



Supplement for

OVERVIEW AND SCRUTINY COMMITTEE - MONDAY, 8 JANUARY 2024

Agenda No	Item
-----------	------

9.	Corporate Plan 2024-2028 3 - 36
----	--

Purpose

To present the Council's Corporate Plan 2024-2028 to Cabinet, and that they agree to recommend to Full Council.

Recommendation

That the Overview and Scrutiny Committee scrutinises the report and agrees any recommendations it wishes to submit to the Cabinet meeting on 11 January

Invited

Councillor Joe Harris, Leader of the Council
Robert Weaver, Chief Executive

This page is intentionally left blank

Agenda Item 9



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 11 JANUARY 2024
Subject	APPROVAL OF THE CORPORATE PLAN 2024 - 2028
Wards affected	All,
Accountable member	Joe Harris, Leader of the Council Email: joe.harris@cotswold.gov.uk
Accountable officer	Robert Weaver, Chief Executive Email: robert.weaver@cotswold.gov.uk
Report author	Joseph Walker, Community Partnerships Officer Email: joseph.walker@cotswold.gov.uk
Summary/Purpose	To present the Council's Corporate Plan 2024-2028, and agree to recommend to Full Council
Annexes	Annex A – Corporate Plan
Recommendation(s)	That Cabinet resolves to: <ol style="list-style-type: none"> 1. review the appended Corporate Plan 2024-2028 and agree any modifications 2. Subject to modifications, agree to recommend to Full Council to adopt the Plan.
Corporate priorities	The Corporate Plan is the key document by which the Council's aims and priorities are set out for a four year period. The 2024 – 2028 Corporate Plan presents variations to the currently agreed Corporate Priorities, reflecting the ambitions of the Administration in their second term.
Key Decision	YES
Exempt	NO



COTSWOLD
DISTRICT COUNCIL

Consultees/ Consultation	Chief Executive Officer, Deputy Chief Executive Officer, Director of Governance, Cabinet Members via Away Days held 22 June and 26 October 2023, Overview and Scrutiny, 8 January 2024.
-----------------------------	---



1. EXECUTIVE SUMMARY

- 1.1 The Council's current Corporate Plan runs until May 2024, so work on refreshing this document commenced earlier this year, after the District Council elections in May. Subject to Cabinet review, the new Plan will be taken to Full Council in January 2024.

2. BACKGROUND

- 2.1 The Council adopted its current Corporate Plan in September 2020, and adopted a mid-term update in May 2022, running until May 2024.
- 2.2 The purpose of the Plan is to set out the Council's Aim and Priorities. The priorities are then detailed within an Action Plan, explaining how they will be delivered, timescales and lead Members and officers involved in the implementation and oversight.
- 2.3 The new Corporate Plan, attached at Annex B, builds on the aspirations and achievements of the extant Plan.

3. MAIN POINTS

- 3.1 The 2024- 2028 Corporate Plan follows a similar format to the extant Plan. This reflects that in broad terms the ambitions of the Council remain consistent with those reviewed in 2022. The priorities have been refreshed, and have been simplified to provide a 'plain English' message for residents, and to reflect the ever-more challenging financial climate in which the Council operates. The ambitions are set out below:

Delivering Good Services
Responding to the Climate Emergency
Delivering Housing
Supporting Communities
Supporting the Economy

- 3.2 The importance of these priorities is explained in the text, illustrated with examples of the Council's achievements in recent years and expanded upon with the introduction of priorities for the 2024 – 2028 period. At the end of the document, these priorities are expanded into an action table, reflecting the range of actions necessary to deliver them.
- 3.3 The Corporate Plan is a key part of the Council's governance, The document is illustrated with examples of activity and photography, to bring Council work to life. In addition, there are plans to use the Communication Team's skills to create some complementary media content.
- 3.4 Good progress has been made against actions identified in the extant Corporate Plan, providing a solid baseline of current activity. A Cabinet workshop was held in June 2023. This

provided an opportunity for Cabinet Members to reflect on their electoral mandate, their priorities and performance against extant Plan.

3.5 A draft Corporate Plan was presented to Cabinet at their Away Day in October 2023 for review and comment. These processes led to the creation of the Corporate Plan now presented.

3.6 The Plan as attached, has been subject to pre-scrutiny via the Overview and Scrutiny Committee, at their meeting on 8 January. Their feedback will be presented orally at the Cabinet meeting.

4. ALTERNATIVE OPTIONS

4.1 Ensuring there is an up-to-date Corporate Plan is key to good governance and helps to ensure appropriate political oversight of the Council's direction of travel. It also provides officers, businesses and residents, with an ability to understand what the Council will deliver over the next four years, hence providing a means of holding to account.

