target, although performance remained within the second-quartile benchmark position.
- **Housing Benefit overpayment:** LA error and administrative delay was 0.45% against the 0.35% local target, but below the 0.48% national threshold; recovery is expected in Q2.
- **Recycling:** Household waste recycled was 57% against 61%, broadly stable compared with the same period last year.

Performance below target

Building Control satisfaction was 76% against a target of 90%. The result was based on only five survey responses, three of which were completely satisfied. Market share averaged 74%, with 162 applications processed.

Land Charges recorded 39.67% of official searches completed within 10 days against the 90% target, with average turnaround at 13 days. A strategic recovery plan is now in place covering access routes, triage and processing, products, and fees and charges. New ways of working will be developed over the summer, followed by implementation and refinement in the autumn.

Delivering great services locally

PERFORMANCE REPORT:

April – June 2026

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Summary Index

Summary Index

COTSWOLD District Council

Summary Index

COTSWOLD District Council

Area	KPI Name	RAG	Page
Waste and Environment	Number of fly tips collected and percentage that result in an enforcement action		32
	Percentage of high-risk food premises inspected within target timescales		33
	% High risk notifications risk assessed within 1 working day		34
	Percentage of household waste recycled		35
	Residual Household Waste per Household (kg)		36
	Missed bins per 100,000		37
Leisure	Number of visits to the leisure centres & (Snapshot) Number of gym memberships		38

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, East Hampshire, Horsham, Lewes, South Hams, Sevenoaks, 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

COTSWOLD District Council

Standard deviation is included in this report to provide insight into the consistency of performance, not just the average results. While averages show overall trends, standard deviation highlights how much variation exists around those averages. A low standard deviation suggests performance is stable and predictable, whereas a high standard deviation indicates inconsistency, which may warrant further investigation. This helps identify areas where performance may be less reliable, supporting more informed decision-making and targeted improvements.

We have used 1 standard deviation in this report to help understand variation in performance and to monitor consistency over time. This approach highlights typical fluctuations around the average, allowing us to identify patterns and potential areas of concern without focusing solely on extreme outliers.

Overall Performance

Overall, the Council delivered strong performance across most key services in Q1. Planning income target and Business Rates collection were above target, Council Tax was near target, major planning applications were processed well within agreed timescales, with minors and others near target. Customer satisfaction, regulatory compliance, waste services and leisure participation all remained strong. Affordable housing delivery also performed better than target. Processing times for Council Tax Support and Housing Benefit change events, performed excellently, and well below target.

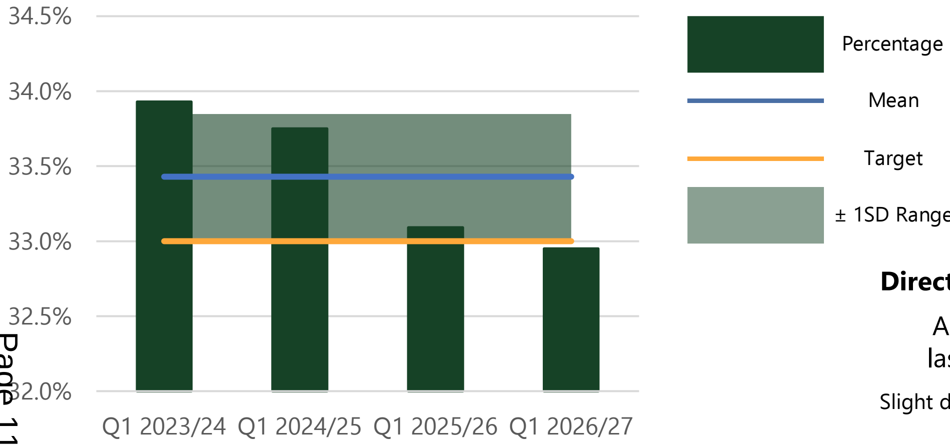
A smaller number of services experienced ongoing pressures. Land Charges performance dipped following staffing shortages but is now recovering, planning appeals allowed remain above target but expected to reduce into Q2. Recycling rates declined marginally.

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

COTSWOLD District Council

INDEX



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Higher is Good

Target	33%
Actual	32.95%

Direction of Travel

Against last Year

Slight decrease since last year

How do we compare?

Benchmarking via Gov.uk Tables and Individual Council Websites using CIPFA Nearest Neighbours – Latest dataset is 2025-26 Collection Rates

2025-26 Benchmark	%	CIPFA Rank	Quartile
South Hams	98.51	1/16	Top
Babergh	98.26	3/16	Top
Cotswold	**97.94**	**9/16**	**Third**
Sevenoaks	97.77	11/16	Third
Chichester	97.07	16/16	Bottom

Council Tax Collection remained strong in Q1, with only a small year-on-year decline of 0.14%.
A refreshed Direct Debit campaign is planned to boost uptake and support future performance. Recovery work is fully up to date, and processing times remain steady at around five working days.

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

	2023-2024	**2024-2025**	**2025-2026**	**Total Outstanding**
Balance at Quarter End	718,452.13	907,848.83	1,746,732.98	**3,373,033.94**
% Collected	99.30%	99.10%	98.20%	

Percentage of Non-domestic rates collected

COTSWOLD District Council

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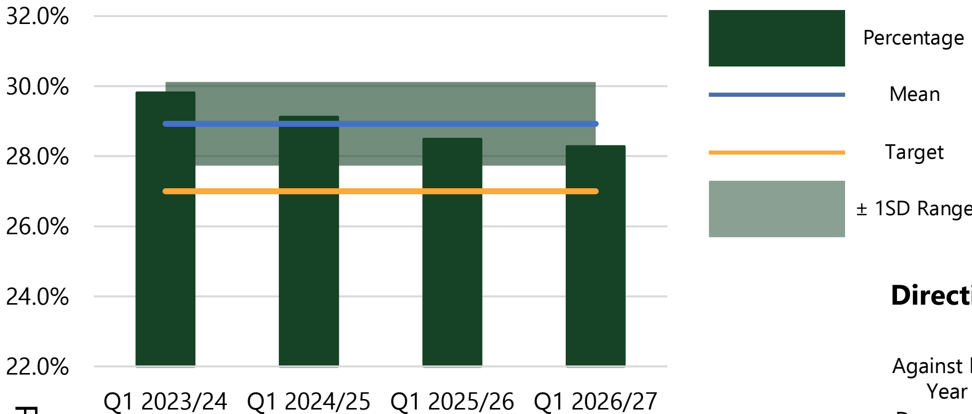

Higher is Good

Target	27%
Actual	28.28%

Direction of Travel

Against last Year

Decreased since last year

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Cotswold collected 28.28% in Q1, a variance of 0.21% compared to same period last year. Performance has been supported by recent work to keep billing and account updates fully up to date, helping performance remain above target despite the small year-on-year movement. Operationally, NDR recovery work remains fully up to date, with processing backlogs stable at around 10 working days.

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

	2023-2024	**2024-2025**	**2025-2026**	**Total Outstanding**
Balance at Quarter End	£194,146.19	£294,327.88	£774,147.36	£1,262,621
% collected	99.49%	98.87%	97.20%	

How do we compare?

Benchmarking via Gov.uk Tables and Individual Council Websites using CIPFA Nearest Neighbours - Latest dataset is 2025-26 Collection Rates

2025-26 Benchmark	%	CIPFA Rank	Quartile
Babergh	98.92	2/16	Top
South Hams	98.68	4/16	Top
Cotswold	**96.83**	**13/16**	**Bottom**
Chichester	96.44	14/16	Bottom
Sevenoaks	95.83	15/16	Bottom

Processing times for Council Tax Support new claims

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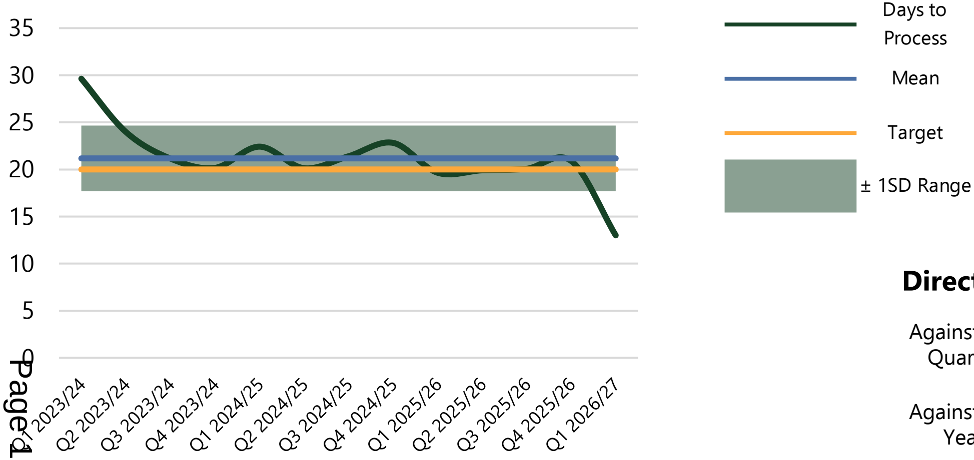

Lower is Good

Target	20
Actual	13

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

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 April 2026 and the percentage change from April 2025 for each authority.

Q4 2025–26 *Benchmark*	Number of Claimants at end of April 2026	Percentage Change since April 2025
Cotswold	**3,742**	**-3.6%**
Babergh	4,564	-1.72%
South Hams	4,844	-1.08%
Sevenoaks	5,708	-3.3%
Chichester	6,308	-1.02%

Processing times for Council Tax Support (CTS) new claims remained consistent across the year, with performance better than target in Q1.

Processing times for Council Tax Support Change Events

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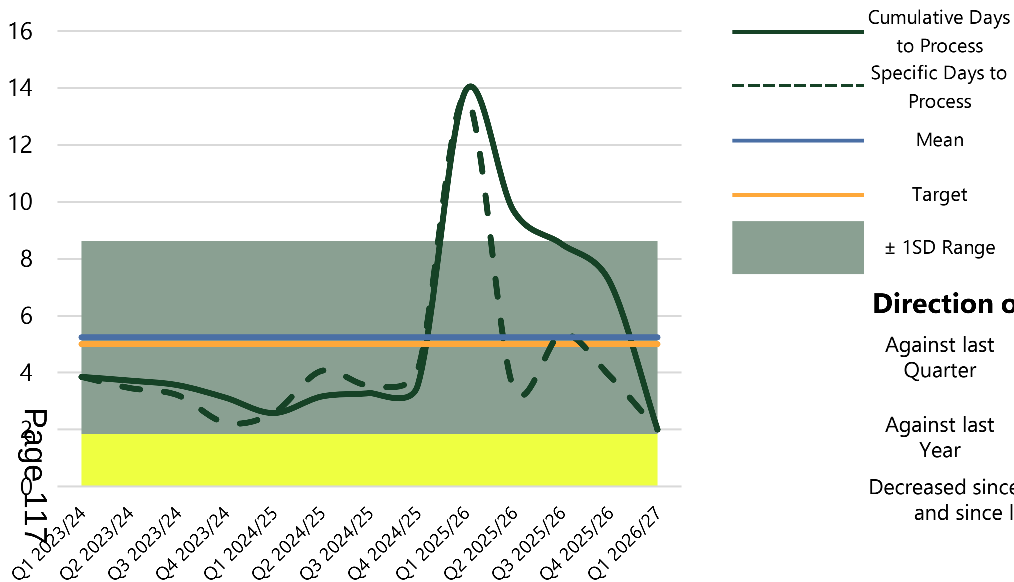

Lower is Good

Target	5
Actual	2

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

Processing times for Council Tax Support changes continued to improve through Q1, with steady week-on-week reductions strengthening the position.

Q1 specific processing time was at 2 days, its lowest levels since last year.

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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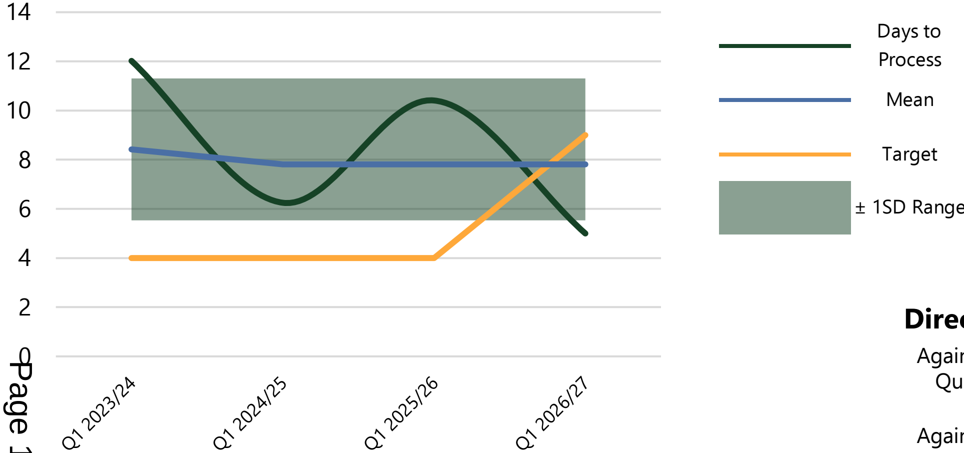

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Lower is Good

Target	9
Actual	5

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

How do we compare?
Speed of processing for HB CoCs – LG Inform. Latest dataset is September - December (Q3 2025-26)

Q3 2025-26 Benchmark	Days	CIPFA Nearest Neighbours Rank	Quartile
Babergh	4	5/16	Top
South Hams	6	8/16	Second
West Oxfordshire	9	9/16	Third
Cotswold	**12**	**12/16**	**Third**
Sevenoaks	17	15/16	Bottom

During Q1, the average processing times for Housing Benefit change of circumstances continued to improve, reaching its lowest levels since last year. New targets were set for the service this year, to account for backlogs and processing delays in previous years.
UC automation is now active, this alongside automated 7-day evidence prompts, are expected to encourage faster evidence submission and reduce processing timelines.

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

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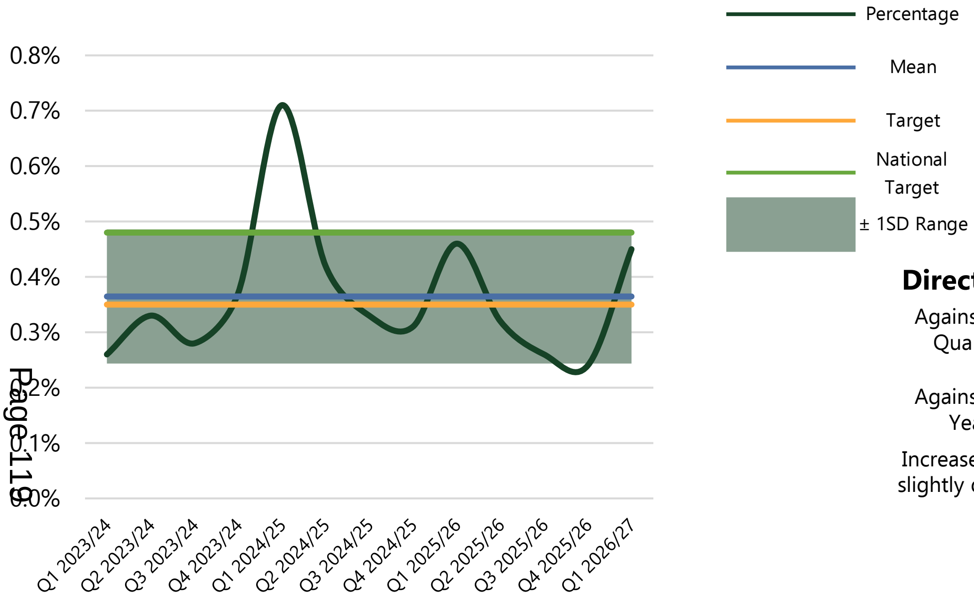

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Lower is Good

Target	0.35%
Actual	0.45%

Direction of Travel

Against last Quarter

Against last Year

Increased since last quarter and slightly decreased since last year

The Council is above its local target of 0.35% but remains below the national threshold of 0.48%.
Performance is expected to return within local tolerance in Q2, with no subsidy loss at this rate.

