

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

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

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

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

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

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

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