5. CONCLUSIONS

5.1 The attached Corporate Plan reflects the evolution of the Council's ambitions, and the circumstances in which the Council operates. Support by Cabinet will enable the Plan to go forward to Full Council, for its adoption to guide the Council's operations for the period 2024-2028.

6. FINANCIAL IMPLICATIONS

6.1 None resulting immediately from this report.

7. LEGAL IMPLICATIONS

7.1 None resulting immediately from this report.

8. RISK ASSESSMENT

8.1 This Plan identifies the Council's priorities for the coming period, up until 2028. Not replacing the current strategy would leave the Council without an up-to-date Plan and thus without a clear framework to guide Council decision-making.

9. EQUALITIES IMPACT

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



COTSWOLD
DISTRICT COUNCIL

10. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

10.1 The Council's declaration of a Climate Change Emergency and an Ecological Emergency are at the heart of the Corporate Plan.

11. BACKGROUND PAPERS

11.1 None

(END)

This page is intentionally left blank



COTSWOLD
DISTRICT COUNCIL

Cotswold District Council Corporate Plan 2024-2028



Contents

- Foreword..... 4
- Aims, Objectives and Principles 5
- Delivering Good Services 6
- Responding to the Climate Emergency 8
- Delivering Housing 10
- Supporting Communities 12
- Supporting the Economy 14
- Action Table 16
- Cabinet Member Priorities..... 26





Message from Councillor Joe Harris, Leader of the Council

Welcome to the Cotswold District Council Corporate Plan for 2024 through to 2028. This plan sets out the Council's ambitions for this period, and the actions that will achieve these.

This Corporate Plan builds on the success of the Liberal Democrat's first term of office in Cotswold District, from 2019. During that term, we set a course to tackle climate change, to support communities and businesses and to address housing affordability. We are immensely proud of the progress we made, especially in the context of Covid 19 and the severe financial constraints put upon local authorities.

The Liberal Democrats' electoral success in 2023 gives us the mandate to redouble our efforts to deliver on our ambitions, and to push on with our priorities. We are faced with a difficult economic climate, which challenges how we operate, but creates an even greater burden on so many residents.

We have made the decision to bring most of our services back into direct Council employment, away from Publica, the company we co-own with partner councils. While Publica has served our Council well, to meet the current and future needs of our communities we need to take greater control of the services we deliver. Moving services away from Publica will give us more choice and options on how we can best meet these challenges and find the most cost-effective way to maintain and improve the council services that people rely on.

This document outlines our priorities in turn, explaining our thinking and highlighting progress to date and the challenges we hope to overcome. This is followed by our action plan which we believe is ambitious but achievable.

There is a synergy across our objectives - we firmly believe that our approach to tackling climate change and enhancing nature will benefit our residents and businesses - improving housing affordability improves physical and mental health and benefits our economy. This joined up thinking is fundamental to our plan, and to our commitment to the residents of Cotswold District.



A handwritten signature in black ink, appearing to read 'Joe Harris', written in a cursive style.



Aim, Objectives and Principles

Cotswold District is at the heart of the Cotswolds – an area that is known around the world for its natural beauty and heritage. Around 90,000 people call our district home, and they deserve the services and support that a progressive council can provide. This corporate strategy recognises and embraces the challenges facing the District and states our Aim and Objectives. It is underpinned by an action plan that describes in detail how we plan to deliver these ambitions.

Our Aim

To recreate a Council that's proactive and responsive to the needs of our residents and businesses in a fast-changing environment, and to build for the future while respecting our heritage.

Our Objectives

We will do this by:

- Delivering Good Services
- Responding to the Climate Emergency
- Delivering Housing
- Supporting Communities
- Supporting the Economy

Our Principles

Everything we do is built on the following principles:

- rebuilding trust and confidence in the council by promoting a culture of openness and transparency
- providing value for money for our residents and businesses by using our resources wisely and investing in the district's fabric and future
- listening to the needs of our community, and acting on what we hear



Delivering Good Services

Why is this important?

