



Thursday, 21 May 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, 1 June 2026 at 4.00 pm.**

A handwritten signature in cursive script that reads 'Jane 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, Clare Turner, Michael Vann, Jon Wareing and Ian Watson)

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

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

# AGENDA

1. **Apologies**  
To receive any apologies for absence. The quorum for the Overview and Scrutiny Committee is 3 members.
2. **Substitute Members**  
To note details of any substitution arrangements in place for the meeting.
3. **Declarations of Interest**  
To receive any declarations of interest from Members relating to items to be considered at the meeting.
4. **Minutes** (Pages 7 - 14)  
To approve the minutes of the meeting held on 13 April 2026.
5. **Matters Arising from Minutes of the Previous Meeting** (Pages 15 - 44)  
To consider actions outstanding from minutes of previous meetings.
6. **Chair's Announcements**  
To receive any announcements from the Chair of the Overview and Scrutiny Committee.
7. **Public Questions**  
A maximum of 15 minutes is allocated for an "open forum" of public questions at committee meetings. No person may ask more than two questions (including supplementary questions) and no more than two such questions may be asked on behalf of one organisation. The maximum length of oral questions or supplementary questions by the public will be one minute. Questions must relate to the responsibilities of the Committee but questions in this section cannot relate to applications for determination at the meeting.

The response may take the form of:

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

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

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

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

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

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

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

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

9. **Report back on recommendations**

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

10. **Local Government Reorganisation - Structural Changes Order (4:20pm)**

Purpose

To consider representations to government on aspects of the Structural Changes Order.

Accountable Member

Councillor Mike Evemy, Leader of the Council.

Report Author

Jane Portman, Chief Executive Officer.

**\*\* Report to follow \*\***

11. **Waste and Environment - Service Design Options (Pages 45 - 82)(4:55pm)**

Purpose

This report sets out a package of waste and recycling service design options to support a cohesive, compliant, and efficient approach to service delivery. It enables Cabinet to consider the removal of some services alongside the introduction and simplification of others, recognising that reductions in recycling

income can be mitigated by reduced operating costs and operational efficiencies.

The report describes the rationale, impacts and risks associated with: (1) demobilising the Council-provided bring bank service; (2) introducing kerbside collections of Plastic Bags and Wrapping in line with Simpler Recycling requirements, including the proposed approach to resident presentation of material; and (3) moving to the combined collection of paper and card to simplify collections and improve operational resilience.

Accountable Member

Andrea Pellegram, Cabinet Member for Environment and Regulatory Services

Report author

Peta Johnson, Head of Waste and Environment

12. **Overview & Scrutiny Committee Annual Report 2025/26** (Pages 83 - 116)(**5:25pm**)

Purpose

To receive the annual report of the work of the Overview and Scrutiny Committee.

Accountable Member

Councillor Gina Blomefield

Report Author

Julia Gibson, Democratic Services Officer

13. **Updates from Gloucestershire County Council Scrutiny Committees (5:35pm)**

Purpose

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

Gloucestershire Economic Growth Scrutiny Committee – Cllr Angus Jenkinson  
Health Overview & Scrutiny Committee – Cllr Dilys Neill

14. **Work Plan and Forward Plan** (Pages 117 - 140)(**5:45**)

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

15. **Asset Management - Investment Properties** (Pages 141 - 150)(**6:00pm**)

Purpose

To seek Cabinet's approval to pursue options for the disposal of out of district investment property(ies).

Accountable Member

Councillor Patrick Coleman, Cabinet Member for Finance

Report author

David Stanley, Deputy Chief Executive & Section 151 Officer

16. **Matters exempt from publication**

If the Overview & Scrutiny Committee wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the committee to pass a resolution in accordance with the provisions of Paragraph 4(2)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 on the grounds that their presence could involve the likely disclosure of exempt information as described in paragraph 3 of Schedule 12A of the Local Government Act 1972.

The Overview & Scrutiny Committee may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Recommendation

That, in accordance with Regulation 11 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of Agenda Item 12 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 as per of Part 1 of Schedule 12A to the Local Government Act 1972

17. **Exempt Annex for Agenda item 15: Asset Management - Out of District Investment Properties** (Pages 151 - 156)

Annex A to Asset Management – Out of District Investment Properties report contains exempt information within the meaning of Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, as it contains information relating to the financial and business affairs of any particular person, including the authority holding that information.

The Annex A to the report is therefore not for publication in accordance with Regulation 12 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

A public summary of the decision will be published following determination of the matter.

(END





Overview and Scrutiny Committee  
13/April2026

## **Minutes of a meeting of Overview and Scrutiny Committee held on Monday, 13 April 2026**

### Members present:

Gina Blomefield (Chair)	Angus Jenkinson (Vice Chair)	
David Cunningham	Tony Slater	Michael Vann
Paul Evans	Lisa Spivey	Clare Turner
Joe Harris		

### Officers present:

Angela Claridge, Director of Governance and Development (Monitoring Officer)	Danielle Berry, Natural, Built and Historic Environment Manager
Tyler Jardine, Trainee Democratic Services Officer	Michelle Burge, Chief Accountant and Deputy Section 151 Officer
Nickie Mackenzie-Daste, Senior Democratic Services Officer	Gemma Moreing, Business Information Lead
Julia Gibson, Democratic Services Officer	Frank Wilson, Managing Director (Publica)

### Observers:

Councillor Patrick Coleman, Mike Evemy and Juliet Layton

### **OS.315 Apologies**

Apologies were received from Councillor Jon Wareing. The Committee was notified of a delay from Councillor Lisa Spivey.

### **OS.316 Substitute Members**

There were no substitute Members.

### **OS.317 Declarations of Interest**

Councillor Angus Jenkinson declared a non-pecuniary interest in relation to their role as Councillor for Regenerative Agriculture and Ecology but had contributed to the Ecological Emergency Update report.

### **OS.318 Minutes**

The minutes of the meeting held 2 March 2026 were discussed.

Councillor Joe Harris apologised that he had not submitted formal apologies ahead of the meeting on 2 March 2026.

Councillors Jenkinson and Turner requested that the minutes be amended to reflect that the statement on equal political representation in the LGR scrutiny process was proposed by a Member, rather than representing the view of the committee.

Councillor Angus Jenkinson proposed accepting the amended minutes and Councillor Tony Slater seconded the proposal which was put to the vote and agreed by the Committee.

RESOLVED: to APPROVE the amended minutes of the meeting held on 2 March 2026.

### **OS.319 Matters Arising from Minutes of the Previous Meeting**

It was noted that Members welcomed the follow-up provided on 'matters arising', including the responses to the compost question, and considered the update process useful. It was also noted that revised Community Infrastructure Levy (CIL) bidding criteria would be brought back to Overview and Scrutiny once finalised, given its importance to the planning process and local communities.

A public question regarding enforcement, raised at the previous meeting, would be addressed in a report to be presented to Overview and Scrutiny in June. It was noted that the Local Government Reorganisation (LGR) scrutiny proposals remained a 'work in progress', with presentations still to be made to Tewkesbury Council with no final decisions taken.

### **OS.320 Chair's Announcements**

The Chair welcomed Councillor Paul Evans to the Committee.

The Chair thanked Councillor Jenkinson for chairing the previous meeting in the Chair's absence, supported by Councillor Turner as Deputy Chair.

Thanks were recorded to Andrew Brown for his support to the Chair. It was noted that he had left Cotswold District Council and was now employed solely by West Oxfordshire District Council.

The Chair welcomed a new officer post being recruited to support and advise local businesses in managing rising costs including employment, energy, inputs and business rates.

**OS.321 Public Questions**

A question was raised by the Chair of Kempford Parish Council in the context of the committee's responsibilities for crime and disorder matters, referring to antisocial behaviour associated with a recent deployment of aircraft to RAF Fairford by the US Air Force. It was noted that the influx of visitors led to parking and highway issues, which were addressed through enforcement action by Gloucestershire Highways, parking enforcement, and the police.

Concerns were raised about instances of environmental antisocial behaviour, including human waste in the surrounding fields, hedges, and drainage areas.

The request was made for consideration for clearer procedures for future similar events, including preventative measures such as signage and the potential use of community protection tools to deter such behaviour.

The Chair requested a written response to the question from the relevant officer.

**OS.322 Member Questions**

There were no Member questions.

**OS.323 Report back on recommendations**

There had been no recommendations to Cabinet at the previous meeting.

**OS.324 Financial Performance Report - Q3 2025-26**

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

The report was introduced by Councillor Patrick Coleman, Cabinet Member for Finance, and Michelle Burge, Chief Accountant. The report was introduced and the following points made:

- This quarter report showed little change from the previous quarter.
- At Q3, a positive variance of £45k was reported, representing a slight improvement from the £16k position previously reported at Q2.
- 100% of planning income above budget was being transferred into a planning appeals reserve, which now stood at £674k.
- Car parking income had a £256k positive variance at Q3 compared to the budget. £165k was set aside to fund new pay and display machines as part of the 2026/27 capital programme.
- £700k of savings from vacancies, recruitment and public affairs impacts were transferred into a capacity building reserve to support organisational capacity in preparation for LGR.

- Current diesel prices were above the budgeted level of around £1.44/litre and could create a budget pressure of approximately £150k.

In questioning and discussion, the following points were noted:

- The council was considered financially resilient at present, although there were acknowledged risks over the medium term. While it was not anticipated that these risks would lead to immediate service disruption or emergency measures, they were being closely monitored, particularly in relation to inflation and energy prices, which remained the main financial pressures over the next two years.
- An estimated saving of around £600k in street services had been revised downwards following work arising from the Association for Public Service Excellence (APSE) review. Further details of the savings would be provided.
- It was clarified that a £16,000 forecast overspend related to building control audit fees associated with the Building Safety Regulator, rather than external audit fees. Further details on the audit costs would be provided.
- Whilst vacancy management provided financial benefits, it carried risks around recruitment and retention. The main concern was uncertainty linked to LGR, which might impact staff stability. A retention strategy was being developed to support recruitment and retention during this period of organisational change.
- Short-term investment returns of around 3.5%–3.75% were currently being achieved, which reflected the need to maintain liquidity for council funds. In addition, there were longer-term pooled investment funds which delivered higher returns, averaging approximately 4.5% to 5%.
- Further details regarding the adequate funding of planning enforcement were requested.
- The budget for Chipping Campden dual use sports facilities which had been around £70,000, was now forecast as £80,000.
- The £31,000 underspend in legal services related to a vacant contract solicitor post. A paralegal was being brought into the service to provide support.
- Ubico's fuel costs were regularly reviewed. Fuel prices had moved adversely, with an estimated impact of around £12k for the month. It was noted that a proportion of energy was purchased in advance through a consortium arrangement with Cheltenham and Forest of Dean and West Oxfordshire Councils to help reduce exposure to price volatility.
- It was confirmed that the cost for the fuel bunkering had increased to £100k.
- Waste receptacle replacements were provided at a low cost, as it could be difficult to determine whether damage or loss was due to collection operations, accidental loss, or other causes. In cases where bins were damaged during collection, replacements were replaced free of charge.

16:37 – Councillor Lisa Spivey arrived at the Committee meeting.

**OS.325 Service Performance Report - Q3 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 Evely, Leader of the Council, and Gemma Moreing, Business Information, Performance & Improvement Manager.

In questioning and discussion, the following points were noted:

- Concerns were raised regarding affordable housing delivery
- Concerns were also noted around recycling performance. It was noted that Gloucestershire-wide communications and public education campaigns were being used to encourage participation and address misinformation about the value and process of recycling.
- Cotswold District Council was within the top 25 recycling authorities nationally. National recycling rates had declined but the Council already met the requirements of the Government's Simpler Recycling scheme.
- Further breakdown of recycling types was requested to identify non-green waste recycling rates.
- Concerns were raised around the performance of statutory services. Freedom of Information requests had recently improved to 90% in Q4, although subject access requests had placed additional pressure on the same teams. Land charges performance was subject to an ongoing improvement programme.
- Customer satisfaction was at nearly 99%, and it was clarified that this figure related primarily to interactions with customer service advisors rather than a full assessment of all council services.
- Further information regarding the status of the Cotswold Safety Partnership and road safety was requested.
- Service teams relied on internal dashboards and live data rather than the quarterly report. The quarterly report provided a retrospective overview, whilst day-to-day monitoring was carried out in real time.
- The off-target position on charging in council-owned toilets was primarily linked to pending discussions at Northleach. Charging had otherwise been implemented across the district, with increased charges and wider payment arrangements in place.
- Land searches remained an area to monitor given the impact of delays on property transactions, with improvement work ongoing.

**OS.326 Publica Business Plan 2026-28**

The purpose of the report was to consider the Draft Publica Business Plan 2026-28, produced by the Publica Board in consultation with Directors and Shareholders.

The report was introduced by Councillor Mike Evely, Leader of the Council, and Frank Wilson, Managing Director, Publica. The report was introduced and highlighted the

Publica Business plan which covered the two-year period to 2028 providing clear direction as the council moved towards local government reorganisation.

In questioning and discussion, the following points were noted:

- There was a risk that LGR might be delayed, but this had been factored into longer-term planning. If delayed, services would continue as currently delivered, with contingency work limited to considering potential future service changes if required.
- The Publica business plan maintained a strong focus on core service delivery alongside preparation for LGR. It was noted that whilst some teams were involved in transition planning, the plan prioritised “business as usual” to ensure residents’ services were not affected.
- Relationships between councils within the Publica partnership were positive. Whilst there had been detailed discussions around financial reallocations, these were broadly accepted as fair. Contract arrangements had been aligned and extended to provide stability through to 2030, allowing time for future decisions under LGR.
- It was clarified that Publica was not being actively wound down, but was operating in an unusual context due to LGR, with future decisions resting with successor councils. It was noted that Publica may have a future role after LGR, but this remained uncertain until formal decisions were made. It was noted that the company’s role was to provide analysis and options through service “deep dive” reviews, assessing the impacts of disaggregation versus continued shared delivery, to inform future decisions on service design under LGR.
- Whilst Publica’s direction was shaped by its shareholder councils, there was discussion about how the company should set out its future role in light of LGR. It was emphasised that strategy was developed collaboratively with shareholders, with a focus on delivering agreed services and adapting to future decisions by successor authorities. It was also suggested that future joint scrutiny could consider the governance and future options for Publica.
- Continuity of services, skills and local knowledge within Publica was important. It was also acknowledged that both staff and services were operating under uncertainty due to LGR and appreciation was expressed for the ongoing work of Publica staff.

### **OS.327 Ecological Emergency Update**

The purpose of the report was to update the Committee on progress in implementing the Ecological Emergency Action Plan.

The report was introduced by Councillor Juliet Layton, Deputy Leader and Cabinet Member for Housing and Planning. The report was introduced and the following points made:

- The key priorities of the Ecological Emergency Action Plan included strengthening planning policy (e.g. biodiversity net gain and green

infrastructure); partnership working with environmental bodies and landowners; improved management of council-owned land; and targeted work at key ecological sites such as the Cotswold Water Park.

- Community engagement was included, supporting parishes and neighbourhood groups to integrate biodiversity into local plans and initiatives.
- Progress included strengthening the ecological evidence base, delivering priority actions in planning and land management, and securing a strategic contract for the Cotswold Beechwood Special Area of Conservation.

In questioning and discussion, the following points were noted:

- The Ecological Emergency Declaration had influenced funding and prioritisation, including the allocation of 10 per cent of CIL to climate and ecological projects. A new assessment matrix was being developed to support future funding decisions
- Actions reflected ongoing policy development and partnership discussions. Tangible outcomes were also being delivered, including Suitable Alternative Natural Greenspace (SANG) improvements at Sherborne Estate to reduce recreational pressure on sensitive ecological sites; the establishment of Strategic Access Management and Monitoring officer posts to support and educate visitors, and ongoing tree planting and land management improvements on council-owned land.
- There was a need for clearer measurement of the 'on-the-ground' impact. Further details on "other initiatives" would be clarified at a later date as this was not immediately available.
- Biodiversity support for communities was delivered through officer involvement in meetings and partnerships. Engagement was largely reactive due to resource constraints, with external partners often helping to connect communities with council support.
- Details of the use of weed killers by CDC was requested and would be communicated to the Committee.
- The National Trust was selected as a partner for SANG delivery because it could provide the long-term land management security, required by Natural England. There had been limited external interest in bringing forward alternative sites, and that constraints on other organisations can limit their ability to take on such projects, meaning bids came from a small number of eligible partners.
- The Council's contribution to the 30x30 nature recovery target was being delivered in partnership with wider authorities and stakeholders, particularly through the Gloucestershire Local Nature Recovery Strategy. This strategy was intended to guide landowners and farmers in supporting ecological improvement across the county.
- Concerns were raised regarding potential PFAS contamination and land safety in the Moreton-in-Marsh area, particularly in relation to existing and future development. It was indicated that while some testing had been undertaken,

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further clarification or investigation might be required to provide assurance to residents about land safety.

- The Local Nature Recovery Strategy was intended to guide and shape planning decisions rather than be used as a reason to refuse applications. The Strategy helped inform site allocation and identify appropriate areas for development or habitat protection. It was also used within biodiversity net gain requirements to encourage developers to deliver the right habitats in the right locations.
- Limited information was available at the meeting regarding funding and actions related to the "car-free Cotswolds" initiative, and that further details would be obtained and provided at a later date.

Specific locations for infill tree planting were not available at the meeting, and that this information would be made available at a later date.

### **OS.328 Updates from Gloucestershire County Council Scrutiny Committees**

The Chair thanked Councillors Angus Jenkinson and Dilys Neill for their updates.

### **OS.329 Work Plan and Forward Plan**

The Cabinet Forward Plan and Overview and Scrutiny Work Plan were considered by the committee.

The Meeting commenced at 4.00 pm and closed at 6.35 pm

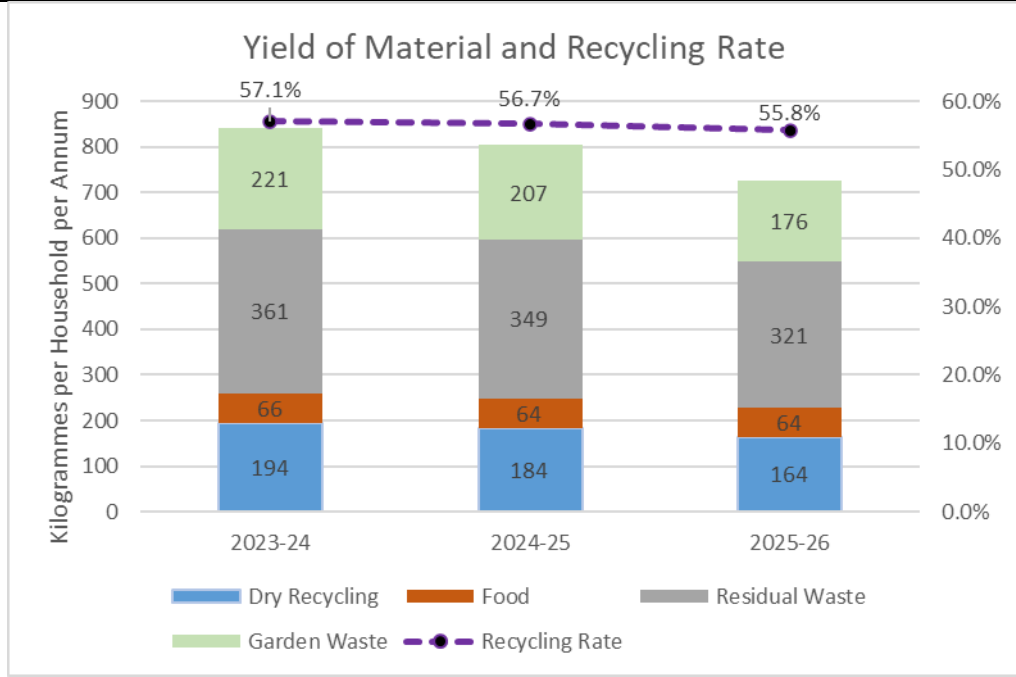
Chair

Action	Officer	Response
13 April 2026 meeting		
Public question – Environmental antisocial behaviour around RAF Fairford. Request for signage to be placed.	Phil Measures	<p>The depositing of human waste or urine in public places can constitute an offence under the <b>Anti-Social Behaviour, Crime and Policing Act 2014</b>. The Act provides a range of powers to address anti-social behaviour (ASB), supported by Home Office guidance that explains when and how these powers should be used. These powers are available to the Police, Local Authorities, and Registered Social Landlords.</p> <p>To use these powers, there must be evidence that the behaviour is:</p> <ul style="list-style-type: none"> <li>• <b>Having a detrimental effect</b> on the quality of life of people in the locality</li> <li>• <b>Persistent or continuing in nature</b></li> <li>• <b>Unreasonable</b></li> </ul> <p>Where these criteria are met, councils may issue <b>Community Protection Warnings (CPWs)</b> and <b>Community Protection Notices (CPNs)</b> to individuals. If the behaviour is being carried out by multiple people within a defined area, the council may instead consider introducing a <b>Public Spaces Protection Order (PSPO)</b> to prohibit the behaviour.</p> <p>A PSPO requires evidence that the ASB criteria are met. A draft order must be published for <b>public consultation</b>, after which it is returned to the council for final approval. Conditions included in a PSPO must be <b>reasonable, proportionate, and enforceable</b>, and the order lasts for a maximum of <b>three years</b>.</p> <p>Before a PSPO can be considered for future events, evidence of an ongoing problem is required. The Chair of Kempford Parish Council is therefore invited to contact Environmental Health to discuss the issue and the evidence available. At this stage, it is not possible to install signage because no PSPO or byelaw currently exists. Signage is generally used by the Council to convey regulatory, safety critical or informational messages, and we do not feel it would be proportionate or beneficial to deploy signs reminding people not to engage in conduct that should reasonably be understood without prompting.</p>
Further information requested regarding the reduction in the	David Stanley	As reported to members as part of the budget setting process for 2026/27 and throughout 2025/26 in the quarterly financial performance reports to Cabinet, there is no reduction in cost from the street cleaning contract. We have removed the savings line from the budget. Peta Johnson is

