

Business Plan: 2026 - 2028



100
YEARS



Campaign to Protect
Rural England
Gloucestershire

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Introduction

The period covered by this Business Plan (2026–2028) will be a time of celebration and renewal for CPRE Gloucestershire. In 2026, the national CPRE movement marks its centenary; one hundred years of championing the English countryside. Two years later, in 2028, CPRE Gloucestershire will celebrate its own centenary, reflecting a century of commitment to protecting and enhancing the landscapes, towns, and villages of our county.

To honour these milestones, CPRE Gloucestershire will deliver a three-year centenary programme (2026–2028), connecting the two anniversaries through a series of county-wide activities. The centrepiece will be the creation of three separate waymarked walks, launched over the three-year period, each celebrating Gloucestershire’s diverse countryside and the communities that care for it. These walks will provide a lasting legacy, strengthen local engagement, and raise awareness of the value of our rural landscapes.

These centenaries provide a unique opportunity to reflect on our heritage and reaffirm our future direction. As we look ahead, CPRE Gloucestershire will continue to combine the strength of the national CPRE movement with our independent local focus - ensuring that the distinctive character of Gloucestershire’s countryside is protected, enhanced, and enjoyed for generations to come.

About us

CPRE Gloucestershire is an independent charity dedicated to protecting and enhancing the Gloucestershire countryside. While we are part of the wider CPRE network and fully share the national vision for a thriving, sustainable countryside for everyone, we operate as a separate organisation with our own charitable objectives, governance, and priorities. We have been championing the Gloucestershire countryside since 1928, just two years after CPRE was founded nationally.

This business plan sets out how we will deliver our charitable aims in alignment with the national strategy, while tailoring our approach to reflect the distinctive character of Gloucestershire's landscapes, the diversity of its rural settings and habitats, and the specific needs of the communities who live and work in them.

We work across the county with local communities, planning authorities, and partner organisations to promote sustainable development, protect valued green spaces, and champion the social, environmental, and economic value of the countryside. We are supported by ~600 members and 50 regular volunteers, who contribute to our work through campaigning, project delivery, events, and community engagement.

About us

Gloucestershire is home to a rich variety of landscapes; from the rolling hills of the Cotswolds and the Forest of Dean to the Severn Vale and the Wye Valley. Much of the county is designated for its natural beauty with three National Landscapes (formerly Areas of Outstanding Natural Beauty): the Cotswolds, the Wye Valley and the Malvern Hills. These protected areas, alongside other cherished rural spaces, face increasing pressure from development and climate change.

Gloucestershire County Council is expected to make changes to the local government structure in the coming years. While the details of the new arrangements are yet to be confirmed, CPRE Gloucestershire will adapt to reflect these changes - particularly in relation to our planning function - to ensure we remain responsive, effective, and aligned with the evolving governance landscape.

Through this plan, CPRE Gloucestershire aims to strengthen its role as a trusted voice for the countryside, grow its partnerships, and expand its reach to new audiences who share our commitment to a thriving rural Gloucestershire.

Our commitment to the countryside

Our mission is to promote, enhance and protect the Gloucestershire countryside for the benefit of everyone, wherever they live. We work to ensure that rural Gloucestershire remains a living, working landscape - rich in nature, heritage, and opportunity - and that it continues to provide space for recreation, wellbeing, and climate resilience.

We champion positive solutions to the challenges facing the countryside, from unsustainable development and biodiversity loss to the impacts of climate change. We empower communities to shape their local environment, advocate for policies that support rural life, and connect people with the countryside so that it is valued and safeguarded for future generations.

Our vision for Gloucestershire is a beautiful and thriving countryside that enriches all our lives.

Our commitment to the countryside

Our Values are:

- to be open and inclusive
- to connect and collaborate as broadly as we can
- to act with integrity and back up action with evidence, knowledge and experience
- to be inspirational in our activity and approach

Our Strategic aims are:

- influencing the planning system to ensure development is sustainable and respects the character of the countryside
- encouraging environmentally sustainable farming that supports nature, soil health, and rural livelihoods
- encouraging people to experience the countryside and deepen their connection with nature
- championing the enhancement of the countryside, including biodiversity, heritage, and landscape quality
- attracting and nurturing “Countryside Supporters” - individuals, partners and communities who share our vision
- being aware of the need to address climate change issues wherever possible in all that we do

Key challenges

Funding

Membership

Land-use
planning

Deepening
our
influence

Funding

CPRE Gloucestershire is a membership organisation, with core income supported by legacies that help cover essential operational costs. To grow our impact and deliver more project-based activity, we recognise the need to diversify and expand our funding base.