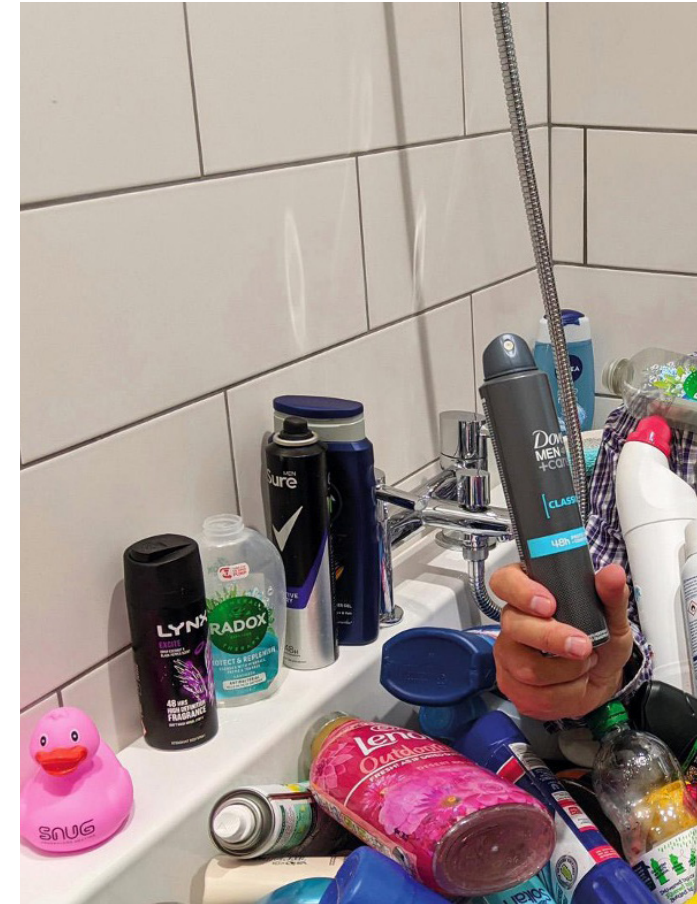
As a council, we exist to provide vital services to our residents, businesses and visitors. We will deliver our services both effectively and efficiently, ensuring they are designed to reflect our commitment to climate change, and value for local taxpayers.

What will we achieve?

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

How will we do this?

- Ensure our workforce can deliver for the council and our community
 - Ensure effective oversight of our services, to ensure value for money and high standards
- Enhance our financial resilience and make best use of our assets
 - Play our part in maintaining and enhancing the public realm across the district



“The Council is in a relatively sound financial position currently due to decisions in the last few years to raise charges and make services more efficient.”





What we have done

- The Council Tax collection rate at the end of 2022/23 was 98.02%, higher than the collection rate for the previous year.
- Working in partnership with Gloucestershire County Council, we have significantly improved the off-road cycling infrastructure through the Waterpark, from resurfacing of routes through to installation of secure bike stands.
- We launched our Clean and Green initiative which supports our parish and town councils and community groups to keep their area clean, tidy and free from graffiti.
- We stepped up our campaign against fly tipping, making the Envirocrime Officer post permanent and prosecuting more offenders.
- We relaunched the Council's waste service in March 2020, at the start of the pandemic, including a weekly food waste collection and the collection of small electricals.
- We delivered in-cab technology for Waste collection vehicles, significantly reducing the number of 'missed bins'.
- We supported residents dealing with flooding and set up a flood warden scheme to help residents prepare for and deal with flood events.
- We consulted with the public every year on our budget plans, generating 1,450 responses.
- We delivered a new car park at the Whiteway in Cirencester for season ticket holders and refurbished the Rissington Road car park at Bourton-on-the-Water to bring it up to modern standards, including a bank of electric vehicle charging points.

Priorities for 2024

- Deliver a programme to bring Council services back in-house, maximising responsiveness and democratic accountability
- Review the waste service, and undertake an options appraisal
- Enhance our financial resilience and make best use of our assets



Responding to the Climate Emergency

Why is this important?

Minimising and adapting to the effects of climate change is a priority for everyone. The science is settled – climate heating is a consequence of human activity, and greenhouse gas emissions must be cut to zero. All major international agencies now agree that climate change, and the associated biodiversity crisis, is the biggest threat to our lives. Achieving the necessary reduction in greenhouse gas emissions and delivering nature recovery will not only impact all of us, it will require every single thing we do to change – from transport and energy generation to food production and the way we use energy in our homes and workplaces.

What will we achieve?

Though our success will play out over a long period, everyone will benefit from a more liveable climate and a healthier, more resilient natural environment. In the short term there will be cost savings for residents and businesses, as well as employment and investment benefits. Our commitment to Electric Car Charging Points and renewable energy installations will ensure we don't get left behind as this infrastructure becomes an everyday necessity for residents, businesses and visitors.

How will we do this?