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

(Snapshot) Long Term Empty Properties

COTSWOLD District Council

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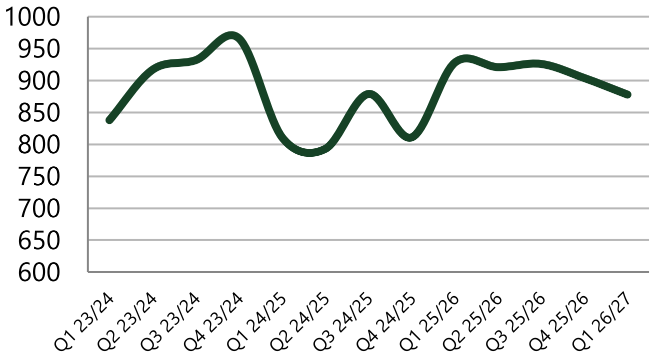

Direction of Travel

Against last Quarter ⇩

Against last Year ⇩

Decreased since last quarter and since last year

Lower is Good

No Target

878

How do we compare?

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

2025 Benchmark	Properties	CIPFA Nearest Neighbours Rank	Quartile
Tewkesbury	228	1/16	Top
West Devon	246	3/16	Top
South Hams	434	7/16	Second
Stroud	671	11/16	Third
Cotswold	**938**	**14/16**	**Bottom**
Stratford-on-Avon	1,181	16/16	Bottom

During Q1, the Council recorded a decrease in the number of long-term empty properties (defined as those vacant for six months or more).

Most long-term empty properties have been vacant for less than two years, with 61% falling into this timeframe. If the measure focused solely on properties empty for more than two years, the figures would reduce significantly to 375 properties.

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

COTSWOLD District Council

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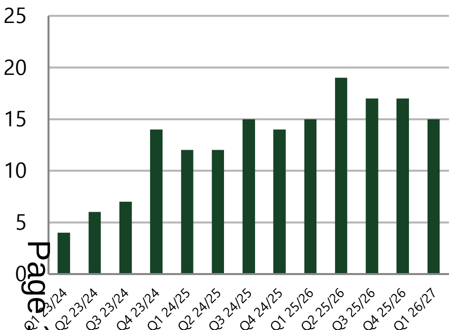
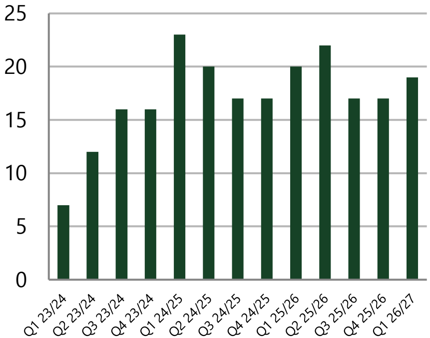
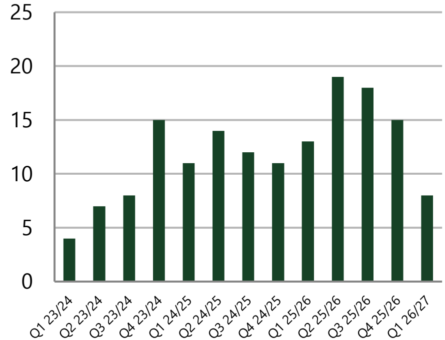
Households in B&B/hotel type accommodation



Households in hostels



Successful 'Move on' into suitable independent/LT accommodation



Direction of Travel

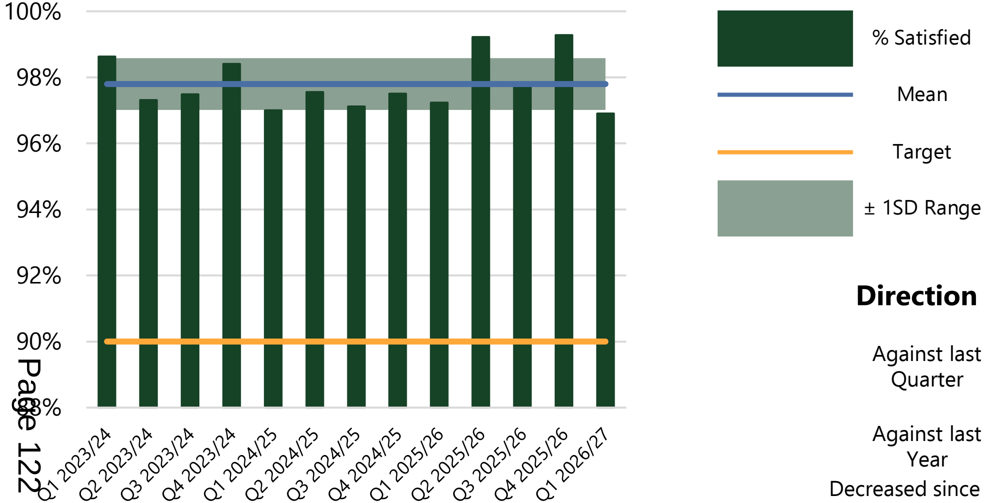
Against Last Quarter	B&Bs/Hotels	↓
Against Last Year	B&Bs/Hotels	→
Against Last Quarter	Hostels	↑
Against Last Year	Hostels	↓
Against Last Quarter	Move Ons	↓
Against Last Year	Move Ons	↓

At the end of Q1, B&B/hotel use reduced from last quarter, hostel use increased and move-ons reduced. This shows continued pressure on temporary accommodation and lower move-on activity than recent quarters.

How do we compare?
The Institute for Government Homelessness Performance Tracker compares demand, funding and outcomes over time.

Customer Satisfaction - Telephone

INDEX



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Higher is Good

Target	90%
Actual	97%

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and steady since 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.

	Apr. Rank	Apr. Net Sat.	May. Rank	May. Net Sat.	June. Rank	June. Net Sat.
Cotswold	3	93%	3	96%	N/A	N/A
Forest	N/A	N/A	N/A	N/A	N/A	N/A
West	1	95%	1	99%	1	98%

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

A total of 355 residents participated in the survey, of these, 344 customers reported being satisfied with the service, reflecting a high level of overall satisfaction.

Customer Satisfaction - Email

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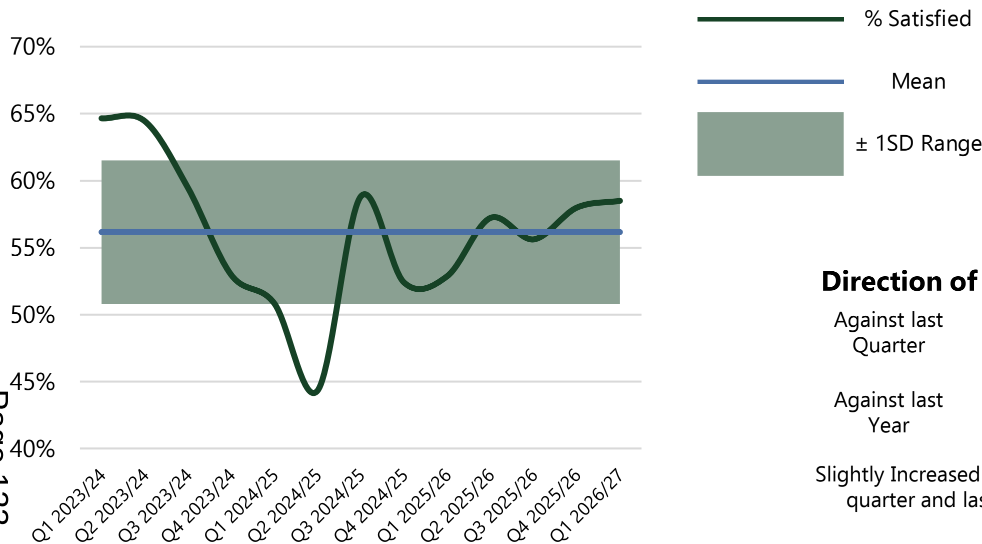

Higher is Good

No Target

58%

Direction of Travel

Against last Quarter ⇧

Against last Year ⇧

Slightly Increased since last quarter and last year

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

A total of 530 residents participated in the email satisfaction survey, with 310 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.

Customer Satisfaction - Face to Face

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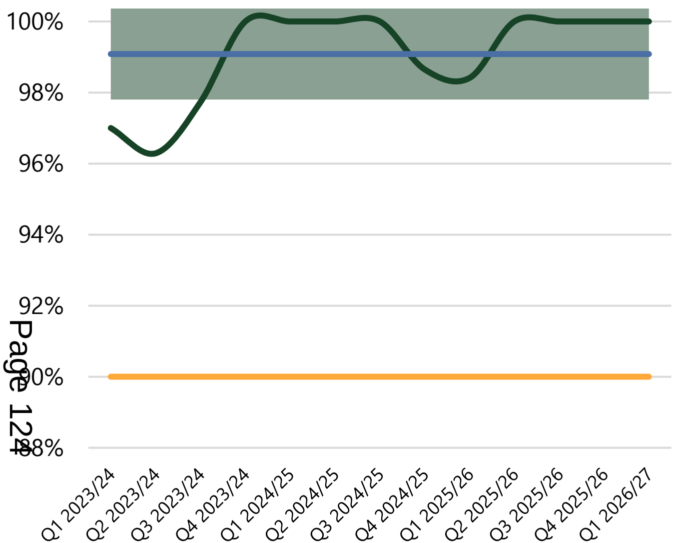

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Higher is Good

Target	90%
Actual	100%

Direction of Travel

Against last Quarter

Against last Year

Steady since last quarter and Increased since last year

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

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

Customer Call Handling - Average Waiting Time

COTSWOLD District Council

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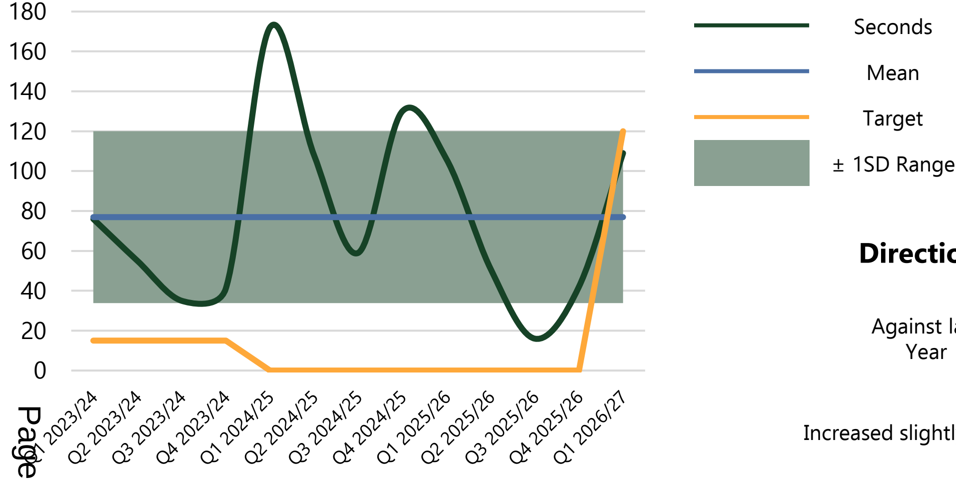

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Lower is Good

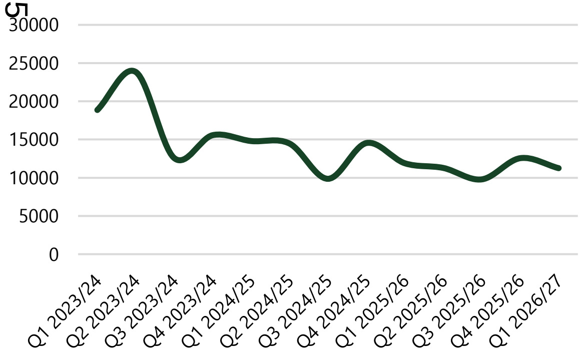
Target	120s
Actual	109s

Direction of Travel

Against last Year

Increased slightly since last year

Call Volume Over Time



In Q1, average call waiting times in Cotswold increased by 3 seconds compared with the same period last year. Sickness, leavers and four new starters contributed to longer waits; new starter training also reduced available capacity.
Three additional starters in August should strengthen performance once training is completed.
Call volumes in Cotswold remain broadly in line with last year, and the seasonal peaks typical of Q1.

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

COTSWOLD District Council

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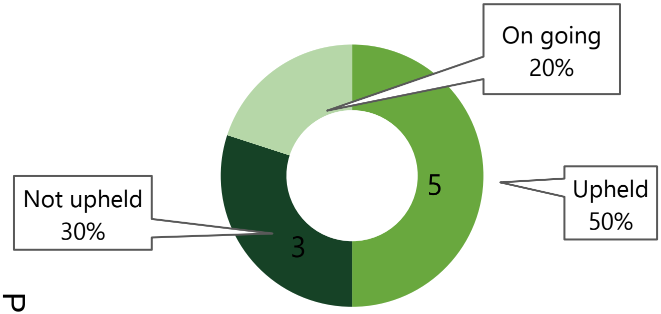
Complaints by Status



Direction of Travel

Complaints upheld or partly upheld at Stage 1

Against last Quarter ⇧

Against last Year ⇩

Increased since last quarter and decreased since last year

How do we compare?

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

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

2024-25	Complaints Investigated	% Upheld	Upheld decision per 100,000 residents	% Compliance with Recommendations	% 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

See the following slide for a breakdown of upheld and partially upheld complaints.

A new Customer Feedback Procedure went live on 1 April 2025:

Stage 1: Operational Manager review; response within 10 working days.

Stage 2: Escalation acknowledged within five working days; Complaints Team investigation and final response within 20 working days. Customers can then refer complaints to the LGO.

