

Our Cotswolds, Our Plan: Action Plan 2025-28

Priorities	Sub-Priority	Action	Portfolio Holder	Accountable Officer(s)	Updated By	Start date	End date	Status	Q3 Update
Preparing for the Future	Driving organisational and cultural change to be fit for the future	Transformation - Develop Strategy Action Plan	Cllr Mike Evey Cllr Tristan Wilkinson	Helen Martin	Helen Martin	Aug-25	Mar-28	On Target	Plan further refined and cross referenced to the ICT development programme. Meeting with Portfolio members being arranged to update.
Preparing for the Future	Driving organisational and cultural change to be fit for the future	Transformation through changing existing or creating new service delivery models, and/or making changes to the organisation structure, roles, processes or technology to improve outcomes, as a result of introducing new ways of working, and/or to reduce the costs of services.	Cllr Tristan Wilkinson	Helen Martin	Helen Martin	Oct-25	Mar-28	On Target	Several of the restructures are underway and implementing. Workstream 2 of the technical programme will pick up digital solutions for CDC.
Preparing for the Future	Driving organisational and cultural change to be fit for the future	Digital Transformation: accelerating the use of digital technology to improve council services, enhance accessibility, and promote digital inclusion across communities.	Cllr Tristan Wilkinson	Helen Martin	Helen Martin	Oct-25	Mar-28	On Target	Workstream 1 of the technical programme will pick up AI elements and work underway to define CDC specific projects. Some AI already in use and case studies will be developed.
Preparing for the Future	Preparing for Local Government Reorganisation	Prepare the LGR submission to government. Prepare the next phase of the LGR Programme. Implement the governments decision.	Cllr Mike Evey	Jane Portman	Jane Portman	already commenced	Mar-28	On Target	Three proposals for local government reorganisation across Gloucestershire submitted by the Government's deadline of 28 November. Following debate at Full Council, Cabinet met to decide their preferred proposal. The preferred proposal of Cotswold District Council is for one unitary authority for Gloucestershire. The programme is now preparing for the statutory consultation of the viable proposals which is due to start in February. Work is also underway to establish a portfolio and programme team to lead the next phase of work. It is expected that the Government will decide on the proposal to be implemented in the summer.
Preparing for the Future	Preparing for Local Government Reorganisation	Consult with other local authorities to inform possible options for establishing a Strategic Authority	Cllr Mike Evey	Jane Portman	Jane Portman	already commenced	Mar-28	On Target	The three options remain under review until the Government has made a decision on the proposal to be implemented for Local Government Reorganisation in Gloucestershire.

Preparing for the Future	Developing our workforce	Deliver the People and Culture Strategy	Cllr Mike Every	Angela Claridge	Angela Claridge	Sep-25	Mar-28	On Target	Progress includes: Staff recognition awards aligned to workforce values; utilising the staff group "Culture Club" as a sounding board for workforce initiatives; coaching scheme launched on a pilot basis; revised onboarding & staff buddying system trialled and promotion of existing employee benefits.
Preparing for the Future	Developing our workforce	Deliver the Internal Communications Plan, to keep staff informed and engaged in organisational development and LGR	Cllr Mike Every	Matt Abbott	Matt Abbott	Sep-25	Mar-28	On Target	Fortnightly LGR updates now BAU. Q3 saw work undertaken to bring the council's values to life. This included an end of year staff awards, aligned with the values. The council is broadly on track with all of the KPIs set for internal communications, with activity and measures in place for Q4 to address areas where KPIs aren't quite being hit. Feedback from the Publica staff survey was very positive about internal comms at CDC, with particular mention of all staff briefings. In Q4, CDC is running its own all staff-engagement survey.
Preparing for the Future	Developing our workforce	Consideration of a small number of functions currently in Publica in light of their focus core function delivery	Cllr Mike Every	Jane Portman	Jane Portman	Jul-25	Dec-25	On Target	Work continues to review all services provided by Publica, in readiness for the Government's decision on Local Government Reorganisation. Once the decision is made, services currently provided by Publica will be subject to decision by the Shareholder Board as to the appropriate way forward.
Preparing for the Future	Deliver the new Local Plan	Adopt the new Local Plan, providing a robust development framework for the Cotswold area post 2028 that provides affordable housing, employment and infrastructure for present and future generations whilst conserving and enhancing the national landscape.	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-27	On Target	Regulation 18 consultation complete, and evidence on track for submission in December 2026.
Delivering good services	Ensure value for money and good standards	Develop a Fleet Replacement programme	Cllr Andrea Pellegram	Peta Johnson	Peta Johnson	already commenced	Apr-26	On Target	January Cabinet resolved to approve the updated Capital Fleet Replacement Programme, including the replacement of the recycling and food waste fleets. This included steps towards the decarbonisation of services i.e. one electric vehicle, and the use of Hydrotreated Vegetable Oil as a diesel replacement where the sustainability of the fuel can be assured.