- Take action to reduce the climate impact of travel
- Reduce carbon emissions from our own operations
- Increase renewable energy generation within the district, ensuring local benefit
- Take a leadership role on the ecological emergency and nature recovery in the Cotswolds
- Tackle the climate crisis at home
- Ensure our planning policies deliver our corporate priorities and promotes both carbon neutral development and infrastructure





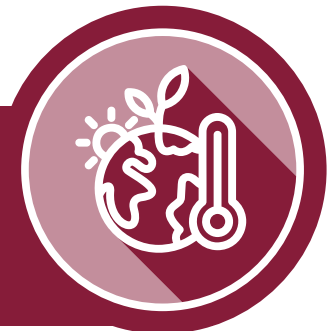
What we have done

- The Council's first Community Municipal Investment (CMI), named 'Cotswold Climate Investment' (CCI), which targeted a £500,000 fundraise closed on 16 August 2022, fully funded by over 450 investors. The Cotswold Climate Investment will support a range of projects, including installing publicly available off-street electric vehicle charging points (EVCs) around the district to encourage electric vehicle take-up, and improving the energy and carbon performance of the Council's Cirencester offices.
- Our award-winning Net Zero Carbon Toolkit provides a lot of advice on how older buildings can be adapted. The toolkit has been recognised nationally as good practice as part of the Pass the Planet Campaign.
- We have invested £1.2m from the Public Sector Decarbonisation Scheme (PSDS) funding to install energy efficiency and carbon reduction technologies at Cirencester and Bourton on the Water leisure centres, Moreton in Marsh Area Centre and the Museum Resources Centres at Northleach. Council has now agreed to installing solar panels on the Trinity Road Council office building.
- Working with neighbouring councils and Natural England, we have developed a mitigation strategy for the North Meadow Special Area of Conservation, enabling the development of new homes in the south of the district to meet community need.

“Our commitment to Electric Car Charging Points and renewable energy installations will ensure we don't get left behind.”

Priorities for 2024

- Develop and deliver an Electric Vehicle Charge Point Strategy
- Continue to promote and deliver Cotswold Home Solar, in partnership with MakeMyHouseGreen
- Explore the business cases for the installation of solar panels on Council owned assets



Delivering Housing

Why is this important?

Cotswold is at the centre of a housing affordability crisis. The gap between earnings and house prices is one of the highest in the country, and there is a shortage of good quality, genuinely affordable housing to rent. Local people struggle to find and afford suitable accommodation, and many of our young people are forced to leave the area because they cannot afford to live here. We are committed to providing good quality affordable housing, with an emphasis on social rent and provision for young people, military veterans and families.

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

We want to ensure that provision for homeless people strikes a balance between meeting their needs and managing our finances. Housing is key to the things we love about living in the Cotswolds – resilient, supportive communities, health and wellbeing, and a safe place to live and thrive.

Without a home, none of these can flourish, and so it is vital we tackle the housing emergency and strive to provide a home for everyone.

What will we achieve?

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

How will we do this?

- Providing more affordable homes
- Look after everyone's housing needs
- Delivering sustainable, high quality and climate resilient homes



“It’s vital we tackle the housing emergency and strive to provide a home for everyone.”





Page 19

What we have done

- The Council and Bromford Housing have entered into a Collaboration Agreement to deliver the Down Ampney housing development. Planning submission is expected soon, as the planned programme of consultation continues through this year and will help to shape the initial scheme designs for a net carbon zero housing development.
- Cotswold District Council's Warm and Well service show a surge in the number of households coming forward for energy advice and support. For the 12 months ending 31 March 2023, the service assisted 257 local households, an increase of 63 per cent compared to the same period last year, indicating that more people felt the impact of the cost-of-living crisis and worried about the price of heating their homes.
- Home visits and helping residents access £185,000 worth of grant funding for energy saving home improvements such as cavity wall and loft insulation, renewable energy measures and upgraded boilers and heaters were among the key interventions undertaken by the service, all helping to reduce fuel consumption and cut household carbon emissions for some of the district's hardest to heat homes.
- Much of the Cotswold District is located within the Cotswolds National Landscape (previously known as the Cotswolds Area of Outstanding Natural Beauty), which covers 80% of the district and is already designated as a rural area. The Council has applied to the Secretary of State to designate the majority of the remaining 20% of the district as a rural area to deliver more genuinely affordable homes.
- Through the Homes for Ukraine scheme, the Council has been actively supporting Ukrainian families and individuals in finding permanent homes.
- In partnership with Bromford Housing Association, Cotswold District Council has started the redevelopment of Stockwells cul-de-sac in Moreton into 28 social rented homes. All of the 28 homes are being built in sections at Ilkley Homes' Yorkshire factory and then transported to Gloucestershire before being lowered into place. Air Source Heat Pumps will replace traditional gas boilers, reducing CO2 emissions from heating and hot water by around 80%. In addition, the introduction of a large solar PV system will reduce net carbon emissions of the development to zero.
- We have acquired and refurbished premises to provide emergency accommodation for homeless people, and those at risk of homelessness. The Council's 'Housing First' approach to supporting Homeless people proved so successful that the initiative is now being rolled out across the County.