In recent years, we have developed a Business Support Group to strengthen operational capacity and support the Business Manager in exploring new income streams. In summer 2025, we made a strategic decision to increase the Business Manager's working days and refocus our full-time staff role toward grant fundraising and project development, reflecting the importance of external funding for future growth.

While the charity is not yet reliant on project funding for ongoing operations, we are entering a phase where securing external grants and project income will be essential to expand our reach, deliver new initiatives, and enhance long-term resilience. This business plan sets out the steps we will take to support that transition, including identifying priority areas for funding, strengthening our case for support, and building relationships with potential funders and partners.

Membership

CPRE Gloucestershire is proud to be a membership-based organisation, welcoming individuals who care deeply about the future of our countryside. Our members play a vital role in supporting our work, shaping our priorities, and amplifying our voice across the county.

Currently, our membership is largely made up of people aged 55 and over — a group whose experience and commitment we greatly value. At the same time, we recognise the importance of engaging a broader and more diverse audience, including younger people, families, and those who may not yet feel connected to the countryside or our cause.

We see the upcoming CPRE national centenary in 2026, and our own CPRE Gloucestershire centenary in 2028, as key opportunities to refresh our outreach, build new relationships, and inspire a wider range of supporters. These milestones will be used to launch inclusive campaigns, host engaging events, and create new ways for people to get involved — whether through membership, volunteering, or partnership.

Expanding our membership base is not just about numbers; it's about ensuring that our work reflects and resonates with the full spectrum of people who live in and care about Gloucestershire's countryside.

Land-use planning

Seeking to influence land use planning in Gloucestershire is a key objective. We do that by responding to planning authorities' consultations on new Local Plans and reviews of adopted ones. Successfully influencing land-use planning activity ensures our charity's mission to help protect our Gloucestershire countryside is achieved, whilst recognising the necessity for new development. Additionally, we make representations on planning applications where we believe the outcome has significant implications for the rural environment. Usually that will mean submitting a reasoned objection to the proposed development, but we do also support applications which we believe are beneficial and which accord with our aims.

When draft Local Plans are submitted for examination by the Planning Inspectorate or when an applicant for planning consent appeals against refusal by the planning authority, we may need to attend a planning inquiry and support the position we have previously set out.

All of that work requires a professional standard of presentation and content if we are to maintain a reputation for sound and objective reasoning. We depend heavily on a limited number of volunteers with relevant experience and aptitude, without whom we would struggle to maintain the quality of our input and thus of our reputation for professionalism.

Deepening our influence

CPRE Gloucestershire is committed to strengthening its role as a trusted and influential voice for the countryside. We aim to build deeper relationships with partner organisations, local authorities, and community groups working across Gloucestershire, so that our expertise and values are embedded in decisions that shape the rural environment.

Planning remains a core area of expertise and an underpinning priority throughout this business plan. Our work in this space; from responding to proposals to influencing policy, is central to how we protect and enhance the countryside.

Alongside our planning work, we are beginning to develop a more proactive programme of project-based activity. We have refocused staff capacity to support grant applications and are identifying opportunities where targeted projects could deliver tangible benefits for Gloucestershire's landscapes and communities. While this is an emerging area for us, it represents a key direction of travel; one that will help raise our profile, attract new supporters, and increase our impact.

This business plan sets out the foundations for that growth, ensuring we are well-positioned to deliver meaningful change in the years ahead.