Complaints Upheld or Partially Upheld Breakdown

COTSWOLD District Council

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Service area	Description	Outcome/learning	Decision	Response time (days)
Cotswold				
Housing	Request for waiver – Local connection requirement to Shared Ownership property	Review of processes within the Platform Housing Team to ensure requests of this nature can be handled without delay	Upheld	8
Housing	Delay in Stage 1 review	Process Review of Stage 1 reviews, how issues are logged and tracked	Upheld	8
Planning	Failure to communicate in timely manner	Fault accepted, review communication flow within the team	Upheld	10
Planning	Delays in communication plus issues with planning service	Fault accepted, review communication flow within the team	Upheld	9
Council Tax	Unhappy with legacy Council Tax charges	System errors made debt recovery more complex, this is being reviewed and permission sought to write off the debt	Upheld	10

Percentage of FOI requests answered within 20 days

COTSWOLD District Council

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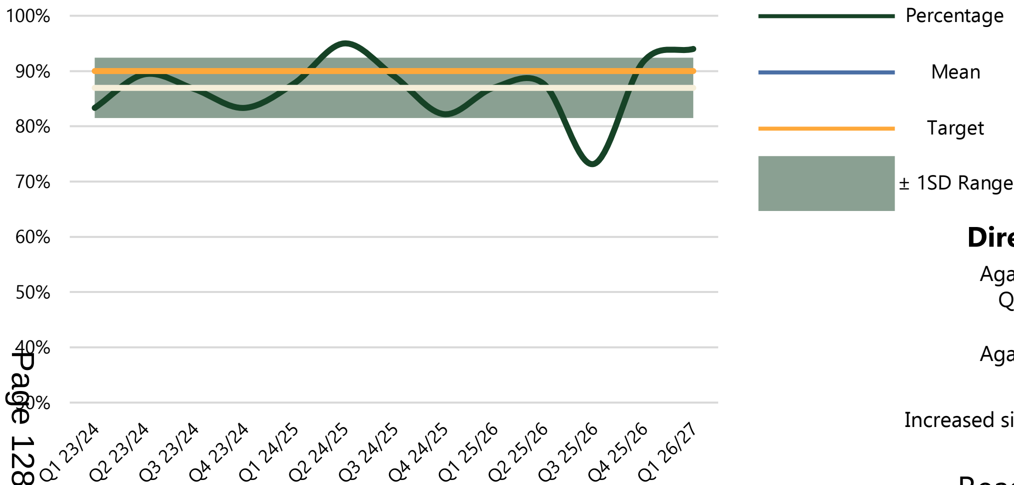


Higher is Good

Target	90%
Actual	94%

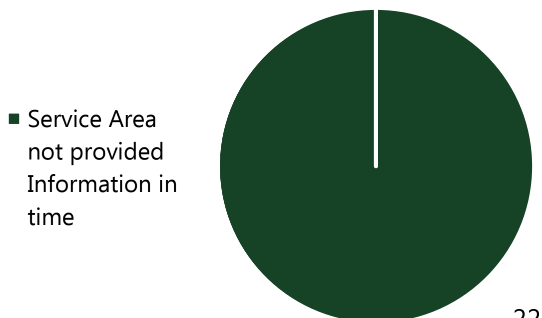
Direction of Travel

Against last Quarter ↑

Against last Year ↑

Increased since last quarter and since last year

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



Building Control Satisfaction

COTSWOLD District Council

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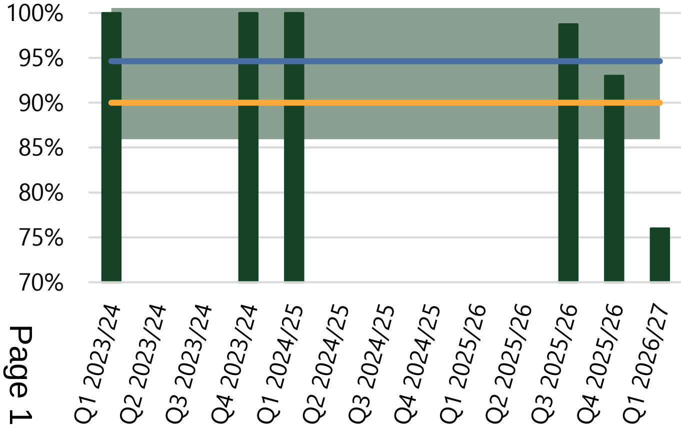
% Satisfied

Mean

Target

± 1SD Range



Higher is Good

Target	90%
Actual	76%

Direction of Travel

Against last Quarter

Against last Year N/A

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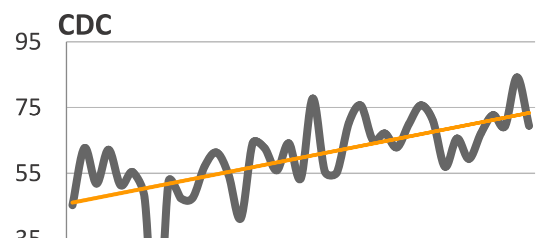
In Q1, Building Control satisfaction was below target, of the 5 responses received, only 3 were completely satisfied. Market share averaged 74%, with 162 applications processed, reflecting a 6% decrease in market share compared to last quarter.

The below chart shows market share over time from April 2023

How do we compare?
Percentage of share in the market

Apr	May	Jun	Number of Apps for Quarter
69.33%	84.21%	69.44%	162



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

COTSWOLD District Council

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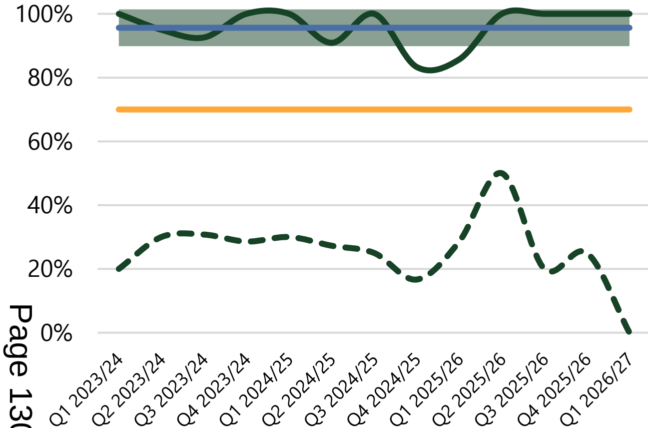

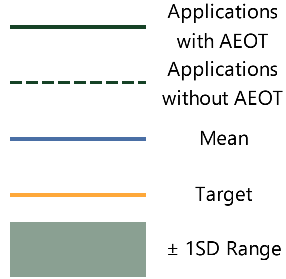

Higher is Good

Target	70%
Actual	100%

Direction of Travel

Against last Quarter

Against last Year

Steady since last quarter and increased since last year

How do we compare?

Major Developments - % within 13 weeks or agreed time – LG Inform. Latest dataset is January – March '26 (Q4 2025-26)

Q4 25-26 Benchmark	%	CIPFA Rank	Quartile
Sevenoaks	100	Joint - 7/16	Top
South Hams	100	Joint - 8/16	Top
Cotswold	**100**	**Joint - 11/16**	**Top**
Babergh	83	14/16	Bottom
Chichester	80	16/16	Bottom

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

During Q1, five major applications were determined.

See the Minor Developments slide for further narrative

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

COTSWOLD District Council

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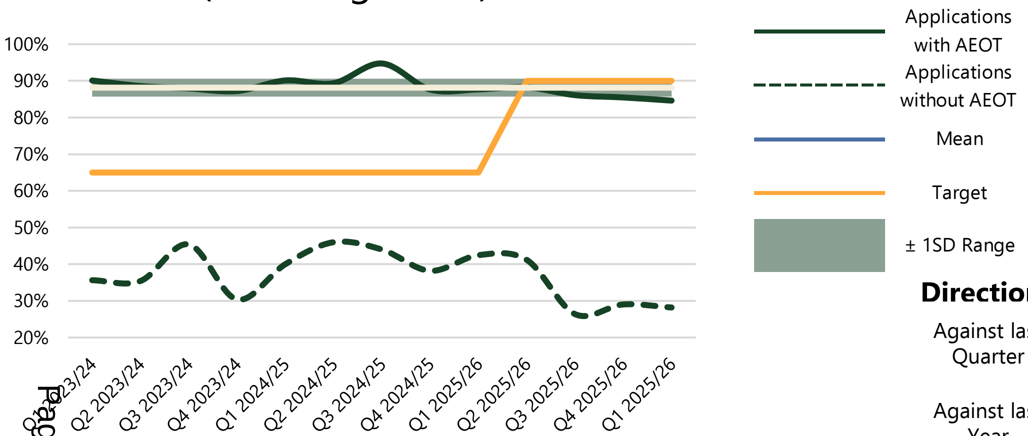

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Higher is Good

Target	90%
Actual	85%

Direction of Travel

Against last Quarter

Against last Year

Slightly declined since last quarter and last year

How do we compare?

Minor Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is January – March '26 (Q4 2025-26)

Q4 25-26 Benchmark	%	CIPFA Rank	Quartile
Chichester	98	1/16	Top
South Hams	96	3/16	Top
Sevenoaks	96	4/16	Top
Cotswold	**85**	**10/16**	**Second**
Babergh	84	12/16	Third

This quarter, the Council maintained strong performance in processing minor planning applications within statutory timeframes. However, results fell short of the newly introduced 90% service target, which was implemented following recommendations in the Planning Advisory Service (PAS) report. The Planning team continues to make steady progress with key priorities include the staffing restructure and improvements to enforcement.

A Pre-planning Application Agreement (PPA) strategy review is underway, with a draft template already produced. Revised fees and charges were agreed by Cabinet in January.

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

COTSWOLD District Council

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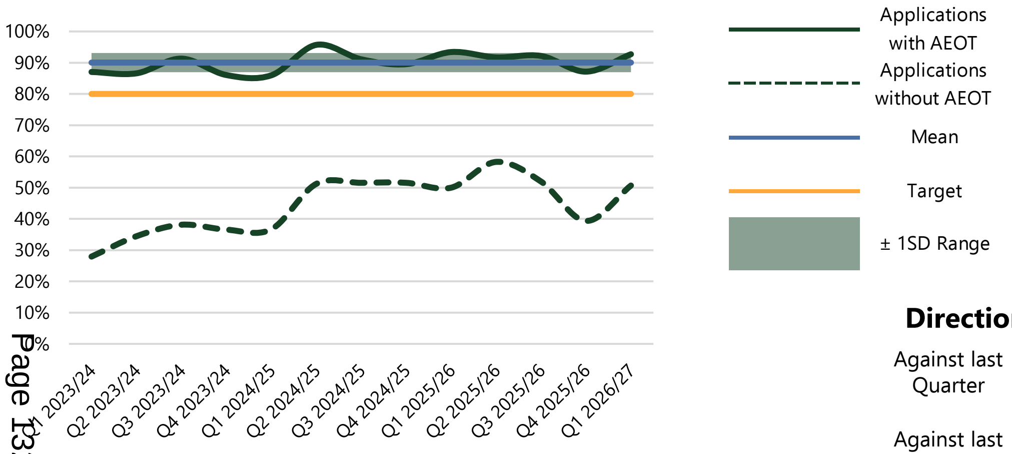


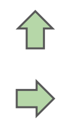
Higher is Good

Target	90%
Actual	93%

Direction of Travel

Against last Quarter

Against last Year



Slightly increased since last quarter and steady since last year

How do we compare?

Other Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is January - March'26 (Q4 2025-26)

Q4 25-26 Benchmark	%	CIPFA Rank	Quartile
South Hams	99	1/16	Top
Chichester	99	2/16	Top
Babergh	96	5/16	Second
Sevenoaks	94	6/16	Second
Cotswold	**87**	**13/16**	**Bottom**

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

In Q1, a total of 288 Other applications were determined.

See the Minor Developments slide for additional narrative

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

COTSWOLD District Council
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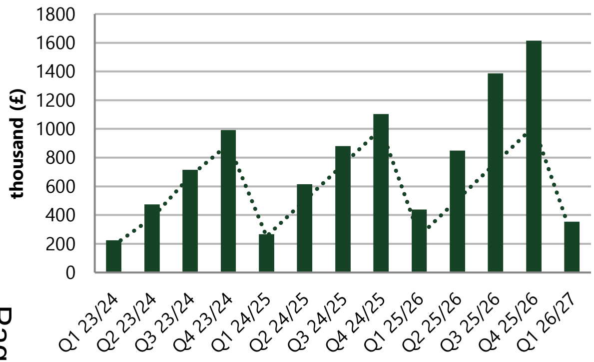
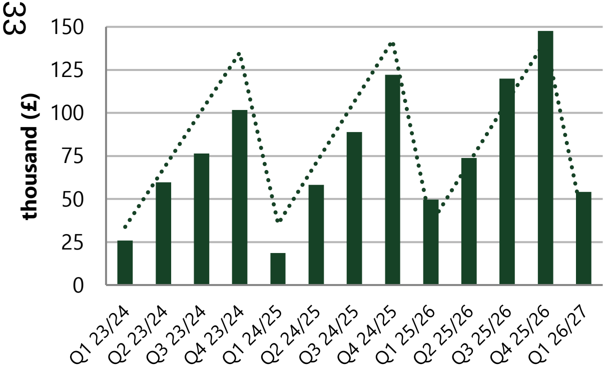
Total planning income



Pre-application income



Direction of Travel

Total Planning Income

Against last Year

Pre-Application Income

Against last Year

Higher is Good

Total Planning Income (£)

Target	254,124
Actual	353,625

Pre-Application Income (£)

Target	35,500
Actual	54,121

Total Income – Decreased since last year
Pre-App Income – Increased since last year

The Council exceeded total planning income targets by about £99k delivering a strong performance for the quarter.

Q1 witnessed a significant surge in applications in January, driven by applicants submitting ahead of fee increases and increased speculative development activity.

Progress was made on the Planning Advisory Service (PAS) Action Plan, including the successful go live of a new enterprise IT case management system on 1 April, expected to improve workflow visibility and officer efficiency going forward.

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)

COTSWOLD District Council

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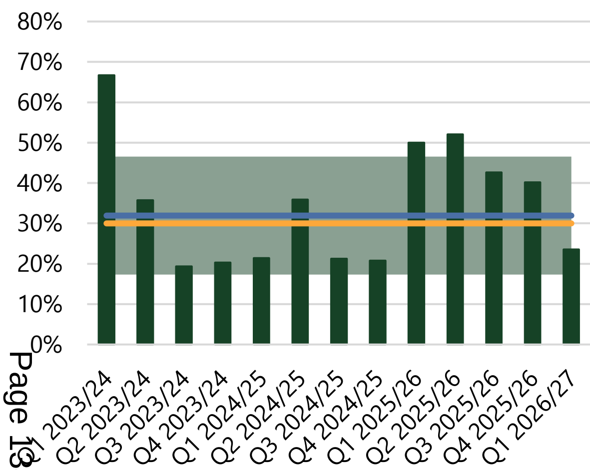

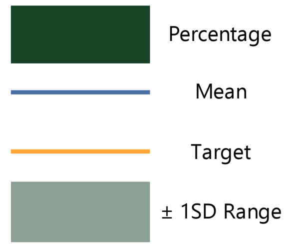

Lower is Good

Target	30%
Actual	24%

Direction of Travel

Against last Quarter

Against last Year

Improved since last quarter and since last year

How do we compare?

Percentage of planning appeals allowed (Specifically Q4 2025-26)

Q4 25-26 Benchmark	%	CIPFA Rank	Quartile
South Hams	14	1/16	Top
Malvern Hills	27	4/16	Top
Sevenoaks	29	6/16	Second
Babergh	30	8/16	Second
Cotswold	**50**	**15/16**	**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).

In Q1, seventeen appeals were decided, with four allowed in favour of the applicant, resulting in a 24% allowance rate for the quarter.

(Snapshot) Planning Enforcement Cases

COTSWOLD District Council

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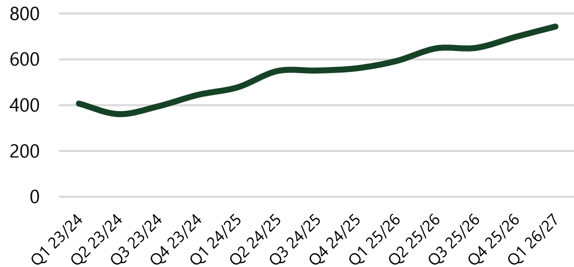
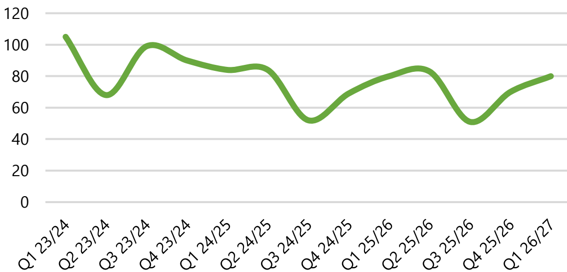
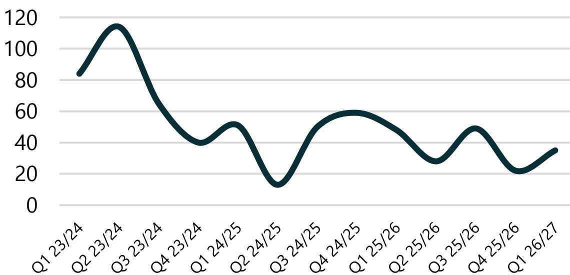
Open Cases at end of Quarter over Time



Number of Cases Opened During the Quarter over Time



Number of Cases Closed During the Quarter over Time



Direction of Travel for Open Cases at end of Quarter

Against last Quarter

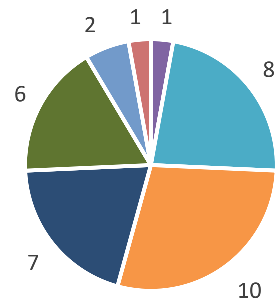
Against last Year

Lower is Good

No Target

Open Cases at End of Quarter 743

Reasons Cases Closed



During Q1, the Enforcement team continued improvement work. The Transformation team is mapping key processes to identify quick wins and support a more streamlined service. This combined work is helping to strengthen capacity and improve the team's overall resilience.