Delivering good services	Ensure value for money and good standards	Improve and digitise engagement with the customers of the Waste and Environment Services	Cllr Andrea Pellegram	Peta Johnson	Peta Johnson	already commenced	Mar-28	On Target	In-cab systems are in the process of being rolled out on the street cleansing services. This will provide real time information that will support improved issue resolution.
Delivering good services	Ensure value for money and good standards	Adapt to changes in Waste legislation	Cllr Andrea Pellegram	Peta Johnson	Peta Johnson	already commenced	Mar-28	On Target	Current understanding of changes in waste legislation are being used to model the potential impact on waste flows and the design of the replacement recycling vehicles.
Delivering good services	Ensure value for money and good standards	Implement the Planning Advisory Service action plan	Cllr Juliet Layton	Geraldine LeCointe	Harrison Bowley	already commenced	Aug-26	On Target	In Q3, the focus has been on recruitment following the re-structure of the Development Management, Enforcement and Planning Policy teams in Q2. Within the NBHE team, reporting mechanisms have been introduced to begin monitoring response times for key stakeholders. Pre-application fees have also been reviewed ahead of the next financial year, and work has begun reviewing the pre-application service offered by the LPA ready for an update at the beginning of April. Finally, works to improve digitisation of the development management procedures has reached a key point, with testing of a new Enterprise system currently underway.
Delivering good services	Enhance financial resilience and make best use of our assets	Maintain financial sustainability over the MTFS-period (2026/27 to 2029/30) following the outcome of the Fair Funding 2.0 review.	Cllr Patrick Coleman	David Stanley	David Stanley	Apr-26	Mar-28	Not Scheduled to Start During Quarter	Not Due to Start this Quarter
Delivering good services	Play our part in maintaining and enhancing the public realm	Introduce charging to sustain Council owned public toilets.	Cllr Tony Dale	Claire Locke Sue Hughes	Claire Locke	already commenced	Dec-25	Off Target, but action being taken to ensure delivery	Charging mechanisms have now been introduced to all public conveniences, although charging has not yet been implemented at Northleach pending the conclusion of discussions regarding the future ownership and management of those facilities.
Delivering good services	Play our part in maintaining and enhancing the public realm	Deliver the new Parking Strategy.	Cllr Tony Dale	Sue Hughes	Sue Hughes	already commenced	Mar-28	On Target	Car parking strategy approved, moved to implementation and BAU phase.