Strategic priorities

1

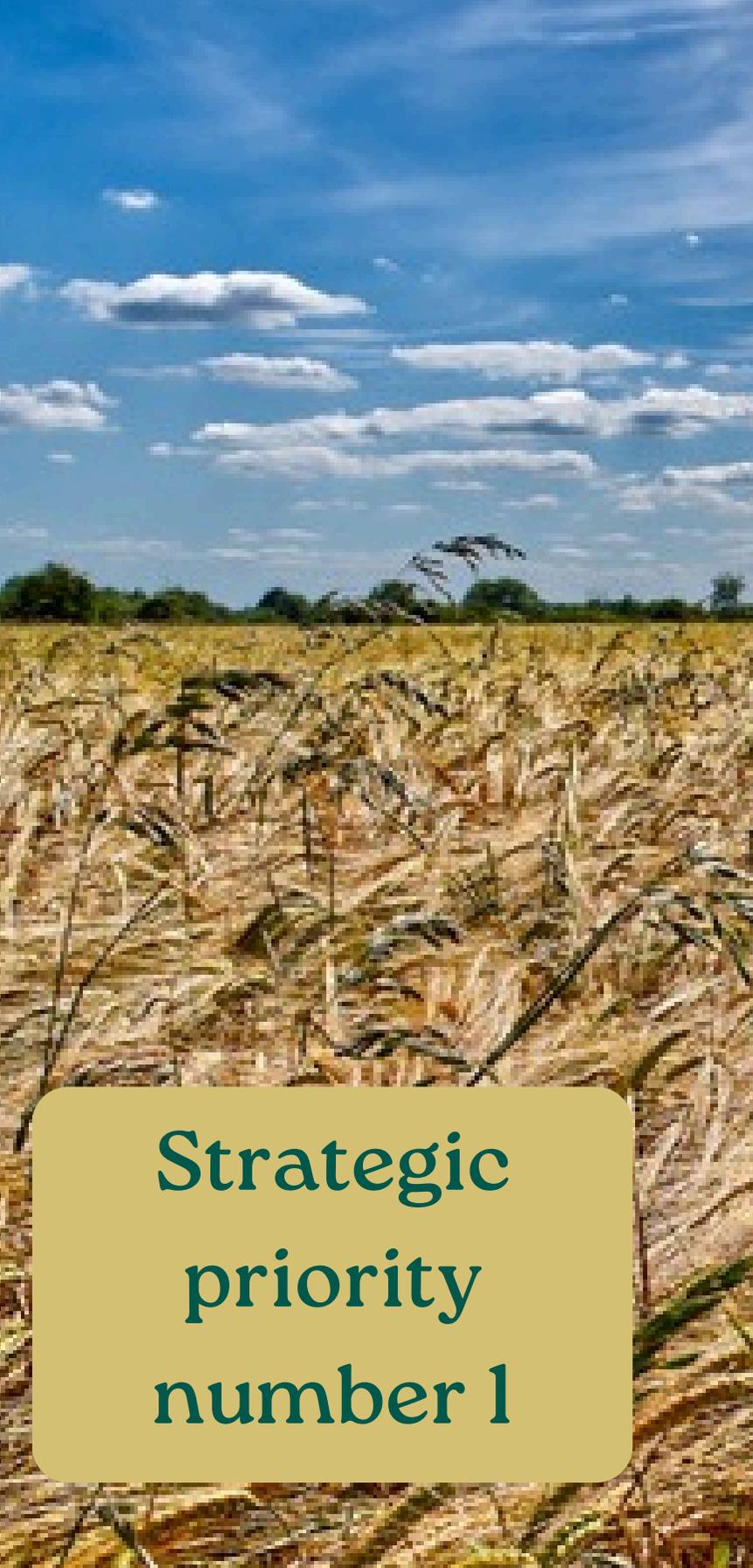
Planning
and policy

2

Projects

3

Communications,
events &
sponsorship



Planning and policy

The planning system in Gloucestershire is undergoing significant change, and CPRE Gloucestershire is committed to adapting to this evolving landscape. As development pressures increase and local governance structures shift, it is more important than ever that communities are equipped to engage effectively with both planning processes and evolving policy.

We also provide formal training to Parish Councils, recognising their important role in shaping local development and influencing policy. By building knowledge, confidence, and capacity at the local level, we aim to ensure that Gloucestershire's planning and policy decisions recognise the importance protecting our countryside for the sustainable provision of food, for its landscape and for its critical role in nature conservation.

In addition, we will keep abreast of national and sub-regional policy developments, and actively contribute to policy formulation where it affects Gloucestershire's countryside and communities. This includes working with CPRE nationally and engaging with regional bodies to ensure that planning policy supports sustainable development and environmental protection.

**Strategic
priority
number 1**

Our planning and policy approach

Contributing to national policy

We work closely with CPRE's national office to help shape planning policy that protects and enhances the countryside across England. By engaging with the National Planning Policy Framework (NPPF), we ensure that Gloucestershire's rural landscapes and communities are considered in national debates and policy development.