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Percentage of official land charge searches completed within 10 days

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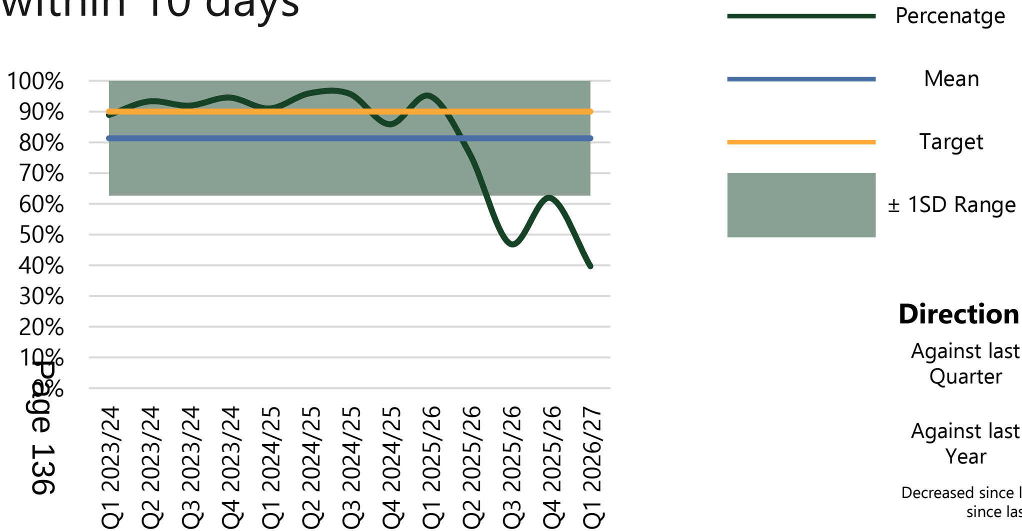

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Higher is Good

Target	90%
Actual	39.67%

Direction of Travel

Against last Quarter ↓

Against last Year ↓

Decreased since last quarter and since last year

The Council experienced a decline in performance compared to Q4 against the 10-day target for completing official Land Charges searches with an average turnaround time of 13 days in Q1.

Land Charges performance has been volatile, a combination of resource intensive processes, products and staffing challenges have led to the current position. The service now has a strategic recovery plan, across 4 areas:

Initial access – the routes customers access the service

Triage and processing

Products

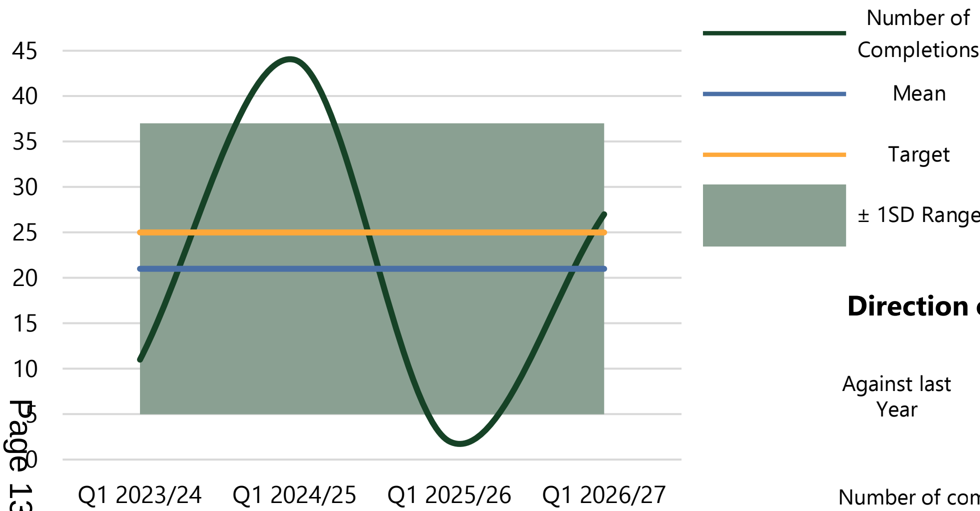
Review of fees and charges.

The plan focusses on developing new ways of working over the summer, with implementation and refinement in the Autumn.

How do we compare?

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

Number of affordable homes delivered (cumulative)



Higher is Good

Target	25
Actual	27

Direction of Travel

Against last Year

Number of completions increased since last year

In Q1, 27 affordable homes were completed. These completions were delivered across schemes in South Cerney and Tetbury, Dunstall Farm, and Down Ampney.

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

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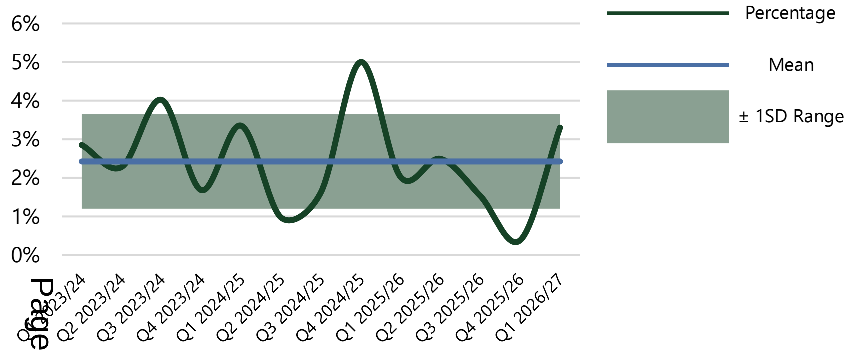
(defined as a warning letter, fixed penalty notice, simple caution or prosecution)



Direction of Travel

Number of Fly Tips

Against last Quarter ⇧

Against last Year ⇩

Percentage Enforcement Action

Against last Quarter ⇧

Against last Year ⇧

No Target

Number of Fly Tips Collected

211

Percentage Enforcement Action

3%

Fly Tips – Increased since last quarter and decreased since last year
Enforcement Action – Increased since last quarter and last year

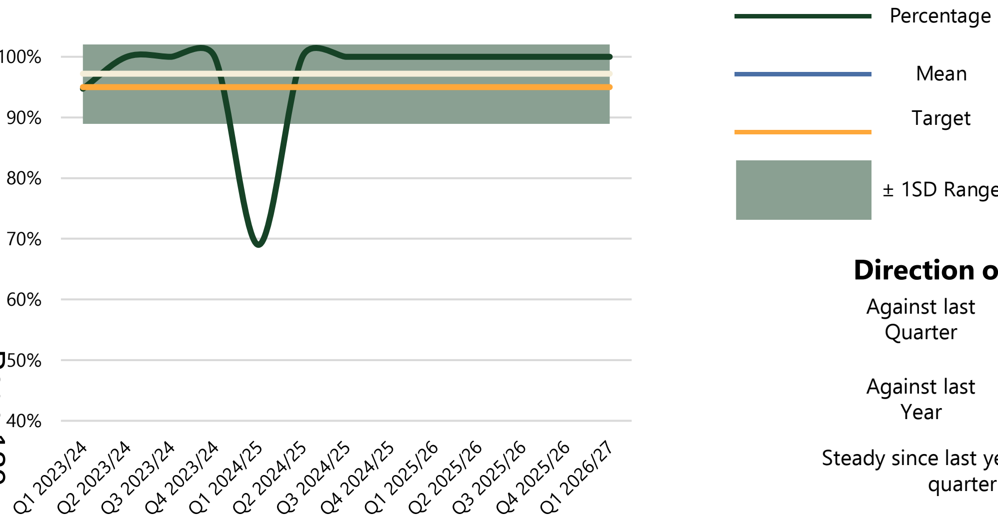
How do we compare?

Number of Fly Tips reported for year 2024-25 for Local Authorities in England – Gov.uk. The latest dataset available is 2024-25

2024-25 Benchmark	Total Fly Tips	Total FPNs	% FPNs per Fly Tip	CIPFA Nearest Neighbours Rank	Quartile
Babergh	430	13	3.02	1/16	Top
Cotswold	**922**	**12**	**1.23**	**10/16**	**Second**
Chichester	816	1	0.12	6/16	Bottom
South Ham	662	0	0	16/16	Bottom

In Q1, the Council achieved a high enforcement rate of 3%, 7 enforcement actions in Q1.
3 FPNs Duty of Care, 2 FPN fly-tipping and 2 Warning Letters. Two multi-agency joint stop-and-search operations were carried out in Bourton-on-the-Water and Aston Down, where 86 vehicles were stopped in total.
A directed surveillance operation (RIPA) has been re-issued for another 13 weeks, targeting offenders fly-tipping large quantities of cannabis waste. Proposals to introduce a civil enforcement regime are being drafted to prevent littering from vehicles.

Percentage of high risk food premises inspected within target timescales



Higher is Good

Target	95%
Actual	100%

Direction of Travel

Against last Quarter

Against last Year

Steady since last year and last quarter

The Council conducted seven inspections during Q1.
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)

COTSWOLD District Council

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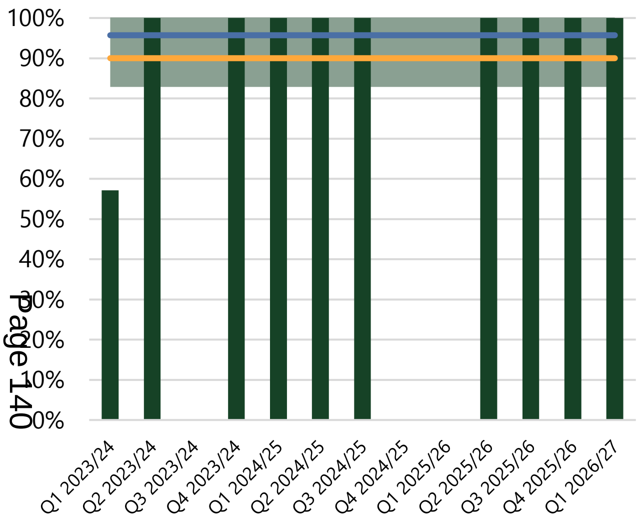

Higher is Good

Target	90%
Actual	100%

Direction of Travel

Against last Quarter

Against last Year N/A

Steady since last quarter
Last year: N/A

Seven high-risk notifications were received during Q1 relating to toilet waste, possible illegal eviction, asbestos removal and food alerts.

All were 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

COTSWOLD District Council

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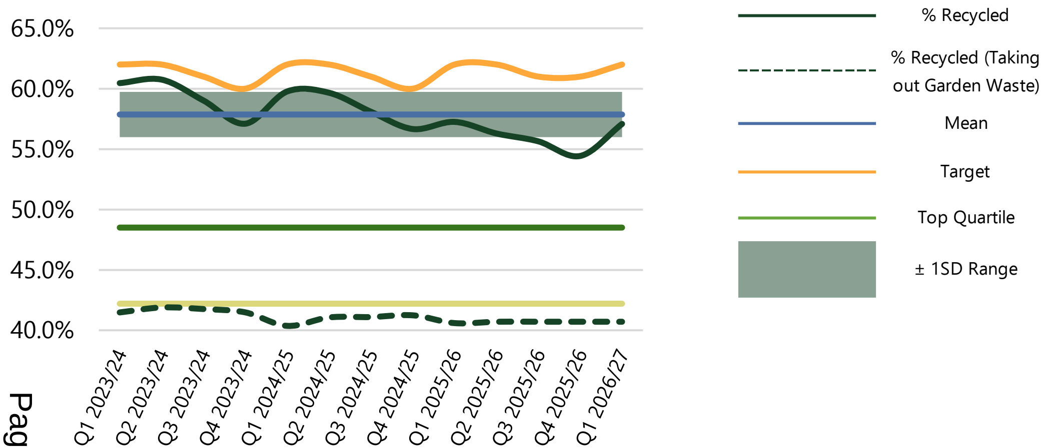

Higher is Good

Target	61%
Actual	57%

Direction of Travel

Against last Quarter

Against last Year

Increased since last quarter and steady since last year

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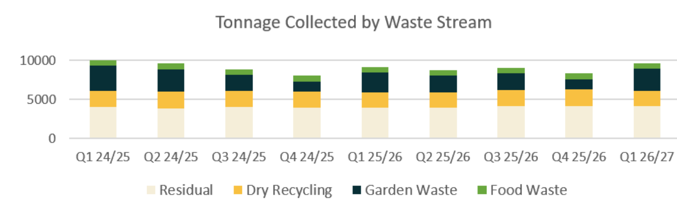
How do we compare?

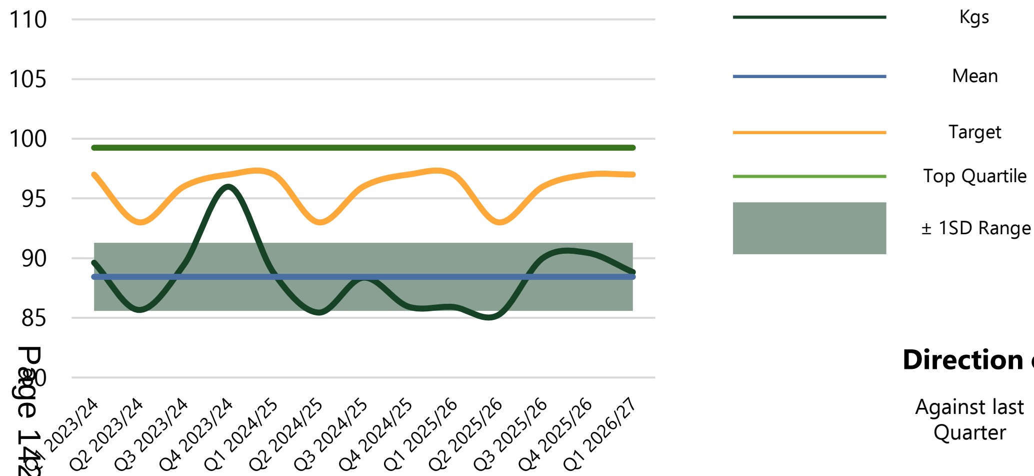
Percentage of household waste sent for reuse, recycling or composting – Gov.uk.

2024-25 Benchmark	%	CIPFA Rank	Quartile
Stratford-on-Avon	63.9	1/16	Top
Maldon	57.8	2/16	Top
Cotswold	**56.7**	**4/16**	**Top**
Derbyshire Dales	51.4	6/16	Second
South Hams	49.3	10/16	Bottom
East Hampshire	34.8	16/16	Bottom

The Council's recycling rate remained broadly stable compared with the same period last year, while staying below the 61% target. In 2024/25, household recycling rates across England varied widely, ranging from 17% to 63.9% among local authorities. The national average recycling rate is 41.23%.



Residual Household Waste per Household (kg)



Lower is Good

Target	97
Actual	88.83

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and increased slightly since last year

How do we compare?

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

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

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

In Q1, the Council remained below the residual waste targets and outperformed the Shire Districts' median of 111 kg per household. The Council 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 Council's effective waste reduction efforts and their position as national leaders in managing household waste.

Missed bins per 100,000

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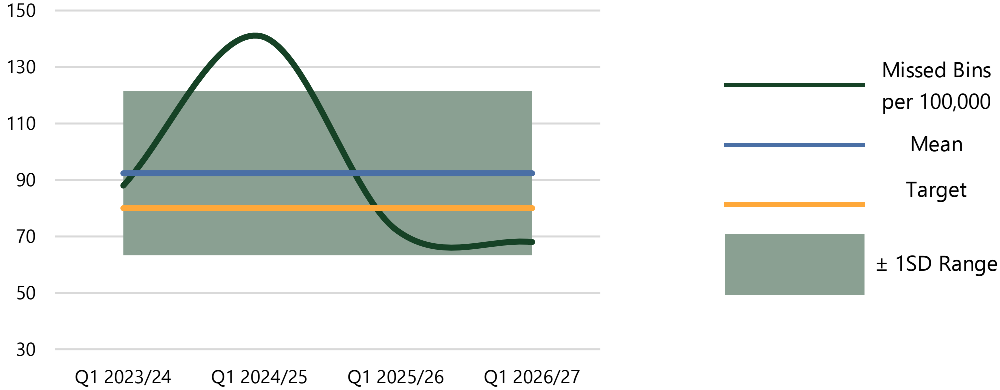


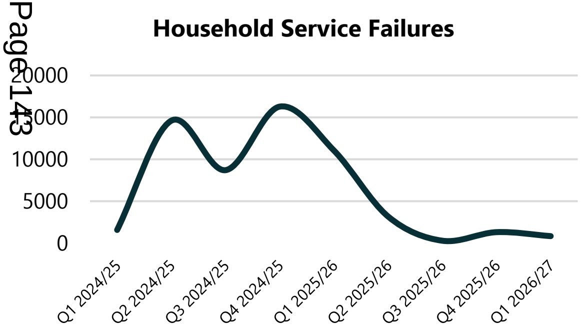
Lower is Good

Target	80
Actual	68

Direction of Travel

Against last Quarter

Against last Year



Unique Instances of Households being Affected by Service Failures This Quarter

820

Decreased since last quarter and since last year

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 bins per 100,000 collections remained steady in Q1, remaining below the target of 80.