Priorities for 2024

- Deliver an exemplar zero carbon affordable housing development in Down Ampney
- Consult on and adopt the Council's new Housing Strategy
- Explore innovative approaches to housing delivery



Supporting Communities

Why is this important?

The health and wellbeing of our residents is good (above England and regional averages). We're one of the safest districts, with very low crime levels, and we are lucky enough to be surrounded by beautiful countryside. But we do face some challenges – not least barriers to service access, as well as loneliness and isolation, due to the rural nature of our location. We know we cannot take our wellbeing for granted, and that we need to take responsibility for our own health.

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

What will we achieve?

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

How will we do this?

- Strengthen our links with town and parish councils
- Address the challenges of flooding and water quality
- Enhance connectivity, and biodiversity in the Cotswold Water park, in line with the agreed strategy
- Healthy place making
- Develop and deliver a district cultural strategy
- Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals
- Promote healthy lifestyles, fun and self-care for all ages



“Crowdfund Cotswold raised over £600,000 for community projects and won the LGC Community Involvement Award.”





What we have done

- Our innovative approach to community grant funding, Crowdfund Cotswold, raised over £600,000 for community projects between Spring 2021 and Spring 2023, and gained national recognition in 2022, winning the LGC Community Involvement Award.
- Our new provider, Freedom Leisure, took over the operation of the Council's leisure centres from summer 2023.
- The Holiday Activity and Food programme will run activities again during the Easter Holidays and offer families Co-op food boxes in addition to the supermarket vouchers that they will receive from Gloucestershire County Council. Cotswold Connected Community and Food programme is already supporting several community food and learning initiatives for families that will take place in 2023 throughout the district.
- Work is progressing on the Changing Places Toilets project (£162,500 award from government). Cotswold Farm Park and Abbey Grounds Cirencester are now complete, with Birdland and Cotswold Country Park due to complete in the coming months.
- Community Safety Partnership secured £50k of the Government's Safer Streets funding and launched a community consultation in March to ascertain which areas of the district residents may feel unsafe in and why.
- We increased the support we provide annually to voluntary groups by £20,000 and built this into our base budget.
- We convene a network meeting every other week for local community and voluntary sector partners, to facilitate partnership working and access to government grants - the group has a membership of over 100, from over 60 different organisations.
- Delivered new cycle racks and improved surfaces in the Cotswold Water Park to encourage visitors and residents to cycle.

Priorities for 2024

- Identify opportunities to influence policy and host a sewage summit with the outcome being reported to the Council in May.
- Commence development of the cultural strategy.
- Celebrate success - promote the work being done by partners across the district to inspire communities.
- Monitor and review delivery of the district leisure contract with Freedom Leisure.
- Deliver Rural Domestic Abuse Champions programme in partnership with other rural Gloucestershire districts and Gloucestershire Domestic Abuse Support Services.



Supporting the Economy

Why is this important?

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

What will we achieve?

We want to nurture a dynamic, vibrant and balanced economy, and to grow high value, highly skilled, low environmental impact businesses in the Cotswolds. Our region is already home to some highly creative and innovative businesses.

Exciting projects in the agri-tech, cyber and digital, medical equipment and environmental technology sectors promise to provide great opportunities for local people and businesses. As a business-friendly council, we won't just communicate regularly with our local business community – we will work with them and our partners to grow the district's economy to provide better opportunities for local people.

How will we do this?

- Work with partners to develop the skills of our residents
- Attract and manage investment to boost the local economy
- Support local businesses, to enhance the vibrancy of our towns and villages, and to manage the opportunity and impact of the visitor economy
- Work with local and county partners to grow a strong and sustainable economy





What we have done

- Cotswold District Council has received a £764,292 allocation from the Rural England Prosperity Fund (REPF) to invest in rural communities across the district from now until March 2025.
- Over a thousand Cotswold businesses in the retail, leisure and hospitality sectors will benefit from a total of over £7.6 million in relief on their Business Rates in the 2023/24 financial year.
- We have encouraged the relocation to the Cotswolds of key growing businesses including ZeroAvia to Kemble.
- The Royal Agricultural University (RAU) have recently launched their Innovation Village. This is a proposed £100 million development which will help to tackle the twin challenges of agriculture's role in climate change and food sustainability. The scale of the development makes it the biggest employment-related development in the district for a very long time. Cotswold District Council have been actively working with the RAU to offer advice and guidance and helped them to secure £100k from the Strategic Economic Development Fund for project management towards the Innovation Village.
- Our tourism service Cotswold Tourism, leads a new tourism partnership for the region, recognised as one of Visit England's key destinations.

“Over a thousand Cotswold businesses in the retail, leisure and hospitality sectors will benefit from a total of over £7.6 million in relief on their Business Rates in the 2023/24 financial year.”