We also promote national CPRE guidance locally and seek to influence how these policies are interpreted and applied within Gloucestershire; ensuring national policy works effectively on the ground.

Engaging with local planning authorities

We engage with planning authorities across Gloucestershire including rural districts, towns, and cities, to influence local plans, respond to development proposals, and advocate for policies that protect and enhance the natural and built environment.

Our responses are informed by local knowledge, national policy context, and a commitment to sustainable development.

We also work to build constructive relationships with planning officers and elected members, ensuring our voice is heard in shaping both planning decisions and local policy frameworks that affect Gloucestershire's communities and landscapes.

Campaigning for Gloucestershire

We identify and support campaigns that address significant threats to Gloucestershire's countryside, towns, and communities. These may include large-scale developments, loss of green space, or policies that undermine environmental protections.

Our campaigns are rooted in evidence, shaped by local knowledge, and designed to raise awareness, influence decision-makers, and mobilise public support. Whether leading initiatives or working alongside partners, we aim to influence both planning outcomes and policy direction; safeguarding Gloucestershire's landscapes and communities for future generations.

Our planning and policy agenda

Stengthening
community
engagement

Influencing
local plans and
policies

Building
constructive
relationships

Responding to
national and sub-
regional policy

Expanding
training and
membership

Projects

From 2026, CPRE Gloucestershire will begin delivering a series of key projects that bring our mission to life on the ground. This marks a new phase in our work; one that complements our planning and policy activity with practical, visible impact delivered alongside fundraising campaigns.

Between 2026 and 2028, we aim to deliver four flagship projects that will:

1. Meet our charitable objectives by protecting, enhancing, and promoting Gloucestershire's countryside and communities
2. Raise the profile of CPRE Gloucestershire and demonstrate our leadership on rural and environmental issues
3. Engage with strategic partners we want to work with, building relationships that strengthen our influence and reach
4. Make a tangible difference to the landscape, whether through conservation, restoration, or community-led initiatives
5. Raise funds to support our core costs and help sustain our organisation into the future

These projects have been carefully selected to align with our values and strategic goals, and will be designed to inspire public support, attract funding, and deliver measurable outcomes.

Each new project will have an associated campaign (as we have done for Hedgerow Heroes) to raise money.

**Strategic
priority
number 2**

CPRE Gloucestershire will deliver four flagship projects between 2026 and 2028. Each project will be selected to meet our strategic criteria: advancing our charitable objectives, raising our profile, engaging key partners, delivering visible impact on the ground, and supporting our core costs through fundraising and campaigning.

Project delivery plan

Hedgerow Heroes: a landscape-scale conservation project to restore and enhance Gloucestershire's hedgerow network

Key activities	2026	2027	2028	Lead	Success
A landscape-scale conservation project to restore and enhance Gloucestershire's hedgerow network	Complete 2.05km of hedgerow planting and laying; deliver volunteer engagement programme; apply for funding for 26/27 season, restore & enhance Gloucestershire's hedgerow network	Deliver Phase 4: planting and laying (length to be confirmed). Expand engagement with schools and corporate groups	Review funding landscape; secure alternative funding if needed; plan future phases or transition strategy	Business Manager (out of season) and Hedgerow Project Manager (in-season)	Hedgerows planted and laid; number and diversity of volunteers; visibility of CPRE; partnerships formed; funding secured or diversified

Project delivery plan

CPRE Way: a celebratory series of waymarked walks showcasing Gloucestershire's landscapes and CPRE's legacy

Key activities	2026	2027	2028	Lead	Success
Design and launch a series of named walking routes; install waymarks; partner with local groups; host launch events	Launch the Cotswold-route with newly designed waymarks (in partnership with Cotswold Wardens); host celebration event	Launch second route in the Berkeley Vale; complete waymarking and engagement activities	Launch third route in the Forest of Dean; complete waymarking and engagement activities	Committee of volunteers lead by a Trustee. Supported by the office team	Routes launched and waymarked; public engagement; media coverage; partnerships formed; legacy value for CPRE's centenary

Project delivery plan

Strategic Action Programme: a growing portfolio of initiatives that we design, lead, and deliver, each grant-funded, to advance our mission and strategic objectives