During the quarter, staff and process changes, along with improved communication through memos and toolbox talks, helped reinforce the importance of returning to missed collections.

Cabinet have approved a new waste fleet replacement strategy, which should address the ageing fleet problem contributing to breakdowns and service reliability.

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

COTSWOLD District Council

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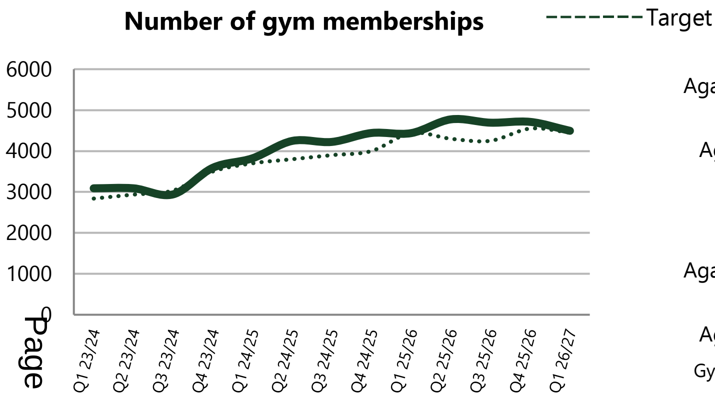

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Direction of Travel

Gym Memberships

Against last Quarter

Against last Year

Leisure Visits

Against last Quarter

Against last Year

Gym Memberships – Decreased since last quarter and increased since last year

Leisure Visits – Decreased since last quarter and increased since last year

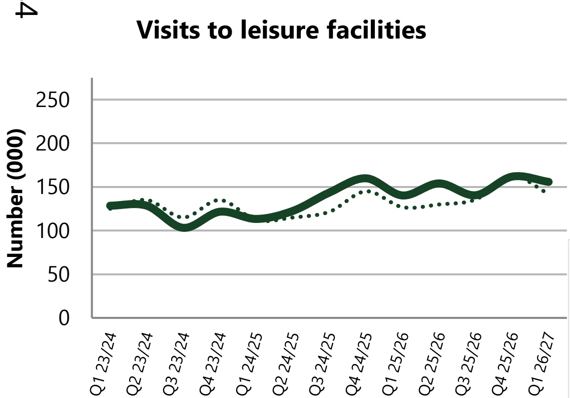
Higher is Good

Gym Memberships

Target	4450
Actual	4,494

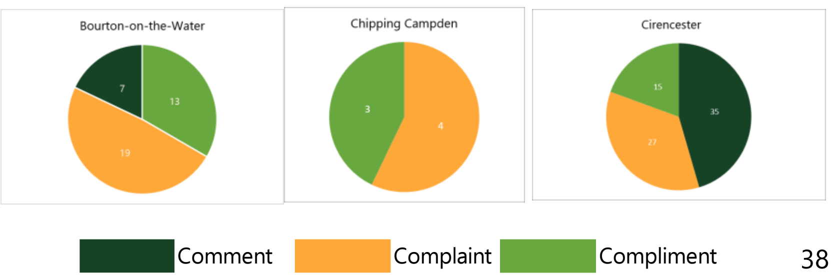
Leisure Visits

Target	142,000
Actual	155,785



Cotswold gym memberships exceeded target by 1%, while leisure visits exceeded target by 10%, reflecting strong usage and demand for the facilities.

A renewed focus on engagement this quarter has supported encouraging improvements in survey participation.



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.

Priorities	Sub-Priority	Action	Portfolio Holder	Accountable Officer(s)	Updated By	Start date	End date	Status	Q1 Update
Preparing for the Future	**Driving organisational and cultural change to be be fit for the future**	Transformation - Develop Strategy Action Plan	Cllr Mike Evemy Cllr Tristan Wilkinson	Helen Martin	Helen Martin	Aug-25	Mar-28	On Target	ICT programme has kicked off, In house projects are awaiting kick off.
Preparing for the Future	**Driving organisational and cultural change to be be fit for the future**	Transformation through changing existing or creating new service delivery models, and/or making changes to the organisation structure, roles, processes or technology to improve outcomes, as a result of introducing new ways of working, and/or to reduce the costs of services.	Cllr Tristan Wilkinson	Helen Martin	Helen Martin	Oct-25	Mar-28	On Target	Workstream 2 of the technical programme is progressing well with further project completion. - BACS/Bottomline system migration project is now complete. - Extract AI by MHCLG is now complete. - DPIF is progressing well, kicking off testing on the 23rd of July and on track for completion by the 8th of September 2026. - IDOX Unimap web implementation is complete, planning and related services configuration are complete as well.
Preparing for the Future	**Driving organisational and cultural change to be be fit for the future**	Digital Transformation: accelerating the use of digital technology to improve council services, enhance accessibility, and promote digital inclusion across communities.	Cllr Tristan Wilkinson	Helen Martin	Helen Martin	Oct-25	Mar-28	On Target	Workstream 1 of technical programme is progressing with some concerns. - Windows 11 Rollout is ongoing. - Microsoft global secure access has been put on hold due to concerns about resources. - Microsoft Copilot; ICT Virtual Implentation team: A copilot agent is being tested for HR policies and forms using documents uploaded from sharepoint.
Preparing for the Future	**Preparing for Local Government Reorganisation**	Prepare the LGR submission to government. Prepare the next phase of the LGR Programme. Implement the governments decision.	Cllr Mike Evemy	Jane Portman	Jane Portman	already commenced	Mar-28	On Target	The Portfolio and Programme team has been strengthened further and work is progressing very well in preparation for the government's decision which is due in Q2.
Preparing for the Future	**Preparing for Local Government Reorganisation**	Consult with other local authorities to inform possible options for establishing a Strategic Authority	Cllr Mike Evemy	Jane Portman	Jane Portman	already commenced	Mar-28	On Target	We await the government's decision as part of their devolution programme.
Preparing for the Future	**Developing our workforce**	Deliver the People and Culture Strategy	Cllr Mike Evemy	Angela Claridge	Angela Claridge	Sep-25	Mar-28	On Target	Implementation Plan on target. In April, Cabinet approved a Staff Retention Strategy, recognising that retaining skilled and experienced employees is vital to maintaining high-quality services and organisational resilience in the run up to Local Government Reorganisation in 2028. The strategy aims to improve employee engagement, development and wellbeing, helping to reduce turnover and retain valuable knowledge and expertise within the organisation.

Preparing for the Future	**Developing our workforce**	Deliver the Internal Communications Plan, to keep staff informed and engaged in organisational development and LGR	Cllr Mike Evemy	Matt Abbott	Helen Hillier/Clara Wiggins	Sep-25	Mar-28	On Target	The council's internal communications strategy for the first quarter of 26/27 continues to build on the success of the previous year. The KPIs were updated in April to reflect small stretch targets for the new calendar year. So far, results for internal communications performance are very positive and are achieving or exceeding set targets. An average of 34 pieces of content were posted to the council's portal per month - exceeding the target of 30. Visitor numbers were slightly below target but page views and engagement rate were all above target. Staff briefings have continued every 4 – 6 weeks and all have seen attendance hold steady at more than 100 per event. Through the LGR Portfolio and Programme Office, fortnightly updates on LGR have continued every other Wednesday, a new LGR Hub has been launched, and two LGR all-staff briefings have been held. A new manager's event series, managers section of the portal, and manager's newsletter is being developed by the team and will be delivered in September, as will a second staff pulse survey.
Preparing for the Future	**Developing our workforce**	Consideration of a small number of functions currently in Publica in light of their focus core function delivery	Cllr Mike Evemy	Jane Portman	Jane Portman	Jul-25	Dec-25	On Target	In Q1, we transferred back the Flood Risk Management function and welcomed the staff to the council. The statutory safeguarding duties also transferred into the council. In preparation for Local Government Reorganisation almost all Publica provided services have been thoroughly reviewed.
Preparing for the Future	**Deliver the new Local Plan**	Adopt the new Local Plan, providing a robust development framework for the Cotswold area post 2028 that provides affordable housing, employment and infrastructure for present and future generations whilst conserving and enhancing the national landscape.	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-27	On Target	The draft local plan was published on 24th July 2026 in preparation for O&S committee on 3rd August. This addresses the provision of affordable housing, employment and infrastructure, within the Cotswold District area to 2043.
Delivering good services	**Ensure value for money and good standards**	Develop a Fleet Replacement programme	Cllr Andrea Pellegram	Peta Johnson	Peta Johnson	already commenced	Apr-26	On Target	Tenders have been awarded for the food waste vehicles, the 7.5t RCVs and the recycling/ food waste vehicles. The design of the recycling/ food waste vehicles is under review e.g. adding a material (plastics bags and wrapping) and consideration of changing waste streams e.g. mixing paper and card, including the potential for more card to be in the waste stream in the future (increased trend towards home deliveries). Tenders are still to be issued for a mechanical sweeper and one electric recycling/ food vehicle.
Delivering good services	**Ensure value for money and good standards**	Improve and digitise engagement with the customers of the Waste and Environment Services	Cllr Andrea Pellegram	Peta Johnson	Peta Johnson	already commenced	Mar-28	On Target	As previously indicated, residents can now report full litter bins via the website. This integration was completed in March 2026. Residents select the bin from a map and the instruction to empty the bin is issued directly to Ubico. This functionality has been extended to include fly tip reporting. This integration was completed in June 2026. Residents can see if a fly tip has already been reported. They can then report a fly tip and describe the type and amount of material present. The information is reviewed prior to being issued to Ubico to ensure that reports are not duplicate (fly tips can be reported via a range of channels)

Delivering good services	**Ensure value for money and good standards**	Adapt to changes in Waste legislation	Cllr Andrea Pellegram	Peta Johnson	Peta Johnson	already commenced	Mar-28	On Target	Plans for the roll out of plastic bags and wrapping collections have been further developed. The compartment on the vehicle has been designed, and the method of presentation by residents has been through Cabinet. Residents will present the material in self supplied plastic bags. The communication programme is in the early stages of development, including discussions at the county wide level to ensure that services can be harmonised where possible. Although service harmonisation is not possible at this stage, the collection authorities across Gloucestershire have committed to a standard name for the material (plastic bags and wrapping), a standard colour for bags - blue (where these are issued), and a standard list of target materials.
Delivering good services	**Ensure value for money and good standards**	Implement the Planning Advisory Service action plan	Cllr Juliet Layton	Geraldine LeCointe	Harrison Bowley	already commenced	Aug-26	On Target	O&S Committee on 29th June noted the progress on the PAS action plan and made recommendations for Cabinet to consider.
Delivering good services	**Enhance financial resilience and make best use of our assets**	Maintain financial sustainability over the MTFS-period (2026/27 to 2029/30) following the outcome of the Fair Funding 2.0 review.	Cllr Patrick Coleman	David Stanley	David Stanley	Apr-26	Mar-28	On Target	2027/28 MTFS timetable agreed and in progress. Initial discussions taken place with informal Cabinet, CLT and Ubico. Early budget setting work to take place in Q2 following steer from Cabinet.
Delivering good services	**Play our part in maintaining and enhancing the public realm**	Introduce charging to sustain Council owned public toilets.	Cllr Tony Dale	Claire Locke Sue Hughes	Claire Locke	already commenced	Dec-25	Complete	Awaiting transfer of public conveniences in Northleach to the Town Council. All other facilities have had charging mechanisms introduced and charges now apply.
Delivering good services	**Play our part in maintaining and enhancing the public realm**	Deliver the new Parking Strategy.	Cllr Tony Dale	Sue Hughes	Sue Hughes	already commenced	Mar-28	On Target	Actions within Strategy progressing well including replacement of pay and display machines to council carparks - contract now awarded and installation being planned.
Delivering good services	**Play our part in maintaining and enhancing the public realm**	Invest in and maintain our car parks	Cllr Tony Dale	Alan Hope	Alan Hope	already commenced	Mar-28	On Target	Capital investment works complete, inspections/maintenance ongoing. Collaboration between service areas to address issues as they arise.
Delivering good services	**Deliver the new Local Plan**	Ensure our planning policies deliver our corporate priorities and promote carbon neutral development and sustainable infrastructure for our communities	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-26	On Target	The draft local plan was published on 24th July 2026 in preparation for O&S committee on 3rd August. This recommends many ambitious policies in relation to climate change.
Responding to the climate emergency	**Support and Enable Residents & Businesses**	Expand the network of Electric Vehicle Charge Points	Cllr Mike McKeown	Tim Atkins	Tim Atkins	already commenced	Mar-28	Complete	The Sim-touch issue has been cleared by Connected Kerb and the units are operational. The project is now completed.

Responding to the climate emergency	**Decarbonise Council Operations**	Embed climate action into council services to reduce the council's operational carbon emissions	Cllr Mike McKeown	Tim Atkins	Tim Atkins	already commenced	Mar-28	On Target	The Climate Board's meeting of June 26 agreed an update for the delivery of CDC Climate Change Programme. A workstream has been established for the Depot External works which includes the provision of a fuel tank for HVO. External expertise is sort to ensure compliance with all necessary considerations. A detailed project delivery plan will then be progressed.
Responding to the climate emergency	**Increase resilience to the effects of climate change**	Work in partnership to respond to the Climate Risk and Vulnerability Assessment	Cllr Mike McKeown	Tim Atkins	Tim Atkins	Oct-25	Mar-28	On Target	Awaiting CLG update
Responding to the climate emergency	**Deliver high quality retrofit advice and support installation of renewables across the district**	Deliver high quality retrofit advice and support installation of renewables across the district through policy, partnership working and initiatives	Cllr Mike McKeown	Tim Atkins	Tim Atkins	already commenced	Mar-28	On Target	The drive & Thrive Event has been re-arranged for October 26 (due to a clash with 'Everything Electric' event at Cheltenham Racecourse in June). At the Climate Board's June Meeting it was agreed to review options of how the retrofit workstream could be expanded / refocused to maximise impact. A report will be taken to the next Climate Board in September 26.
Delivering Housing	**Deliver the new Local Plan**	Allocate sites in line with Government requirements that will boost housing delivery whilst taking account of the significant constraints across the district	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-26	On Target	The draft local plan was published on 24th July 2026 in preparation for O&S committee on 3rd August. This recommends the allocation of a member of strategic and non strategic sites to meet Government requirements.
Delivering Housing	**Working with our partners to deliver more affordable homes**	Move forward a Pipeline of Rural Affordable Housing Sites and develop ways to increase Affordable Housing delivery	Cllr Juliet Layton	Alan Hope	Alan Hope	already commenced	Mar-28	On Target	Partnership working to deliver affordable housing ongoing. Rural Exception site Pipeline continues to be developed. NPPF consultation document potential 5% cap unhelpful - conclusion of consultation expected shortly.
Delivering Housing	**Understanding everyone's housing needs**	Adopt and implement the Preventing Homelessness Strategy	Cllr Juliet Layton	Claire Locke Caroline Clissold	Caroline Clissold	Sep-25	Mar-28	On Target	A full review of the Preventing Homelessness strategy is underway, with most actions on target or ahead of target. A full review of the strategy against the MHCLG's National Plan to End Homelessness is also being undertaken to include newly introduced targets to increase Prevention, reduce the use of B&B for families and end rough sleeping. CDC already preform well in these area with little to no rough sleeping and no B&B use for families.
Delivering Housing	**Understanding everyone's housing needs**	Continue to monitor housing needs to inform the councils revised Housing Strategy	Cllr Juliet Layton	Claire Locke Caroline Clissold	Caroline Clissold	already commenced	Mar-28	On Target	Quarterly reviews of H-CLIC data are being carried out to inform housing trends and monitor increases in contacts.
Delivering Housing	**Understanding everyone's housing needs**	Refocus the Housing Strategy on Strategic Actions.	Cllr Juliet Layton	Alan Hope	Alan Hope	Aug-25	Oct-25	Off Target, but action being taken to ensure delivery	Document ready, awaiting decision on next steps.