<p>forecasted savings in street cleaning contract - Cllr Vann</p>		<p>working with Ubico to identify how the street service can be delivered more efficiently and effectively and will report back to members in due course.</p>
<p>Further information requested regarding the reduction in the forecasted savings in street cleaning contract – Cllr Vann</p>	<p>Michelle Burge</p>	<p>The costs related to the Building Safety Regulator audit of Building Control Service at CDC. The audits are a major component of the post-Grenfell regulatory overhaul.</p> <p>The Building Safety Regulator (BSR), part of the Health and Safety Executive (HSE), is conducting routine audit inspections of all Local Authority building control services in England every five years to ensure compliance with the Building Act 1984. Following the Building Safety Act 2022, these audits are mandatory, with all local authority building control teams scheduled for inspection by 2028–2029.</p> <p>The audits are conducted by the BSR’s Professional Standards Unit to verify that local authorities are complying with the Operational Standard Rules (OSRs), professional conduct rules, and building inspector competence requirements.</p> <p>Compliance issues were identified as part of the BSR audit. Recommendations were issued, together with deadlines for the Council to address the areas of non compliance within the service. All non compliance issues have now been addressed and resolved, and BSR has confirmed that no further action is required.</p>
<p>Further details requested to answer whether planning enforcement financing is sufficient to meet future demands – Cllr Jenkinson</p>	<p>Helen Martin</p>	<p>The Planning Enforcement team underwent a restructure in Autumn 2025, which resulted in the creation of two additional roles: an Enforcement Officer and an Enforcement Assistant. These posts were delivered within the existing establishment budget and did not require an increase in overall funding.</p> <p>A report is currently being prepared for the Overview and Scrutiny Committee which will set out the service’s capacity challenges in more detail. This report identifies that, prior to the restructure, the service consistently received approximately 300 reported breaches per year but only had the capacity to progress around 60% of them. To address this mismatch, an additional Enforcement Officer post was created. It is recognised within the report that this additional resource alone will</p>

		<p>not fully resolve the identified capacity shortfall. Instead, it forms part of a wider package of improvements, alongside planned efficiencies in processes and systems, intended to strengthen the service's overall performance.</p> <p>While the restructure has improved capacity (subject to all roles being filled), it is not sufficient in itself to address the full level of demand. Further progress will depend on improvements to systems and processes, including opportunities to enhance IT capability and introduce more effective triage arrangements to prioritise cases appropriately.</p> <p>Following the implementation of these improvements, and assuming a stable team with continuity in roles and responsibilities, it is anticipated that the service will be able to meet KPI targets in relation to performance and backlog reduction. However, these changes will take time to develop and embed. At present, the team does not have sufficient resource to progress this work more quickly or to clear the existing backlog at an accelerated rate.</p>																				
<p>Review findings regarding costs of replacement waste receptacle replacement and comparison with other authorities – Cllr Blomefield</p>	<p>Peta Johnson</p>	<p>In 2025/26 the CDC budget for replacement containers was £82k. The total cost in the year was closer to £130k i.e. this budget area was overspent. The total cost is an artefact of unit price and volume of containers requested. The unit pricing for all containers has increased significantly in recent years, and this will need to be reflected in the budget in future years.</p> <p>In terms of benchmarking, the Waste and Resources Action Programme (WRAP) make recommendations for modelling the cost of services via their Kerbside Analysis Tool (KAT). This includes expected replacement rates for wheeled bins, boxes, food caddies and reusable sacks. At the time of review, the replacement rates at CDC were in line with the ranges set by WRAP, as described in the following table:</p> <table border="1" data-bbox="786 1193 1856 1390"> <thead> <tr> <th>Container</th> <th>CDC Replacement %</th> <th>WRAP Range</th> <th>Commentary</th> </tr> </thead> <tbody> <tr> <td>Wheeled Bins</td> <td>3%</td> <td>2%to 5%</td> <td>Mid point of range</td> </tr> <tr> <td>Boxes</td> <td>2%</td> <td>5%to 10%</td> <td>Below expected range</td> </tr> <tr> <td>Food Caddies</td> <td>5%</td> <td>5%to 15%</td> <td>Bottom of expected range</td> </tr> <tr> <td>Reusable Sacks (avg.)</td> <td>14%</td> <td>10%to 25%</td> <td>Mid point of range</td> </tr> </tbody> </table>	Container	CDC Replacement %	WRAP Range	Commentary	Wheeled Bins	3%	2%to 5%	Mid point of range	Boxes	2%	5%to 10%	Below expected range	Food Caddies	5%	5%to 15%	Bottom of expected range	Reusable Sacks (avg.)	14%	10%to 25%	Mid point of range
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		<p>The cost of replacement containers has also been compared to costs incurred in the Forest of Dean. When factoring for the number of households in CDC, the comparable cost is £115k per annum. This is below the circa. £130k costs incurred by CDC in 2025/26 but confirms that a budget of £82k per annum is likely to be unrealistic.</p>
<p>What position for recycling is CDC? – Cllr Cunningham</p>	Gemma Moreing	<p>I can confirm for 24/25 (latest available benchmarking data), CDC is in the top quartile. 25th out of all English authorities. 3rd for District authorities in the Southwest and 4th against CIPFA nearest neighbours.</p>
<p>A request for a further breakdown of the types of waste - to identify the non-green waste part of the numbers and how it influences overall trends – D Cunningham</p>	Peta Johnson/Gemma Moreing	<p>The following graph shows the annual arisings for dry recycling, food waste, garden waste and residual waste. The arisings are represented as kilogrammes per household per annum, to allow a year on year comparison, and discount factors such as housing growth.</p> <p>By showing the figures annually, the contribution of each material is clearer to see, whereas quarterly figures better represent the seasonality of materials such as garden waste.</p>



Request for greater breakdown of the data of customer service data records – Cllr Evans	Gemma Moreing	<table border="1"> <thead> <tr> <th>Description</th> <th>Total</th> <th>Satisfied</th> <th>Dissatisfied</th> <th>% Satisfied</th> </tr> </thead> <tbody> <tr> <td>Telephone, Benefits</td> <td>3</td> <td>3</td> <td>0</td> <td>100.00%</td> </tr> <tr> <td>Telephone, Building Control</td> <td>3</td> <td>3</td> <td>0</td> <td>100.00%</td> </tr> <tr> <td>Telephone, Council Tax</td> <td>265</td> <td>264</td> <td>1</td> <td>99.62%</td> </tr> <tr> <td>Telephone, Electoral Services</td> <td>10</td> <td>10</td> <td>0</td> <td>100.00%</td> </tr> <tr> <td>Telephone, Environmental</td> <td>4</td> <td>4</td> <td>0</td> <td>100.00%</td> </tr> <tr> <td>Telephone, Food, Health and Safety</td> <td>2</td> <td>2</td> <td>0</td> <td>100.00%</td> </tr> <tr> <td>Telephone, Housing</td> <td>10</td> <td>10</td> <td>0</td> <td>100.00%</td> </tr> <tr> <td>Telephone, Licensing</td> <td>3</td> <td>3</td> <td>0</td> <td>100.00%</td> </tr> <tr> <td>Telephone, Parking</td> <td>5</td> <td>5</td> <td>0</td> <td>100.00%</td> </tr> <tr> <td>Telephone, Planning</td> <td>20</td> <td>20</td> <td>0</td> <td>100.00%</td> </tr> <tr> <td>Telephone, Street Cleaning</td> <td>1</td> <td>1</td> <td>0</td> <td>100.00%</td> </tr> <tr> <td>Telephone, Waste and Recycling</td> <td>116</td> <td>111</td> <td>5</td> <td>95.69%</td> </tr> <tr> <td>Telephone, Other Services</td> <td>25</td> <td>25</td> <td>0</td> <td>100.00%</td> </tr> </tbody> </table>	Description	Total	Satisfied	Dissatisfied	% Satisfied	Telephone, Benefits	3	3	0	100.00%	Telephone, Building Control	3	3	0	100.00%	Telephone, Council Tax	265	264	1	99.62%	Telephone, Electoral Services	10	10	0	100.00%	Telephone, Environmental	4	4	0	100.00%	Telephone, Food, Health and Safety	2	2	0	100.00%	Telephone, Housing	10	10	0	100.00%	Telephone, Licensing	3	3	0	100.00%	Telephone, Parking	5	5	0	100.00%	Telephone, Planning	20	20	0	100.00%	Telephone, Street Cleaning	1	1	0	100.00%	Telephone, Waste and Recycling	116	111	5	95.69%	Telephone, Other Services	25	25	0	100.00%	
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Regarding CSP and road safety in particular, Cllr Turner wanted to know why it is off target and if there is anything more we can do. – Cllr Turner	Joseph Walker	<p>CDC convenes the Community Safety partnership, working on the two issues highlighted in the action. This is an ongoing work stream, so I suppose if I were being generous, we are fulfilling that and could have gone with on target. However, we are doing less then we envisaged in the CSP action plan, and on road safety, there is less activity across the wider Safer Gloucestershire Partnership in the absence of the County's coordinator - we have had to roll an action for them to come to partnership forward three times, due to the delay in recruitment. However, it's not in our gift to resolve this.</p> <p>Re ASB, we continue to look at this as a CSP. Levels are relatively low in the Cotswolds, although there are a couple of hotspots, so we are looking to work with partners to access further funding as a CSP to undertake some preventative work.</p> <p>Currently we don't have a dedicated community safety resource, but we are looking to increase capacity within the community wellbeing team to address this.</p>																																																																							
Further information regarding the amber	Gemma Moreing	Regarding charging implementation at public toilets being off target - yes, this is solely down to Northleach as charging has been implemented at all other locations																																																																							

status of Public toilets – Cllr Evans		
"advice for local communities on how to incorporate biodiversity, green infrastructure and natural capital into their neighbourhood plans and <b>other initiatives</b> " Further information regarding the other neighbourhood initiatives was requested - Cllr Turner	Danielle Berry	<p>Other initiatives may include providing biodiversity-related advice to landowners seeking to register land as a habitat bank, as well as guidance on submitting successful CIL and/or SANG bids. Due to limited resources, this support is provided on an ad hoc basis and is currently restricted to landowners and community groups who contact the Biodiversity Officers directly, rather than through proactive engagement by the officers themselves.</p> <p>Details of all neighbourhood plans currently in development, including their biodiversity-related policies and initiatives, can be found here: <a href="#">Neighbourhood plans in development - Cotswold District Council</a></p>
Details around the use of weedkiller with street cleaning – Cllr Evans	Peta Johnson	<p>Our contract in the Cotswolds is to provide three treatments throughout the growing season. When applied at the optimum time, the weeds will not have flowered and therefore would not be attractive to pollinators. We are aware that seasonal weather patterns affect the rate at which weeds grow and mature, which is why we remain flexible in our application timing. The evidence shows that, in terms of pollinators, more treatments are better than less. Compared with a two-treatment program, the herbicide use on a three-treatment program is not proportionately more due to the much smaller weeds.</p> <p>We use a glyphosate and adjuvant mix. The adjuvant is a rapeseed oil additive to create a heavy, controlled droplet application and reduces our herbicide use by 25%. In line with Best Practice and Codes of Practice, we operate a spot treatment method and only apply herbicide where there are weeds growing. Apart from that it does not make commercial sense to broadcast herbicide where it is not required.</p>

		<p>Our contractual obligations require us to treat all hard standing areas for weed growth. The spray equipment has five, independently operated nozzles which are turned on and off to capture the weeds present. This means we must travel all pavements and roadways in a co-ordinated way to ensure this is carried out. From a lay-persons point of view, this may appear to be random.</p> <p>Regarding protective equipment, our operatives wear workwear and gloves whilst spraying. When applied properly, the spray solution does not become airborne and is therefore not inhaled.</p> <p>Glyphosate remains to be a safe system of treating weeds when mixed and applied according to all recommendations. This is backed up by the WHO downgrading it from a probable carcinogen and the EU giving a 10-year extension to its use, based on extensive scientific data. In terms of human wellbeing, the WHO have stated that the human body can withstand 1mg per kilo of body weight per day. With regard to spraying next to gardens etc, glyphosate does not leach through soil and is not taken up by roots.</p> <p>Our safe systems of work consist of:</p> <ul style="list-style-type: none"><li>• Annual health and safety induction at the beginning of each spraying season. Part of this is to review and discuss our company RAMS, whether they have changed or not. The RAMS include working speeds and working in the public environment.</li><li>• All new operatives are trained on-site regardless of experience. This starts with the new operative shadowing staff to view how to operate the sprayer in the public environment. Each aspect of spraying is taught separately until the operative is fully conversant with the entire operation. This usually takes at least a week but continues for as long as necessary.</li><li>• All of our ATV's have GPS trackers which record vehicle speeds. As part of our monitoring, we make random checks on the trackers to assess that working speeds are not exceeded.</li><li>• From extensive knowledge and experience we know how long areas should take to treat. If an area is completed too quickly we will make a full assessment of the speeds on the tracker system. The same applies to the amount of herbicide used. If usage is particularly low, we assess the speeds of the operative.</li></ul>
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<p>The locations and number of the infill trees – This was regarding their location and a map was requested if there is one?</p>	<p>Danielle Berry</p>	<p>Details and map provided.</p>
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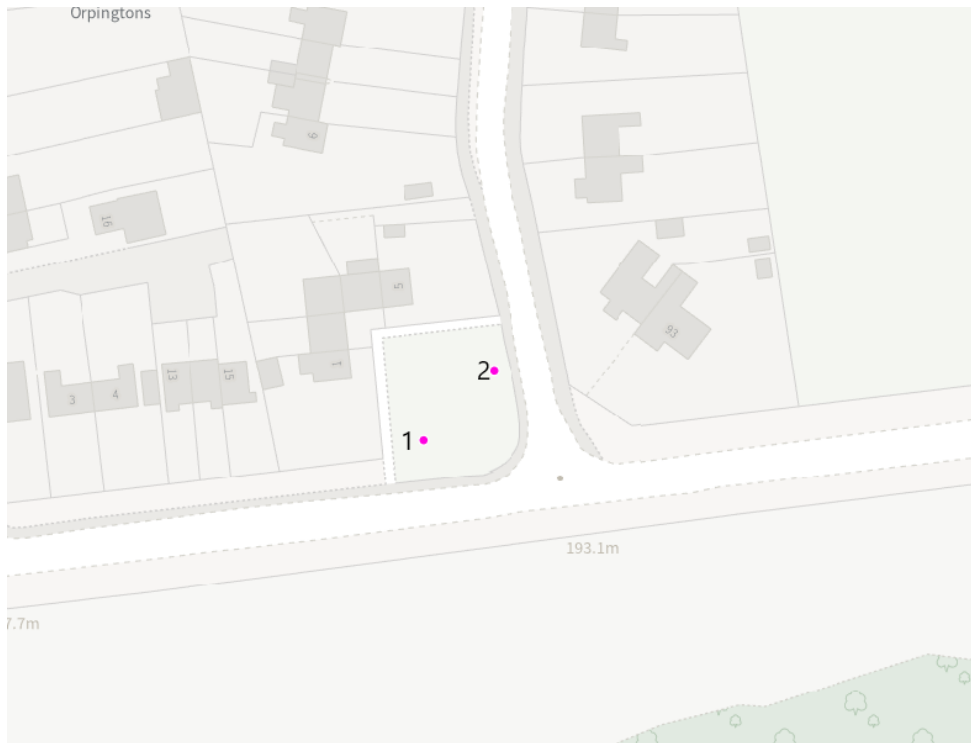
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**Site:** King Georges Field, Stow on the Wold (Junction with A436)

**W3W:** venus.begin.frown

Species preferred: 1, *Betula pendula* sp.

2, *Prunus serrula*



**Site:** Ley Orchard, Willersey WR12 7PW

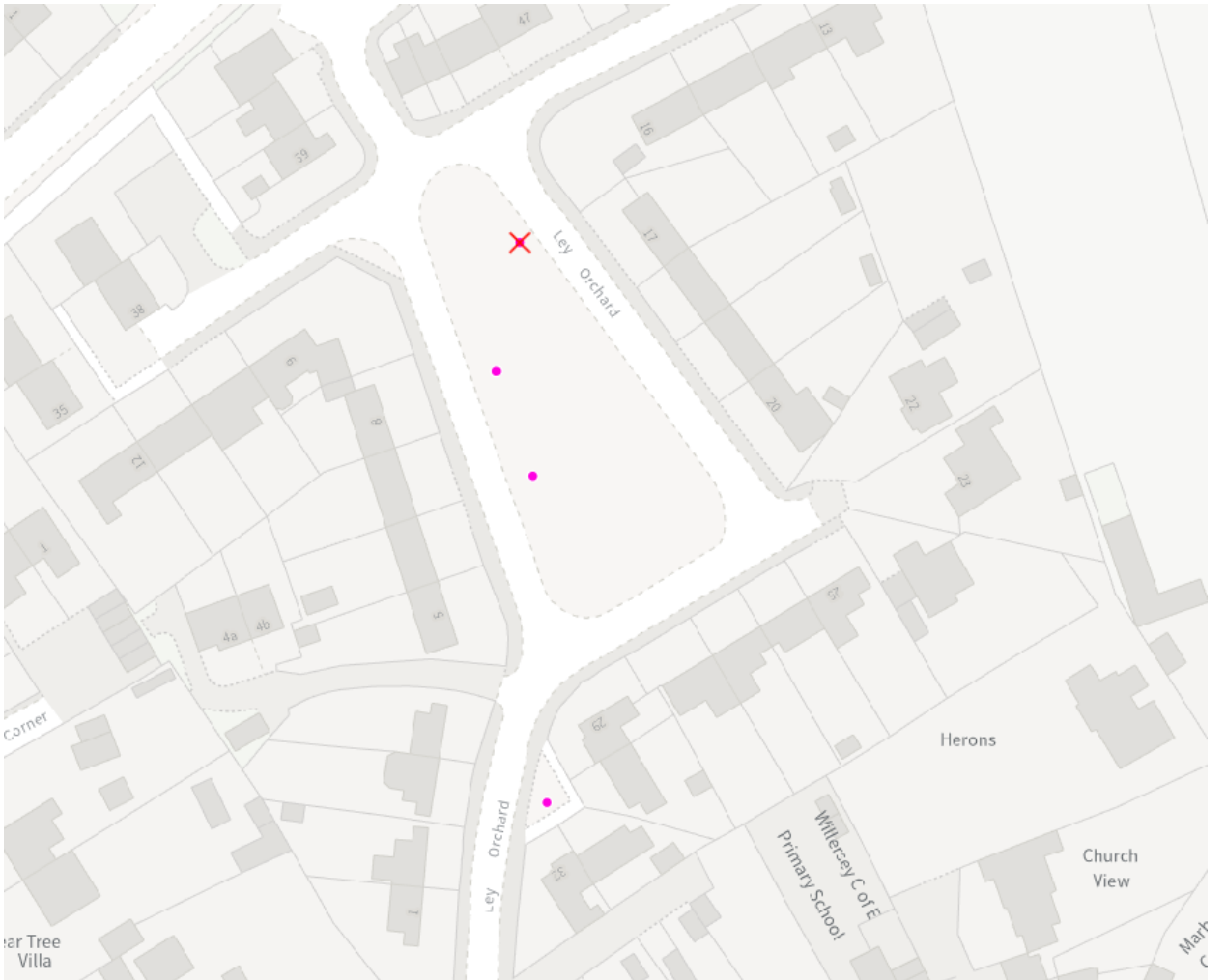
**W3W:** outbursts.trendy.defers, duet.racked.badminton

Species preferred: *Fagus sylvatica* (opposite 6)

*Ulmus* New Horizon? (opposite 8)

*Prunus* snow goose (Triangle between 32 and 29)