Priorities for 2024

- Continue to work with The Growth Hub to support existing businesses and encourage the growth of start-ups, with a focus on the outreach provision supported by the Shared Prosperity Fund
- Undertake a refresh of the Green Economic Strategy





Delivering Good Services

Priorities	Actions	Commencement	Target Date	Cabinet Member, Lead officer(s)
Ensure our workforce can deliver for the council and our community	Deliver a programme to bring Council services back in-house, maximising responsiveness and democratic accountability	November 2023	Projected timeframe of two years, until 2025	CLlr Joe Harris Robert Weaver
	Lease spare office space at Trinity Road	December 2023	March 2024	CLlr Mike Evely Claire Locke Suzanne Barton
Ensure effective oversight of our services, to ensure value for money and high standards	Review the waste service, and undertake an options appraisal	December 2023	June 2024	CLlr Mike Evely David Stanley
Enhance our financial resilience and make best use of our assets	Continue to ensure that the Council's MTFS five year strategy reflects economic conditions and the government's funding settlement	February 2024	Reviewed annually	CLlr Mike Evely David Stanley
	Implement the Council's new asset management strategy and asset plans	April 2024	Review April 2025	CLlr Mike Evely David Stanley
Play our part in maintaining and enhancing the public realm across the district	Instigate second phase of activity to replace worn and damaged street nameplates	February 2024	February 2025	CLlr Joe Harris Claire Locke



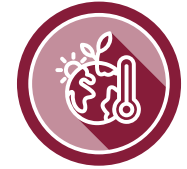


Responding to the Climate Emergency

Priorities	Actions	Commencement	Target Date	Cabinet Member, Lead officer(s)
Take action to reduce the climate impact of travel	Develop and deliver an Electric Vehicle Charge Point Strategy	January 2024	July 2024	CLlr Mike McKeown Claire Locke
	Work with partners to implement the Sustainable Transport Strategy	Adoption as part of the Local Plan - projected June 2025	April 2028	CLlr Juliet Layton Charlie Jackson James Brain
	Taxi Transition - explore the opportunity for the creation of an EV Taxi policy	April 2024	June 2024	CLlr Mike McKeown Jon Dearing Mandy Fathers
Create Climate Board to mainstream Climate Action and Carbon reduction across the Council's operations	Create a Climate Board, agree governance arrangements and key outcomes.	January 2024	Review January 2025	CLlr Mike McKeown Claire Locke
Increase renewable energy generation and use within the district, ensuring local benefit	Support and promote community owned renewables initiatives	December 2023	Review June 2024	CLlr Mike McKeown Claire Locke
	Explore the business cases for the installation of solar panels on Council owned assets.	January 2024	July 2024	CLlr Mike McKeown Claire Locke
Take a leadership role on the ecological emergency and nature recovery in the Cotswolds	Implement the new requirements around Biodiversity Net Gain	January 2024	Review July 2024	CLlr Juliet Layton Charlie Jackson



Responding to the Climate Emergency



Priorities	Actions	Commencement	Target Date	Cabinet Member, Lead officer(s)
Tackle the climate crisis at home	Continue to promote and deliver Cotswold Home Solar, in partnership with MakeMyHouseGreen	January 2023	Review July 2024	Cllr Mike McKeown Claire Locke
	Consider the business case on optimising the delivery of high quality retrofit advice and support	July 2024	July 2025	Cllr Mike McKeown, Cllr Juliet Layton Charlie Jackson
Ensure our planning policies deliver our corporate priorities and promotes both carbon neutral development and infrastructure	Subject to proposed legislative changes, complete full review of the Local Plan	January 2024	June 2025	Cllr Juliet Layton Charlie Jackson James Brain
	Develop a new Cotswold Design Guide – building for the future in the Cotswolds	September 2023	September 2024	Cllr Juliet Layton Charlie Jackson James Brain
	Work with Cirencester Town Council on the coordination of the Cirencester Town Centre Masterplan and the Cirencester Neighbourhood Plan policies	January 2024	Review February 2024	Cllr Juliet Layton Charlie Jackson James Brain



Delivering Housing



Priorities	Actions	Commencement	Target Date	Cabinet Member, Lead officer(s)
Providing more affordable homes	Explore innovative approaches to housing delivery	February 2024	August 2025	Cllr Joe Harris Robert Weaver Charlie Jackson
	Deliver an exemplar zero carbon affordable housing development in Down Ampney	December 2023	April 2028	Cllr Joe Harris Robert Weaver Claire Locke
Look after everyone's housing needs	Consult and adopt the Council's new Housing strategy	December 2023	June 2024	Cllr Joe Harris Charlie Jackson James Brain
	Support refugees to retain adequate housing	July 2023	Review March 2024	Cllr Joe Harris Jon Dearing Caroline Clissold
	Continue to monitor housing needs, using Homeseeker Plus, to inform housing strategy and implementation	January 2024	July 2024	Cllr Joe Harris Jon Dearing Caroline Clissold
	Continue to build on the success of the Housing First Project with a new county wide approach	January 2024	July 2024	Cllr Joe Harris Jon Dearing Caroline Clissold