Delivering good services	Play our part in maintaining and enhancing the public realm	Invest in and maintain our car parks	Cllr Tony Dale	Alan Hope	Andrew Turner	already commenced	Mar-28	On Target	Capital investment works complete, maintenance ongoing. Collaboration between service areas to address issues as they arise.
Delivering good services	Deliver the new Local Plan	Ensure our planning policies deliver our corporate priorities and promote carbon neutral development and sustainable infrastructure for our communities	Cllr Juliet Layton	Geraldine LeCointe Jo Symons	Andrew Maxted	already commenced	Dec-26	On Target	DM policies drafted and this along with strategic policies aim to ensure the Plan is green to the core. Draft Plan is on target for submission to the Planning Inspectorate by December 2026.
Responding to the climate emergency	Support and Enable Residents & Businesses	Expand the network of Electric Vehicle Charge Points	Cllr Mike McKeown	Olivia McGregor	Olivia McGregor	already commenced	Mar-28	On Target	The final submission has been made to the grant body paying for 50% of costs to install the 24 EVCPs in West Street, Tetbury, Old Market Way in Moreton-in-marsh, Maugersbury Road in Stow-on-the-wold and Brewery car park in Cirencester. A safety issue relating to 1 EVCP at Brewery car park is preventing it from being operational. Property and Assets are in conversation with supplier Connected Kerb to resolve the issue.
Responding to the climate emergency	Decarbonise Council Operations	Embed climate action into council services to reduce the council's operational carbon emissions	Cllr Mike McKeown	Olivia McGregor	Olivia McGregor	already commenced	Mar-28	On Target	The Council is embedding climate considerations across policies and decision-making. A Climate Board has been established to support this. The inaugural meeting was held in November 2025. The meeting considered options to reduce waste fleet emissions and building emissions. Actions were put forward to integrate work into service area planning some of which have already come forward to fruition. For example Waste services account for 43% of the authority's emissions, and the Council have acknowledged using bin lorries which run on cleaner fuel is vital for its decarbonisation plans. As a result the Council has announced the district's diesel fleet will be swapped for 30 lorries running on hydrotreated vegetable oil (HVO) and one electric vehicle, in a move costing the council £7.8m.
Responding to the climate emergency	Increase resilience to the effects of climate change	Work in partnership to respond to the Climate Risk and Vulnerability Assessment	Cllr Mike McKeown	Olivia McGregor	Olivia McGregor	Oct-25	Mar-28	On Target	A Climate Risk and Vulnerability Assessment (CRVA) has been produced and is publically available. Next steps are currently being planned

Responding to the climate emergency	Deliver high quality retrofit advice and support installation of renewables across the district	Deliver high quality retrofit advice and support installation of renewables across the district through policy, partnership working and initiatives	Cllr Mike McKeown	Olivia McGregor	Olivia McGregor	already commenced	Mar-28	On Target	A series of retrofit events are planned to take place over the coming months through to Spring. Planning policy to encourage renewable deployment across the District has been drafted and is progressing through the Local Plan approval process.
Delivering Housing	Deliver the new Local Plan	Allocate sites in line with Government requirements that will boost housing delivery whilst taking account of the significant constraints across the district	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-26	On Target	Regulation 18 consultation now complete and call for sites closed. Received nearly 200 sites, many of which have been submitted previously. Housing Needs Assessment Interim Report received. All on track for submission of Plan in December 2026.
Delivering Housing	Working with our partners to deliver more affordable homes	Move forward a Pipeline of Rural Affordable Housing Sites and develop ways to increase Affordable Housing delivery	Cllr Juliet Layton	Alan Hope	Alan Hope	already commenced	Mar-28	On Target	Partnership working to deliver affordable housing ongoing. Rural Exception site Pipeline continues to be developed.
Delivering Housing	Understanding everyone's housing needs	Adopt and implement the Preventing Homelessness Strategy	Cllr Juliet Layton	Calire Locke Caroline Clissold	Caroline Clissold	Sep-25	Mar-28	On Target	CDC adopted the Preventing Homelessness Strategy for 2025-2030 in September 2025. An annual review will be carried out and measured against the actions, but will be also be monitored regularly to ensure that all actions are on target.
Delivering Housing	Understanding everyone's housing needs	Continue to monitor housing needs to inform the councils revised Housing Strategy	Cllr Juliet Layton	Claire Locke Caroline Clissold	Caroline Clissold	already commenced	Mar-28	On Target	Quarterly reviews of H-CLIC data are being carried out to inform housing trends and monitor increases in contacts.
Delivering Housing	Understanding everyone's housing needs	Refocus the Housing Strategy on Strategic Actions.	Cllr Juliet Layton	Alan Hope	Alan Hope	Aug-25	Oct-25	Complete	Oct-25 date for first draft achieved. Co-ordination with Local Plan Update activities and comments from stakeholders being finalised.
Supporting communities	Strengthen our links with town and parish councils and key stakeholders	Engage with and support town and parish councils to prepare for Local Government Reorganisation	Cllr Mike Every	Matt Abbott	Matt Abbott	Jun-25	Mar-28	On Target	Q3 saw a significant amount of engagement with town and parish councils, on both the local plan and LGR. Two forums were held, one in the north of the district and one in the south, where LGR was on the agenda, talking about Neighbourhood Partnerships. Over 150 clerks attended across the two sessions. On the local plan, CDC issued a toolkit and newsletter launch of the Local Plan consultation to town and parish council clerks in November, followed by a newsletter in December. The leader, deputy leader, and senior officers also attended 13 public meetings, organised by town and parish councils and ward members, on the local plan consultation. CDC also led on the development of an LGR newsletter, issued to town and parish councils in November.