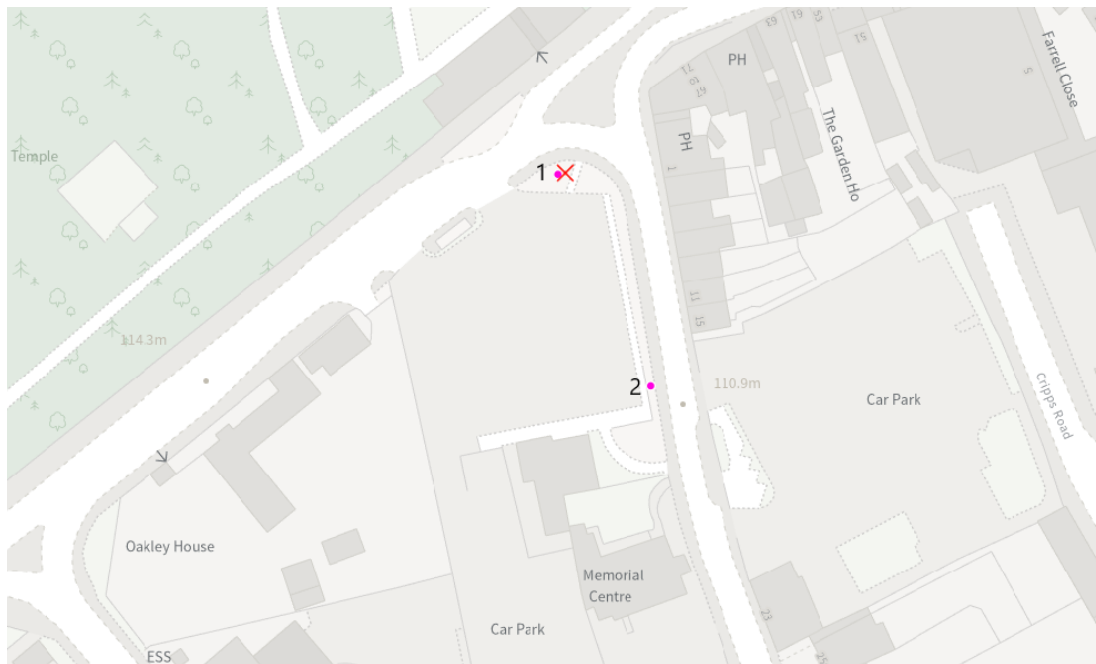


**Site:** Old Railway Car Park, Cire

**W3W:** rooks.vies.illogical

**Species preferred:** 1, Quercus robur Select

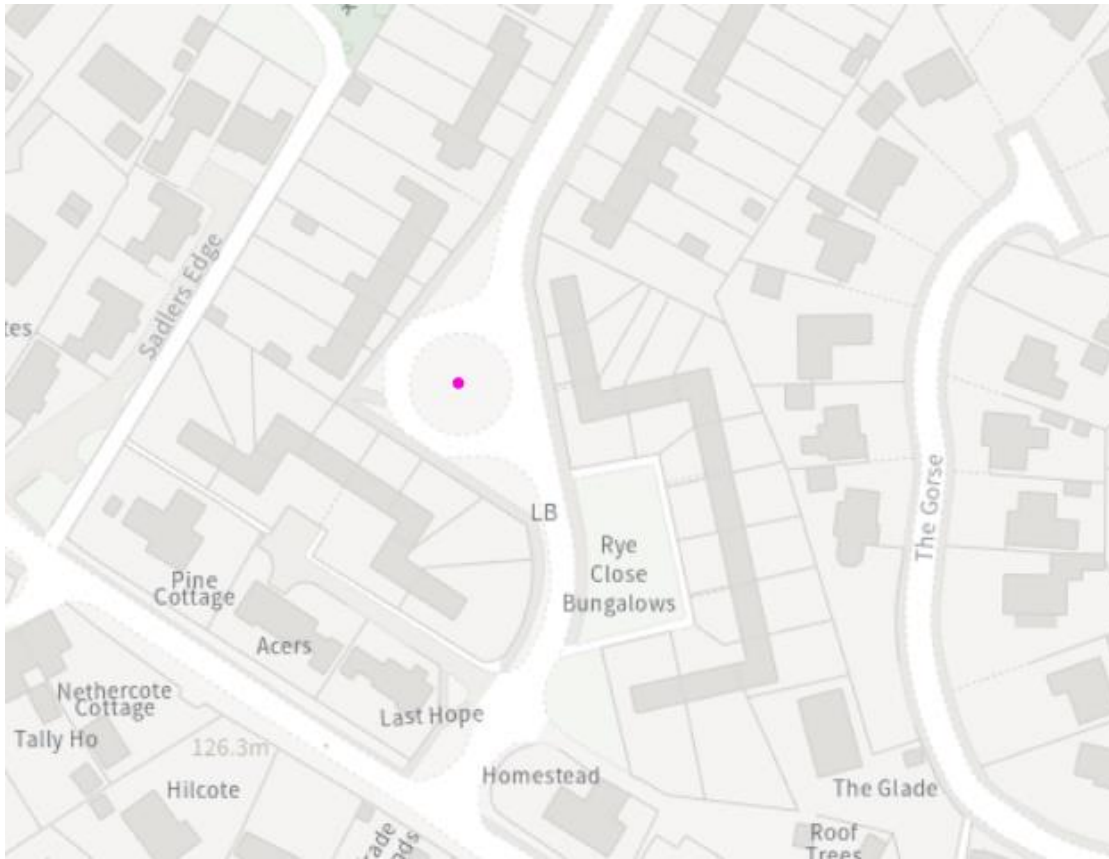
2, Prunus Accolade



**Site:** Rye Close, Bourton on the Water

**W3W:** braved.birthday.squashes

**Species preferred:** 2x *Betula utilis* to form 2.5m triangle with existing tree



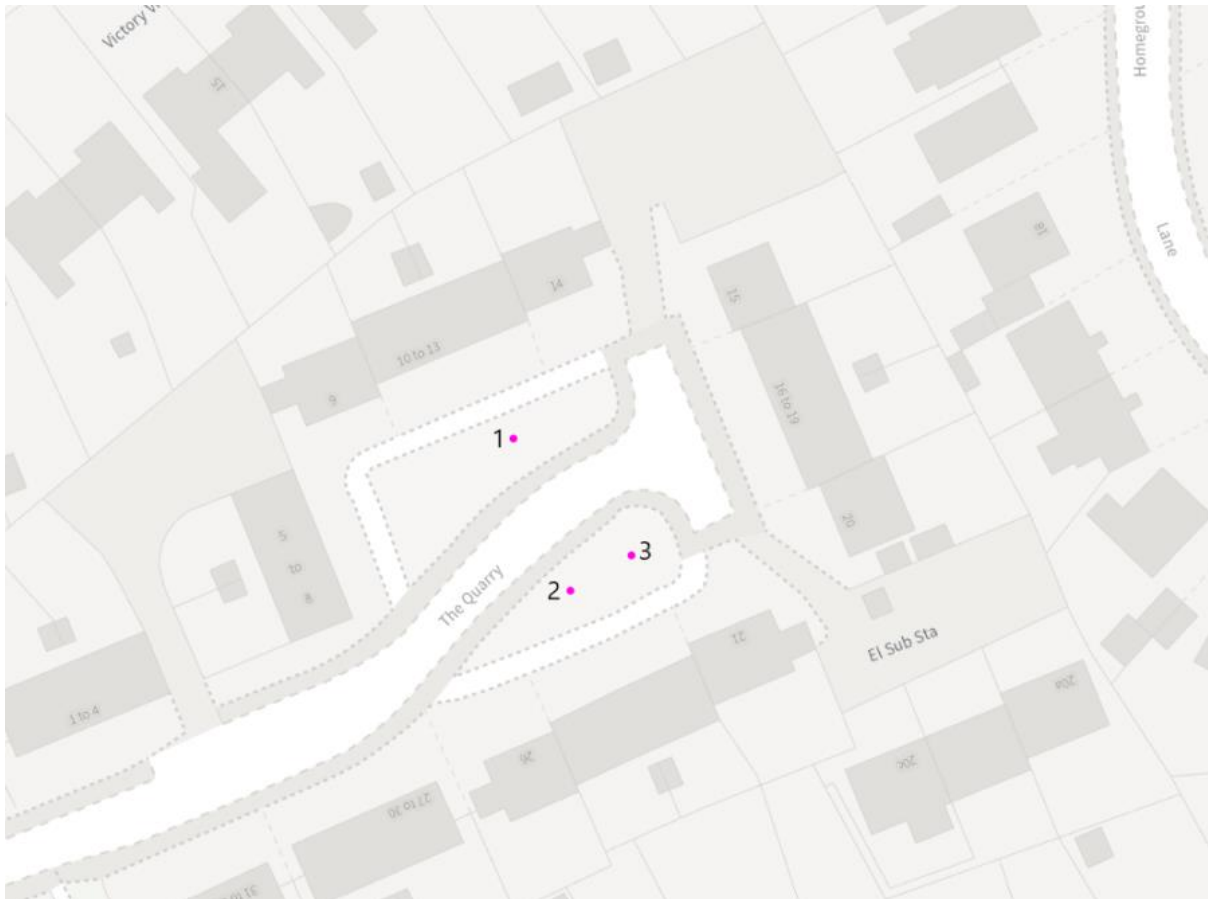


**Site:** The Quarry, Fairford GL7 4JX

**W3W:** lessening.camcorder.share senders.bloom.cutback

**Species preferred:** 1, Amelanchier canadensis

2, 3, Prunus Avium Flore Pleana Colt



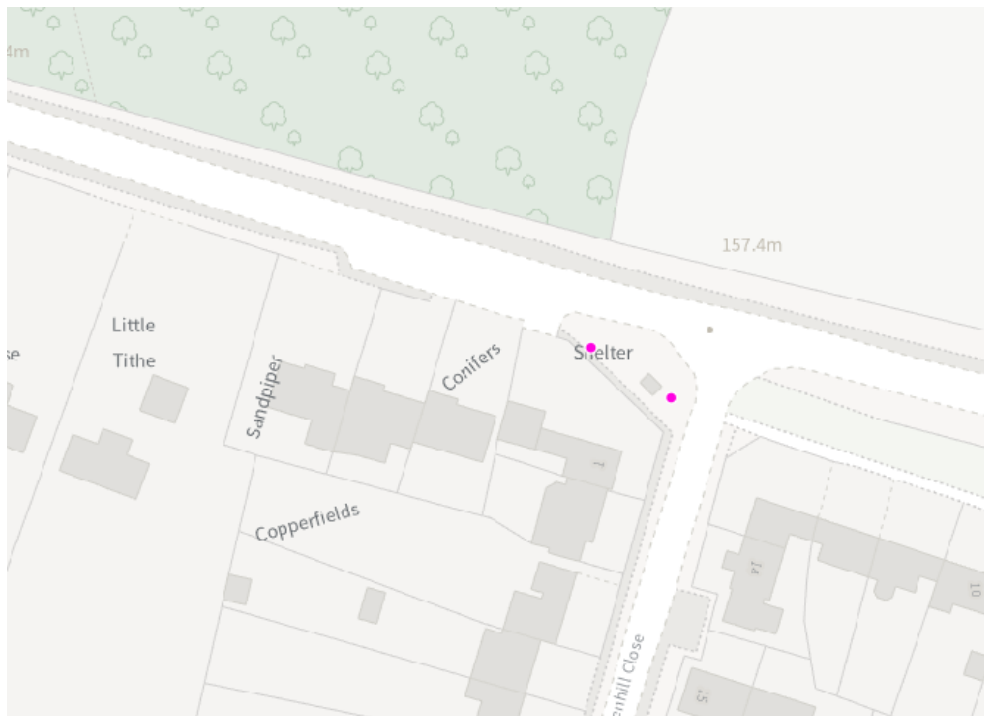


**Site:** A44 Bourton on the Hill – junction with Fenhill Close

**W3W:** corrupted.harmless.pursuing

Species preferred: 1 no Birch - *Betula pendula* (replace failed oak)

1 no Rowan - *Sorbus hupehensis* (behind bench)





**Site:** Back Walls, Stow on the Wold GL54 1DR

**W3W:** crunches.pelting.ballroom

Species preferred: 1, 2 Betula pendula utilis

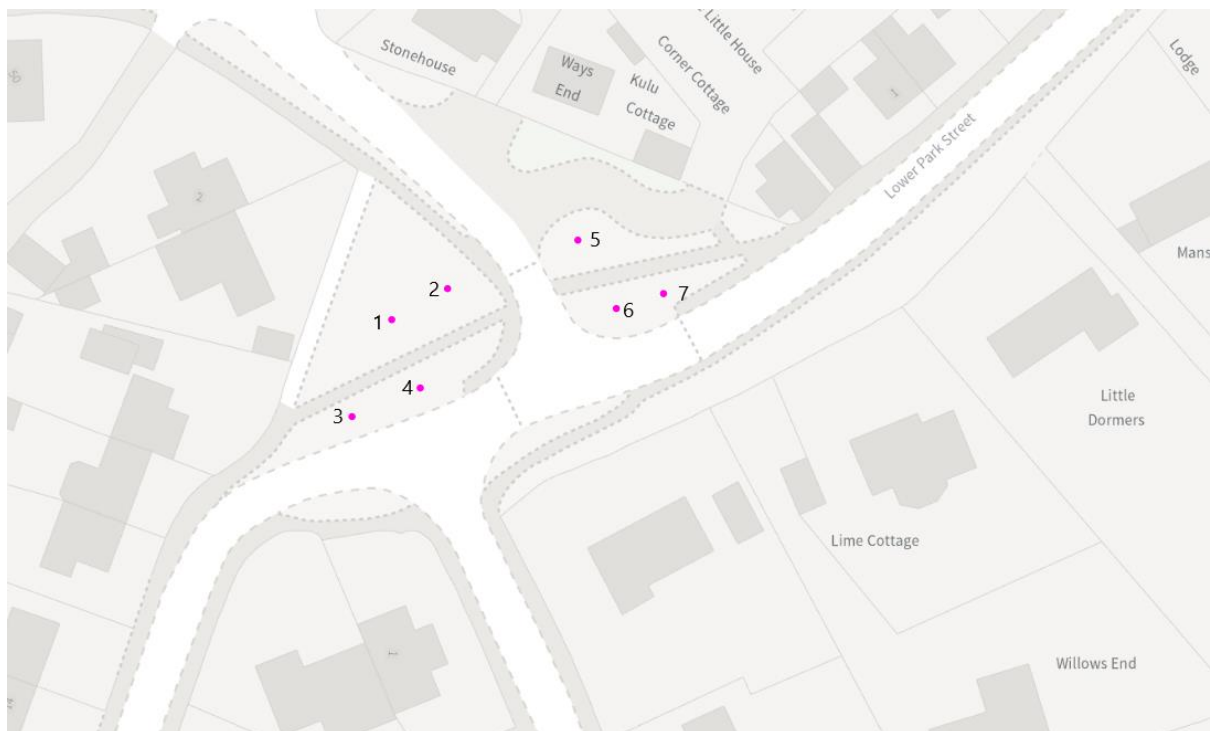
3, Prunus snow goose

4, Prunus pink perfection

5, Betula pendula utilis

6, Prunus pink perfection

7, Prunus snow goose





**Site:** Brewery Car Park, Cirencester

**W3W:** screening.unionist.defend

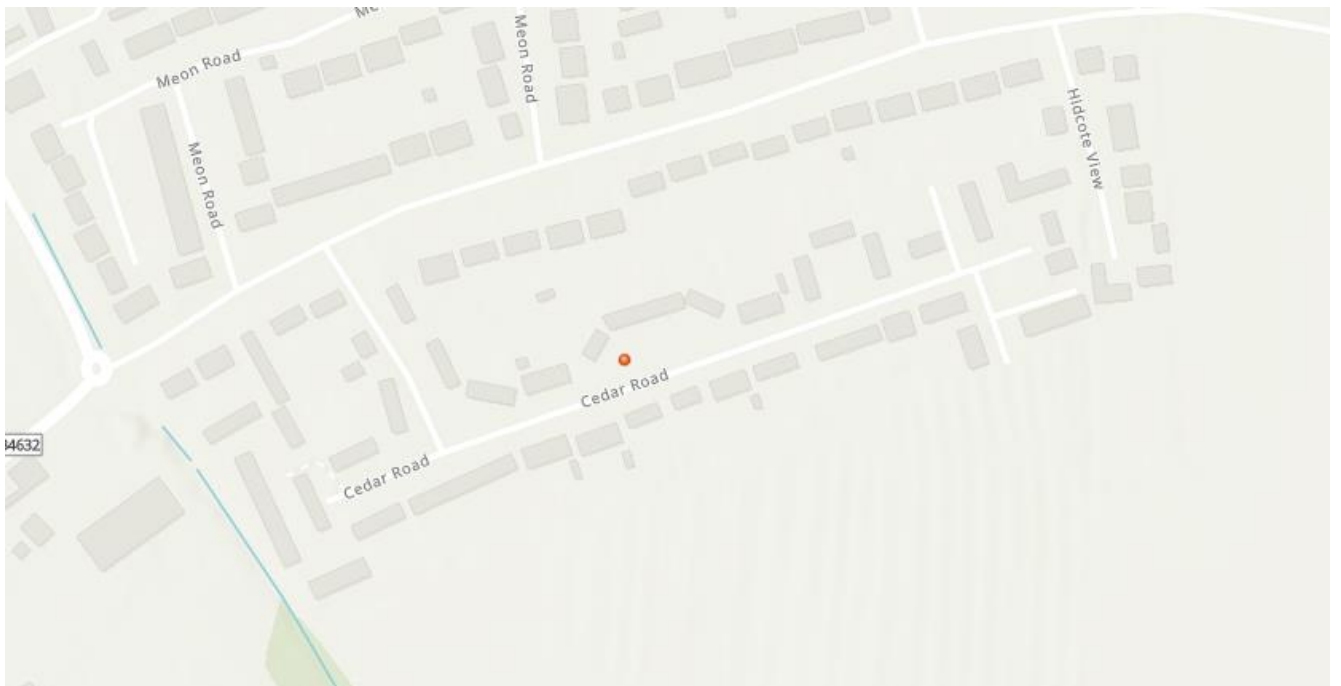
**Species preferred:** 2x *Alnus glutinosa* Imperialis



**Site:** 13 Cedar Road Mickleton, GL55 6SZ

**W3W:** lawn.obeyed.radiating

Species preferred: 1 no Pyrus communis Beech Hill

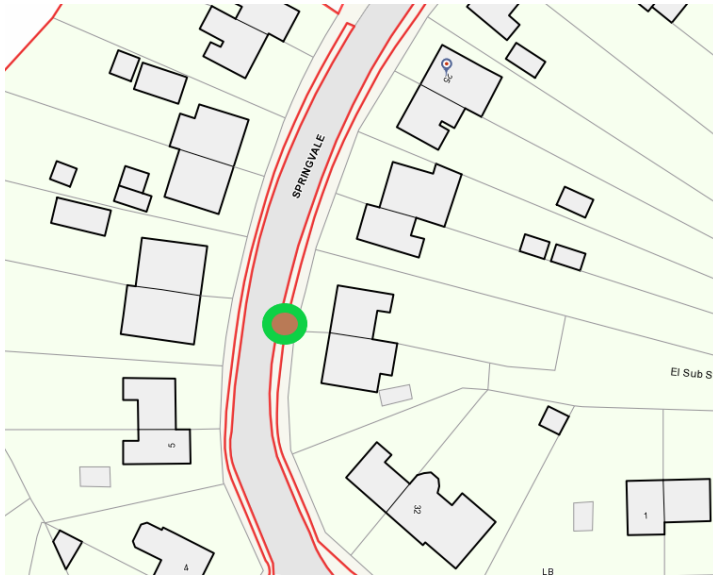


**Site:** 29-30 Springvale, Bourton-on-the Water

Grass verge

**W3W:** opinions.myths.trappings

**Species preferred:** *Sorbus hupehensis*



**Site:** 63-64 Melville, Bourton-on-the Water

Grass verge

**W3W:** nasal.remarking.humid

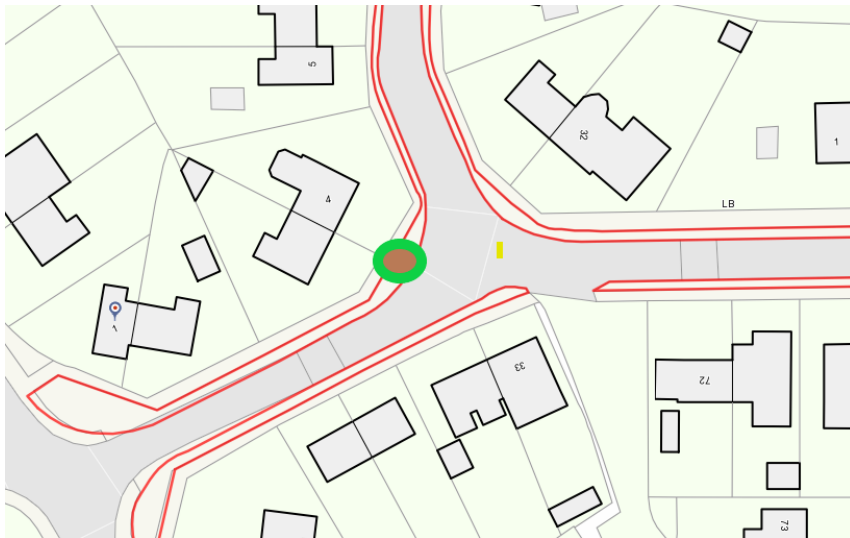
**Species preferred:** sorbus intermedia Brouwers



**Site:** Outside 3/4 Springvale, Bourton-on-the Water

**W3W:** invite.driveways.removing

**Species preferred:** *Crataegus laevigata* Paul's Scarlet



**Site:** 72 Melville, Bourton-on-the Water

Grass verge

**W3W:** louder.client.cabbages

**Species preferred:** Malus Evereste

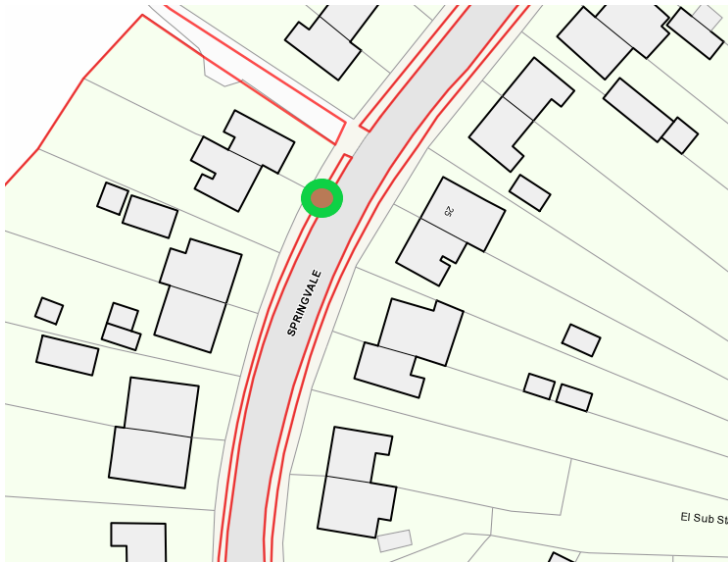


**Site:** 11-12 Springvale, Bourton-on-the Water

Grass verge

**W3W:** escalated.material.threading

**Species preferred:** Malus Evereste



**Site:** 25 Springvale, Bourton-on-the Water

Grass verge – existing Manna ash due for removal if not removed at time of planting

**W3W:** shallower.sugars.groomed

**Species preferred:** *Crataegus laevigata* Paul's Scarlet





Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>OVERVIEW &amp; SCRUTINY – 1 JUNE 2026</b> <b>CABINET – 4 JUNE 2026</b>
Subject	<b>WASTE AND ENVIRONMENT – SERVICE DESIGN OPTIONS</b>
Wards affected	All
Accountable member	Andrea Pellegram, Cabinet Member for Environment and Regulatory Services Email: <a href="mailto:andrea.pellegram@cotswold.gov.uk">andrea.pellegram@cotswold.gov.uk</a>
Accountable officer	Helen Martin, Director of Communities and Place Email: <a href="mailto:helen.martin@cotswold.gov.uk">helen.martin@cotswold.gov.uk</a>
Report author	Peta Johnson, Head of Waste and Environment Email: <a href="mailto:peta.johnson@cotswold.gov.uk">peta.johnson@cotswold.gov.uk</a>
Summary/Purpose	<p>This report sets out a package of waste and recycling service design options to support a cohesive, compliant, and efficient approach to service delivery. It enables Cabinet to consider the removal of some services alongside the introduction and simplification of others, recognising that reductions in recycling income can be mitigated by reduced operating costs and operational efficiencies.</p> <p>The report describes the rationale, impacts and risks associated with: (1) demobilising the Council-provided bring bank service; (2) introducing kerbside collections of Plastic Bags and Wrapping in line with Simpler Recycling requirements, including the proposed approach to resident presentation of material; and (3) moving to the combined collection of paper and card to simplify collections and improve operational resilience.</p>
Annexes	<p><b>Annex A</b> – Bring Site Service: financial and waste flow performance</p> <p><b>Annex B</b> – Collection of Plastic Bags and Wrapping: options for containerisation</p> <p><b>Annex C</b> – Mixed Paper and Card: impact on services</p>



<p>Recommendation(s)</p>	<p>That Cabinet resolves to:</p> <ol style="list-style-type: none"> <li>1. Agree to the withdrawal of the bring bank service.</li> <li>2. Agree to the proposed approach for how residents will present the new recyclable plastics at the kerbside (i.e. in a tied, self-supplied, single-use sack).</li> <li>3. Agree to a reduction in the size of the standard issue refuse bin (from 180 litre to 140 litre) on a replacement/ phased basis.</li> <li>4. Agree to the new arrangement for the combined collection of paper and card.</li> <li>5. Notes the financial implications.</li> <li>6. Grant delegated authority to the Director of Communities and Place in consultation with the Cabinet Member for Environment &amp; Regulatory Services to take the required steps to implement the recommendations above. In terms of timeline: The withdrawal of the bring sites would take place within this financial year, with savings realised at the start of next year; The collection of additional plastics (plastic bags and wrapping) is planned in line with the requirement of Simpler Recycling i.e. to be in place by 1 April 2027. The reduction in the standard bin size would occur at the same time; A shift to mixing paper and card would occur when replacement recycling vehicles start to be used on the collection services.</li> </ol>
<p>Corporate priorities</p>	<ul style="list-style-type: none"> <li>• Delivering Good Services</li> </ul>
<p>Key Decision</p>	<p>NO</p>
<p>Exempt</p>	<p>NO</p>
<p>Consultees/ Consultation</p>	<ul style="list-style-type: none"> <li>• Portfolio Holder for Environment and Regulatory Services</li> <li>• Cabinet</li> <li>• Corporate Leadership Team</li> </ul>



## **1. EXECUTIVE SUMMARY**

**1.1** This report brings together a set of waste and recycling service design proposals to support a cohesive approach to service delivery, enabling the Council to consider the removal of some services alongside the introduction and simplification of others. While some changes reduce recycling income, the overall position is mitigated by reduced operating costs and efficiencies across the wider service.