Supporting Communities



Priorities	Actions	Commencement	Target Date	Cabinet Member, Lead officer(s)
Strengthen our links with town and parish councils	Continue the annual programme of Town and Parish Council Forum engagement events	January 2024	January 2025	Cllr Joe Harris Angela Claridge
Address the challenges of flooding and water quality and sewerage discharges	Identify opportunities to influence policy and host a sewage summit with the outcome being reported to the Council in May.	January 2024	May 2024	Cllr Lisa Spivey Phil Martin James Brain
	Identify gaps and bolster the Cotswold Flood wardens programme	January 2024	June 2024	Cllr Lisa Spivey Phil Martin Rob Weaver
Enhance connectivity, and biodiversity in the Cotswold Water park	Install cycle racks, in consultation with the local community	January 2024	March 2025	Cllr Juliet Layton Andy Barge Philippa Lowe
	Continue to work with Gloucestershire County Council on the creation of a safe crossing of the Spine Road	January 2024	Review in January 2025	Cllr Juliet Layton Andy Barge Philippa Lowe
	Work with partners to embed the Nature Recovery Plan for the Waterpark	January 2024	Review every six months	Cllr Juliet Layton Charlie Jackson Sophia Price
Healthy place making through the Local Plan	Embed Healthy Homes Act into the Cotswold Design Code	June 2025	June 2025	Cllr Juliet Layton Charlie Jackson
	Introduce a requirement for Community Access Defibrillators in new developments	June 2025	June 2025	Cllr Juliet Layton Charlie Jackson
	Focus on green infrastructure, to enhance biodiversity and community wellbeing	June 2025	June 2025	Cllr Juliet Layton Charlie Jackson



Supporting Communities



Priorities	Actions	Commencement	Target Date	Cabinet Member, Lead officer(s)
Develop and deliver a District Council cultural strategy	Commence development of the cultural strategy	February 2024	September 2024	Cllr Paul Hodgkinson Andy Barge Jacqueline Wright
Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing	Continue to deliver an asset based community development approach	January 2024	April 2028*	Cllr Lisa Spivey Andy Barge Jacqueline Wright
	Celebrate success - promote the work being done by partners across the district to inspire communities	February 2024	Review August 2024	Cllr Claire Bloomer Andy Barge Jacqueline Wright
	Continue to promote community activity through Crowdfund Cotswold	February 2024	Review August 2024	Cllr Lisa Spivey Andy Barge Joseph Walker
Promote healthy lifestyles, fun and self-care for all ages	Monitor and review delivery of the District leisure contract with Freedom Leisure	August 2023	August 2025	Cllr Paul Hodgkinson David Stanley Andy Barge Jacqueline Wright
	Continue to deliver the Healthier District and Connected Communities objectives and priorities set out in the Active Cotswolds Action Plan, and implement the Playing Pitch Strategy's action plan.	January 2024	Review January 2025	Cllr Paul Hodgkinson Angela Claridge Andy Barge Jacqueline Wright
	Work with partners to develop a consistent, countywide approach to identify opportunities to support to care leavers	June 2024	Review December 2024	Cllr Paul Hodgkinson David Stanley Andy Barge Jacqueline Wright



Supporting Communities



Priorities	Actions	Commencement	Target Date	Cabinet Member, Lead officer(s)
Work with partners to ensure vital services cover the district, and offer support to our residents if crises hit	Continue to be a proactive member of the Cotswold Food Network Steering Group and support initiatives under the network's umbrella	January 2024	Review January 2025	Cllr Claire Bloomer Andy Barge Jacqueline Wright
	Continue to work with the NHS Integrated Locality Partnership to support youth mental health	January 2024	Review January 2025	Cllr Claire Bloomer Andy Barge Jacqueline Wright
	Maintain a multi-service response to the cost of living crisis, and other challenges to community wellbeing	January 2023	Review January 2025	Cllr Claire Bloomer Claire Locke Jacqueline Wright
Keep residents safe, through awareness raising around domestic abuse and fraud	Continue to raise the profile of the Community Safety Partnership to reduce the fear of crime and ensure residents know how, and where, to get support	February 2024	Review February 2025	Cllr Lisa Spivey Andy Barge Jacqueline Wright
	Deliver Rural Domestic Abuse Champions programme in partnership with other rural Gloucestershire districts and Gloucestershire Domestic Abuse Support Services	February 2024	March 2025	Cllr Lisa Spivey/ Cllr Claire Bloomer Andy Barge Jacqueline Wright
	Train frontline staff to identify Domestic Abuse and review internal processes to recognise and support victims of abuse	February 2024	July 2024	Cllr Lisa Spivey/ Cllr Claire Bloomer Andy Barge Jacqueline Wright
	Coordinate activity under Home Office's safer Streets Fund to tackle Anti-Social Behaviour and violence against women and girls	February 2024	Review February 2025	Cllr Lisa Spivey Andy Barge Jacqueline Wright