Supporting communities	Encourage community health and wellbeing	Enable networking and public engagement events to help local residents to access support services	Cllr Tony Dale	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	Strengthening Community events have been running through the year, with the last two scheduled for February 2026. Alongside, the Community Wellbeing team have been working with partners from the NHS, Bromford Housing and voluntary and community sectors to support a range of other drop-ins.
Supporting communities	Encourage community health and wellbeing	Celebrate the contribution of individuals and local groups	Cllr Tony Dale	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	The Unsung Heroes awards have been running since 2024. There was a round in November 25, celebrating both adult and youth volunteers. The Council hosted a celebration event in December, inviting winners and runners up to a Christmas themed event to recognise their contribution.
Supporting communities	Encourage community health and wellbeing	Promote community activity through Crowdfund Cotswold	Cllr Tony Dale	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	The Council ran a funding round, closing in September, launching 4 projects of which 2 have been successful. There is a spring round launching in February.
Supporting communities	Encourage community health and wellbeing	Ensure the leisure and culture contracts deliver core provision and positive community outcomes	Cllr Tony Dale	Joseph Walker	Lisa Caton	already commenced	Mar-28	On Target	The leisure contract continues to perform well, exceeding targets for gym memberships, participation, and the Learn to Swim programme. Community involvement has also increased, with partnerships including The Churn Project, The Long Table, and donations of swimming aids. The Corinium Museum delivered significant activity during the Cirencester History Festival and received multiple awards in the period, including a Silver at the BSST Awards.
Supporting communities	Encourage community health and wellbeing	Work with Cotswold Youth Network to champion to contribution and needs of young people	Cllr Tony Dale	Joseph Walker	Clare Jobling	Oct-25	Mar-28	On Target	The COuncil has been working closely with World Jungle, who convene the CYN, and hold the Cotswold contract for the current Holiday Activity and Food programme. Supporting on improving provision for older children, working with Freedom Leisure, and helped run an event in Moreton for young people in December.
Supporting communities	Support our residents in crises	Coordinate a partnership response to address financial hardship and the cost of living	Cllr Tony Dale	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	CDC received its allocation of HSF 7 from GCC in quarter three. Support has been prioritised to sustain existing provision, as HSF finishes at year end, and will be succeeded by the Crisis and Resilience Fund. CDC engaged in a CRF planning meeting in December.