**1.2** Cabinet is asked to agree:

(1) demobilisation of the Council-provided bring bank service at 24 sites, which currently contributes around 0.7% to the recycling rate but has become a net cost and attracts fly-tipping and graffiti;

(2) the proposed containerisation approach for Plastic Bags and Wrapping, required under Simpler Recycling from 1 April 2027, with residents presenting material in a tied single-use bag that they self-supply (supported by an extensive communications programme and a proposed move to a 140L standard refuse bin by replacement); and

(3) moving to the collection of mixed paper and card to simplify collections and improve operational resilience, recognising an estimated c. £20k per annum reduction in recycling revenue, but a move that future-proofs the services and is expected to provide long-term financial benefits.

**1.3** On the bring banks, the expected waste-flow scenario suggests an approximate 0.1% reduction in the recycling rate. This would be offset by avoiding annual service costs of £43,923, although recycling income would fall by £14,800. Overall, this represents an improvement of £29,123 compared with the current position. Any savings in 2026/27 are expected to be used to fund demobilisation, with the full benefit realised from 2027/28.

**1.4** There is no statutory duty to provide bring banks (though notice is required to end the current operational arrangement), whereas the plastics change is legally required and will be delivered through the Ubico service agreement; the mixed paper/card approach remains compliant with Simpler Recycling.



- 1.5** Key risks—such as displaced fly-tipping, participation levels for plastics, and changing paper/card composition—will be mitigated through communications, site cleansing, and service design that better utilises vehicle capacity.

## **2. BACKGROUND**

A range of service design options are currently under consideration. These are provided together in this report to give a broader perspective on service delivery as a whole, where the removal of one service can be considered against the expansion/simplification of others.

Although there are cost implications for each area, overall, reduced revenue is mitigated by reduced costs.

The service design options are:

- Removal of the bring site service (net savings);
- The collection of plastic bags and wrapping;
- Collecting mixed paper and card (leading to a reduction in recycling revenue, but mitigating risks in the short term, and delaying cost increases in the medium term).

## **3. BRING SITE SERVICE**

### **3.1 Bring Site Service Background**

The Council provides recycling collections from a network of bring sites around the District. There are 24 sites in total. These sites are a legacy service, i.e. were initially rolled out to provide recycling services to residents. Residents now receive collections of an extended range of recycling from the kerbside (or from communal facilities).

The majority of the bring site service was operated by Thamesdown Recycling Ltd up to February 2025. Cherwell District Council have been operating the service since this date.



Each site has a range of bring banks to allow the collection of the following materials (**NB** the range of materials collected per site varies across the District):

- Council Provided Banks:
  - Cans, glass, and paper – collected by Cherwell District Council
  - Foil - collected by Ubico
- Third Party Banks:
  - Textiles and books – collected by third party providers, usually charities

The material collected from the bring sites contributes to the Council's recycling rate. However, the cost of providing the bring site service has increased in the last year, and these sites attract some anti-social behaviour e.g. fly tipping and graffiti. The rectification of which is a resource demand on the street cleansing service, delivered by Ubico.

A review of the bring site service has been conducted. This is provided as **Annex A - Bring Site Service: financial and waste flow performance**. A summary is provided below along with the recommendation to remove the Council provided bring banks, i.e. demobilise this service.

### **3.2 Bring Site Service – Finance and Waste Flow Impacts**

#### Finance

The costs and revenues for the bring site service are variable in nature. Variations between years will naturally occur as recycling revenue varies according to commodity pricing, and costs are often tonnage based, e.g. handling costs at the transfer station.

A series of assumptions have therefore been made to allow a comparison between the current and previous service provider, and the potential changes to recycling income, and recycling rates, where the bring bank service is removed.

These assumptions are as follows:

- Thamesdown costs: 2024/25 budget
- Cherwell District Council: Projected annual cost



- Recycling revenue, transfer station rates, recycling credits: Current rates

A comparison between the net cost of recent service providers is provided in the following table:

<b>Costs/ Revenues pa</b>	<b>Thamesdown (provided services up to February 2025)</b>	<b>Cherwell District Council (current provider)</b>
<b>Bring Site Service Cost</b>	£28,860	£43,923
<b>Income pa</b>	-£29,600	-£29,600
<b>Net cost of service</b>	-£740	£14,323

The current bring site service also creates demand for Ubico where fly tipping or graffiti occurs and requires removal. Removal of the bring site service would lead to a reduction in enviro-crimes at these locations, reducing demand on Ubico. Although it may be difficult to result in a cost efficiency through this reduction in demand, it would provide additional time that could be used to target improvements in other areas.

#### Waste Flow

There are 24 Council operated bring sites in the District. Each bring site has a range of bring banks that allow the deposit of cans, glass, and paper. Some sites also have foil banks collected by Ubico (very low tonnage), and some additional banks are provided and managed by third parties e.g. textiles. The tonnages for 2024/25 are shown below:

<b>Material</b>	<b>2024/25 tonnes per annum</b>
<b>Cans</b>	7
<b>Glass - Mixed</b>	195
<b>Paper</b>	51
CDC Tonnage	<b>253</b>
<b>Textiles (third party providers)</b>	49
<b>TOTAL</b>	<b>302</b>



The recycling collected via the Council bring bank service contributes approximately 0.7% to the overall Council recycling rate. Where the Council bring site service is removed, this recycling will shift to another service or system. To understand the potential impact of this, a series of scenarios have been considered:

**Scenario 1:** All recycling from the Council bring bank service is diverted to kerbside residual waste.

**Scenario 2:** 50% of the recycling is recycled at the kerbside. 50% is diverted (i.e. waste minimisation and reflecting that some material may currently be commercial in origin)

**Scenario 3:** All recycling from Council bring banks is diverted to the kerbside recycling service

Scenario	1	2	3
<b>Scenario Description</b>	100% recycling to kerbside residual waste	50% recycling to kerbside recycling scheme 50% waste minimisation (commercial)	100% recycling to kerbside recycling scheme
<b>Impact on Recycling Rate</b>	-0.7%	-0.1%	0.0%
<b>Impact on Income</b>	Reduction in income: £29.6k	Reduction in income: £14.8k	No reduction in income

Where the impact of bring bank removal is close to Scenario 2:

- The recycling rate would decrease by 0.1%
- The Council would save the cost of the service: £43,923
- The Council would receive £14,800 in revenue

This would be a shift from a net cost for the service of £14,324, to net revenue of £14,800 i.e. a positive move of £29,123.



It is important to note that this information relates to the removal of the Council bring banks only. Any bring banks operated by third parties would remain in service.

### **3.3 Bring Site Service – Demobilisation**

Where the Council bring site service is removed, savings will be realised following the demobilisation process, however costs will be incurred in the first instance. These include:

- Officer time to develop and deliver communications to residents about the change;
- A full review to understand the current condition of the sites and the repair requirements where the sites are removed;
- The cost of the physical removal and storage of bring banks
- The disposal of bring banks (however resale/ recycling will be investigated in the first instance)

It is therefore recommended that cost savings are budgeted from the start of next financial year. Any savings in this financial year would initially be redirected to fund demobilisation activities.

### **3.4 Bring Site Service - Alternative Options**

The alternative options to demobilisation of this service are:

- Continue with the current range of sites and materials collected;
- Reduce the number of Council provided bring sites e.g. to six sites, strategically located across the District.

Where the Council continues to provide a bring site service the service will require additional investment, for example a full condition survey of the existing banks to improve signage, stickering and general appearance of the bring banks and the sites themselves.



A reduction in number of bring sites is another consideration with sites placed at strategic locations across the District. The placement of strategic sites aligns the Council with Tewkesbury Borough Council and Cheltenham Borough Council:

- Both councils have four sites offering the collection of clothes and shoes and will be provided by a third party e.g. a charity collector;
- Tewkesbury BC have two other sites collecting a wider range of materials;
- Cheltenham BC have seven other sites collecting a wider range of materials.

These sites would however still offer the collection of limited materials (paper, cans, and glass) compared to the full and extending range of materials collected at the kerbside or from communal bin stores.

## **4. PLASTICS BAGS AND WRAPPING – CONTAINERISATION AT THE KERBSIDE**

### **4.1 Plastics Bags and Wrapping – Background**

The Council is required to collect additional plastics at the kerbside from 1<sup>st</sup> April 2027 to remain compliant with Simpler Recycling guidance from Government.

The group name for these additional plastics is Plastic Bags and Wrapping. This name has been defined following a series of focus groups, conducted by the Waste and Resources Action Programme (WRAP) i.e. this group name is well recognised by residents and supports clear communication of services and service rules. Examples of Plastic Bags and Wrapping include plastic carrier bags, bread bags, cereal liners, and detergent pouches.

At this stage in service development, we are considering how residents will bag/ present the new recyclable plastics at the kerbside. Options for collection from communal locations will be considered at a later date. The reason that kerbside bags are being considered at this point is to ensure that where they are deemed a requirement (NB against the recommendation of this report) there is still time to source the bags. These have a significant lead time and require global supply chains.



Trials have been conducted in the UK, funded by the packaging industry and Government, and the findings of these have been published (the FlexCollect Project), including a series of recommendations. In addition, North Somerset Council was the first authority in England to roll out Plastic Bags and Wrapping collections to all residents.

Considering these sources, the recommendation is clear that residents should present Plastics Bags and Wrapping within a tied single-use plastic bag (rather than a reusable sack, which is returned to the resident once emptied by the collection crew).

These sources however differ in terms of how these single used bags are supplied:

- North Somerset Council require residents to self-supply bags;
- The FlexCollect project recommends that the collection authority supplies bags.

#### **4.2 Plastics Bags and Wrapping – Self Supply of Bags by Residents**

5. There is a clear desire to harmonise the collection methodology for plastic bags and wrapping across the Waste Collection Authorities in Gloucestershire; however, while this ambition is understood, the diversity of existing services means a single, standardised approach may not be appropriate. Collection methodologies are closely linked to broader system arrangements, including collection infrastructure, transfer processes and material brokering, all of which vary between authorities. As such, full harmonisation is more likely to be achievable through Local Government Reorganisation. From a resident perspective, harmonisation is likely to be judged based on how materials are presented—such as the type of bags used, kerbside presentation methods, and the range of materials accepted. In practice, harmonisation is most feasible in relation to the materials collected, albeit with some minor local variations.

At this stage we are considered the type of bags to be used be residents, with a review included in **Annex B – Collection of Plastic Bags and Wrapping: options for containerisation**. Factors that have been considered are cost of supply, potential



wastage, the supply chain, alignment with other materials, yield of material and potential for contamination.

The outcome of this review is to recommend that residents self-supply bags. The key reasons for this are as follows:

- If we chose to supply bags, we would be contributing to plastic waste. Admittedly where residents participate in the scheme these bags would be recycled (in the trials in Cheltenham the collection bag made up 4% of the overall material collected). However, the participation in the scheme may be low. FlexCollect indicates that where the equivalent of one bag per week was provided to residents, on average 0.35 bags were used i.e. waste of 0.65 bags or 65%
- By not supplying bags we are aligning with the methodology for other recycling materials. Whilst we do supply reusable sacks, boxes, and bins, we do not provide single use bags or sacks for the presentation of textiles, small WEEE, batteries, residual waste and food waste (we do however provide single use sacks for residual waste for a small number of households, for some limited reasons).

The FlexCollect report indicates that the self-supply of bags by residents may be linked to:

- Lower levels of participation;
- Unsuitable bag selection;
- Greater quantities of untied bags presented at the kerbside.

However resident supplied bags or the presentation of loose material was only tested in limited areas. Trials in all original areas (nine local authorities) initially supplied bags. One authority was added at a later date with material collected loose in a commingled collection. This system is not comparable to the service provided by the Council.

One authority, South Gloucestershire Council, initially trialled council supplied bags, but extended their trial into an area where residents were asked to supply their own



bags. Although FlexCollect is not recommending resident supplied bags, the report states that the trial in this second area achieved reasonable levels of participation, suggesting that good communications can help compensate for the absence of a dedicated bag.

The roll out of Plastic Bags and Wrapping collections will be supported by an extensive communications campaign. This will consider the guidance set out in the FlexCollect report. This covers the following communication methods: instruction leaflet, dedicated web pages, nudge techniques, how-to photography, information sharing with crews and customer services and the development of FAQs.

#### Reduction in the Size of the Standard Refuse Waste Bin

As further mitigation to a potentially lower participation rate, there is strong evidence that reducing the volume of refuse bins drives residents to better engage with recycling services. This could be done in a dramatic way (South Gloucestershire Council for example removed all 240 litres refuse bins and replaced them with 140 litre bins) or can be done more gradually. It is recommended that the standard refuse bin size is changed when the Plastic Bags and Wrapping service is rolled out. The standard bin size would change from 180 litres to 140 litres. This would be by replacement only i.e. for new properties or where a damaged bin requires replacement. This shift in policy would bring the Council in line with the policies of Cheltenham Borough Council, which is beneficial from a Local Government Reorganisation perspective.

As with Cheltenham Borough Council, larger bins would be made available for larger households, or households with medical needs.

### **5.1 Plastic Bags and Wrapping – Alternative Options**

The alternative option is for the Council to supply bags directly to residents. The FlexCollect report indicates that bags could be approximately 3p each and delivery costs could be in the region of £1.15 per household. For an authority the size of Cotswold, assuming one bag per household per week, this leads to a cost of approximately £120k for the first year. This is before we consider:



- Officer and Ubico time for issue management/ re-delivery where bags are not received;
- The provision of additional capacity for high recyclers;
- The process for re-stocking residents. This could either be a re-stock for all households (i.e. approximately £120k per annum) or stock issue to participating households only (a lower cost for bags i.e. limited wastage, but a higher unit cost for delivery).

The FlexCollect report indicates that participation could be as low as 35%. The case for supply bags in the first instance is therefore harder to justify as 65% of households may not be using the service (at a cost of c. £80K per annum).

## **6. COLLECTION OF MIXED PAPER AND CARD**

### **6.1 Mixed Paper and Card – Background**

Paper and card are currently collected in separate compartments on the recycling collection vehicles. These materials are delivered to the transfer station at Thamesdown Recycling Ltd. Thamesdown bulk these materials and broker them on our behalf.

The Council pays a handling fee per tonne of material and receives revenue according to a mechanism. This mechanism is based on industry pricing published in this location: <https://www.letsrecycle.com/prices/>

Collecting these materials separately, delivers maximum recycling revenue for the Council, however collecting paper separately from card:

- Requires residents to separately present card and paper (the distinction between the two can be difficult to determine);
- Takes additional time for the crews to collect;
- Takes up more space on the vehicles. The collection of separate paper and card requires two compartments. Due to variations between rounds these



compartments fill at different rates. When one compartment fills, there can be space left in the other leading to underutilisation of the vehicle as a whole.

An additional factor relates to the continued decline in the use and therefore recycling of paper, and the continued increase in the amount of card in the waste stream. Card use has increased with increasing home deliveries and is now increasing where manufacturers are shifting from the use of plastic packaging to the use of card packaging. Further developments of card packaging blur the lines between paper and card, making the distinction between the two more difficult for residents to determine. Collecting mixed paper and card is easier for residents.

Where these materials are mixed, changes to the overall capacity required is mitigated to some extent as one tonnage is decreasing and the other is increasing (accepting that the high density paper is being replaced with low density card).

## **6.2 Mixed Paper and Card – Impact (for residents, for crews, financial impact)**

More information is provided in **Annex C – Mixed Paper and Card: impact on services**. A summary of which is provided below.

### Initial Impact for Residents

There would be no initial impact to residents from a containerisation perspective. Residents currently have a blue sack for card, and a recycling box for paper. They could continue to present mixed paper and card in either one or both containers. Over time we would seek to optimise the containerisation for this material stream. This would include the potential to increase the standard container size for paper and card, assisting residents with this growing waste stream. Any improvements to containerisation would also aim to keep the material dry, and streets free from windblown litter e.g. with a sack that fully seals rather than sealing on one edge. Improvements to containerisation would be planned to be in place following the issue of the current stock of blue sacks. There are currently circa. 15k blue sacks held in stock.



To support this change we would develop a communications campaign, and we would work with the customer services team to update Knowledge Articles and Guidance for residents.

### Impact for Crews

Currently residents present paper and card separately. Sometimes this is not done accurately, and crews need to carry out some additional sorting at the kerbside. In any case, they need to take two container types to two different areas of the vehicle to load these materials. The collection methodology would be simplified for crews where the materials are presented and collected mixed. This will speed up collections. This increased efficiency is unlikely to deliver cost savings but is likely to mitigate future cost increases. In other words, it will save time creating capacity for collections of more material and from new properties due to housing growth, reducing / delaying the need for additional collection vehicles.

### Financial Impact

Paper is currently a high value commodity, and mixing paper and card will reduce the value derived from this waste stream. It is estimated that this would reduce recycling revenue by circa. £20k per annum. Although this is a negative impact this is mitigated considerably by the points set out above: Greater levels of recycling (paper & card due to simplifying the process), greater recycling collection capacity & future proofing etc. This would have a long term financial benefit.

An additional consideration relates to the ongoing provision of containers. Initially no changes would be made to this i.e. there is no financial impact. However, over time we would seek to provide additional containment for paper and card via two sacks. The annualised cost of these is expected to be in line with the cost of the current box/ sack, but with volume equivalent to a box and two of the current sacks. This would represent an increased volume for the collection of mixed paper and card, at no additional cost for the containers themselves.



### **6.3 Mixed Paper and Card – Alternative Options**

The alternative option is that we continue with the separate collection of paper and card. This will retain the current level of recycling revenue, but not deliver on:

- Improved ease of use for residents;
- Potential to improve containerisation for paper and card;
- Improved efficiency of the collection services, and potential to absorb the collection of more materials and housing growth in the future.

## **7. CONCLUSIONS**

**7.1** The main conclusions from this report are provided in the following table:



<b>Service Area</b>	<b>Conclusions</b>
<b>Bring Site Service Removal</b>	<ul style="list-style-type: none"> <li>• Removal of bring sites would lead to a reduction in environmental crime (fly tipping and graffiti);</li> <li>• Where the results are closest to Scenario 2 (50% diversion to kerbside recycling; 50% waste minimisation) there would be a small decrease in recycling rate (circa. 0.1%);</li> <li>• Costs would be saved following the removal of the bring site service but absorbed in 2026/27 to fund the demobilisation itself. Savings would be delivered in full in 2027/28.</li> </ul>
<b>Plastic Bags and Wrapping Containerisation</b>	<ul style="list-style-type: none"> <li>• Asking residents to self-supply sacks would ensure that this new service is delivered in line with current collection methodology;</li> <li>• By residents' self-supplying sacks i.e. only where they participate in the services, costs will be limited for the Council (and ultimately taxpayers) and wastage will be reduced;</li> <li>• Any potential negative impacts e.g. lower levels of participation in the service, could be mitigated with an extensive communications programme.</li> <li>• In addition, the Council could choose to provide smaller refuse bins as standard (140 litre rather than 180 litre). Reduced refuse bin sizes have been strongly linked to driving up participation in recycling services.</li> </ul>
<b>Collection of Mixed Paper and Card</b>	<ul style="list-style-type: none"> <li>• Mixing paper and card would improve ease of use for residents and crews</li> <li>• The aim will be to optimise containerisation over time. A larger, fully sealed bag, will support the capture of increased material, keep this material dry, and reduce windblown litter</li> </ul>



## 8. FINANCIAL IMPLICATIONS

8.1 A summary of the financial implications is provided in the following table:

Subject	Negative Impact	Positive Impact	Net Impact
<b>Bring Site Demobilisation</b>	<ul style="list-style-type: none"> <li>Reduced recycling revenue (Scenario 1) £14,800 (revenue)</li> <li>Demobilisation costs.</li> </ul>	<ul style="list-style-type: none"> <li>Removed service change £43,923 (cost).</li> </ul>	<ul style="list-style-type: none"> <li>£29,123 improvement against current position</li> <li>To be realised in 2027/28.</li> </ul>
<b>Plastic Bags and Wrapping Containerisation</b>			<ul style="list-style-type: none"> <li>£0 additional cost to the Council and taxpayers.</li> <li>Costs will be incurred at a later stage in the mobilisation e.g. to provide communication to residents.</li> </ul>
<b>Collection of Mixed Paper and Card</b>	<ul style="list-style-type: none"> <li>Reduced recycling revenue estimated at circa. £20,000 per annum.</li> </ul>	<ul style="list-style-type: none"> <li>Future proofed services/ long-term financial benefit e.g. through a delayed requirement for additional vehicles due to property growth.</li> </ul>	<ul style="list-style-type: none"> <li>Initial reduction in revenue (estimated at £20,000 per annum).</li> </ul>



**1.1.** If all three proposals are implemented, they are expected to be largely cost neutral overall, with the potential to deliver a small saving. Costs associated with the demobilisation of the bring site service would result in a net cost in 2026/27 only, which would need to be met from savings identified elsewhere within the budget.

**9. LEGAL IMPLICATIONS**

**9.1** A summary of the legal implications is provided in the following table:

<b>Subject</b>	<b>Legislative Requirement</b>	<b>Service Contract</b>
Bring Site Demobilisation	We are under no obligation to provide bring bank services.	Cherwell District Council currently provides the service. The current service would require notice to terminate the operation.
Plastic Bags and Wrapping Containerisation	Required under new regulations made under the Environmental Protection Act 1990 ("Simpler Recycling"). To be in place by end of March 2027.	The service will be delivered by Ubico (inclusion in new Service Agreement currently being negotiated).
Collection of Mixed Paper and Card	Simpler Recycling requires the collection of paper and card. These materials may be collected mixed.	No change to current Service Contract with Ubico. Change to crew instructions/ working procedures.  Change to the composition of recycling handled by Thamesdown i.e. no paper, and more mixed card.



