

Item 7 Appendix A

CNL Work Programme 2021-22				✓	Completed	
T-Map Business Plan Framework - Outputs				●	In progress / on track	
				⊙	Not started	
				✗	Off track	
<p>1. People - Great people, inspiring others</p> <p>2. Process - Continuous improvement leading to effective working</p> <p>3. Customer – Environment - Delivering for landscapes and nature</p> <p>4. Customer - People - Promoting and broadening access opportunities</p> <p>5. Customer – Key Partners - Value-added partnerships that benefit the Area of Outstanding Natural Beauty</p> <p>6. Finance - Financially resilient and sustainable</p>						
FUNCTION	Accountable	Responsible	By When	Target Measures	Progress	Comments
SUPPORT SERVICES						
Roll-out new quarterly management accounts	AW	MP	Jul-21	Quarterly management accounts produced including YTD performance vs budget for all 'departments' / 'activity areas'.	✓	Completed
Introduce monthly cash-flow forecasting	AW	AW	May-21	Monthly cash flow forecasts developed.	✗	Head of Finance started work on this but now on maternity leave.
Develop a Finance 'manual'	AW	DM, MP	Dec-21	Key finance team tasks and processes documented to demonstrate the internal control environment and to increase team resilience.	⊙	Head of Finance to look at when she returns from maternity leave.
Review, simplify and update the Board Constitution	AW	AW + Sue Crawford	May Exec	Required changes identified and the Constitution reviewed for accuracy (e.g. references), simplified, reformatted and made more accessible.	●	In progress, a task for the Finance and Governance Sub-Committee.
Develop a 3-year ICT plan	AW	MP	Sept Exec	IT hardware audit undertaken and rolling programme of replacement established. ICT strategy/plan developed with costed priorities.	✓	Completed
Ensure effective GIS capability/accessibility within the Organisation	AW	SS MP MC AF	Jul-21	Needs analysis undertaken and GIS solution selected and implemented.	✓	Completed
Review data protection across the Organisation	AW	MP	Sept Exec	Data audit (what data do we hold and why) undertaken and measures taken to ensure compliance with the UK Data Protection Act. Development of relevant policy/guidance, i.e. Data Retention Strategy. To involve our Data Protection Officer where relevant.	●	Review currently being undertaken around image consent forms, and the team will be working on a draft data retention schedule over the coming months.
Plan for the team to return to the office	AP	MP	May-21	Plan agreed with the team and ready for implementation at the right time.	✓	Completed
Review and implement a new CRM system	AP	AH JW AP	Sep-21	CRM system implemented and tangible benefits being realised across the Organisation.	●	FiPL team trialling HubSpot, with the aim of a wider roll-out if deemed successful.
Introduce a new Environmental Performance Policy	AP	tbc	Jan Exec	Review current best practice and draft a new policy to reflect the Organisation's commitment to energy reduction, etc.	✗	Action will carry forward to 2022/23 Work Programme.
BUSINESS PLANNING						
Develop and launch the new Vision for the Cotswolds	AP	AP AH + Task & Finish Group	May Exec	T&F Group to develop ideas and themes; consult internally and externally. The Vision will help inform the direction of the next Management Plan.	✓	Completed
Review Business Plan when government respond fully to Glover	AP	All	tbc	The Organisation demonstrates its ability to flex to change and identify (and act upon) the priorities from government.	●	Business Plan Framework for 2023-26 will be presented later in 2022
Develop early thinking for a future Workplace strategy	AP	AW	Mar-22	An outline plan agreed and in place for workplace accommodation post July 2023.	●	In progress
Develop the Glorious Cotswold Grassland Business Plan to build towards a sustainable future	MC/SS	MC HS AF SS + Steering Group	Mar-22	Income generated. Percentage of income from charged for services. New funding/income sources generated/lined up for 2022/23. Review business plan.	✓	Completed
Start the development of the AONB Management Plan 2023-28	SS	All	Mar-22	Gain Board approval for our 'approach' at the October meeting. Outline stakeholder engagement plan in place.	●	In progress but with an Interim Plan 2023-25 and then a full, new Management Plan 2025-30