Key activities	2026	2027	2028	Lead	Success
Explore project-based delivery models; build fundraising (grant-funded or associated campaigns) capacity; develop partnerships; deliver pilot activities	Secure funding and deliver Brownfield Site Survey with volunteer support; begin scoping future project opportunities. Seek core cost grant/s over centenary period	Review survey findings; assess feasibility of follow-on projects; continue fundraising (grant and campaign) for new initiatives and partnership development	Project delivery, fund raising (grant and associated campaigns)	Business Manager	Funding secured; project(s) delivered; volunteer engagement; strategic opportunities identified; partnerships and delivery model developed

Project delivery plan

CPRE Gloucestershire Awards: continue to deliver this long-standing annual scheme celebrating local projects that make a significant difference to Gloucestershire's countryside and its communities. Addition of new awards from 2026

Key activities	2026	2027	2028	Lead	Success
Appoint new lead, define new centenary award category, support project team (judges), secure venue and sponsorship	Awards delivered with new category to celebrate centenary years	Awards delivered with new category to celebrate centenary years	Awards delivered with new categories to celebrate centenary years and commemorate Richard Lloyd	CPRE lead to be appointed and supported by Judges, Business Manager and Comms & Development Exec.	Sufficient number and quality of nominations, sponsorship secured, increased engagement with public and partners, events to deliver surplus of £1,000+



Communications, events and sponsorship

RAISING OUR PROFILE. STRENGTHENING OUR VOICE.

2026 marks the centenary of CPRE nationally, and 2028 will celebrate 100 years of CPRE Gloucestershire. These milestones offer a unique opportunity to raise our profile, connect with new audiences, and generate support for our work - both through communications and carefully chosen events.

We are mindful, however, of the time and cost involved in delivering events. Our approach will be streamlined and strategic, focusing on activities that deliver clear value for visibility, engagement, and fundraising.

Strategic
priority
number 3

Communications, events and sponsorship

Key elements of our communications, events and sponsorship programme include:

- **Bi-monthly e-newsletter:** Continuing to deliver regular updates to our supporters, sharing news, campaigns, and opportunities to get involved.
- **Annual Report/AGM Magazine:** Produced once a year to fulfil AGM requirements and provide engaging, magazine-style content for our membership. This will be distributed digitally, with printed copies available at in-person AGMs.
- **Website development:** Enhancing the CPRE Gloucestershire website to reflect our strategic priorities and improve user experience.
- **District-level events:** Encouraging CPRE Gloucestershire districts to host regular local events, with support from office staff to ensure consistency and impact.
- **Sponsorship:** Use our centenary programme to attract greater sponsorship support from corporate partners

This priority underpins our wider strategy - ensuring our work is visible, our message is clear, and our community continues to grow.

Communications, events and sponsorship delivery plan

Communications: Maintain consistent communications to engage members and supporters while streamlining internal communications with volunteers and staff members

Key activities	2026	2027	2028	Lead	Success
Produce bi-monthly e-newsletter; publish annual report/AGM magazine; develop website to reflect business priorities; streamline effective internal communications	Continue e-newsletter; publish digital AGM magazine; A-Z blog, continual improvement of website	Continue e-newsletter; publish digital AGM magazine; A-Z blog, continual improvement of website	Continue core communications; assess impact and reach	Communications and Development Executive	Newsletter engagement; website traffic; member feedback; cost-efficiency

Communications, events and sponsorship delivery plan

Events: Deliver targeted events that raise the profile and support fundraising

Key activities	2026	2027	2028	Lead	Success
Support district-led events; deliver strategic events linked to centenary and projects	Support Centenary Way launch; assist district events; assess event capacity and cost	Support district events; deliver project-linked engagement activities	Celebrate CPRE Gloucestershire centenary; support local events	Office	Attendance; visibility; fundraising impact; staff capacity managed

Communications, events and sponsorship delivery plan

Sponsorship and Fundraising: Build relationships with sponsors and supporters to fund strategic profiles and events

Key activities	2026	2027	2028	Lead	Success
Identify sponsorship opportunities; develop sponsorship packages; promote CPRE's impact and visibility	Develop sponsorship materials; secure support for Centenary Way and Hedgerow Heroes	Build sponsor relationships; explore long-term partnerships	Secure sponsorship for CPRE Gloucestershire centenary and future projects	Business Manager	Sponsorship income; number of sponsors; visibility of sponsor partnerships; fundraising diversification