Supporting communities	**Strengthen our links with town and parish councils and key stakeholders**	Engage with and support town and parish councils to prepare for Local Government Reorganisation	Cllr Mike Evemy	Matt Abbott	Matt Abbott	Jun-25	Mar-28	On Target	TPC Forums held in May with good attendance; further sessions organised for August as well as exhibitions and public meetings. Ongoing correspondence via monthly newsletter
Supporting communities	**Encourage community health and wellbeing**	Enable networking and public engagement events to help local residents to access support services	Cllr Paul Evans	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	
Supporting communities	**Encourage community health and wellbeing**	Celebrate the contribution of individuals and local groups	Cllr Paul Evans	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	The Unsung Heros Scheme is now being run through three rounds, March, July and November. Nominations for the July round closed at the end of June and winners have been selected and notified for recognition at July Council.
Supporting communities	**Encourage community health and wellbeing**	Promote community activity through Crowdfund Cotswold	Cllr Patrick Coleman	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	Three projects launched campaigns from round 1, and were considered by CDC for grant support: The Barn Theatre, for its Barn Bus to support rural residents accessing their venue in Cirencester, the Phoenix Festival and Down Ampney Village Shop. At the time of writing, the Barn Theatre has surpassed its funding target, with 241 backers
Supporting communities	**Encourage community health and wellbeing**	Ensure the leisure and culture contracts deliver core provision and positive community outcomes	Cllr Tony Dale	Joseph Walker	Lisa Caton	already commenced	Mar-28	On Target	Core contractual quality standards were maintained across both contracts. Cirencester Leisure Centre achieved a Very Good rating in its Quest Leisure Assurance Assessment, whilst Corinium Museum achieved a 92% VAQAS score, including 100% for visitor welcome and customer service. Project launched for the CDC Capital Project to upgrade fitness equipment at Cirencester and Bourton Leisure Centres, with design proposal being informed by over 250 customer survey responses. Corinium Museum also delivered a successful Easter programme, attracting residents and visitors, and enhanced its visitor offer through the introduction of Museum-branded merchandise.
Supporting communities	**Encourage community health and wellbeing**	Work with Cotswold Youth Network to champion to contribution and needs of young people	Cllr Paul Evans	Joseph Walker	Clare Jobling	Oct-25	Mar-28	On Target	World Jungle, who convene the Cotswold Youth Partnership and who historically held the HAF contract, were successful in being awarded the HAF contract to deliver this year. They have been working with partners, with support from CDC's community builder, to prepare and promote a summer activity programme.
Supporting communities	**Support our residents in crises**	Coordinate a partnership response to address financial hardship and the cost of living	Cllr Patrick Coleman	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	The Crisis and Resilience Fund launched at the beginning of the quarter, with the centralised crisis support offer from GCC. GCC confirmed a district allocation of £170k to support resilience and prevention. An indicative delivery plan was shared with, and agreed by GCC, so CDC is in the midst of liaising with local partners to agree the grant arrangements for delivery.

Supporting communities	**Support our residents in crises**	Work with the NHS Integrated Locality Partnership to improve the quality of life of children and vulnerable households	Cllr Paul Evans	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	The Council continues to work with system partners through the ILP - as example, officers have recently supported roadshows led by GRCC to take information about services out across the district. There is still some uncertainty over the future of the ILP model, following changes to the NHS England structure, but broad agreement round the table that there needs to be an opportunity space to coordinate activity.
Supporting communities	**Support our residents in crises**	Work with the Cotswold Community Safety Partnership to improve road safety and reduce antisocial behaviour	Cllr Paul Evans	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	The CSP met again in April, which provided useful opportunity for partnership discussion around working with young people. The Council's community builder has been working with the police and other partners to better coordinate activity and explore the potential for a grant bid to the OPCC to bring county training into the district. On road safety, the Gloucestershire Road Safety Partnership was able to recruit a new coordinator, who started in post in quarter and who will be attending the next CSP meeting.
Supporting communities	**Deliver the new Local Plan**	Through our Local Plan review aim to ensure that development provides the necessary infrastructure for communities and that this provision is aligned with the phasing and delivery of development	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Mar-28	On Target	The draft plan (Regulation 19) will be consider by O&S on 3rd August, Cabinet on 6th August and full Council on 12th August. Subject to the Reg 19 being endorsed, the 6 week consultation period starts on 24th August.
Supporting the economy	**Develop the skills of our residents**	Support key sectors to create new highly skilled jobs, including through promotion of apprenticeship opportunities.	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	already commenced	Mar-28	On Target	The council is working with Cirencester Chamber of Commerce, through a UK Shared Prosperity funded programme, to enhance opportunities for young people, including promoting apprenticeships. The programme has been officially launched and is now underway. The Council has also been speaking to the Ministry of Defence and its contractors about opportunities at the Duke of Gloucester Barracks at South Cerney, which is having major investment to become the HQ of the Army's cyber regiment.
Supporting the economy	**Grow a strong and sustainable economy**	Deliver a programme of activities through the Shared Prosperity and Rural England Prosperity Funds	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	Mar-25	Mar-26	On Target	All UKSPF & REPF funds are allocated and most projects are completed. The Government has extended the date for delivery to the end of September 2026. Only two projects are still to be completed and these will be finished in good time for the September deadline.
Supporting the economy	**Grow a strong and sustainable economy**	Deliver the actions set out in the refreshed Green Economic Growth Strategy.	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	Jan-25	Mar-28	On Target	The Green Economic Growth Strategy is overseen by the Cotswold Economic Advisory Group. The refreshed strategy was adopted by Cabinet in March 2025 and delivery of the actions is underway.
Supporting the economy	**Grow a strong and sustainable economy**	Work with the Royal Agricultural University on their aspiration for the Innovation Village	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	already commenced	Mar-28	On Target	An outline planning application was submitted in April 2024 and was approved at May's Planning Committee. A legal agreement now needs to be completed in order for the planning consent to be issued. Next steps sit with the RAU. These will include a 'relaunch' of the project in the coming months.

Supporting the economy	**Grow a strong and sustainable economy**	Promote the Growth Hub to support existing businesses and encourage the growth of start-ups	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	already commenced	Mar-28	On Target	The UK Shared Prosperity Fund support for the Growth Hub has now come to an end. Reduced funding from the County Strategic Economic Development Fund has taken its place. This has meant there is now just one part-time Business Navigator per Hub. The Cirencester Growth Hub has moved from the Alliston Centre to the Emrys Jones Centre on the main RAU campus. The co-working space and offices will remain at the Alliston Centre and Growth Hub events will still take place there. The Council will continue to work closely with the Growth Hub to ensure businesses in the district get the support they need.
Supporting the economy	**Grow a strong and sustainable economy**	Work with partners to realise benefits of the Creative Cotswolds Action Plan	Cllr Tony Dale	Joseph Walker	Lisa Caton	Sep-25	Mar-28	On Target	Cabinet approved the proposal in May to recruit a specialist officer to support the cultural economy. Subsequently a post has been created and the recruitment is underway at the end of the quarter. Alongside the Leisure and Culture Support Officer has been working with the museum to enhance their use and presentation of data to inform decision-making on future economic opportunities
Supporting the economy	**Manage the opportunity and impact of the visitor economy**	Refresh the Tourism Destination Management Plan	Cllr Tony Dale	Joseph Walker Chris Jackson	Chris Jackson	Sep-25	Sep-26	On Target	External consultant meeting with industry partners collectively and individually to gather views and intelligence to frame a new Destination Management Plan, expected in September
Supporting the Economy	**Deliver the new Local Plan**	Promote policies that maintains and protects our existing employment sites whilst supporting sustainable economic growth in the district	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-26	On Target	The draft plan (Regulation 19) will be consider by O&S on 3rd August, Cabinet on 6th August and full Council on 12th August. Subject to the Reg 19 being endorsed, the 6 week consultation starts on 24th August.

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CORPORATE PERFORMANCE REPORT 2026/27 Q1 – ANNEX C

COTSWOLD
District Council

1. EXECUTIVE SUMMARY

1.1 This report sets out the Strategic Risk Register for Cotswold District Council which has been reviewed by the Corporate Leadership Team ("CLT") during Q1 and Q2 of the current financial year.

1.2 The Strategic Risk Register will be considered by Audit and Governance Committee at their meeting on 05 October 2026. The committee reviewed the Q4 risk register at their meeting on 27 July 2026 and discussed the risk on Civil Contingency/Major Event (CDC_SRR_252610) with a focus on business continuity plans. Comments were also made on the definition of the Health and Safety Compliance risk (CDC_SRR_252603).

1.3 The risks set out in Annex C-1 and provides an update of the authority's strategic risks and the risk management work being undertaken; to assist the committee in fulfilling their obligations to periodically review the authority's Corporate Risk Register and to consider the effectiveness of the council's risk management arrangements.

2. BACKGROUND

2.1 Audit and Governance Committee considered the Risk and Opportunity Management Policy at their meeting on 09 April 2026. The policy outlined sets the Council's approach to risk and opportunity management including defining what is Risk and Opportunity Management, our risk appetite as a council, definitions, roles, and responsibilities, and how risk management is embedded across the organisation.

2.2 The Council's risk appetite level is Cautious, although this can change on a risk-to-risk basis. It is willing to consider all potential options but with well evaluated risks and learning from experience. The risk appetites considered in the policy are shown below for information.

Averse	Cautious	Creative and Aware	Eager
• Safe Business delivery options with low risks limited reward • Reluctant to take action given uncertainty	• Safe delivery of options that have a medium degree of risk and potential for reward • Tight corporate control over change	• Willing to consider all potential options that are most likely to result in success • Well evaluated risk taking • Learns from experience	• Eager to be creative and innovative • Higher rewards despite inherent risk • Willing to accept significant loss • Actions when results are unknown

2.3 Accepted best practice is for risk management to be reported to members on a regular basis.

2.4 External Audit, as part of the annual assessment of the Council's arrangements for securing economy, efficiency and effectiveness (Value for Money) have recommended that the frequency of the review of the strategic risk register should be quarterly.

2.5 The Council's constitution sets out the role of Audit and Governance Committee includes "Monitoring the arrangements for the identification, monitoring and control of strategic and operational risk within the Council" and "consider summaries of specific risk management reports, quarterly."

2.6 Members should view this review in response to the recommendation, and it is proposed that the strategic risk register is included in the work programme for the committee with a quarterly review frequency.

2.7 As an additional measure, the strategic risk register is reviewed by Cabinet on a quarterly basis and is aligned to the wider service and financial performance reporting cycle.

3. MAIN POINTS

3.1 In assessing risk, the Council utilises a 5x5 matrix (as shown below) with a score given to the Initial Risk and the Residual Risk (Current Risk)

Likelihood						
	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	Impact					

3.2 The strategic risks facing the Council are set out in Annex C-1 and are considered the risks that could impact the successful achievement of the Council's long-term core objectives, priorities, reputation, and outcomes. These risks are classed as strategic as these are no able to be managed at service level.

3.3 The risks are summarised below for the purposes of this report, but members are encouraged to review Annex C-1.

- 1 risk scored 16 (Red) – Local Plan (No Change)
- 3 risks scored 15 (Red) – Cyber Security, Health and Safety Compliance, Civil Contingency/Major Event (No Change).
- 7 risks scored 9 (Amber) – Financial Sustainability (reduction in risk score from 12), Contractor Failure, Compliance GDPR/Data breach, Staff recruitment and retention, Service Standards (LGR impact), Staff capacity (LGR workload), Fraud & Corruption.

- 3 risks scored 6 (Amber) – Corporate Plan Delivery (reduction in score of 3), Resilience – Democracy (reduction in score of 3), Procurement (no change).
- 1 risk was de-escalated – PCI/DSS compliance

3.4 Further controls, mitigation, or contingency is detailed for each risk set out in Annex C-1 with follow-up action where appropriate.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications arising directly from this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising directly from this report.

6. RISK ASSESSMENT

6.1 If the Council's governance arrangements are weak then Council is at risk of failing to safeguard the use of public funds. In turn this would lead to poor external assessments, damaging the reputation of the Council.

7. EQUALITIES IMPACT

7.1 An equalities impact assessment is not required for this report.

8. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

8.1 There are no climate or ecological emergency implications arising directly from this report.

9. BACKGROUND PAPERS

9.1 None.

(END)

Cotswold District Council

10/08/2026

Strategic Risk Register - August 2026

ID	Description of risk / opportunity	Owner	Initial Risk					Residual Risk (current)					Change in residual risk since previous review	Date of Review	Days since last review	Control, Mitigation or Contingency	Follow on Action (if required)	Risk Acceptance Level	Impact on or from Partner Authorities	Status: Open, Hold, or Closed	Direction of Travel since previous review)
			Impact category	Impact score	Likelihood category	Likelihood score	Score	Impact category	Impact score	Likelihood category	Likelihood score	Score									
POLITICAL																					
CDC_SRR_252601	**Financial Sustainability** The Council is unable to maintain a balanced budget position during 2026/27 due to unavoidable cost pressures, loss of income The Council is unable to set a balanced budget for the forthcoming financial year (2027/28)	Deputy Chief Executive & Section 151 Officer	Major	4	Probable	4	16	Moderate	3	Possible	3	9	-3	05-Aug-2026	5	3-year funding settlement - more certainty Experienced and qualified Team LGR Backfill in place Awareness of the Budget Gap in 2026 MTFS Current Savings and Transformation Plan Reserves and Balances - adequate Quarterly Financial Performance reports to Cabinet & O&S Financial Implications on every report Engagement with Cabinet member and Informal Cabinet Exposure to secondary commodities market - seek longer term fixed price deals (although market appetite is low) **2025/26 Outturn positive with transfer of additional surplus to earmarked reserves**	2026/27 **2026/27 Q1 Financial Performance report to Cabinet September 2026 with options on utilising any beneficial financial position to support 2026/27.** External Auditor VfM judgement Transformation Plan - ABW Internal Audit to plan for audit of Budget Setting Process 2027/28 **Engagement with Ubico/Publica commenced June 2026 on expectations for 2027/28. Further meetings September and October.** **2027/28 Budget options considered with Cabinet July 2026 with follow-up meetings August and September 2026.**	Risk Reduction	*Risk to Partner Authorities but under control*	Open	
CDC_SRR_252613	**Procurement** The Council does not undertake procurement activities in accordance with the Contract Rules and/or incurs expenditure in relation to services/works that has not been authorised in accordance with the Financial Procedure Rules.	Deputy Chief Executive & Section 151 Officer	Major	4	Probable	4	16	Moderate	3	Remote	2	6	0	05-Aug-2026	5	Procurement Act 2023 (effective from 24/02/2025) with updated Contract Rules adopted in the constitution. Procurement Action Plan in place with additional mitigation measures. Procurement Toolkit available on intranet site. Procurement Training for Council staff delivered November 2025 and February 2026 Only authorised officers to undertake procurment Senior Procurement Business Partner to escalate any procurement concerns directly to CLT Commissioning and Procurement Board held monthly	Mandatory Member Briefing on Procurement - 18 March 2026 Procurement Action Plan review to Audit & Governance Committee - April 2026 Internal Audit Plan 2026/27 - follow-up **Quarterly review at Audit & Governance Committee and Cabinet from January 2026 with next report October 2026** **ABW "Purchase to Pay" enhancement for CDC live from 2026** **Annual refresh of mandatory training for staff and members**	Risk Reduction	*Risk to Partner Authorities but under control*	Open	
CDC_SRR_252602	**Contractor Failure - Contract Management** The Council does not effectively manage contracts with major suppliers and results in a failure to deliver services Major contractor unable to deliver service levels due to external pressures - Ubico expansion (Wiltshire), provision of new Waste Fleet vehicles	Deputy Chief Executive & Section 151 Officer	Major	4	Possible	3	12	Moderate	3	Possible	3	9	0	05-Aug-2026	5	Ubico & Publica - Teckal companies which CDC is a shareholder Publica - Shareholder Forum and Operational Forum (CDC Chair for 12 months from October 2025) Freedom - Leisure Contract manager (LC) Ubico - Waste & Recycling contract management (PJ) KPIs being developed with clear reporting framework to Cabinet & O&S on a quarterly basis Freedom - quarterly performance meetings with Freedom/Cabinet Member/Officers **LGR Programme - comprehensive and up-to-date contractor schedule** **Protocol on procurement ahead of LGR vesting day agreed across county**	Dun & Bradsheet alerts - follow up on how this is managed/communicated CDC to improve client-side management Fortnightly review meetings - Head of Waste, s151 on Fleet replacement	Risk Reduction	*No impact*	Open	
CDC_SRR_252603	**Compliance - Health & Safety** Risk of death or injury to service users/staff due to breach of H&S **Consdier change to definition following A&G comments**	Chief Executive	Extreme	5	Possible	3	15	Extreme	5	Possible	3	15	0	05-Aug-2026	5	H&S Team, policy Risk assessments in place H&S Board minutes standing item on CLT (quarterly) Risk assessment training 20/05/2026. Further dates to be confirmed **Leader of the Council - named Cabinet member with responsibility for H&S**	Full set of H&S procedures to be developed and implemented All inspections relating to assets (e.g. Legionella) are recorded on the Council's asset management system with quarterly reporting to H&S Board/CLT Review of H&S Board TOR **Overarching H&S Policy to be consdiered by Cabinet Oct/Nov with delegation to CEX to agree other H&S policies**	Risk Avoidance	*No impact*	Open	