## 10. RISK ASSESSMENT

High level risks and mitigations are provided in the following table:

Subject	Risks	Mitigations
Bring Site Demobilisation	<ul style="list-style-type: none"><li>Sites may continue to attract fly-tipping and graffiti.</li></ul>	<ul style="list-style-type: none"><li>The demobilisation programme would be linked to strong communication and site cleansing.</li></ul>
Plastic Bags and Wrapping Containerisation	<ul style="list-style-type: none"><li>The self-supply of sacks by residents may be linked to lower levels of participation in the service.</li></ul>	<ul style="list-style-type: none"><li>The roll out of the service will be accompanied by an extensive communications campaign;</li><li>Where deemed necessary, sacks could be rolled out at a later date (it is easier to turn-on this service later, than start by issuing sacks and turn-off later);</li><li>Smaller bins will encourage recycling.</li></ul>
Collection of Mixed Paper and Card	<ul style="list-style-type: none"><li>Waste composition changes over time. The long term trend is for more card and less paper which creates capacity issues on the vehicles.</li></ul>	<ul style="list-style-type: none"><li>Mixing paper and card mitigates this risk by better utilising the available space on the collection vehicles.</li></ul>

## 11. EQUALITIES IMPACT

### 11.1 Demobilisation of the Bring Site Service:

The bring banks themselves can be difficult to use for people with physical disabilities. Removal of this service removes this issue. All recycling materials can be recycled at the kerbside, and assisted collections are provided to residents in line with Cotswold District Council's Waste, Recycling & Street Cleaning Policy.



**11.2** Plastic Bags and Wrapping/ Mixed paper and card:

These services will be delivered in line with the current collection services, where assisted collections are provided to residents in line with Cotswold District Council's Waste, Recycling & Street Cleaning Policy.

**12. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS**

**12.1** A summary of the climate and ecological emergencies is provided in the following table:

<b>Subject</b>	<b>Carbon Emission e.g. fuel use/ avoided emissions</b>
Bring Site Demobilisation	<ul style="list-style-type: none"><li>• Reduced fuel use as a separate vehicle is no longer required to provide collections from bring sites;</li><li>• Assumed that materials continue to be recycled, either through the household service, or independently through a commercial collection i.e. no impact on avoided emissions.</li></ul>
Plastic Bags and Wrapping Containerisation	<ul style="list-style-type: none"><li>• No requirement to purchase bags from global supply chains or provide delivery services to residents, reducing the transportation needs of the services.</li></ul>
Collection of Mixed Paper and Card	<ul style="list-style-type: none"><li>• Future proofing of the services delays the need for additional vehicles, effectively reducing the per household transport related carbon emissions of the collection services.</li></ul>

**13. BACKGROUND PAPERS**

**13.1** [none]

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**COTSWOLD**  
District Council

[www.cotswold.gov.uk](http://www.cotswold.gov.uk)

## Annex A

Bring Bank Service: financial and waste flow performance

Increased residual

Increased recycling or waste minimisation

TPA by Material	2024/25	Scenario 1	Scenario 2	Scenario 3
	Baseline	All recycling diverted to residual waste	50% recycling diverted to kerbside. 50% commercial (waste minimisation)	All bring bank recycling diverted to kerbside recycling
Residual (kerbside)	15,957	16,210	15,957	15,957
Food	2,950	2,950	2,950	2,950
Garden	9,477	9,477	9,477	9,477
Kerbside Recycling	7,873	7,873	7,999	8,126
CDC Bring Sites	253			
Third Party Bring Sites	49	49	49	49
Recycling (other HH)	258	258	258	258
<b>Total Arisings</b>	<b>36,817</b>	<b>36,817</b>	<b>36,690</b>	<b>36,817</b>
<b>RR%</b>	<b>56.66%</b>	<b>55.97%</b>	<b>56.51%</b>	<b>56.66%</b>

Change in Recycling Rate% Against baseline

Scenario 1	Scenario 2	Scenario 3
-0.7%	-0.1%	0.00%

Revenue	2024/25	Scenario 1	Scenario 2	Scenario 3
	Baseline	All recycling diverted to residual waste	50% recycling diverted to kerbside. 50% commercial (waste minimisation)	All bring bank recycling diverted to kerbside recycling
Cans	6.8		3.4	6.8
Glass	194.7		97.4	194.7
Paper	51.4		25.7	51.4
<b>Rates</b>				
Revenue Cans	-£40.00	-£40.00	-£40.00	-£40.00
Revenue Glass	£40.00	£40.00	£40.00	£40.00
Net Revenue Paper	£70.50	£70.50	£70.50	£70.50
Recycling Credits	£73.00	£73.00	£73.00	£73.00
Net Revenue	£11,141	£0	£5,570	£11,141
Recycling Credits	£18,459	£0	£9,229	£18,459
Total Revenue	£29,599	£0	£14,800	£29,599



## Annex B - Collection of Plastic Bags and Wrapping: options for containerisation

- Simpler Recycling requires us to collect an extended range of plastics by end of March 2027
- This includes a complex mix of materials. WRAP therefore used focus groups to name this material in a way that would be recognised by most people.
- This name is: **Plastic Bags and Wrapping** (initially plastic bags and soft plastic wrapping, but appears to have been recently shortened)
- Trials have been conducted under the FlexCollect project (back when we were calling the material group – Flexible Plastics)
- Cheltenham Borough Council and South Gloucestershire Council have been involved in these trials
- North Somerset Council is the first in England to roll services out council wide, and describe plastic bags and (soft plastic) wrapping as:

- plastic bags and soft plastic wrapping, in a bag (or multiple bags if needed) no bigger than a carrier bag with the top tied
  - plastic carrier bags
  - bread bags
  - frozen food bags
  - delivery bags
  - cereal liners
  - toilet roll wrapping
  - multi-pack wrapping
  - salad, pasta, and rice bags
  - cheese, fish and meat wrapping
  - crisps, sweet bags, biscuit and chocolate wrapping
  - baby, pet food, detergent and cleaning pouches
  - flexible plastic packaging lids
  - fruit nets
  - bubble wrap and cling film

## North Somerset Council

North Somerset requires residents to self-supply bags for the plastic bags and wrapping service. Residents use carrier bags, small bin liners, or bread bags. These are presented tied and are placed in a recycling box alongside glass bottles and jars.

## FlexCollect Project

This report and the following extracts have been used to inform this review:



Figure two • Weight per household per category (normalised per week) and bags per household per cycle (not normalised for collection frequency)

Parameter	Weight per household (g)	Bags per household
Co-mingled	44	0.27
Twin stream	42	0.29
Source segregated	78	0.35
Weekly collections	86	0.32
Fortnightly collections	46	0.3

## Recommended communications:

- **Introduction flyer** to let householders know the kerbside trial is coming and that the trial will expand over time in their area. The flyer also provided a list of specific items of what can and can't be recycled and why the trial is being launched. This leaflet was sent four weeks prior to service launch.
- **Instruction leaflet** providing the same list of specific items of what can and can't be recycled, how to order more bags and frequently asked questions (FAQ) about the service. This leaflet was delivered with the collection bags. This flyer was sent two weeks prior to service launch.
- **Dedicated web pages** for each pilot local authority with specific items listed of what can and can't be recycled, more details about the service, how to order more bags, top tips on how to store and collect the material in the home and FAQ.
- **Nudge techniques** like contamination stickers to inform householders of wrong items in their collection bags. Other nudges included a follow up flyer thanking householders for using the new service and reminding those that haven't participated to start using the service. The follow up flyer was typically sent 4-6 weeks after the service launched.
- **Photography** to clearly explain items that can/and cannot be accepted and how to tie bags securely and present on the kerbside.
- **Information shared** with local authority call centre staff and recycling collection crews.
- **FAQs** – for use in the instruction leaflet, web pages and call centre staff training.

## Collection bags

Nine of the ten pilots used collection bags to collect flexible plastic packaging. Printed with clear messaging, the bags served as a prompt to residents, highlighting key details of the service, including accepted materials, where to get more bags, and the need to tie bags securely.

Bags are typically priced per 1,000 bags, and for the size used across the FlexCollect trials, costs varied between:

- ⊕ 18-20 micron bags: £22-£40 per 1,000
- ⊕ 40-micron bags: £50-£80 per 1,000
- ⊕ 50-micron bags: £54-£90 per 1,000

## South Gloucestershire (Phase 2 – own bags)

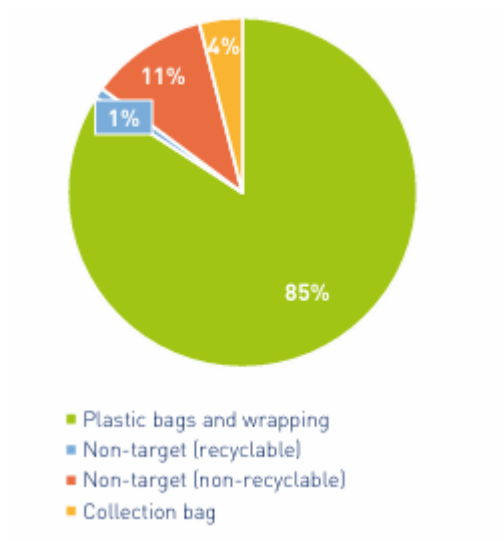
The second phase of the South Gloucestershire trial took a different approach, trialling the use of residents own bags (i.e. carrier bags and bread bags, etc).

While participants generally adapted well, a notable finding was that 76% of non-participating residents said they would be more likely to recycle these items if the council provided bags. Despite this, the trial achieved reasonable levels of participation, suggesting that good communications and service continuity can help compensate for the absence of a dedicated bag. However, feedback indicates that providing a bag still plays a valuable role in encouraging and sustaining behaviour change.

## Collection bag delivery

The cost of the initial delivery of bags to all households depended on whether the service was resourced in-house or through an external supplier. In two project areas, external suppliers were used to deliver bags and flyers to households, with an average cost of £1.15 per household. The cost for a local authority with 75,000 households would be £86,250 using this method. It's worth noting however that the largest instance of this within the FlexCollect project was a delivery to 27,000 properties. Economies of scale may apply to larger numbers and reduce the ultimate cost.

Figure 38 • Cheltenham Borough Council




## Summary of Options

<b>CONTAINMENT</b>	<b>CDC Supply Sacks</b>	<b>Residents Self Supply Sacks (assumes 35% participation)</b>
<b>Cost to Council/ Taxpayers</b>	£120k	Own/ pre-purchased carrier bags: £0  Self-funded liners: £65,520
<b>Potential Wastage</b>	£78k  (assumes 35% participation)	£0
<b>Supply Chain</b>	Requirement to source a bulk order of sacks, likely from global sources, at a time of peak demand, and potential disruption to global supply chains (Iran War)	Sourced from residents own stock (pre-purchased carrier bags or bread bags) or bought from wide range of options available at supermarkets
<b>Alignment with Other Materials</b>	CDC do not provide single use sacks for recycling for other materials	Residents provide sacks/ liners for recycling, textiles, WEEE and batteries
<b>Ability to Change Decision Later</b>	If we start by issuing sacks it is more difficult to turn off later	If we start with not issuing sacks, it is easier to start to issue them later if we want to
<b>Yield of Material</b>	FlexCollect indicates increased participation and capture of materials	FlexCollect indicates reduced participation and capture of materials
<b>Potential for Contamination</b>	FlexCollect indicates that there is less contamination with council issued sacks. This can be mitigated with a comms campaign	Indicated that contamination may be higher where residents self-supply sacks


## Annex C - Mixed Paper and Card: impact on services

The following table shows a summary of containers provided to residents in a selection of authorities in the south-west region. These authorities all provide kerbside sort collections from a range of reusable sacks and boxes:


Local Authority	Container 1	Container 2	Container 3	Container 4
Cotswold	Black box	White sack	Blue sack	Black box
	Glass	Plastics, cans	Card	Paper
Cheltenham	Green box	Green box	Blue sack	Green box
	Glass	Plastics, cans	Card	Paper
Gloucester City	Green box	Green box	Blue sack	
	Glass	Plastics, cans	Paper, card	
Forest of Dean	Green box	Green box	Blue sack	
	Glass	Plastics, cans	Paper, card	
Bristol	Black box	Green box	Blue sack	
	Glass, paper	Plastics, cans	Card, cartons	
North Somerset	Green box	Red bag	Green box	
	Glass, soft plastics	Plastics, cans	Paper, card	
South Glos	Green box	White sack	Green box	Blue - single use
	Glass	Plastics, cans	Paper, card	Soft plastics
<b>OUTLIERS</b>	glass bottles and jars	mixed plastics and cans	paper and card	




mixed glass bottles & jars




household plastic packaging



food tins & drink cans



cardboard



paper

This shows:

- Most have a box for glass only
- All have a container (box or sack) for mixed plastics and cans
- Most mix card and paper (4 out of 7)

One outlier, Bristol, is currently planning to mix paper and card. This change is being planned concurrently with a fleet replacement programme.

## Why This Matters

- Recycling performance is linked to ease of use for residents. Mixing paper and card is easier (less decisions/ less separation)
- Residents should be provided with appropriate containment (volume to aid recycling capture, reduction in windblow litter)
- More mixed materials is a mitigation for multi-compartment vehicles. Less material types = less compartments and less risk of many compartments filling up at different rates.
- Less sorting = faster collection operations. Not necessarily cost saving, but mitigates future cost increases
- Aligns more with Simpler Recycling. Simpler Recycling indicates that four containers are required but local authorities have the freedom to make local exceptions to this:

<b>MATERIALS</b>	<b>SIMPLER RECYCLING</b>	<b>CURRENT CDC</b>	<b>PROPOSED CDC</b>
<b>General Waste</b>	1	1	1
<b>Food Waste</b>	1	1	1
<b>Paper and card</b>	1	2	1
<b>Other dry recyclables</b>	1	2	2

## Impact on Recycling Revenue

Mixing paper and card would lead to a reduction in recycling revenue. The following projection uses the annual tonnage from 2024/25 and the rates for April 2026 (cost of handling and revenue per tonne)

2024/25	Paper	Card (hard mixed paper)	Mixed Card (soft mixed paper)
<b>Annual Tonnage</b>	429	2,669	3,098
<b>Handling cost per tonne</b>	-£12.00	-£12.50	-£12.50
<b>Revenue per tonne</b>	£82.50	£40.00	£40.00
<b>Recycling credits per tonne</b>	£73.00	£73.00	£73.00
<b>Net Revenue</b>	£61,561.50	£268,234.50	£311,349

Based on these assumptions:

- Net revenue for separate paper and card is £329,796
- Net revenue for mixed paper and card is £311,349
- Mixed paper and card results in less revenue **-£18,447**

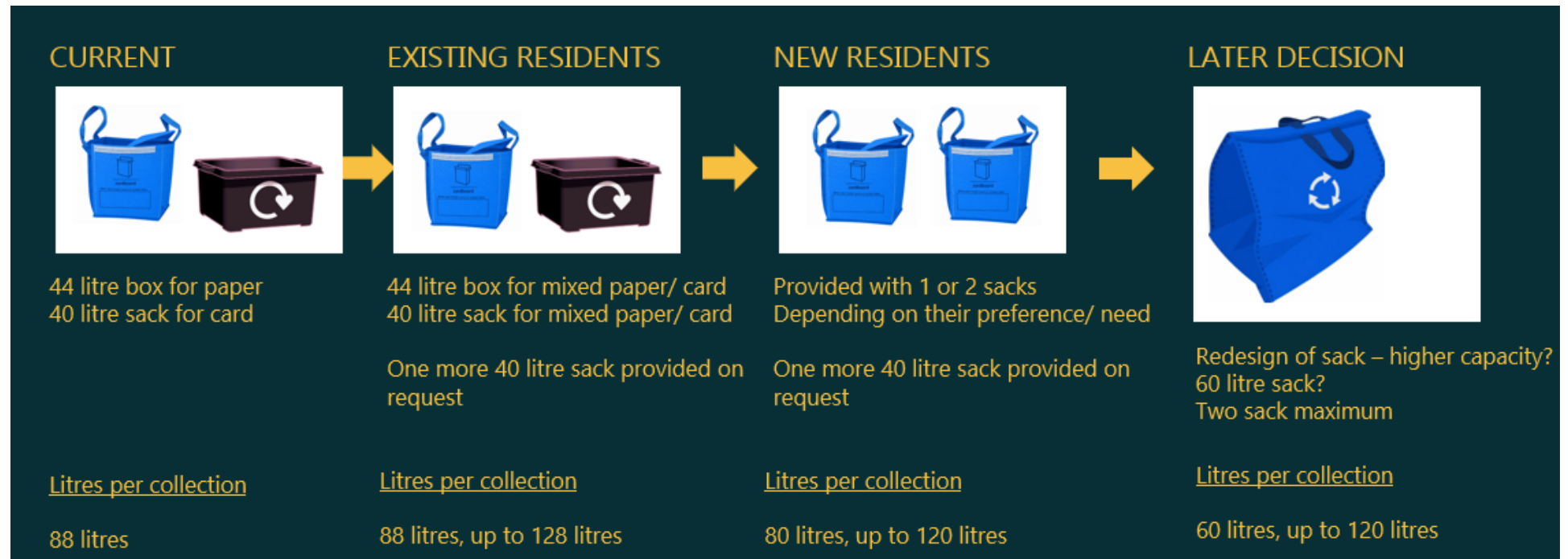
## Container Provision

- Initially no change to containerisation is proposed, Residents could use both existing containers (sack and box) to present mixed paper and card,
- New residents would be provided with one of two sacks depending on need.
- Residents can request up to one additional sack.

This would continue up until the point the existing stock is fully used (circa 15k blue sacks are currently held in stock)

New sacks will be designed, in consultation with Councillors, Ubico and selected residents, with the intention to make them larger, easy to handle, and to allow the full bag to seal, protecting the contents from rain, and reducing windblown litter.

This is shown in the following graphic:



## Annualised Cost of Containers

Initial containment options are similar in cost (considering replacement rates and delivery costs) Opportunity to optimise costs where current blue sack stock is issued. Replacement sacks could be bigger, limited to 2 per household, and more cost effective.

### £ per Unit

#### Container Costs and Replacement Rates

Container	Unit Cost	Delivery Cost	Typical Life (years)	Cost per Annum
Recycling box and lid	£7.75	£5.13	5	£2.58
Blue sack	£2.61	£5.13	3	£2.58
White sack	£2.77	£5.13	3	£2.63



Assumed at £80k pa  
260 working days  
60 containers delivered per day

### £ per Household

Current Provision	Mixed Paper & Card - Existing Residents	Mixed Paper & Card - New Residents	Mixing Paper and Card - Later Decision
£5.16	£5.16	£5.16	£5.27
box and sack	box and sack	two sacks	two bigger sacks

#### Cost of Maximum Provision

£7.73  
(includes one extra sack)

£7.74  
(includes one extra sack)

£5.27  
(limited to 2 x larger sacks)

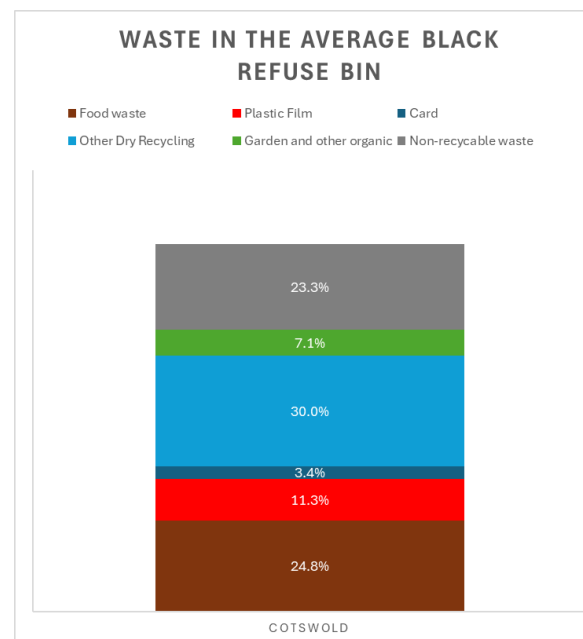
## Would Increased Containment Lead to More Card?

The Councils card yield is already high/ paper yield is already low. This may indicate that some mixing is taking place already (and it does on narrow access vehicles as these do not have separate compartments for paper and card).

Local Authority (2023/24)	Kg per HH		Kg per HH per Wk			RANK CARD	RANK TOTAL
	Card (year)	Paper (year)	Card (Week)	Paper (Week)	Total		
North Somerset	73.7	0.1	1.42	0.00	1.42	1	4
Somerset	72	4.9	1.38	0.09	1.48	2	2
South Glos	66.4	7.1	1.28	0.14	1.41	3	5
Cotswold	61.6	13.7	1.18	0.26	1.45	4	3
Forest of Dean	53.5	39.4	1.03	0.76	1.79	5	1
<b>Bristol (2022/23)</b>	<b>53</b>	<b>10</b>	<b>1.02</b>	<b>0.19</b>	<b>1.21</b>	<b>6</b>	<b>10</b>
Torbay	44.9	15.5	0.86	0.30	1.16	7	11
West Devon	44.7	22.6	0.86	0.43	1.29	8	9
Gloucester City	41.4	30.5	0.80	0.59	1.38	9	7
Cornwall	38.9	28.6	0.75	0.55	1.30	10	8
Cheltenham	36.8	36.2	0.71	0.70	1.40	11	6
Calderdale	24.9	18.3	0.48	0.35	0.83	12	12

Residual waste analysis conducted in 2019 indicated that there was limited card remaining in the refuse bin.

From these combined data sources, we may see some additional capture of card i.e. increased diversion from residual waste. However, growth in this waste stream may be more likely to come from changes in waste composition over time e.g. increased home deliveries/ changes in packaging.



Mixing Paper and Card – a Summary

<b>MIXING PAPER AND CARD</b>	<b>POSITIVE</b>	<b>NEGATIVE</b>
<b>Ease for Residents</b>	Reduced need to separate materials (or decide when does paper become card?)	
<b>Container Capacity</b>	Intention to provide more containment to residents that need it	
<b>Street Scene Benefits</b>	Lids are provided for boxes but not always used. Sacks have built in Velcro flaps/ keep material dry and potentially reduce wind-blown litter	The current sacks are small and Velcro seals on one side only. The design of the sacks will be reviewed e.g. to seal more edges of the sack.
<b>Ease for crews/ vehicle utilisation</b>	Crews have less material types to sort/ vehicle utilisation can be optimised (less compartments that may fill at different rates)	
<b>Loss of recycling revenue</b>		Loss in revenue for paper. Estimated at a loss of £20k pa.
<b>Potential for increase in cardboard yield</b>	More card = more revenue/ less residual waste/ higher recycling rate	More card = more pressure on the recycling vehicles (mixing card/ new vehicle design = mitigation to this)
<b>Ongoing Cost of Containers</b>	Initially cost neutral. Opportunity to optimise later.	