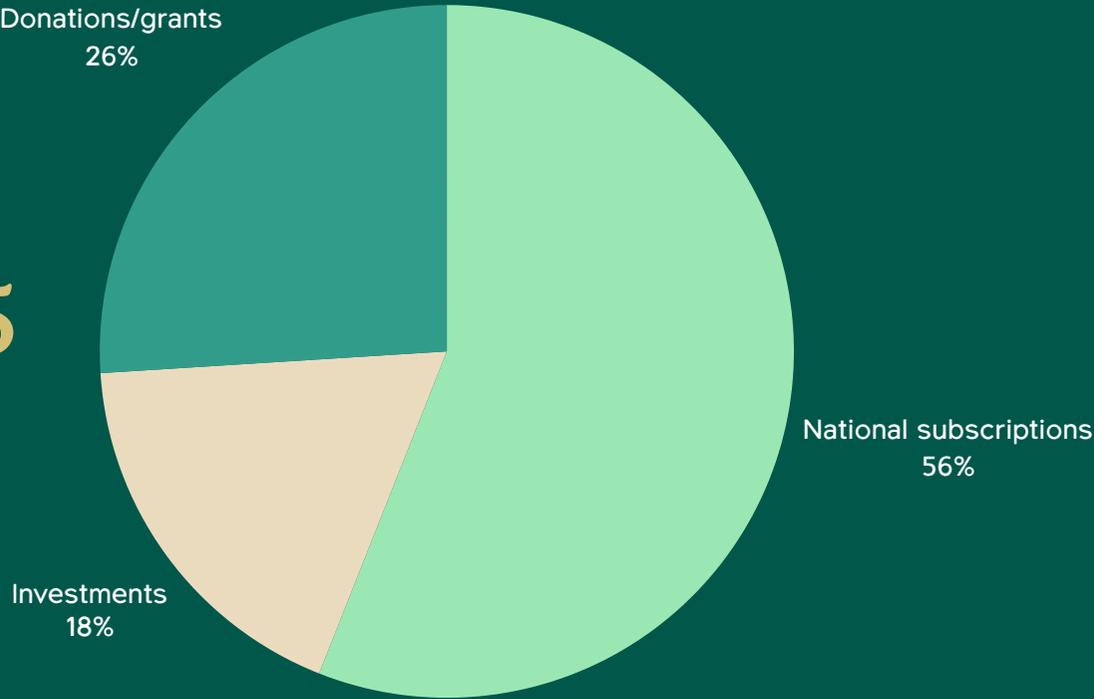
Financial overview and assumptions

CPRE Gloucestershire enters the 2026–2028 period in a stable financial position, supported by prudent management and the strategic use of legacy gifts. Over the next three years, our focus is to invest in delivering more projects, funded primarily by grant income, while using our existing legacy funds to support these initiatives. The key assumptions for this plan are as follows:

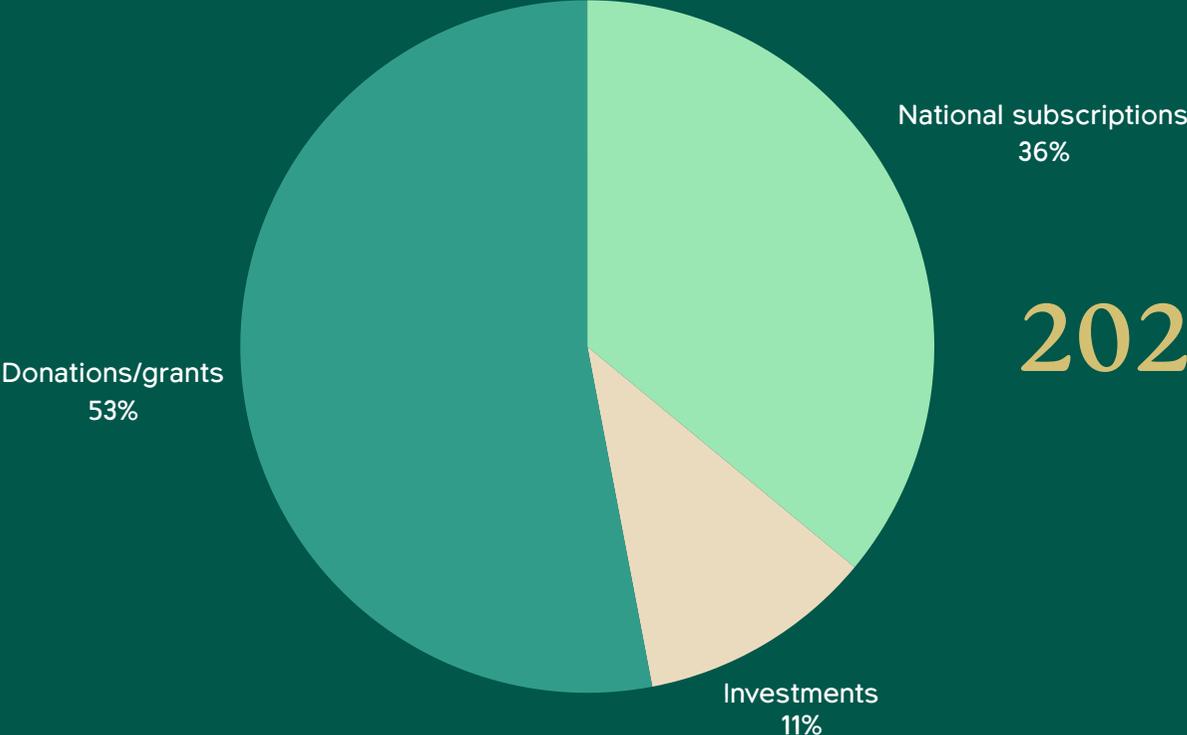
- The Hedgerow Heroes project will run each year through to 2028
- We will run at least one additional grant funded project each year for the next 3 years. These projects will contribute to core costs
- All projects will have associated campaigns to raise awareness of CPRE and to secure donations
- The National CPRE Centenary in 2026 and our own Centenary in 2028 will be used as a focus to obtain grant funding, raise money through donations and raise the awareness of CPRE
- We will hold an on-line auction in 2026 and 2028 as our main fundraising activities
- We will use the Annual Awards Ceremony to attract sponsorship and to raise funds
- We will continue to run the Parish and Town Council planning courses to raise money and to add more Councils to our membership.
- All these activities will be used to promote membership with the aim of increasing membership subscriptions and donations