Cotswold District Council

Strategic Risk Register - August 2026

10/08/2026

ID	Description of risk / opportunity	Owner	Initial Risk					Residual Risk (current)					Change in residual risk since previous review	Date of Review	Days since last review	Control, Mitigation or Contingency	Follow on Action (if required)	Risk Acceptance Level	Impact on or from Partner Authorities	Status: Open, Hold, or Closed	Direction of Travel since previous review)
			Impact category	Impact score	Likelihood category	Likelihood score	Score	Impact category	Impact score	Likelihood category	Likelihood score	Score									
CDC_SRR_252604	**Compliance - GDPR/Data Breach** The Council does not have adequate internal controls around the management of its data resulting in a serious data breach	Chief Executive	Major	4	Probable	4	16	Moderate	3	Possible	3	9	0	05-Aug-2026	5	Data Protection Officer Training (mandatory) DP policies ICT Acceptable use policy Nominated SIRO Reporting of data breaches and near misses Cabinet member responsible for data governance Improvements in Data Breach Reporting (more low level breaches being reported), roll-out of training to follow-up on mandatory training **Annual Governance Statement (AGS) includes SIRO annual report**	Annual report to the Cabinet member on data governance Internal Audit review follow and addressing the issues as raised in the IA Plan Mandatory Training from March 2026 to be completed by 30/04/2026	Risk Avoidance	*No impact*	Open	
CDC_SRR_252605	**Staff** Inability to recruit and retain suitably qualified and experienced staff to deliver services	Chief Executive	Major	4	Possible	3	12	Moderate	3	Possible	3	9	0	05-Aug-2026	5	Vacancy Management process Authority to Fill process Market Supplements, Flexible working, employee benefits (Medicash etc) Ability to bring in Agency Staff Shared agreements with other Councils Trainee roles/apprenticeships Approach to Learning & Development - Professional Learning Positive Workplace culture - People & Culture Strategy Appraisals - 2026/27 appraisals to be set no later than June 2026. Retention Strategy and updated Flexibility in Pay Policy agreed in April 2026 **Low level of vacancies reported Q1 2026/27**	CT Developing a framework for Training & Development Publica - partnership working with FODDC and WODC Consideration of mutual aid policy across Gloucestershire Review of secondment agreements to ensure mitigation measures are effective **CLT review of recruitment and retention options - recognising difficultly in recruiting to roles and retaining interims/agency staff. Promotion of wider employee benefits (training and development) in job adverts and recruitment**	Risk Acceptance & Retention	*Publica Risk*	Open	
CDC_SRR_252606	**Service Standards** LGR risk inability to maintain BAU and support the Council and/or residents due to insufficient staff capacity (time spent on LGR)	Chief Executive	Moderate	3	Possible	3	9	Moderate	3	Possible	3	9	0	29-Jul-2026	12	Some services delivered by a partner organisation (Ubico, Publica) Wellbeing strategy and other employee benefits to support staff Capacity Fund to support delivery of BAU (CLT) - backfill may be an option Managing members and expectations through ongoing communication and briefings on Corporate Plan and service standards Retention Strategy LGR Transition budget funds 50% of Programme Leads to contribute towards backfill costs. whilst maintaining a robust process Where a vacancy arises - flexible approach to recruitment including backfill/act-up etc (case by case basis) Mandatory Training to continue to build capacity, training opportunities for staff (Carmel's budget) investing in staff	s151 Ensure Capacity Fund is adequate to support Council until 31/03/2028 2025/26 Outturn to identify additional balance for reserve Identification of single points of failure Ongoing dialogue with Cabinet on impact of LGR on BAU **Plan on a Page (POAP) drafted - to be published in Q2** **Decisions on recruitment - maintaining service levels key consdieration** **Gloucestershire-wide secondment agreement due to be launched Q2 2026/27**	Risk Acceptance & Retention	*Risk to Partner Authorities but under control*	Open	
CDC_SRR_252607	**LGR Risk (staff unable to contribute/burnout)** Inability to support the Council and Residents in the transition from District to Unitary Council	Chief Executive	Moderate	3	Possible	3	9	Moderate	3	Possible	3	9	0	29-Jul-2026	12	Some services delivered by a partner organisation (Ubico, Publica) Wellbeing strategy and other employee benefits to support staff Capacity Fund to support delivery of BAU (CLT) - backfill may be an option Managing members and expectations through ongoing communication and briefings on Corporate Plan and service standards Realistic/Deliverable CP and SP within the resources available Impact of 2 LGR areas on staff etc Aggregation and Disaggregation workstreams Oxon - asking Districts for staff/input **Initial draft of Internal Audit report on staff health and wellbeing support - positive**	s151 Ensure Capacity Fund is adequate to support Council until 31/03/2028 2025/26 Outturn to identify additional balance for reserve Identification of single points of failure **CLT cognisant of LGR workload risks with weekly update on emerging issues and pressure points.**	Risk Reduction	*Risk to Partner Authorities but under control*	Open	

Cotswold District Council

Strategic Risk Register - August 2026

10/08/2026

ID	Description of risk / opportunity	Owner	Initial Risk					Residual Risk (current)					Change in residual risk since previous review	Date of Review	Days since last review	Control, Mitigation or Contingency	Follow on Action (if required)	Risk Acceptance Level	Impact on or from Partner Authorities	Status: Open, Hold, or Closed	Direction of Travel since previous review)
			Impact category	Impact score	Likelihood category	Likelihood score	Score	Impact category	Impact score	Likelihood category	Likelihood score	Score									
CDC_SRR_252608	**Local Plan** The Council is not able to adopt the Local Plan in early 2028 leading to unsustainable piecemeal developments which do not provide infrastucture	Director of Communities & Place	Major	4	Probable	4	16	Major	4	Probable	4	16	0	29-Jul-2026	12	Local Plan Oversight Board LP Project Management Leader and Deputy Leader commitment to deliver Review of Planning Services structures and resources Earmarked Reserve (£1m) + Grant funding (£0.230m) Additional £0.130m allocated to reserve February 2026 MTFS	s151 Ensure reserve funding is adequate to support Plan delivery **including examination stage** **Reg 19 report to Council 13 August 2026 with public consultation to follow.** Updated Project Plan lead by Interim Head of Policy Planning & Infrastructure - experienced leader s151 to review total resources required to deliver updated project plan	Risk Reduction	*Risk to Partner Authorities but under control*	Open	
CDC_SRR_252609	**Corporate Plan** Inability to deliver the priorities as set out in the Corporate Plan leading to reputation risk to the Council	Chief Executive	Moderate	3	Probable	4	12	Moderate	3	remote	2	6	-3	29-Jul-2026	12	Corporate Plan refresh adopted September 2025 with realistic and deliverable targets Quarterly Performance reporting on CP Actions Staff clear on responsibilities and accountabilities through appraisals Service plans - Golden thread and embeds CP in the Council CEX review with each Cabinet member (with Leader) on what has been done to deliver CP actions and what needs to be done for future delivery	Review of CP Actions on an annual basis to ensure actions match resources and can be delivered within timeframe of LA Service Plans being reviewed/refreshed and updated for 2026/27 to ensure delivery of the CP. SP has to be signed-off by CAB member **Plan on a Page (POAP) drafted - to be published in Q2**	Risk Reduction	*Risk to Partner Authorities but under control*	Open	
CDC_SRR_252610	**Civil Contingency/Major Event** The Council is not adequately prepared to deal with a major Civil Contingency leading to harm to life Note - 2 different risks on BCPs vs Civil Contingencies?	Chief Executive	Extreme	5	Possible	3	15	Extreme	5	Possible	3	15	0	29-Jul-2026	12	BCP Plans Emergency Planning Training and Development of those involved in response (Gold etc) Publica process on emergency planning/rota Operation Pegasus/Mighty Oak etc - part of the 'live event/exercise'	**CLT to reviewing service BCPs Q1 and Q2 2026/27** Member of Glos LRF Exec - all had GOLD training/refresher training Involved in planning for significant/major events across Glos **CDC involved in major planning exercises**	Risk Reduction	*Risk to Partner Authorities but under control*	Open	
CDC_SRR_252611	**Cyber Attack** The Council is inadequately prepared for a cyber attack (e.g. ransomware) leading to Council systems being unavailable and inability to deliver services	Chief Executive	Extreme	5	Possible	3	15	Extreme	5	Possible	3	15	0	29-Jul-2026	12	Team Ability to cooperate	Regular briefings to CLT from service on state of cyber readiness, training etc	Risk Reduction	*Risk to Partner Authorities but under control*	Open	
CDC_SRR_252612	**Resilience - Democracy** Elected members do not agree to extending their term of office beyond May 2027 leading to an inability of the Council to make decisions (not being quorate, elections) Elected members that may be a Shadow Authority member could be unable to support District Council	Director of Governance & Development	Moderate	3	Possible	3	9	Minor	2	Possible	3	6	-3	29-Jul-2026	12	Ensure adequate staffing resource in Elections & Dem Services	Understand nature of final 11 months prior to vesting day and how member vacancies are covered Keeping members updated on LGR and other issues to ensure they can manage ward-based case work etc	Risk Acceptance & Retention	*Risk to Partner Authorities but under control*	Open	

	Impact		Likelihood	TOTAL
Total	48.00		41.00	142.00
Average	3.43		2.93	10.14
Previous Total	50.00		42.00	151.00
Previous Average	3.57		3.00	10.79
Change in Total	**-2.00**		**-1.00**	**-9.00**
Change in Average	**-0.14**		**-0.07**	**-0.64**

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COTSWOLD
District Council

Council name	**COTSWOLD DISTRICT COUNCIL**
Name and date of Committee	**OVERVIEW AND SCRUTINY COMMITTEE – 7 SEPTEMBER 2026**
Subject	**PROPERTY AND ASSETS**
Wards affected	None
Accountable member	Cllr Patrick Coleman - Cabinet Member for Property & Assets Email: patrick.coleman@cotswold.gov.uk
Accountable officer	David Stanley - Deputy Chief Executive and S151 Officer Email: david.stanley@cotswold.gov.uk
Report author	Alan Hope - Head of Strategic Housing, Property & Assets Email: alan.hope@cotswold.gov.uk
Summary/Purpose	To provide the Overview & Scrutiny Committee with a report of the Cotswold District Council's Property & Assets Portfolio
Annexes	Annex A – Schedule of Property Assets owned by CDC
Recommendation(s)	The Committee resolves to note the report and the Annex
Corporate priorities	• Delivering Good Services • Responding to the Climate Emergency • Delivering Housing • Supporting Communities • Supporting the Economy
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Consultation has not been necessary as this is a discussion requested by O&S regarding Property & Assets.

1. EXECUTIVE SUMMARY

1.1 To provide the Overview and Scrutiny Committee with a report on Cotswold District Council's Property & Assets Portfolio.

1.2 A schedule of CDC owned Property Assets is appended to this report.

2. BACKGROUND

2.1 The Overview and Scrutiny Committee requested a report on Council owned property and assets following their consideration of the financial reports in March 2026. The report was requested to further aid discussions around physical assets.

3. MAIN POINTS

3.1 A schedule of CDC-owned property assets is appended to this report. For ease of reference and to support structured discussion, the assets have been grouped into the following categories:

- Investment Properties held which are located out of the district
- Investment Properties held which are located within the district
- Council Owned and Occupied Property
- Car Parks
- Public Conveniences
- Leisure Property
- Cemetries
- Waste Depot
- Housing Accommodation
- Land Parcels
- Retained Freehold Property

3.2 The Committee is referred to the CDC Asset Management Strategy dated February 2024 adopted in May 2024

3.3 A Finance and Assets Protocol has been developed to support the Gloucestershire Local Government Reorganisation (LGR) Programme and is informed by established practice in other LGR areas. The Finance and Assets protocol is being incorporated into a Gloucestershire Pre-Section 24 Agreement which will go to the LGR Member

Steering Group for approval as the shared voluntary framework for managing significant financial, asset, contractual and organisational decisions before statutory section 24 controls come into force and has been developed to provide all Gloucestershire Councils with guidance on decision making in advance of any Section 24 Directive. The Pre Section 24 Agreement will set out the scope, core principles, the financial and governance considerations that would apply to individual councils.

3.4 As part of the Gloucestershire LGR Process, a Property & Assets Programme Board has been established comprising a representative from each participating Council. Alan Hope, Head of Strategic Housing, Property & Assets, is the CDC representative on this LGR Programme Board.