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Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>OVERVIEW AND SCRUTINY – 1 JUNE 2026 COUNCIL - 15 JULY 2026</b>
Subject	<b>OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT 2025/2026</b>
Wards affected	None
Accountable member	Councillor Gina Blomefield, Chair of the Overview and Scrutiny Committee. Email: <a href="mailto:gina.blomefield@cotswold.gov.uk">gina.blomefield@cotswold.gov.uk</a>
Accountable officer	Angela Claridge, Monitoring Officer Email: <a href="mailto:angela.claridge@cotswold.gov.uk">angela.claridge@cotswold.gov.uk</a>
Report author	Julia Gibson, Democratic Services Officer Email: <a href="mailto:julia.gibson@cotswold.gov.uk">julia.gibson@cotswold.gov.uk</a>
Summary/Purpose	To receive the annual report of the work of the Overview and Scrutiny Committee.
Annexes	Annex A – Executive Scrutiny Protocol (Part E10 of the Constitution) Annex B – Recommendations to Cabinet 2025/26 Annex C – Current Overview & Scrutiny Committee Work Programme
Recommendation(s)	That the Committee resolves to: 1. Approve the Overview and Scrutiny Committee Annual Report 2025/26 for submission to full Council.
Corporate priorities	<ul style="list-style-type: none"> <li>• Delivering Good Services</li> <li>• Responding to the Climate Emergency</li> <li>• Delivering Housing</li> <li>• Supporting Communities</li> <li>• Supporting the Economy</li> </ul>
Key Decision	NO



**COTSWOLD**

District Council

Exempt	NO
Consultees/ Consultation	Overview and Scrutiny Committee, Director of Governance, Executive Director - Corporate Services (Publica), Cotswold Management Team



## **1. EXECUTIVE SUMMARY**

- 1.1** An annual report may be submitted to Full Council to demonstrate the impact of Overview and Scrutiny and the effectiveness of the Executive Scrutiny Protocol under Part E10 (point 10.3) of the Constitution.
- 1.2** The Council therefore is asked to note the report for the previous civic year and the future work programme for the Overview and Scrutiny Committee.

## **2. BACKGROUND**

- 2.1** A Corporate Peer Challenge Report published in October 2022 highlighted differing views regarding the effectiveness of the Council's Overview and Scrutiny function. The report welcomed the requirement for the Chair of the Overview and Scrutiny Committee to be an opposition member as a mature constitutional change that provided a strong foundation. The report also noted that the Leader and Cabinet were clear that they wished to be held to account by the Overview and Scrutiny process.
- 2.2** Following the Peer Challenge report, the Council has refocused the role of Overview and Scrutiny on holding Cabinet to account and contributing to policy development on behalf of the local community.
- 2.3** The Council under the Cabinet and Leader model now has an effective Overview and Scrutiny Committee which provides pre-decision scrutiny of Cabinet decisions and contributes to the development of the Council's Budget and Policy Framework. The Committee is also empowered to consider other issues that affect the district or its people.
- 2.4** Decisions to be taken by Cabinet are (subject to urgency rules) published on the Forward Plan for a minimum of 28 days in line with the statutory provisions of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. This includes Key Officer Decisions, delegated by Cabinet. For completeness, Council decisions are also included on the Forward Plan.
- 2.5** The Committee of 10 Members, chaired by an opposition Member, provides oversight of the work of the Cabinet and will question Cabinet Members about proposals within their portfolio responsibilities.



- 2.6** Council in November 2022 adopted the Executive Scrutiny Protocol which sets out the relationship between the Overview and Scrutiny Committee and the Executive (Cabinet).
- 2.7** The protocol describes how effective working relationships between the Overview and Scrutiny Committee and the Cabinet enable strong and effective decision-making.
- 2.8** Paragraph 10.1 of the protocol sets out the following requirements to demonstrate the success of the protocol. These are:
- Recognition of the value of scrutiny;
  - A clear record of constructive challenge;
  - Valuable scrutiny reviews that achieve impactful outcomes;
  - An open and accountable decision-making process
- 2.9** Officers have also taken into account guidance from external bodies such as the Centre for Governance and Scrutiny to support the Committee in applying best practice in delivering the aims of the Protocol.

### **3. THE VALUE OF SCRUTINY AND CONSTRUCTIVE CHALLENGE**

- 3.1** For Overview and Scrutiny to be effective, it must be able to demonstrate its ability to scrutinise the work of Cabinet and provide 'critical friend' analysis of proposals due to come before it.
- 3.2** Under the Executive Leader and Cabinet Model operated by the Council, Overview and Scrutiny has a key role in providing democratic checks and balances in relation to the Cabinet.
- 3.3** In the 2025/26 civic year, the Overview and Scrutiny Committee has continued to undertake effective pre-decision scrutiny of selected Cabinet reports.
- 3.4** Annex C provides the current Overview and Scrutiny Work Programme. This work programme is agreed annually but reviewed at each meeting and adjusted to take account of emerging priorities and any adjustments to the Cabinet Forward Plan.
- 3.5** At each meeting, Overview and Scrutiny provides pre-decision scrutiny of reports, hearing from the Leader/Cabinet Member responsible for each report. There is then the opportunity for the Committee to discuss the reports in detail and ask the Cabinet Member questions. On occasions, other Members or public speakers may also make representations to the Committee which inform its deliberations.



#### **4. VALUABLE SCRUTINY REVIEWS THAT ACHIEVE IMPACTFUL OUTCOMES**

- 4.1** Whilst there were no Task and Finish groups in 2025/26, Scrutiny Reviews conducted by the Overview and Scrutiny Committee continue to play an important role in enabling Members to have input into the policy-development process.
- 4.2** Under Article 7.3 of the Constitution, Task and Finish Groups can be set up by the Committee to provide critical oversight of areas of Council policy and to consider relevant external policy matters.
- 4.3** These groups are made up of a select number of Members on a cross-party basis. The membership of Task and Finish Groups may include non-Executive Members who are not Members of the Overview and Scrutiny Committee.

#### **5. RECOMMENDATIONS MADE TO CABINET**

- 5.1** Overview and Scrutiny have the authority to make recommendations to Cabinet on any issue that it considers appropriate, regardless of whether it relates to a Cabinet decision. Whilst the majority of recommendations made to Cabinet relate to pre-decision scrutiny items, other topical recommendations are also made from time to time.
- 5.2** Annex B provides the list of recommendations that have been presented to Cabinet in the 2025/26 civic year. Any recommendations are agreed by the Committee at the conclusion of each agenda item, with the Chair and Vice-Chair confirming with officers the final wording of the recommendations after the meeting if necessary.
- 5.3** Cabinet Members are then given the opportunity to consider that the recommendations and the responses are agreed collectively by Cabinet, before being reported back to the next meeting of the Overview and Scrutiny Committee.
- 5.4** In total, the Overview and Scrutiny Committee made 18 recommendations to Cabinet in 2025/26, of which 17 were accepted or partially accepted. This compares with 9 recommendations in 2024/25, all of which were accepted, in whole or in part, by Cabinet.
- 5.5** A number of these recommendations made a noticeable contribution to the quality of Cabinet decision-making, notably in relation to the Local Plan.



- 5.6** Overview and Scrutiny also made a number of important recommendations to Cabinet on other community and Council priority issues, including the the Council's communication channels and accessibility for Cotswold residents.
- 5.7** The Committee discussed these topics with the relevant Cabinet Members and officers to gain background knowledge and understanding of the issues involved.
- 5.8** Key areas of public concern received focused scrutiny this year, particularly in relation to the Local Plan, support for the Cotswold District retail and hospitality sector, and Local Government Reorganisation.
- 5.9** During the 2025/26 civic year, the Committee also considered proposals for future scrutiny arrangements associated with Local Government Reorganisation (LGR). Members received a presentation on options for joint scrutiny arrangements across the Gloucestershire councils during the transition period and considered the governance implications of the models presented.
- 5.10** The Committee discussed the importance of maintaining effective democratic oversight and constructive challenge throughout the LGR process, whilst also ensuring appropriate cross-council engagement and transparency in decision-making arrangements.
- 5.11** Following consideration of the options presented, the Committee supported the proposed Scrutiny Panel model. A Joint Scrutiny Panel is a temporary cross-council scrutiny body established during LGR to provide democratic oversight of the transition to new authorities.
- 5.12** It exists to ensure that major decisions taken during the reorganisation are properly scrutinised, even though existing councils are being abolished as a flexible approach to enabling joint scrutiny arrangements during the transition period whilst maintaining links to the existing scrutiny functions of individual councils.
- 5.13** The agreed key principles for the Panel are:
- 5.13.1.1** There is a clear commitment to meetings held in public while reserving right to meet in private if necessary.
- 5.13.1.2** The request is that each council nominates two representatives with the recommendation that these should include one representative from each of the two main parties (nominations are solely at the discretion of each council).
- 5.13.1.3** There will be clear lines of reporting/feedback set out in Terms of Reference.



## **6. AN OPEN AND ACCOUNTABLE DECISION-MAKING PROCESS**

- 6.1** Through the mechanisms described in the previous sections, Overview and Scrutiny promotes open and accountable decision-making which is a fundamental part of the Council's governance structure.
- 6.2** Cabinet is expected, in accordance with the Protocol to be open and transparent with the Committee and to support its scrutiny of decisions before it.
- 6.3** Cabinet Members for items are invited to meetings of Overview and Scrutiny and are substituted by the Leader or another Cabinet Member where possible if they are not able to attend.
- 6.4** Whilst senior officers in the room may assist in providing specialist details to the Committee, the focus of the Committee has been to engage with Cabinet Members.
- 6.5** In addition to the pre-decision scrutiny approach outlined above, all Cabinet decisions, Cabinet Member decisions and key decisions taken by officers are subject to call-in by any three members of the Committee (who must be from at least two political groups) within 5 working days of the decision being taken. Call-in is intended to be used in exceptional circumstances where a decision is believed to be contrary to the authority's decision-making principles.
- 6.6** If a valid call-in is made, the decision will be referred to the next meeting of the Overview and Scrutiny Committee (which may be a specially convened meeting). The Committee will hear why the decision was taken and why it was called in before deciding whether the decision can stand and be implemented immediately, or whether the decision is referred back to the decision maker with comments, or in some circumstances, referred to Council.
- 6.7** No decisions were called in during the 2025/26 civic year.

## **7. PUBLIC ENGAGEMENT AND EXTERNAL SCRUTINY**

- 7.1** Overview and Scrutiny continued to provide opportunities for public engagement during the 2025/26 civic year through the inclusion of public participation at Committee meetings. This included the consideration of 5 public questions and/or statements, which informed Members' discussions on a range of issues including representation at the Farming Motion Working Group (South Cotswold Labour Party), the Local Plan Regulation 18 timetable, planning enforcement timescales, and



environmental and antisocial behaviour concerns relating to recent aircraft deployment from RAF Fairford.

- 7.2** In addition to direct public participation, Overview and Scrutiny has also taken account of a range of external stakeholder views and consultation evidence where available as part of reports presented for scrutiny. During 2025/26, this included representations and engagement with Bromford Housing Association, Freedom Leisure and UBICO as part of the Committee's consideration of relevant service and community issues.
- 7.3** Community concerns raised by Members, through public engagement and via other Council channels have also helped to inform the development of the work programme, ensuring that scrutiny activity reflects issues of significance to residents across the district.

## **8. CONCLUSIONS**

- 8.1** The relationship between the Overview and Scrutiny Committee and Cabinet is an important element of the Council's overall governance arrangements.
- 8.2** Overview and Scrutiny play a key role in holding the Cabinet to account and providing an effective mechanism for addressing community issues.
- 8.3** The Executive Scrutiny Protocol (Part E.10) agreed by Full Council sets out the framework for this relationship to ensure effective policy development and pre-decision scrutiny.
- 8.4** The work of the Overview and Scrutiny Committee over the 2025/26 Civic Year is evident in its scrutiny of Cabinet decisions and its contribution to policy development, including through the work of Task and Finish Groups when required.
- 8.5** In doing so, the Committee demonstrates its capacity to provide constructive and insightful input within the Council's decision-making processes.

## **9. PRIORITIES FOR 2026/27**

- 9.1** In the 2026/27 civic year, Overview and Scrutiny will continue to support the Council's governance arrangements through effective pre-decision scrutiny, constructive challenge and contribution to policy development.
- 9.2** A key focus will remain the scrutiny of Cabinet proposals to ensure that decisions are informed by appropriate Member consideration prior to implementation.



- 9.3** The work programme for 2026/27 will continue to focus on key strategic issues affecting the Council and the district. Priority areas are expected to include:
- updates from Freedom Leisure and UBICO;
  - progression of the Local Plan;
  - the ongoing implications of Local Government Reorganisation;
  - scrutiny of the Budget and Medium-Term Financial Strategy; and
  - delivery of priorities within the Council Plan.
- 9.4** The work programme will continue to be reviewed throughout the year to reflect emerging issues, changes to the Cabinet Forward Plan and matters of significant public interest.
- 9.5** In line with the Executive Scrutiny Protocol, the focus of Overview and Scrutiny will remain:
- constructive and effective challenge;
  - open and accountable decision-making;
  - evidence-led scrutiny and policy development; and
  - positive working relationships between Overview and Scrutiny, Cabinet and officers.
- 9.6** Consideration will also continue to be given to opportunities to enhance public engagement in the scrutiny process and improve awareness of the role of Overview and Scrutiny within the Council's governance arrangements.

## **10. ALTERNATIVE OPTIONS**

- 10.1** Council is asked to note the effectiveness of the Protocol and the scrutiny processes. It may request that officers bring a future report in a different format if it wishes to do so.
- 10.2** Council can refer any constitutional matters regarding scrutiny processes to the Constitution Working Group should any such concerns arise.

## **11. FINANCIAL IMPLICATIONS**

- 11.1** There are no specific financial implications associated with this report.

## **12. LEGAL IMPLICATIONS**

- 12.1** There are none arising from the report.

## **13. RISK ASSESSMENT**



**13.1** None.

**14. EQUALITIES IMPACT**

**14.1** Not applicable to this report.

**15. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS**

**15.1** Members are required to travel to Overview and Scrutiny Committee meetings in-person as required by statutory provisions which may have a climate impact. The Committee reviews the progress against the Climate Emergency and Corporate Plan actions against climate change and carbon reduction.

**16. BACKGROUND PAPERS**

**16.1** None.

(END)

## **EXECUTIVE SCRUTINY PROTOCOL FOR COUNCILLORS OF COTSWOLD DISTRICT COUNCIL**

**November 2022**

### **1. Introduction**

1.1 Overview & Scrutiny must be located at the strategic heart of the authority and is a key element of the decision making process acting as a 'critical friend'.

1.2 This Protocol applies to Scrutiny (all members of the Overview & Scrutiny Committee, including substitutes and any Member who sits on an Overview & Scrutiny Task & Finish Group), and the Executive (all Members of Cabinet and executive officers with delegated authority to undertake executive functions).

### **2. Trust**

2.1 All Members should promote an atmosphere of openness at Overview & Scrutiny meetings and should strive to ensure that questioning and debate takes place within a climate of mutual respect and trust.

2.2 Overview & Scrutiny Members need to trust that Members of the Executive are being open and honest.

2.3 Executive Members need to trust Overview & Scrutiny Members with information and to trust in their views.

### **3. Policy Development and Pre-Decision Scrutiny**

3.1 "Policy Development" refers to the development of the Budget and Policy Framework, which is defined in Article 4 of the Constitution as comprising the following plans and strategies (as agreed by Full Council 14 July 2021):

- Corporate Strategy/Corporate Plan
- Community Strategy
- Crime and Disorder Reduction Strategy
- Plans and strategies which together comprise the Development Plan (the Cotswold District Local Plan and the Council's input into the Gloucestershire County Structure Plan)
- Housing Strategy
- Pay Policy
- Licensing Policy Statements (Licensing Act 2003 and Gambling Act 2005)

3.2 The Budget and Policy Framework also includes a number of budgetary policies which may be more appropriately developed in conjunction with Audit Committee - The Medium-Term Financial Strategy; Capital Programme; Setting the Council Tax; Decisions relating to the control of the Council's borrowing requirements, the control of its capital expenditure and the setting of virement limits, and The Capital, Treasury Management and Investment Strategies.



3.3 The importance of early input from Overview & Scrutiny into policy development is recognised. Scrutiny can act as a sounding board and a think tank in investigating issues coming up on the horizon, bringing in added value. Cabinet Members and Executive Officers should draw to the attention of Overview & Scrutiny Committee any key policy in addition to those in the Budget and Policy Framework that is being developed or is due for review to ensure timely input.

3.4 The development of the Budget and Policy Framework needs to be an inclusive process involving both Cabinet and Overview & Scrutiny Committee. The Cabinet and relevant lead Officer will consider the views of Scrutiny in the development of the policy and provide a response to the recommendations of Scrutiny within 28 days or earlier should the report of the Cabinet require publication. The detail of Scrutiny's involvement shall also be included within the body of the Cabinet report. The Cabinet/Full Council will continue to be responsible for approving and adopting policy.

3.5 Cabinet Members may wish to request views from Scrutiny on a decision before it is taken. The Cabinet Member will be responsible for circulating the details to the relevant Scrutiny Committee Members, through Democratic Services. Utilising this as an option does not exclude the decision from being subject to call-in. However, it will give the Cabinet Member the ability to consider different views and perspectives of a decision to be taken before it is taken.

3.6 Scrutiny may review the Forward Plan and select upcoming decisions for pre-decision scrutiny.

#### **4. Holding Decision Makers to Account**

4.1 A key role of Scrutiny is in holding the Cabinet to account for decisions taken and performance of services. In holding the Cabinet to account Scrutiny Members will:

- Consider decisions taken by the Cabinet, individually and collectively and items on the Forward Plan through formal Overview & Scrutiny Committee meetings;
- Review service performance and performance against policy and targets;
- Be prepared to ask searching questions that provide a constructive challenge;
- Be positive and respectful in their interactions with Cabinet Members and Executive Officers;
- Represent the voice of the public;
- Listen to the responses provided and assist the Cabinet in identifying areas for further consideration and improvement.

4.2 In return, Cabinet Members will:

- Be willing to be open, honest and engaged in providing a response to constructive challenge;
- Value the importance of Scrutiny;
- Be supportive of the scrutiny process and invite and seek opinion from Scrutiny on decisions to be taken, where appropriate;
- Provide a positive contribution to Scrutiny meetings;
- Attend meetings when invited to do so to answer questions and present information:



- By way of a direct answer
- By reference to published publications
- By referring a matter to an Officer in attendance, if they are not able to respond
- If an answer cannot immediately be given, by providing a written answer within five working days unless it is not reasonable to do so. If considered unreasonable, an explanation as to why will be given.
- A combination of the above four options.

4.3 The Chair of the Overview & Scrutiny Committee has a legal role in respect of any key executive decision that has not been notified on the Council's Forward Plan for 28 clear days prior to the date of decision. In exceptional circumstances the Council may need to operate alternative decision making arrangements for a period of time e.g. in response to an emergency. In any such situation it is expected that the Chair of the Overview & Scrutiny Committee would be consulted on any urgent key decisions in the normal way.

## 5. Scrutiny Work Planning

5.1 Prior to the start of each Municipal Year, Scrutiny will hold a Work Planning Workshop. As part of this Workshop the views of the relevant Cabinet Member(s) will be inputted, as will the views of Overview & Scrutiny Members, Officers, any external guests who are invited to contribute, and any members of the public who submit suggestions to the Council. The advice of the Cabinet Member(s) may be sought regarding the priorities of the Council, areas of planned policy development and they will be asked to highlight any areas of conflict and instances where Scrutiny may be invited to assist in work. The Workshop will inform the development of a draft Scrutiny Work Programme. At the beginning of the Municipal Year the views of any new Overview & Scrutiny Committee Members and Cabinet Members will be sought before the draft work plan is presented to the first meeting of the Overview & Scrutiny Committee for their endorsement.

5.2 The Chair & Vice-Chair of the Overview & Scrutiny Committee will informally meet periodically with the Leader and Cabinet Members in order to:

- Discuss upcoming issues and provide for ongoing Cabinet input into Scrutiny work plans;
- Ensure liaison between Scrutiny and the Cabinet over Council priorities, targets and performance;
- Continue to build on the positive working relationship between the two functions.

5.4 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?

## 6. Overview & Scrutiny Recommendations to Cabinet

6.1 Scrutiny may make recommendations to the Cabinet about functions for which the Council is responsible or about issues that affect the district and its people through a report arising from a formal Committee meeting or by way of an Overview & Scrutiny Committee Task & Finish Group report.

6.2 Once Scrutiny has agreed a recommendation, the views of the relevant Cabinet Member(s) will be sought within 10 working days (if not already provided at a meeting) and will be included within the report. The Chair and Vice-Chair of the Overview & Scrutiny Committee will have the opportunity to meet with the relevant Cabinet Member(s) to discuss the recommendation and the response before the final report is submitted to the Cabinet for consideration. Upon formal receipt of a recommendation from Scrutiny, Cabinet will:

- Give due consideration to any recommendations or views expressed and respond to recommendations in writing within 2 months of receipt of the recommendations;
- Provide an explanation for the reasons why recommendations made by Scrutiny have not been pursued (where applicable).

## **7. What Scrutiny Can Expect From Senior Officers.**

7.1 Whilst Scrutiny undertakes to deliver effective outcomes for local people, it will only be able to do this if senior officers make a commitment to work with and respond to Scrutiny in a constructive manner. The following are proposed as the roles and responsibilities that will govern the Council and Public's relationship with Scrutiny. Senior Officers will:

- Provide professional advice to Scrutiny;
- respect the independence of Scrutiny;
- recognise the value that Scrutiny can add to service improvement;
- co-operate positively with Scrutiny in developing and undertaking its work programme;
- participate in the monitoring of the implementation of recommendations made by Scrutiny that are agreed by Cabinet;
- Contribute to a positive culture that values constructive scrutiny.