Supporting communities	Support our residents in crises	Work with the NHS Integrated Locality Partnership to improve the quality of life of children and vulnerable households	Cllr Tony Dale	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	Strong partnership approach with NHS, and other partners. Drop in event in Stow, a ward prioritised by NHS, did not attract as many residents as hoped for, exemplifying the challenge of rural outreach. However, coimunity appointment days hosted at Cirencester Leisure Centre have proved successful.
Supporting communities	Support our residents in crises	Work with the Cotswold Community Safety Partnership to improve road safety and reduce antisocial behaviour	Cllr Tony Dale	Joseph Walker	Clare Jobling	already commenced	Mar-28	Off Target, but action being taken to ensure delivery	Following discussion through the Community Safety Partnership, the local Neighbourhood Policing team worked with their traffic enforcement and comms team to launch a promotional video for Community Speedwatch, filmed in Kempsford, and reposted by CDC. The CSP also reviewed the Strategic Needs Assessment for Road Safety. GCC are currently trying to recruit a road safety coordinator, who will lead on this theme for the county, and who will be invited to attend the CSP. The CSP met at Skillzone in October, to review their youth training provision, and is working to alert local partners to this offer to help educate youngpeople about risks and behaviour.
Supporting communities	Deliver the new Local Plan	Through our Local Plan review aim to ensure that development provides the necessary infrastructure for communities and that this provision is aligned with the phasing and delivery of development	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Mar-28	On Target	Regulation 18 consultation for draft Local Plan now completed. The draft Local Plan will seek to allocate sites with appropriate provision of infrastructure and evidence is being undertaken in this regard. Currently on target for submission in December 2026.
Supporting the economy	Develop the skills of our residents	Support key sectors to create new highly skilled jobs, including through promotion of apprenticeship opportunities.	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	already commenced	Mar-28	On Target	Working with Cirencester Chamber of Commerce, through a UK Shared Prosperity funded programme, to enhance opportunities for young people, including promoting apprenticeships.
Supporting the economy	Grow a strong and sustainable economy	Deliver a programme of activities through the Shared Prosperity and Rural England Prosperity Funds	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	Mar-25	Mar-26	On Target	All UKSPF & REPF funds are allocated and projects are progressing. The Government has extended the date for delivery to the end of September 2026, but as most of our projects are either delivered or underway we are unlikely to need this.

Supporting the economy	Grow a strong and sustainable economy	Deliver the actions set out in the refreshed Green Economic Growth Strategy.	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	Jan-25	Mar-28	On Target	The Green Economic Growth Strategy is overseen by the Cotswold Economic Advisory Group. The refreshed strategy was adopted by Cabinet in March 2025 and delivery of the actions is underway.
Supporting the economy	Grow a strong and sustainable economy	Work with the Royal Agricultural University on their aspiration for the Innovation Village	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	already commenced	Mar-28	On Target	A planning application was submitted in April 2024. It is hoped it will be determined shortly. The Council continues to support the RAU in other aspects of this project in parallel with the application being considered.
Supporting the economy	Grow a strong and sustainable economy	Promote the Growth Hub to support existing businesses and encourage the growth of start-ups	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	already commenced	Mar-28	On Target	The Growth Hub is funded for 2025-26 via UKSPF and provides support to start-up and growing businesses. Officers work closely with the team at the Growth Hub and hold regular monitoring meetings. Cirencester Growth Hub is the best-performing Growth Hub in the county. A bid to the County's Strategic Economic Development Fund (SEDF) for the financial years 2026-27 and 2027-28.
Supporting the economy	Grow a strong and sustainable economy	Work with partners to realise benefits of the Creative Cotswolds Action Plan	Cllr Tony Dale	Joseph Walker	Lisa Caton	Sep-25	Mar-28	On Target	The appointment of the Leisure and Culture Support Officer, who commenced on 20th January 2026, will enable this work to be effectively facilitated.
Supporting the economy	Manage the opportunity and impact of the visitor economy	Refresh the Tourism Destination Management Plan	Cllr Tony Dale	Joseph Walker Chris Jackson	Chris Jackson	Sep-25	Sep-26	On Target	The team worked with partner Gloucestershire authorities to submit a bid to the Strategic Economic Development Fund over the summer. The bid was successful and will now support the delivery of a refreshed Destination Management Plan (DMP).
Supporting the Economy	Deliver the new Local Plan	Promote policies that maintains and protects our existing employment sites whilst supporting sustainable economic growth in the district	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-26	On Target	Regulation 18 consultation for draft Plan now completed. The Plan will seek to protect our existing employment sites and support sustainable economic growth; evidence is also being undertaken in this regard. Currently on target for submission in December 2026.