4. CONCLUSIONS

4.1 There are no specific conclusions at this stage.

5. FINANCIAL IMPLICATIONS

5.1 There are no financial implications.

6. LEGAL IMPLICATION

6.1 There are no legal implications at this stage.

7. RISK ASSESSMENT

7.1 Not Applicable at this stage

8. EQUALITIES IMPACT

8.1 None at this stage

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

9.1 None at this stage

10. BACKGROUND PAPERS

10.1 None

(END)

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Annex A - Schedule of Property Assets owned by CDC

Property	Classification
60-70 Great Bridge Tipton West Midlands DY4 7EW	Out of District Investment Property
1 Sutton Park Road Seaford East Sussex BN25 1QX	Out of District Investment Property
27-29 Eign Gate Hereford HR4 OAB	Out of District Investment Property
27-27 Dyer Street Cirencester, GL7 2PP	Investment Property
44 Black Jack Street Cirencester Gloucestershire GL7 2AA	Investment Property
Abberley House Park Street Cirencester Gloucestershire GL7 2BX	Investment Property
Compton House (Adj Council Offices) High Street Moreton-In-Marsh Gloucestershire GL56 0AX	Investment Property
1st Floor, Church Rooms, Bourton on the Water	Investment Property
The Barrel Store Brewery Court Cirencester Gloucestershire GL7 1JH	Leisure
Cotswold District Council Trinity Road Cirencester Gloucestershire GL7 1PX	Council Occupied Property
Cotswold District Council Offices Moreton Area Centre High Street Moreton-In-Marsh Gloucestershire GL56 0AZ	Council Occupied Property
Brewery Car Park Cripps Road Cirencester Gloucestershire GL7 1JH	Car Park
Forum Car Park Northway Cirencester Gloucestershire GL7 1LW	Car Park
Rissington Road Car Park Rissington Road Bourton-On-The-Water Cheltenham Gloucestershire GL54 2BN	Car Park
Waterloo Car Park The Waterloo Cirencester Gloucestershire GL7 2PZ	Car Park
Old Station Car Park Tetbury Road Cirencester Gloucestershire GL7 1US	Car Park
Abbey Grounds Car Park Dugdale Road Cirencester Gloucestershire GL7 2DA	Car Park
Car Park Sheep Street Cirencester Gloucestershire GL7 1QW	Car Park
Beeches Car Park Beeches Road Cirencester Gloucestershire GL7 1BW	Car Park
Car Park Maugersbury Road Stow On The Wold Gloucestershire GL54 1AH	Car Park
Car Park Church Street Tetbury Gloucestershire GL8 8LL	Car Park
Leisure Centre Car Park Cotswold Leisure Centre Tetbury Road Cirencester Gloucestershire GL7 1US	Car Park
Old Market Way Car Park Station Road Moreton-In-Marsh Gloucestershire GL56 0LA	Car Park
Car Park Fosseway Stow-On-The-Wold Cheltenham Gloucestershire GL56 1EG	Car Park
Car Park Queen Street Cirencester Gloucestershire GL7 1HB	Car Park
Querns Road Car Park Querns Road Cirencester Gloucestershire GL7 1RL	Car Park
West Street Car Park (Adj) West Street Tetbury Gloucestershire GL8 8LL	Car Park
Car Park, Old Railyard, Tetbury, GL8 8EY	Car Park
Picnic Area Between Old Cricklade Road And A419 Cricklade Road Cirencester Gloucestershire	Car Park
Land At Durncourt Cottages Ampney Crucis Cirencester Gloucestershire GL7 5SA	Car Park
Public Conveniences Rissington Road Bourton-On-The-Water Cheltenham Gloucestershire GL54 2BN	Public Conveniences
Public Convenience and The Studio The Church Rooms High Street Bourton-On-The-Water Cheltenham Gloucestershire GL54 2AX	Public Conveniences
Public Conveniences Bibury Cirencester Gloucestershire GL7 5NP	Public Conveniences
Public Conveniences The Square Stow-On-The-Wold Cheltenham Gloucestershire GL54 1AB	Public Conveniences
Forum Car Park Public Conveniences Northway Cirencester Gloucestershire GL7 1NP	Public Conveniences
Public Conveniences High Street Moreton-In-Marsh Gloucestershire GL56 0AX	Public Conveniences
Public Conveniences Old Brewery Lane Tetbury Gloucestershire GL8 8LL	Public Conveniences
Public Conveniences Sheep Street Chipping Campden Gloucestershire GL55 6DX	Public Conveniences
Public Conveniences High Street Fairford Gloucestershire GL7 4AD	Public Conveniences
Public Conveniences Burford Street Lechlade Gloucestershire GL7 3DE	Public Conveniences

Property	Classification
Public Conveniences Maugersbury Road Stow-On-The-Wold Gloucestershire GL54 1AH	Public Conveniences
Public Conveniences Market Place Northleach Cheltenham Gloucestershire GL56 3EJ	Public Conveniences
Brewery Car Park Public Conveniences Brewery Court Cirencester Gloucestershire GL7 1JH	Public Conveniences
Public Conveniences London Road Cirencester Gloucestershire GL7 1AE	Public Conveniences
Public Conveniences The Chipping Tetbury Gloucestershire GL8 8ES	Public Conveniences
Corinium Museum Park Street Cirencester Gloucestershire GL7 2BX	Leisure
Resource Centre The Old Prison Fosseway Northleach Gloucestershire GL54 3JH	Leisure
Leisure Centre Station Road Bourton-On-The-Water Cheltenham Gloucestershire GL54 2BD	Leisure
Cotswold Leisure Centre Old Tetbury Road Cirencester Gloucestershire GL7 1US	Leisure
Chesterton Cemetery Chesterton Lane Cirencester Gloucestershire	Cemetery
Stratton Cemetery Stratton Cirencester Gloucestershire GL7 2LP	Cemetery
Closed Churchyard Surrounding The Church Of St Peter Cirencester Gloucestershire	Cemetery
Watermoor Burial Ground Watermoor Road Cirencester Gloucestershire GL7 1JW	Cemetery
Packers Leaze Waste DepotBroadway LaneSouth CerneyCirencesterGloucestershireGL7 5UJ	Depot
22 - 24 Ashcroft Road Cirencester Gloucestershire GL7 1QX	Housing
Ridgeway House, 1 London Road, Tetbury, GL8 8JQ	Housing
33 Querns Lane Cirencester Gloucestershire GL7 1RL	Housing
Verge At Upper Churnside Cirencester Gloucestershire GL7 1AP	Land
Footpath At Love Lane Cirencester Gloucestershire GL7 1YS	Land
Land At Sunground Avening Tetbury Gloucestershire GL8 8GY	Land
Ransom Strip At Springfield Blockley Moreton-In-Marsh Gloucestershire	Land
Allotment Gardens And Paddock At Springvale Bourton-On-The-Water Cheltenham Gloucestershire GL58 2ES	Land
Playground At Rye Close Bourton-On-The-Water Cheltenham Gloucestershire GL54 2EL	Land
Land To The Rear Of 80 - 90 Cedar Road Mickleton Chipping Campden Gloucestershire	Land
Land At The Hemplands Chedworth Cheltenham Gloucestershire	Land
Land Adjacent To 1 Courts Close Chedworth Cheltenham Gloucestershire	Land
Land At North Terrace Coberley Cheltenham Gloucestershire	Land
Land At The Paddock Cirencester Gloucestershire	Land
Land At The Rear Of 43 And 45 Bowling Green Avenue Cirencester Gloucestershire	Land
Allotment Site At Rear Of Purley Road Cirencester Gloucestershire	Land
Land Adjacent To Enfield Farm Hill View Elkstone Cheltenham Gloucestershire	Land
Land At Hamilton Croft Meysey Hampton Cirencester Gloucestershire	Land
Land At Cuthwine Place Lechlade Gloucestershire	Land
Land At Warneford Place Moreton-In-Marsh Gloucestershire	Land
Land Adjacent To 2 Fortey Road Northleach Cheltenham Gloucestershire	Land
Land At Fortey Road Northleach Cheltenham Gloucestershire	Land
Land To The Rear Of Greens Close Great Rissington Cheltenham Gloucestershire	Land
Land At Quarry View Southrop Lechlade Gloucestershire	Land
Land Between 28 - 29 Webb Road Tetbury Gloucestershire	Land
Land Adjacent To 14 The Ferns Tetbury Gloucestershire	Land
Land At The Glebe Sapperton Cirencester Gloucestershire	Land
Land At Pound Close Siddington Cirencester Gloucestershire	Land
Land At The Approach Aldsworth Cheltenham Gloucestershire	Land
Land At Station Road Kemble Cirencester Gloucestershire	Land

Property	Classification
Parking Area In Front Of 22-28 Rectory Lane Avening Tetbury Gloucestershire GL8 8NN	Land
Land West Of Windmill Road Kemble Cirencester Gloucestershire	Land
Land To The Rear Of 9 - 14 Timms Green Willersey Broadway Worcestershire	Land
Land At Somerford Road Cirencester Gloucestershire	Land
Land At Hampton Hill Avening Gloucestershire	Land
Wydelands Northcot Lane Draycott Moreton-In-Marsh Gloucestershire	Land
Land Rear Of 9 Coxwell Street Cirencester Gloucestershire GL7 2BQ	Land
Land At Southgate Mews Cirencester Gloucestershire	Land
Verges At The Quarry Fairford Gloucestershire	Land
Verge Adjacent Number 9 Sterling Close Stow On The Wold Gloucestershire	Land
Verge Adjacent Number 20 Springfield Blockley Moreton-In-Marsh Gloucestershire	Land
Verges At Rye Close And Rye Crescent Bourton-On-The-Water Gloucestershire	Land
Verges At Coronation Close Chipping Campden Gloucestershire	Land
Verges At Littleworth Chipping Campden Gloucestershire	Land
Land At Ley Orchard Willersey Broadway Worcestershire	Land
Land At Sperringate Cirencester Gloucestershire	Land
Land At Rutland Place Cirencester Gloucestershire	Land
Verge Trinity Road Cirencester Gloucestershire	Land
Triangle Of Land At School Lane Cirencester Gloucestershire	Land
Copper Beech Tree The Waterloo Cirencester Gloucestershire	Land
Footpath Chesterton Lane Cirencester Gloucestershire	Land
Verge Area Windmill Road Kemble Cirencester Gloucestershire	Land
Verge At Beaumoor Place Fairford Gloucestershire	Land
Verge At Stoney Pool Poulton Gloucestershire	Land
Verges Fosse Close Cirencester Gloucestershire	Land
Verge At The Twenties Siddington Cirencester Gloucestershire	Land
Footpath West View Villas Cricklade Street Poulton Gloucestershire	Land
Footpath Adjacent 32 Rissington Road Rissington Road Bourton-On-The-Water Gloucestershire	Land
Land At Mays Crescent Northleach Cheltenham Gloucestershire GL54 3HR	Land
Land Adjacent To Willersey Industrial Estate Badsey Lane Willersey Broadway Gloucestershire WR12 7PR	Land
Part Of Guggle Lane Northleach Cheltenham Gloucestershire GL54 3HB	Land
Land At King Georges Field Stow-On-The-Wold Cheltenham Gloucestershire GL54 1AR	Land
Verges On Beeches Estate Cirencester Gloucestershire GL7 1AJ	Land
Verges And Track At Redesdale Place Moreton-In-Marsh Gloucestershire	Land
Verges And Footpath At Wheatclose Broadwell Gloucestershire	Land
Verge At Dovers View Weston Subedge Gloucestershire	Land
Verges At Springvale And Melville Springvale Bourton-On-The-Water Gloucestershire	Land
Land At Berrington Road Chipping Campden Gloucestershire	Land
Land At Rear Of Tayler Road And Barnett Way Northleach Gloucestershire	Land
Parking Area At Stockwells Moreton-In-Marsh Gloucestershire	Land
Land At The Park And Back Walls Stow-On-The-Wold Cheltenham Gloucestershire GL54 1DX	Land
Land At Fenhill Close Bourton-On-The-Hill Moreton-In-Marsh Gloucestershire GL56 9AD	Land
Verge At Elm View Somerford Keynes Cirencester Gloucestershire GL7 6DH	Land
Land At Templefields Andoversford Cheltenham Gloucestershire GL54 4LF	Land

Property	Classification
Verge And Turning Area Bowling Green Lane Cirencester Gloucestershire GL7 2DY	Land
Verge At Fairfax Road Cirencester Gloucestershire GL7 1NF	Land
Grassed Banks Farmington Rise Northleach Cheltenham Gloucestershire GL54 3HU	Land
Verge At Jubilee Gardens South Cerney Cirencester Gloucestershire GL7 5XW	Land
Verge And Parking At Cedar Road Mickleton Chipping Campden Gloucestershire GL55 6SZ	Land
Verge At Berkeley Close South Cerney Cirencester Gloucestershire GL7 5UN	Land
Land adjacebt 2 London Road Cirencester Gloucestershire GL7 1AE	Land
Access To Querns Road Car Park Querns Road Cirencester Gloucestershire GL7 1PX	Land
Land Adjacent To 32 - 33 Macarthur Road Northleach CHELTENHAM Gloucestershire GL54 3HS	Land
Divisional Surveyor Depot 2 Love Lane Cirencester Gloucestershire GL7 1YG	Retained Freehold
3 - 4 Brewery Court Cirencester Gloucestershire GL7 1JH	Retained Freehold
Units 1 - 2 Brewery Court Cirencester Gloucestershire GL7 1JH	Retained Freehold
14 - 44 Dyer Street Cirencester Gloucestershire GL7 2PF	Retained Freehold
1-5 Chesterton Link Chesterton Lane Cirencester Gloucestershire GL7 1TR	Retained Freehold
Down Ampney Football Club and Land at Broadleaze Down Ampney Cirencester Gloucestershire GL7 5QX	Retained Freehold
Land At School Lane Ampney Crucis Cirencester Gloucestershire GL7 5SD	Retained Freehold
Jubilee House Sunground Avening Tetbury Gloucestershire GL8 8GY	Retained Freehold
Flat 1 Chapel House Aston Magna Moreton-In-Marsh Gloucestershire GL56 9QL	Retained Freehold
Flat 2 Chapel House Aston Magna Moreton-In-Marsh Gloucestershire GL56 9QL	Retained Freehold
54-55 Ley Orchard Willersey Broadway Worcestershire WR12 7PW	Retained Freehold
Land To The Rear Of The Former Police Station Calf Lane Chipping Campden Gloucestershire	Retained Freehold
10 Windsor Terrace Cirencester Gloucestershire GL7 1ET	Retained Freehold
Land At Rear Of 28 London Road Cirencester Gloucestershire	Retained Freehold
23-25 Victoria Road Cirencester Gloucestershire GL7 1EN	Retained Freehold
Scout Hut Berkeley Close South Cerney Cirencester Gloucestershire	Retained Freehold
11 Windsor Terrace Cirencester Gloucestershire GL7 1ET	Retained Freehold

COTSWOLD District Council	**OVERVIEW AND SCRUTINY COMMITTEE WORK PLAN** **1 SEPTEMBER 2026 – 31 MARCH 2027**

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

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

Item	Cabinet Member	Lead Officer
Monday 7 September 2026		
Council Performance Report - Q1 2026/27	Leader of the Council - Councillor Mike Evemy	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
Asset Management Strategy	Patrick Coleman, Cabinet Member for Finance	Alan Hope, Head of Strategic Housing, Property and Assets alan.hope@cotswold.gov.uk
Monday 12 October 2026		
UBICO Update	Cabinet Member for Environment and Regulatory Services - Councillor Andrea Pellegram	Peta Johnson, Head of Waste and Environment peta.johnson@cotswold.gov.uk
2027/28 Budget Strategy and Medium Term Financial Strategy (MTFS) Update	Cabinet Member for Finance - Councillor Patrick Coleman	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk, Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
Artificial Intelligence Update	Cabinet Member for Climate Change and Digital - Councillor Mike McKeown	John Chorlton, Chief Technology Officer john.chorlton@publicagroup.uk

Monday 16 November 2026		
Leisure Contract - Freedom Leisure	Cabinet Member for Leisure, Culture and Visitor Experience - Cllr Tony Dale	Joseph Walker, Head of Economic Development and Communities joseph.walker@cotswold.gov.uk
Climate Emergency Update	Cabinet Member for Climate Change and Sustainability - Cllr Mike McKeown	Helen Martin, Director of Communities and Place helen.martin@cotswold.gov.uk
Cotswold Community Safety Partnership Update	Paul Evans, Cabinet Member for Health and Communities	Joseph Walker, Head of Economic Development and Communities joseph.walker@cotswold.gov.uk
Community Infrastructure Levy (CIL) Funding Statement 2025/26	Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Helen Martin, Director of Communities and Place helen.martin@cotswold.gov.uk
Council Tax Support Scheme 2027/28	Cabinet Member for Finance - Councillor Patrick Coleman	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk
Monday 11 January 2027		
Council Performance Report - Q2 2026/27	Leader of the Council - Councillor Mike Evemy	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
Fees and Charges 2027/28	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk, David

		Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Monday 8 February 2027		
Budget 2027/28, Capital Programme 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, David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Monday 8 March 2027		
Dates to be confirmed		
Cost of Living Support	Cabinet Member for Finance - Councillor Patrick Coleman	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk
Strategic Infrastructure Funding Update	Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Geraldine LeCointe, Assistant Director - Planning Services geraldine.lecointe@cotswold.gov.uk