## **8. Call-in**

8.1 Decisions may be called in in accordance with the procedure rules set out in Part 4.13 of the Constitution. Cabinet Members will be expected to attend any meetings of Scrutiny at which a call-in request in relation to their area of responsibility is being considered. If the relevant Cabinet Member cannot attend, the Leader or a Deputy Leader should attend in their absence. The purpose of their attendance will be to answer questions of fact not to present the item. The following procedure will take place where call-ins are being considered:

- i. The Member who called in the decision will speak first;
- ii. The Chair will invite the Cabinet Member (decision maker) to respond;
- iii. The Committee will then ask questions of the decision maker, who may ask a relevant Officer to supply further information if necessary;
- iv. Scrutiny debates the issue and votes on the outcome. The Committee will either agree with the decision, in which case it can be implemented immediately, or agree

to refer the decision back to the decision maker with comments. Alternatively the Committee could refer the call in to Full Council.

## **9. Scrutiny Consideration of Confidential or Exempt Decisions**

9.1 Scrutiny Members have a right to access exempt information pertaining to their engagement with policy development or decisions that have been taken or are yet to be taken in order to allow effective scrutiny. Should a Scrutiny Member wish to ask questions pertaining to exempt information at a public Committee meeting, the press and public will be excluded from the meeting in accordance with the Council's Constitution and the Cabinet Member will be expected to answer in an open and transparent manner. The exempt information will remain confidential and all elected Members and Officers who receive that information shall maintain that confidentiality in line with the Codes of Conduct for Elected Members and Officers.

## **10. Ensuring Compliance with the Protocol**

10.1 The Monitoring Officer and the Business Manager (Democratic Services) will be responsible for overseeing compliance with the Cabinet/Scrutiny Protocol which should be used by Members to support the wider aim of supporting and promoting a culture of scrutiny. The success of the Protocol will be determined by:

- Recognition of the value of scrutiny;
- A clear record of constructive challenge;
- Valuable scrutiny reviews that achieve impactful outcomes;
- An open and accountable decision making process.

10.2 An Annual Report may be submitted to Full Council each year with the aim of demonstrating the impact of Scrutiny and the effectiveness of the Protocol. The report may also include the draft Scrutiny Work Programme for the following year.

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## Annex B

### Recommendations to Cabinet from Overview and Scrutiny Committee for 2025/26

Recommendation	Agree (Y/N)	Comment	Responsible Cabinet Member	Lead Officer
<b>Planning Advisory Service (PAS) Peer Review &amp; Action – 08 July 2025</b>				
<p>1. That Ward Members are key local contacts for officers to engage and interface with in terms of planning enforcement activities.</p> <p><i>Section 3, item 1 (pages 82 &amp; 93 of Cabinet's pack) "Enhance internal communication and understanding".</i></p>	Partly agreed	An all-member briefing on planning enforcement will be held and communication to Members about enforcement cases will be improved.	Councillor Juliet Layton, Cabinet Member for Housing and Planning	Geraldine LeCointe, Assistant Director for Planning Services
<p>2. That the Council encourages the use of existing functionality that is available but not utilised to its full capacity.</p> <p><i>Section 3, item 10 (page 84 &amp; 103 of Cabinet's pack) "Maximise digital capabilities and embrace technological innovation".</i></p>	Y	Fully support the help of colleagues in ICT to help maximise digital and technological innovation.	Councillor Juliet Layton, Cabinet Member for Housing and Planning	Geraldine LeCointe, Assistant Director for Planning Services
<p>3. That the Council prioritises recruitment to vacant posts within Planning Enforcement, notwithstanding the recruitment challenges faced by local government.</p> <p><i>Paragraph 3.2 (page 87 of Cabinet's pack)</i></p>	Y	Recruitment to the enforcement service will be treated as a priority within existing resources.	Councillor Juliet Layton, Cabinet Member for Housing and Planning	Geraldine LeCointe, Assistant Director for Planning Services

<b>Local Plan Update – 08 July 2025</b>				
1. That the Overview and Scrutiny Committee receive timely updates as the Local Plan develops	Y	It is recommended that Members receive updates at key stages in the development of the Local Plan.	Councillor Juliet Layton, Cabinet Member for Housing and Planning	Geraldine LeCointe, Assistant Director for Planning Services
2. That the Council commits to a publicly available communications and engagement strategy for both Regulation 18 and Regulation 19 consultations, specifying: <ul style="list-style-type: none"> <li>• What methods will be used (digital, in-person, targeted)</li> <li>• Clear stakeholder mapping with consideration of how hard-to-reach groups will be involved</li> <li>• How it will be resourced</li> <li>• How Artificial Intelligence (AI) summaries will be verified and validated</li> </ul> How the Council will lobby the government on the unrealistic housing targets	Y	<p><i>Communications and engagement will be a critical part of developing and shaping the Local Plan.</i></p> <p><i>Given the current planning context, which has seen our housing target doubled, leading to the loss of our five-year land housing supply - leaving us at the mercy of speculative development and minimal opportunity for residents to have their say - updating the Local Plan will enable residents to have a say, and engage on future development in the district.</i></p> <ul style="list-style-type: none"> <li>• <i>As such, and prior to this recommendation being made, we have already started working on a comprehensive communications and engagement strategy to maximise community participation.</i></li> <li>• <i>That strategy will be guided by the council's <a href="#">Statement of Community Involvement</a>, which is already publicly available on the website, setting out what we consult on, how we will consult, at</i></li> </ul>	Councillor Juliet Layton, Cabinet Member for Housing and Planning	Geraldine LeCointe, Assistant Director for Planning Services

		<p><i>what stages we consult, and who with. We are legally bound – as part of the Local Plan update process – to adhere to the terms of this statement. It is therefore unnecessary to publish anything else – but any consultation activity, requiring community participation, will be appropriately and thoroughly advertised in good time.</i></p> <ul style="list-style-type: none"><li>• <i>Our communications and engagement strategy will be guided by both the timelines of the Local Plan project process and the Statement of Community Involvement. I can assure everyone that it will utilise online and offline channels, ensure engagement is targeted when it needs to be, but be broad, accessible and innovative in principle, seeking to capture as many views from across our communities as possible.</i></li><li>• <i>We also intend to engage government, to impress upon them and the Planning Inspectorate that the Cotswold’s National Landscape, covering 80% of our district, massively impinges on our ability to deliver on the amount of housing being requested. That programme of engagement will run alongside the Local Plan process.</i></li></ul> <p><i>In respect of using artificial intelligence to analyse consultation responses, these tools</i></p>		
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		<i>are becoming more and more sophisticated. The platform that we intend to use, Go Vocal, is reputable and has in-built AI functionality, fine-tuned for the purpose of analysing public consultation data. We plan to test a small sample of responses first – that can be sense-checked – before committing to undertake more analysis of responses via this method.</i>		
3. That the Local Plan is disseminated to Town and Parish Councils to ensure two-way dialogue on proposed site allocations and development priorities commencing June 2026 as part of the Regulation 19 consultation on the draft plan.	Y	<i>Town &amp; Parish Councils will be a primary stakeholder group, and we will devise a thorough programme of engagement for the district's councillors and clerks, leveraging a mixture of channels throughout the plan process.</i>	Councillor Juliet Layton, Cabinet Member for Housing and Planning	Geraldine LeCointe, Assistant Director for Planning Services
4. That the Council considers the establishment of a Local Plan (Contingency) reserve to support the delivery and completion of the Local Plan. Cabinet are encouraged to consider this request as part of the 2026/27 Budget Strategy and MTFS Update due in October 2025 to ensure adequate resources are made available at the start of the Local Plan delivery timetable.	Y	Cabinet will consider a prudent amount to hold as a contingency budget held as an earmarked reserve (and subject to expenditure decision arrangements as set out in paragraph 6.11 of the report) as part of the early 2026/27 budget setting process. Cabinet will consider this request 'in the round' taking into account other Council priorities, financial position set out in the February 2025 MTFS, and the likely reduction in funding this Council will receive in 2026/27 as indicated in the Fair Funding 2.0 consultation document.	Councillor Patrick Coleman, Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer

5. That consideration is given to whether the proposed resources are sufficient to meet the anticipated risks set out in the report.	Y	Proposed resources are considered adequate but Cabinet do note the risks as set out in the report. Establishing a contingency budget, to be held as an earmarked reserve and subject to decision making arrangement, as set out in paragraph 6.11 of the report, provides adequate mitigation	Councillor Patrick Coleman, Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer
6. That the Council ensures that sufficient resources are in place to deliver the business-as-usual planning activity such as the management of planning applications and enforcement activity and this is considered as part of the 2026/27 Budget Strategy and MTFs Update due in October 2025.	Y	Cabinet will consider the financial performance of 'business as usual planning activity' in the quarterly financial performance reports. The Budget Setting process for 2026/27 will need to consider any request additional resources for future financial years.	Councillor Patrick Coleman, Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer
<b>Financial Performance Report 2025-26 Quarter 1 – 01 September 2025</b>				
1. That consideration is given to putting local social and/or archaeological artefacts on public display at the Council's offices, including artefacts related to the history of local government in the area.	Y	The Council's Leisure and Culture Manager will explore with the Museum operator, Freedom Leisure, opportunities to improve public access to the Museum's extensive collection	Councillor Paul Hodgkinson, Health Culture and Visitor Experience	Helen Martin, Director of Communities and Place

**Cotswold District Local Plan (2011-31) Regulation 18 Consultation**  
**- 13 October 2025**

<p>That the Council continues to lobby government for a significantly lower housing target for the Cotswold District given:</p> <ul style="list-style-type: none"> <li>a) 80% of the district is within the Cotswold National Landscape area.</li> <li>b) The infrastructure challenges across the district (sewage capacity, rural roads, public transport, etc.)</li> <li>c) Lack of access to facilities and employment in many areas.</li> <li>d) The need for government support to address some of these challenges (e.g. funding for a bypass).</li> </ul> <p>The reality of what scale of development and supporting infrastructure will be deliverable in the remaining developable parts of the district.</p>	<p>Y</p>	<p>The Leader has drafted a letter to go to Steve Reed which will set out what we are doing and reiterate these messages.</p> <p>The letter will set out the challenges and constraints unique to the district which impact upon our ability to deliver the government’s housing targets. It will also reference infrastructure and ask what support the government can provide to unlock funding and to ensure utilities providers are positioned to support this growth with adequate and timely provision.</p>	<p>Councillor Juliet Layton, Cabinet Member for Housing and Planning</p>	<p>Helen Martin, Director of Communities and Place</p>
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<b>District Local Plan Regulation 18 – Preferred Options November 2025 – 5 November 2025</b>				
<p>That the Council clearly communicates to town and parish councils and the wider public:</p> <ul style="list-style-type: none"> <li>a) The importance of getting a local plan in place at the earliest opportunity in order to manage development appropriately and to prevent piecemeal speculative development (which won't provide supporting infrastructure);</li> <li>b) Why the local plan timeline is fixed and the Regulation 18 consultation cannot be extended;</li> </ul> <p>How respondents can make valid contributions and what the material planning considerations are in relation to the Local Plan.</p>	Y	<p>Information on the importance of getting a local plan in place as soon as possible, why the timelines for consultation cannot be extended and the planning grounds on which objections representations can be made clear to the wider public – indeed this work is well underway.</p> <p>Eight news releases have been issued on or in relation to the council's Local Plan since July. All of these have been published on the council's website, on social media, in its newsletters and in media outlets – and they all reference the urgency around getting a Local Plan in place and the work being undertaken. As part of a comprehensive communications and engagement plan being executed over the coming weeks – targeting diverse audiences in different ways, through both paid-for (advertisements), owned (council social, newsletters, website) and earned (media, partners) channels, we will reiterate the message in part a of the recommendation, and tie in messaging set out in part b and c (where appropriate and relevant).</p>	Councillor Juliet Layton, Cabinet Member for Housing and Planning	Helen Martin, Director of Communities and Place Matt Abbott, Head of Communications

		<p>This will include:</p> <ul style="list-style-type: none"><li>• At presentations to over 160 Town and Parish councillors at council-run forums. One was hosted last night (Nov 5) and one to be held in Cirencester next Monday (10<sup>th</sup>).</li><li>• At four public exhibitions in locations across the district</li><li>• At parish council-organised public meetings that officers and members have been invited to</li><li>• Regular member briefings (by email)</li></ul> <p>On the webpages via Q&amp;As (we are collating all the questions submitted to date and/or which have been asked at events – and sharing those for councillors and public to use). We will continue to update as events occur throughout the consultation period.</p> <ul style="list-style-type: none"><li>• On social media – our content on this topic, designed to engage and inform, is performing well – having reached over 81k people since July. We will be utilising paid and organic posts.</li></ul>		
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		<ul style="list-style-type: none"> <li>• Via our regular email newsletters (Local Plan, business, general) which have more than 8,000 combined subscribers.</li> <li>• Through "Community Comms Packs" which are being shared with town and parish councils for sharing with their residents, encouraging participation in the upcoming consultation – which will provide guidance on 'material' feedback for planning consideration.</li> </ul> <p>This will all be in addition to messaging on the Local Plan, already planned to go out in the coming days/weeks. This includes:</p> <ul style="list-style-type: none"> <li>• A printed newsletter going through the letterbox of every household in the district</li> <li>• Advertising on buses</li> </ul> <p>Posters and leaflets in all council-owned assets (i.e MAC, leisure centres, car parks)</p>		
<b>Consideration of Local Government Reorganisation (LGR) Submission – 17 November 2025</b>				
That progress on the implementation Local Government Reorganisation in Gloucestershire, including decisions on the use of transition funds allocated by the Council, are subject to scrutiny and reported to Full Council, until such a	Yes	Updates will be reported to the Overview & Scrutiny Committee periodically and/or at key milestones to keep members informed of progress.	Cllr Mike Evemy, Leader of the Council	Jane Portman, Interim Chief Executive Officer.

time as the Shadow Authority is established.				
Retail and Hospitality Sectors in the Cotswold District – 2 February 2026				
1. That the Council writes to the local Members of Parliament inviting them to lobby on behalf of local businesses in the retail and hospitality sectors faced with the challenges of increased Business Rates and employment costs.	Y	Councillor Wilkinson will send a letter to local MPs.	Councillor Tristan Wilkinson, Cabinet Member for the Economy and Transformation	Paul James, Economic Development Lead
2. That the Council continues to liaise with agents and landlords to encourage them to advertise more prominently their vacant retail properties.	Y	This is something we do already and will continue to do.		
3. That the Council considers how to minimise the loss of retail space to residential, in particular in the district's smaller towns, through the Local Plan.	Y	The Local Plan fulfils this purpose. The NPPF states that planning policies and decisions must support the role of town centres at the heart of local communities, and take a <i>positive approach</i> to their growth, management, and adaptation.		
4. That the Council considers developing an integrated strategy for town centre economies, building communities and not just housing, with a view to enhancing the Cotswolds' unique visitor economy.	N	The Council also has a Green Economic Growth Strategy, which was reviewed in 2025. It is not considered that an additional strategy is necessary.		

5. That the Council writes to the government to advise them of the looming crisis in the retail and hospitality sectors and highlight the vulnerability of high streets and small communities that rely on access to them for essential local retail provision and employment opportunities.	Y	Councillor Wilkinson will send a letter to the relevant government minister.		
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### **Overview and Scrutiny Committee**

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

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

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

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

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

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

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

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

### **Call in**

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

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

<b>Item</b>	<b>Cabinet Member</b>	<b>Lead Officer</b>
<b>Monday 1 June 2026</b>		
Asset Management Strategy	Patrick Coleman, Cabinet Member for Finance	Alan Hope, Head of Strategic Housing, Property and Assets alan.hope@cotswold.gov.uk
Asset Management - Investment Properties	Cabinet Member for Finance - Councillor Patrick Coleman	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Waste and Environment - Service Design Options	Cabinet Member for Environment and Regulatory Services - Councillor Andrea Pellegram	Peta Johnson, Head of Waste and Environment peta.johnson@cotswold.gov.uk
Overview and Scrutiny Committee Annual Report 2025/26	Gina Blomefield, Chair of Overview and Scrutiny Committee	Julia Gibson, Democratic Services Officer julia.gibson@cotswold.gov.uk
<b>Monday 29 June 2026</b>		
Financial Performance Report - Q4 2025/26	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
Service Performance Report - Q4 2025/26	Leader of the Council - Councillor Mike Evemy	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk

Planning Enforcement Report	Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Harrison Bowley, Head of Planning Services Harrison.Bowley@Cotswold.gov.uk
Making the Cotswolds a Dementia Friendly district	Cabinet Member for Health, Culture and Visitor Experience - Cllr Tony Dale	Joseph Walker, Head of Economic Development and Communities joseph.walker@cotswold.gov.uk
Motion report - Food and Farming	Cabinet Member for Health, Culture and Visitor Experience - Cllr Tony Dale	Tim Atkins, Interim Assistant Director - Communities & Place tim.atkins@cotswold.gov.uk
<b>Monday 3 August 2026</b>		
Local Plan	Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Geraldine LeCointe, Assistant Director - Planning Services geraldine.lecointe@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
<b>Monday 7 September 2026</b>		
Council Performance Report - Q1 2026/27	Leader of the Council - Councillor Mike Evely	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
UBICO Update	Cabinet Member for Environment and Regulatory Services - Councillor Andrea Pellegram	Peta Johnson, Head of Waste and Environment peta.johnson@cotswold.gov.uk

<b>Monday 12 October 2026</b>		
LGR Update	Leader of the Council - Councillor Mike Evemy	Jane Portman, Chief Executive Officer jane.portman@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
<b>Monday 16 November 2026</b>		
Treasury Management Mid-Year Report 2026/2027	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
Leisure Contract - Freedom Leisure	Cabinet Member for Health, Culture and Visitor Experience - Cllr Tony Dale	Joseph Walker, Head of Economic Development and Communities joseph.walker@cotswold.gov.uk
Cotswold Community Safety Partnership Update	Cabinet Member for Health, Culture and Visitor Experience - Cllr Tony Dale	Joseph Walker, Head of Economic Development and Communities joseph.walker@cotswold.gov.uk
<b>Monday 11 January 2027</b>		
Council Performance Report - Q2 2026/27	Leader of the Council - Councillor Mike Evemy	Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>

LGR Update	Leader of the Council - Councillor Mike Evemy	Jane Portman, Chief Executive Officer jane.portman@cotswold.gov.uk
<b>Monday 8 February 2027</b>		
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
<b>Monday 8 March 2027</b>		
<b>Dates to be confirmed</b>		
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

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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
<b>Monday 1 June 2026</b>		
Local Government Reorganisation - Structural Changes Order	Leader of the Council - Councillor Mike Evemy	Jane Portman, Chief Executive Officer jane.portman@cotswold.gov.uk
Asset Management - Investment Properties	Cabinet Member for Finance - Councillor Patrick Coleman	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Waste and Environment - Service Design Options	Cabinet Member for Environment and Regulatory Services - Councillor Andrea Pellegram	Peta Johnson, Head of Waste and Environment peta.johnson@cotswold.gov.uk
Overview and Scrutiny Committee Annual Report 2025/26	Gina Blomefield, Chair of Overview and Scrutiny Committee	Julia Gibson, Democratic Services Officer julia.gibson@cotswold.gov.uk
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Service Performance Report - Q4 2025/26	Leader of the Council - Councillor Mike Evemy	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Planning Enforcement Report	Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Harrison Bowley, Head of Planning Services Harrison.Bowley@Cotswold.gov.uk
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Motion report - Food and Farming	Cabinet Member for Health, Culture and Visitor Experience - Cllr Tony Dale	Tim Atkins, Interim Assistant Director - Communities & Place tim.atkins@cotswold.gov.uk
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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
<b>Monday 7 September 2026</b>		

Council Performance Report - Q1 2026/27	Leader of the Council - Councillor Mike Evey	Michelle Burge, Chief Accountant and Deputy Section 151 Officer michelle.burge@cotswold.gov.uk
UBICO Update	Cabinet Member for Environment and Regulatory Services - Councillor Andrea Pellegram	Peta Johnson, Head of Waste and Environment peta.johnson@cotswold.gov.uk
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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





**COTSWOLD**  
District Council

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

**The Forward Plan**

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

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

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

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

### **Key Decisions**

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

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

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

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

### **Matters To Be Considered in Private**

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

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

### **Documents and Queries**

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

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

If you have any questions about the Forward Plan, or if you wish to make representations about any of the matters contained within it,

please contact the Council's Democratic Services Team. The Democratic Services Team can also, on request, provide copies of, or extracts from, documents listed in the Plan and any which subsequently become available (subject to any prohibition or restriction on their disclosure).

**Contact Details:**

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

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

**The Council's Executive Arrangements**

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

By law, the Cabinet can comprise a Leader of the Council, together with up to nine other Members to be appointed by the Leader (one of whom has to be appointed as Deputy Leader). The Leader will be elected by the Council, for a four-year term; and the Deputy Leader appointment is also for a four-year term.

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

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

The Cabinet meets nine times a year; whereas decision-making by individual Cabinet Members occurs on an 'as and when needed' basis.