Supporting the Economy

Page 31

Priorities	Actions	Commencement	Target Date	Cabinet Member, Lead officer(s)
Work with partners to develop the skills of our residents	Work with key sectors to create new highly skilled jobs, through promotion of apprenticeship opportunities	February 2024	April 2028	Cllr Tony Dale Andy Barge Paul James
	Deliver a programme of activities in year 3 of the Shared Prosperity Fund to help those furthest from the employment market	April 2024	March 2025	Cllr Tony Dale Andy Barge Paul James
Attract and manage investment to boost the local economy	Consider the results of the digital and green survey of community buildings, and enable improvements through Rural England Prosperity Fund	April 2024	March 2025	Cllr Tony Dale Andy Barge Paul James
Support local businesses, to enhance the vibrancy of our towns and villages, and to manage the opportunity and impact of the visitor economy	Continue to deliver against the six priorities set out in the Cotswold Tourism destination management plan	January 2024	March 2025	Cllr Tony Dale Andy Barge Chris Jackson
	Continue to support the Local Visitor Economy Partnership, to ensure better coordination of tourism activity and delivery against national growth targets	January 2024	Review January 2025	Cllr Tony Dale Andy Barge Chris Jackson
Work with local and county partners to grow a strong and sustainable economy	Undertake a refresh of the Green Economic Strategy	February 2024	April 2024	Cllr Tony Dale Andy Barge Paul James
	Continue to support the development of the Royal Agricultural University's Innovation Village	January 2024	January 2025	Cllr Tony Dale Andy Barge Paul James
	Continue to work with The Growth Hub to support existing businesses and encourage the growth of start-ups, with a focus on the outreach provision supported by the Shared Prosperity Fund	January 2024	March 2025	Cllr Tony Dale Andy Barge Paul James







Councillor Joe Harris (Leader)

Priorities

- Deliver a programme to bring Council services back in-house, maximising responsiveness and democratic accountability
- Explore innovative approaches to housing delivery



Councillor Mike Evey (Deputy Leader, Finance)

Priorities

- Review the waste service, and undertake an options appraisal
- Enhance our financial resilience and make best use of our assets



Councillor Tony Dale (Economy and Council Transformation)

Priorities

- Continue to work with The Growth Hub to support existing businesses and encourage the growth of start-ups, with a focus on the outreach provision supported by the Shared Prosperity Fund
- Undertake a refresh of the Green Economic Strategy



Councillor Claire Bloomer (Cost of Living and Inclusion)

Priorities

- Celebrate success - promote the work being done by partners across the district to inspire communities
- Maintain a multi-service response to the cost of living crisis, and other challenges to community wellbeing





WOLD
COUNCIL



Councillor Paul Hodgkinson (Health, Leisure and Culture)

Priorities

- Commence development of the cultural strategy
- Monitor and review delivery of the District leisure contract with Freedom Leisure



Councillor Juliet Layton (Planning and Regulatory Services)

Priorities

- Enhance connectivity, and biodiversity in the Cotswold Waterpark
- Complete the update of the Local Plan



Councillor Mike McKeown (Climate Change and Sustainability)

Priorities

- Develop and deliver an EVCP Strategy
- Deliver Cotswold Home Solar, in partnership with MakeMyHouseGreen



Councillor Lisa Spivey (Communities and Public Safety)

Priorities

- Identify opportunities to influence policy and host a sewage summit with the outcome being reported to the Council in May.
- Deliver Rural Domestic Abuse Champions programme in partnership with other rural Gloucestershire districts and Gloucestershire Domestic Abuse Support Services





COTSWOLD
DISTRICT COUNCIL

Picture credits:

Cover image: Darren Clarke - Sheep grazing at the Coneygree in front of the East Banqueting House, Chipping Campden

Contents page image: David Ramsey - Bibury Brown Hare

Nigel Bowsher - Lower Slaughter

Paul Mitchell - Frosty Gates

Randy Montgomery - A Summer Day near Eastleach