Funding mix

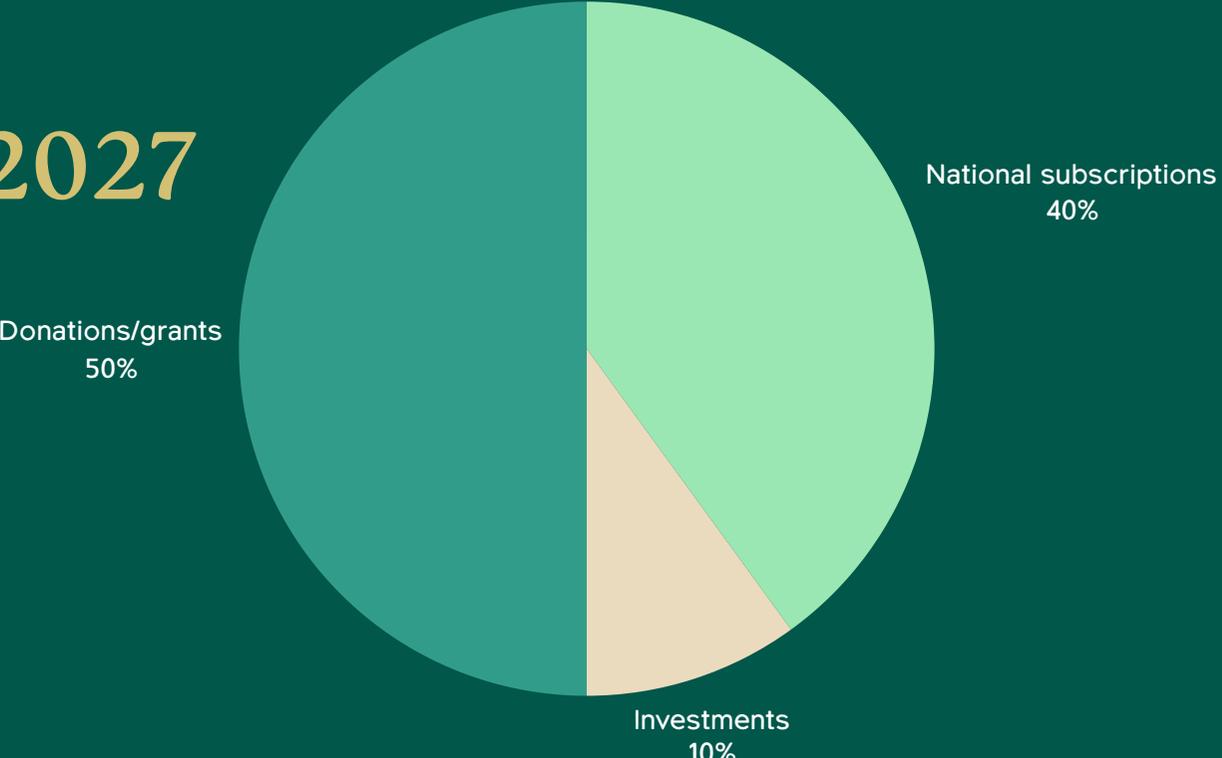
2025



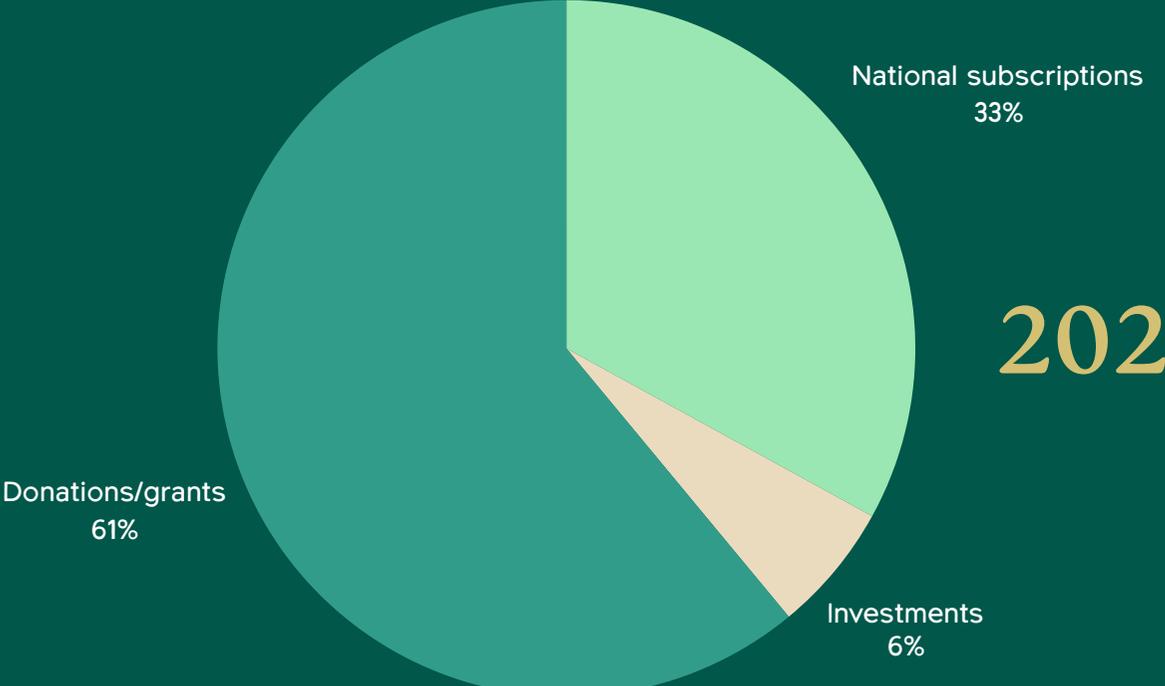
2026



2027



2028





Summary

CPRE Gloucestershire plans an ambitious programme of projects over the next three years to advance its mission of protecting and enhancing the local environment.

Successful grant applications will enable the charity to expand its project portfolio, increase engagement with local communities, and generate further income through campaigns, membership, and donations. Core operational costs will continue to be carefully managed.

Whilst it is likely that we will continue to run with a deficit, this deficit will become significantly reduced and thus the erosion of our reserves will also be reduced. This is a deliberate decision to invest in project delivery and capacity building, ensuring that CPRE Gloucestershire is well-positioned to make a long-term impact.

This plan will mean that the charity remains financially resilient and able to meet its obligations, while positioning CPRE Gloucestershire to secure future funding and deliver its objectives over the next three years and beyond.