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

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

Item for Decision	Key Decision (Yes/No)	Exempti on Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
<b>4 June 2026 - Cabinet</b>							
Waste and Environment - Service Design Options	No	Open	Cabinet	4 Jun 2026	Cabinet Member for Environment and Regulatory Services - Councillor Andrea Pellegram	Peta Johnson, Head of Waste and Environment <a href="mailto:peta.johnson@cotswold.gov.uk">peta.johnson@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin
Abberley House - Roof Repair Project	Yes	Open	Cabinet	4 Jun 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Alan Hope, Head of Strategic Housing, Property and Assets <a href="mailto:alan.hope@cotswold.gov.uk">alan.hope@cotswold.gov.uk</a>	Head of Strategic Housing, Property and Assets - Alan Hope
Asset Management - Investment Properties	No	Open	Cabinet	4 Jun 2026	Cabinet Member for Finance - Councillor Patrick Coleman	David Stanley, Deputy Chief Executive and Chief Finance Officer <a href="mailto:David.Stanley@cotswold.gov.uk">David.Stanley@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
Local Government Reorganisation - Structural Changes Order	No	Open	Cabinet	1 Jun 2026 4 Jun 2026	Leader of the Council - Councillor Mike Evemy	Jane Portman, Chief Executive Officer <a href="mailto:jane.portman@cotswold.gov.uk">jane.portman@cotswold.gov.uk</a>	Chief Executive Officer - Jane Portman

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
<b>2 July 2026 - Cabinet</b>							
Making the Cotswolds a Dementia Friendly district	Yes	Open	Cabinet	2 Jul 2026	Cabinet Member for Health and Communities - Councillor Paul Evans	Joseph Walker, Head of Economic Development and Communities <a href="mailto:joseph.walker@cotswold.gov.uk">joseph.walker@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin
Motion report - Food and Farming	No	Open	Cabinet	2 Jul 2026	Cabinet Member for Economy and Council Transformation - Councillor Tristan Wilkinson	Tim Atkins, Interim Assistant Director - Communities & Place <a href="mailto:tim.atkins@cotswold.gov.uk">tim.atkins@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin
Service Performance Report - Q4 2025/26	No	Open	Cabinet	2 Jul 2026	Leader of the Council - Councillor Mike Evey	Gemma Moreing, Business Information, Performance & Improvement Manager <a href="mailto:Gemma.Moreing@publicagroup.uk">Gemma.Moreing@publicagroup.uk</a>	Chief Executive Officer - Jane Portman

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Financial Performance Report - Q4 2025/26	Yes	Open	Cabinet	2 Jul 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
Strategic Risk Register - Q4 2025/26	No	Open	Cabinet	2 Jul 2026	Leader of the Council - Councillor Mike Every	David Stanley, Deputy Chief Executive and Chief Finance Officer <a href="mailto:David.Stanley@cotswold.gov.uk">David.Stanley@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
<b>15 July 2026 - Full Council</b>							
Making the Cotswolds a Dementia Friendly district	No	Open	Council	15 Jul 2026	Cabinet Member for Health and Communities - Councillor Paul Evans	Joseph Walker, Head of Economic Development and Communities <a href="mailto:joseph.walker@cotswold.gov.uk">joseph.walker@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Motion report - Food and Farming	Yes	Open	Council	15 Jul 2026	Cabinet Member for Economy and Council Transformation - Councillor Tristan Wilkinson	Tim Atkins, Interim Assistant Director - Communities & Place <a href="mailto:tim.atkins@cotswold.gov.uk">tim.atkins@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin
Treasury Management Outturn 2025/26	No	Open	Council	15 Jul 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
Overview and Scrutiny Committee Annual Report 2025/26	No	Open	Council	15 Jul 2026	Gina Blomefield, Chair of Overview and Scrutiny Committee	Julia Gibson, Democratic Services Officer <a href="mailto:julia.gibson@cotswold.gov.uk">julia.gibson@cotswold.gov.uk</a>	Director of Governance and Development (Monitoring Officer) - Angela Claridge

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
<b>6 August 2026 - Cabinet</b>							
Local Plan	No	Open	Cabinet	6 Aug 2026	Leader of the Council - Councillor Mike Evey	Geraldine LeCointe, Assistant Director - Planning Services <a href="mailto:geraldine.lecointe@cotswold.gov.uk">geraldine.lecointe@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin
<b>12 August 2026 - Full Council</b>							
Local Plan	Yes	Open	Council	12 Aug 2026	Leader of the Council - Councillor Mike Evey	Geraldine LeCointe, Assistant Director - Planning Services <a href="mailto:geraldine.lecointe@cotswold.gov.uk">geraldine.lecointe@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin
<b>10 September 2026 - Cabinet</b>							
Council Performance Report - Q1 2026/27	Yes	Open	Cabinet	10 Sep 2026	Leader of the Council - Councillor Mike Evey	Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	Chief Executive Officer - Jane Portman

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Review and approval of Grants Management Policy	No	Open	Cabinet	10 Sep 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Emma Cathcart, Head of Service, Counter Fraud and Enforcement Unit <a href="mailto:emma.cathcart@cots.wold.gov.uk">emma.cathcart@cots.wold.gov.uk</a>	Head of Service, Counter Fraud and Enforcement Unit - Emma Cathcart
Review and approval of updated Counter Fraud and Anti-Corruption Policy	No	Open	Cabinet	10 Sep 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Emma Cathcart, Head of Service, Counter Fraud and Enforcement Unit <a href="mailto:emma.cathcart@cots.wold.gov.uk">emma.cathcart@cots.wold.gov.uk</a>	Head of Service, Counter Fraud and Enforcement Unit - Emma Cathcart
Review and approval of updated Proceeds of Crime and Anti Money Laundering Policy	No	Open	Cabinet	10 Sep 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Emma Cathcart, Head of Service, Counter Fraud and Enforcement Unit <a href="mailto:emma.cathcart@cots.wold.gov.uk">emma.cathcart@cots.wold.gov.uk</a>	Head of Service, Counter Fraud and Enforcement Unit - Emma Cathcart

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
<b>23 September 2026 - Full Council</b>							
<b>15 October 2026 - Cabinet</b>							
2027/28 Budget Strategy and Medium Term Financial Strategy (MTFS) Update	No	Open	Cabinet	15 Oct 2026	Cabinet Member for Finance - Councillor Patrick Coleman	David Stanley, Deputy Chief Executive and Chief Finance Officer <a href="mailto:David.Stanley@cotswold.gov.uk">David.Stanley@cotswold.gov.uk</a> , Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
<b>19 November 2026 - Cabinet</b>							
Community Infrastructure Levy (CIL) Funding Statement 2025/26	No	Open	Cabinet	19 Nov 2026	Deputy Leader and Cabinet Member for Housing and Planning – Juliet Layton	Helen Martin, Director of Communities and Place <a href="mailto:helen.martin@cotswold.gov.uk">helen.martin@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Council Tax Support Scheme 2027/28	No	Open	Cabinet	19 Nov 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service <a href="mailto:Mandy.Fathers@publicgroup.uk">Mandy.Fathers@publicgroup.uk</a>	Executive Director Corporate Services - Claire Locke
<b>25 November 2026 - Full Council</b>							
Treasury Management Mid-Year Report 2026/2027	No	Open	Council	25 Nov 2026	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
Programme of Meetings 2027/28	No	Open	Council	25 Nov 2026	Leader of the Council - Councillor Mike Every	Nickie Mackenzie-Daste, Senior Democratic Services Officer <a href="mailto:Nickie.Mackenzie-Daste@Cotswold.gov.uk">Nickie.Mackenzie-Daste@Cotswold.gov.uk</a>	Director of Governance and Development (Monitoring Officer) - Angela Claridge

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Members Allowances Scheme 2027/28	No	Open	Council	25 Nov 2026	Leader of the Council - Councillor Mike Evey	Nickie Mackenzie-Daste, Senior Democratic Services Officer <a href="mailto:Nickie.Mackenzie-Daste@Cotswold.gov.uk">Nickie.Mackenzie-Daste@Cotswold.gov.uk</a>	Director of Governance and Development (Monitoring Officer) - Angela Claridge
<b>14 January 2027 - Cabinet</b>							
Council Performance Report - Q2 2026/27	Yes	Open	Cabinet	14 Jan 2027	Leader of the Council - Councillor Mike Evey	Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	Chief Executive Officer - Jane Portman
Fees and Charges 2027/28	Yes	Open	Cabinet	14 Jan 2027	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
<b>20 January 2027 - Full Council</b>							
<b>11 February 2027 - Cabinet</b>							
Budget 2027-28, Capital Programme and Medium Term Financial Strategy	No	Open	Cabinet	11 Feb 2027	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
<b>22 February 2027 - Full Council - Budget Council</b>							
Budget 2027/28, Capital Programme and Medium Term Financial Strategy	No	Open	Cabinet Council	11 Feb 2027 22 Feb 2027	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a> , David Stanley, Deputy Chief Executive and Chief Finance Officer <a href="mailto:David.Stanley@cotswold.gov.uk">David.Stanley@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
Pay Policy Statement 2027	No	Open	Council	22 Feb 2027	Leader of the Council - Councillor Mike Every	Carmel Togher <a href="mailto:carmel.togher@cotswold.gov.uk">carmel.togher@cotswold.gov.uk</a>	Director of Governance and Development (Monitoring Officer) - Angela Claridge
Council Tax 2027/28	No	Open	Council	22 Feb 2027	Cabinet Member for Finance - Councillor Patrick Coleman	Michelle Burge, Chief Accountant and Deputy Section 151 Officer <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a> , David Stanley, Deputy Chief Executive and Chief Finance Officer <a href="mailto:David.Stanley@cotswold.gov.uk">David.Stanley@cotswold.gov.uk</a>	Deputy Chief Executive (Section 151 Officer) - David Stanley
<b>11 March 2027 - Cabinet</b>							
<b>17 March 2027 - Full Council</b>							

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
<b>26 May 2027 - Full Council - Annual Council</b>							
Record of Attendance 2026/27	No	Open	Council	26 May 2027	Leader of the Council - Councillor Mike Evey	Nickie Mackenzie-Daste, Senior Democratic Services Officer <a href="mailto:Nickie.Mackenzie-Daste@Cotswold.gov.uk">Nickie.Mackenzie-Daste@Cotswold.gov.uk</a>	Director of Governance and Development (Monitoring Officer) - Angela Claridge
Appointments to Outside Bodies 2027/28	No	Open	Council	26 May 2027	Leader of the Council - Councillor Mike Evey	Nickie Mackenzie-Daste, Senior Democratic Services Officer <a href="mailto:Nickie.Mackenzie-Daste@Cotswold.gov.uk">Nickie.Mackenzie-Daste@Cotswold.gov.uk</a>	Head of Democratic and Electoral Services - Andrew Brown
Appointment of Committees 2027/28	No	Open	Council	26 May 2027	Leader of the Council - Councillor Mike Evey	Nickie Mackenzie-Daste, Senior Democratic Services Officer <a href="mailto:Nickie.Mackenzie-Daste@Cotswold.gov.uk">Nickie.Mackenzie-Daste@Cotswold.gov.uk</a>	Head of Democratic and Electoral Services - Andrew Brown

Item for Decision	Key Decision (Yes/No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer/ Report Author	Accountable Officer
<b>Report Dates yet to finalised</b>							
Cotswold Business Solar	No	Open	Cabinet		Cabinet Member for Climate Change and Digital - Councillor Mike McKeown	Paul James, Economic Development Lead <a href="mailto:paul.james@cotswold.gov.uk">paul.james@cotswold.gov.uk</a>	Director of Communities and Place - Helen Martin

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Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>OVERVIEW &amp; SCRUTINY – 1 JUNE 2026</b> <b>CABINET – 4 JUNE 2026</b>
Subject	<b>ASSET MANAGEMENT – OUT OF DISTRICT INVESTMENT PROPERTIES</b>
Wards affected	All
Accountable member	Councillor Patrick Coleman – Cabinet Member for Finance Email: <a href="mailto:patrick.coleman@cotswold.gov.uk">patrick.coleman@cotswold.gov.uk</a>
Accountable officer	David Stanley – Deputy Chief Executive & Section 151 Officer Email: <a href="mailto:david.stanley@cotswold.gov.uk">david.stanley@cotswold.gov.uk</a>
Report author	David Stanley – Deputy Chief Executive & Section 151 Officer Email: <a href="mailto:david.stanley@cotswold.gov.uk">david.stanley@cotswold.gov.uk</a>
Summary/Purpose	To seek Cabinet's approval to pursue options for the disposal of out of district investment property(ies)
Annexes	Exempt Annex A – Out of District Investment Properties
Recommendation(s)	That Cabinet resolves to: <ol style="list-style-type: none"> <li>1. Approve the recommendation to actively market all 3 out of district investment properties for disposal.</li> <li>2. Delegate to the Strategic Head of Housing, Property and Assets to progress negotiations with support from the Assistant Director –Legal Services.</li> </ol>
Corporate priorities	<ul style="list-style-type: none"> <li>• Preparing for the future</li> <li>• Delivering Good Services</li> </ul>
Key Decision	NO
Exempt	NO (Exempt Annex A)
Consultees/ Consultation	Corporate Leadership Team, Leader, Cabinet Member for Finance



## **1. EXECUTIVE SUMMARY**

- 1.1** The Council acquired 3 out of district investment properties in 2010 for a combined capital outlay of £5.076m. The financial performance (net rental income) from these assets has deteriorated since 2022/23.
- 1.2** This report seeks Cabinet approval to actively market the properties for disposal.

## **2. BACKGROUND**

- 2.1** In July 2009, Cabinet and Council approved the allocation of £5m in the Capital Programme for the acquisition of suitable investment properties to help the Council achieve a stable investment yield in excess of long-term rates available in money markets through rental income rather than an over reliance upon interest rates.
- 2.2** The Capital Strategy set an investment target of 6% to enable the council to generate a net income stream of at least 4% above the interest rate at the time (0.50%). The report to Cabinet and Council outlined that to generate £200,000 of additional income the Council would need to invest in the region of £5,000,000, hence the recommendation to include this sum within the Council's capital programme. A maximum lot size of £3m was recommended.
- 2.3** The Council acquired the three out of district investment properties for a combined purchase price of £5.076m.
- 2.4** The Asset Management Strategy adopted by this council on 09 May 2024 stated a Strategy Objective of 'Preparation for Disposal of out of District investments at the right time, re-investing in more local investment opportunities.'



### 3. FINANCIAL PERFORMANCE, ASSET MANAGEMENT ISSUES

3.1 Table 1 below sets out the relevant financial information regarding the out of district investment properties, with Exempt Annex A providing more detail on each property.

**Table 1: Out of District Investment Properties**

	Property			
	60-70 Great Bridge, Tipton	Eign Gate, Hereford	1 Sutton Park Road, Seaford	All properties
Date of acquisition				
Purchase Price (£'000)	1,980	1,777	1,155	4,912
Capitalised fees (£'000)	104	0	60	164
Capital Cost (£'000)	2,084	1,777	1,215	5,076
Net Book Valuation 31/03/2025	505	320	820	1,645
<b>Net Loss (against NBV)</b>	<b>1,579</b>	<b>1,457</b>	<b>395</b>	<b>3,431</b>
Estimated Market Value	775	350	1,057	2,182

3.2 As can be seen from the table, there has been a material reduction in the Net Book Value (NBV) of the properties. At the last published balance sheet date (31 March 2025), the properties were valued at £1.645m – a reduction of £3.431m against the capital cost at acquisition.

3.3 As set out Section 2, the Council's decision to acquire investment property was to generate a net income stream (from rental income) of at least 4% above the interest rate at the time (0.50%).

3.4 Table 2 shows the net rental income for the financial years 2012/13 to 2025/26 as recorded on the Council's financial system. Although the properties were acquired prior to 2012/13, financial information covering the period before 2012/13 is not readily available as these were held in previous financial system. Whilst an estimate of the income for 2010/11 and 2011/12 has not been made, it is not a material consideration for this report.



**Table 2: Net Rental income (2012/13 to 2026/27)**

	60-70 Great Bridge, Tipton	Eign Gate, Hereford	1 Sutton Park Road, Seaford	All properties
<b>Net Rental Income</b>				
2012/13 (£'000)	(121)	(110)	(73)	(304)
2013/14 (£'000)	(119)	(110)	(77)	(306)
2014/15 (£'000)	(122)	(110)	(81)	(314)
2015/16 (£'000)	(119)	(109)	(92)	(321)
2016/17 (£'000)	(123)	(109)	(82)	(314)
2017/18 (£'000)	(135)	(109)	(82)	(325)
2018/19 (£'000)	(123)	(105)	(82)	(311)
2019/20 (£'000)	(125)	(63)	(82)	(270)
2020/21 (£'000)	(120)	(62)	(98)	(279)
2021/22 (£'000)	(122)	(63)	(94)	(279)
2022/23 (£'000)	(112)	(62)	(92)	(266)
2023/24 (£'000)	(5)	(61)	(90)	(156)
2024/25 (£'000)	100	(36)	(67)	(3)
2025/26 (£'000)	96	(23)	(52)	21
2026/27 (£'000) (est)	(80)	(36)	(72)	(188)
<b>Cum. 2012/13 to 2026/27 (£'000)</b>	<b>(1,231)</b>	<b>(1,168)</b>	<b>(1,215)</b>	<b>(3,615)</b>

**3.5** Rental income peaked in 2017/18 (£0.325m) and declined until 2022/23 (£0.266m). However, with a void period at the property in Great Bridge, the reduction in net income accelerated with 2024/25 net rental income reducing to just £3k. The level of budgeted net income for 2026/27 is £0.188m based on current occupation and lease arrangements.

**3.6** Members should note that the impact on the revenue budget since 2022/23 has been mitigated through:

- Annual revenue budget and Medium-Term Financial Strategy (MTFS) adjusted to take into account reduced level and certainty of rental income
- Rental income from in-district investment properties remained in-line/above budgeted levels for the relevant periods.
- Higher level of investment income from cash balances through Treasury Management investments.

**3.7** In terms of Asset Management, as the investment properties are outside of the district, and property management/landlord obligations are fulfilled through external agents rather than through the Council's Property and Assets team. Whilst any costs



of management are funded from the gross rental income and is not considered a material consideration, there is still a draw on internal resources to management relationships and outcomes.

#### **4. OPTIONS**

- 4.1** Whilst the Council's portfolio of out of district investment properties is relatively modest, the Council's investments are not diversified. All properties are within the commercial retail sector and property values in this sector have reduced as the wider retail economy has contracted post-Covid as consumer behaviour has changed.
- 4.2** Based on the current financial performance and wider asset management requirements outlined above there are a number of options to consider.
- Continue to hold all out-of-district investment properties and maintain realistic revenue budget/MTFS income projections.
  - Assess market appetite/actively market the properties for sale leading to a future decision on disposal of all out of district commercial investment properties
  - Assess market appetite/actively market the properties for sale leading to a future decision on disposal of one or two district commercial investment properties, retaining one or two.
- 4.3** At this stage of the process, no decision is being taken on disposal or otherwise. The report is requesting approval from Cabinet to assess market appetite/actively market the investment properties.
- 4.4** At the point a formal and proceedable offer for a property is made, delegation is sought for the Strategic Head of Housing, Property and Assets to progress negotiations with support from the Assistant Director – Legal Services. Any decision on disposal will revert to members in line with the Council's constitution.
- 4.5** In assessing any potential offers, consideration will need to be given to the revenue and capital financing implications. There is a balance to be achieved in terms of ensuring the revenue budget is not adversely impacted in the immediate short-term



whilst assessing the longer-term position in terms of rental income and expenditure projections.

- 4.6** In terms of the capital position, whilst there may be a capital receipt to the council from disposal, this will need to be assessed against the net book value, market assessment/valuation, and a realistic view on both the likelihood of achieving a disposal outcome within the next 6 to 12 months and at an appropriate level.
- 4.7** Whilst it is not an immediate consideration for this report, the financial implications section of the report (Section 7) set out the way in which any disposal will be accounted for.
- 4.8** Should a disposal be considered at a future point, any net capital receipt would be utilised to finance the capital programme in 2026/27 and 2027/28.

## **5. CAPITAL FINANCING FRAMEWORK**

### **5.1** MHCLG and CIPFA rules/guidance on commercial property investment

**5.2** The Government have tightened the Capital Finance Framework since 2021 with further guidance to Local Authorities on Out-of-Area Property investments and disposals, approach to Capital Receipts, and the wider implications on Capital Finance and PWLB Lending Terms. This in part is due to the investment positions at a small number of local authorities such as Slough, Spelthorne, Woking, and Thurrock. The key points are set out below

- MHCLG and CIPFA have adopted a progressively more restrictive stance due to concerns that the local authority sector is over-exposed to the financial risks associated with commercial property investments.
- Since 2020, the regulatory and professional framework has evolved from a permissive regime to one with stronger guardrails on borrowing and investment risk, increased scrutiny of commercial and non-treasury activity, and greater emphasis on long-term financial sustainability and transparency. The combined effect is that capital finance decisions must now demonstrate clear strategic alignment (not yield-driven), robust governance and risk management, and explicit affordability within the revenue budget.



- **Prudential Code for Capital Finance in Local Authorities (2021 Edition)** strengthened focus on proportionality of debt to resources and included explicit discouragement of borrowing for yield (debt for commercial return). The Code introduced enhanced requirements for Capital Strategy reporting and classification of investments (service, treasury, commercial).
- **Treasury Management in the Public Services: Code of Practice (2021 Edition)** reinforced risk management and governance expectations, integration between treasury strategy and wider financial strategy. The code also expanded coverage of Non-treasury investment risks within Treasury Management Practices (TMPs).

**5.3** In summary, there is an implied policy and guidance position from MHCLG and CIPFA that local authorities should consider disinvestment from commercial property.

## **6. CONCLUSIONS**

- 6.1** The report outlines the broad options – continue to hold the investment properties, dispose of all, dispose of one or two.
- 6.2** Net Book Valuations and assessment of the market value of the properties indicates that two of the three properties (Hereford, Great Bridge) have significantly reduced in value. The third property (Seaford) is held on the balance sheet at a lower Net Book Value than the acquisition cost although the market assessment is above this. Given the wider retail property market is somewhat depressed, it is considered unlikely that either Great Bridge or Hereford would return close to their acquisition values. Seaford has held its value.
- 6.3** Table 2 highlights the past financial performance of each property. As with the capital values, the revenue performance of Great Bridge and Hereford properties has reduced significantly since 2017/18. The Seaford property has maintained a relatively stable level of rental income over the same period.
- 6.4** It is recommended that all properties are actively marketed (for disposal) to assess appetite. Any decision on whether to dispose or hold will be taken at a future point.



## **7. FINANCIAL IMPLICATIONS**

- 7.1** The difference between the properties' net book value and disposal proceeds will be recognised as a gain or loss within the Council's Comprehensive Income and Expenditure Statement (within the Surplus/Deficit on Provision of Services). This gain or loss is not chargeable to the General Fund and will be reversed out through the Movement in Reserves Statement via the Capital Adjustment Account.
- 7.2** The proceeds from any sale will be credited to the Capital Receipts Reserve and will be available to support the Council's capital programme.
- 7.3** Any disposal will result in a reduction in net revenue income. Table 1 of the report sets out the financial performance since 2012/13 with a forecast and revenue budget of £0.188m for 2026/27.
- 7.4** The Medium-Term Financial Statement (MTFS), as approved by Council in February 2026, prudently reduced the investment property income by £0.100m reflecting current market conditions and potential void period costs.

## **8. LEGAL IMPLICATIONS**

- 8.1** If all or some properties are sold, the Council would no longer be the owner of the properties or be entitled to any income from them.
- 8.2** The Council's legal team would complete the work required for any sale.
- 8.3** If retained, the Council's legal team may be required to carry out work in relation to a new Lease in the event that Superdrug exercise their break clause in 2027 and vacate 27 Eign Gate, Hereford.

## **9. RISK ASSESSMENT**

- 9.1** Whilst there is no material risk associated with the recommendation in this report, there is a risk that:
- 9.2** The Council may not be able to attract any interest in the investment properties resulting the Council continuing to hold the investment properties.
- 9.3** The Council may not receive offers at a suitable level to be able to demonstrate best value consideration.



**10. EQUALITIES IMPACT**

**10.1** None

**11. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS**

**11.1** None

**12. BACKGROUND PAPERS**

**12.1** None

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
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