Item 7 Appendix A

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PARTNERSHIPS AND FUNDRAISING						
Deliver the Kingfisher Sculpture Trail and Fundraising Auction	JW	JW AP AH	Nov-21	Engaging new and existing audiences in the Cotswolds and beyond. Financial targets met.	✓	Completed
Grow and develop Caring for the Cotswolds	JW	JW	Mar-22	Defined membership offering and increased membership.	✓	Organic growth over the year, plus a presentation delivered with Cotswold Tourism (DMO) to promote the scheme to their large membership base in February.
Build relationships with Funders - Trusts, Donors, Corporates, etc.	JW	JW AP + Working Group	Mar-22	Review of relevant local, regional and national funders with introductions made and funding applications submitted, as appropriate.	●	Ongoing, new funding received from two different trusts and a large corporate funder (Thames Water) so far this FY.
Build on the new fundraising MOU with the Cotswold Way Assoc.	JW	JW RJ	Sep-21	Implementation of the agreed responsibilities in the MOU.	✓	Completed
Deliver the Cotswold Way at 50 fundraising and engagement event	RJ	RJ AP AH JW	Sep-21	Event held on 19 September. Relay walk week beginning September 13, in partnership with John Lewis and Robert Welch. Robert Welch to produce Cotswold Way products. Successful fundraising partnership with CWA.	✓	Completed
Understand how 'blended finance' opportunities (public and private sector funding) could be realised to benefit the National Landscape	AP	AP JW + Steering Group	Mar-22	Research what is currently happening. Seek advice from experts. Create early thinking on how the Organisation can build its reputation in this space.	●	Ongoing. Private sector funding received through Severn Trent Water (we are now a Strategic Partner of the Great Big Nature Boost programme) and Thames Water (community fund for rural skills outreach work). Attended a 'Green Gains' event hosted by Ground Control, focusing on cross-sector partnerships. This is clearly a Defra priority so further consideration will be given.
COMMUNICATION AND ENGAGEMENT						
Review and make a decision on the publication and distribution of the Cotswold Lion	AH	AH AP	Ongoing	Due to Covid-19, Cotswold Lion will continue as usual for 2021, with flexibility included for pandemic progression/recovery. Aug/Sept 2021 = consider options for 2022. Work to track online downloads of issues.	✓	Completed
Ensure an effective implementation/ roll-out of the Rural Skills website project	AH	EB DM	Apr-21	Include rural skills pages in google analytics reports.	✓	Completed
Devise a plan for conducting audience surveys/ deliver surveys to inform future priorities	AH	AH AP JW SS	Mar-22	Survey participation/completion, and results analysis.	✓	Completed
Build wider team capability to broaden social media posts/ coverage	AH	All	Ongoing	Team participation, activity/subject variety in posts.	●	Ongoing training in place
Promote the completed Cotswolds Gateways project on the website and owned channels	RJ	AH RJ	Apr-21	Promotion of walks on website and through Facebook, Twitter and Instagram.	✓	Completed
Landscape Strategy and Guidelines - develop an interactive map on the website	MC	MC AH	Sep-21	Interactive map created and on the website.	●	Due to completed in Q1 of 2022/23
Review the status of, and maintain, the AONB boundary markers. Review the scope for new markers.	JW	JW AP	Mar-22	Complete review including potential funding options.	●	Ongoing. Cotswolds Voluntary Wardens completing a location and condition survey. Once completed a plan will be put in place for maintenance and replacements (if required). New CNL marker placed in Elmley Castle (funded by the parish).
Continue to improve external/ regional relationships, e.g. LAs, MPs, LEPS, LNPs	AP	MC JM JW SS	Mar-22	Continue regular meetings; 1-1s, etc. to clearly demonstrate the value-add of the Organisation's work and willingness to work in partnership.	●	Ongoing
Establish the Health, Wellbeing and Social Inclusion Working Group	AP	AW + Working Group	May-21	HWSI WG meetings established and priorities and action plan developed.	✓	Completed
Develop networks to enhance outcomes for HWSI Working Group	AP	AW + Working Group	Dec-21	The focus for network development set by the direction of travel of the HWSI WG - networks may include establishing links with Health and Wellbeing Boards and ICSS (Integrated Care Systems), local authority / district council Race and Diversity Working Groups, etc.	●	Ongoing

Item 7 Appendix A

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PLANNING AND LANDSCAPE						
Influence planning policy	JM	JM + Working Group	Mar-22	% of 'high priority' planning policy consultations responded to (Target = 75%).	✓	2021/22 average = 75% (4 out of 6). Responded to Local Plan consultations for the following areas - B&NES, Stroud, South Warwickshire, Tewkesbury. Didn't respond to Local Plan consultations for the following areas - Worcestershire (Minerals Local Plan); Oxfordshire (Oxfordshire Plan).
Influence development management	JM	JM + Working Group	Mar-22	% of planning decisions in-line with recommendations.	✓	2021/22 average = 67% (12 out of 18). Q1= 0% (0 out of 2); Q2 = 60% (6 out of 10); Q3 = 100% (4 out of 4); Q4 = 100% (2 out of 2).
Statutory consultee (i.e. how we perform against statutory consultee requirements)	JM	JM + Working Group	Mar-22	% of development management consultations, above consultation thresholds, where we provided a substantive response within the original deadline (Target = 75%).	✓	2021/22 average = 70% (60 out of 86). Q1= 57% (16 out of 28); Q2 = 67% (12 out of 18); Q3 = 71% (17 out of 24); Q4 = 94% (15 out of 16). [N.B. The target range for the KPI is 50-74%, rather than 75%, so the average for 2021/22 was well within the target range.]
Promotion and support of Biodiversity Net Gain	JM	JM SS	Mar-22	Continued engagement with LPA partners in their formulation and delivery of Biodiversity Net Gain objectives, aligned with and delivering Cotswolds National Landscape priorities.	●	Addressed BNG issues in local plan consultation responses and in some development management consultation responses.
Identify and support the delivery of new undergrounding projects	JM	JM MC	Mar-22	WPD undergrounding schemes completed at Cranham and Pitchcombe.	●	Pitchcombe scheme completed. Cranham scheme still in discussions with landowners.
Deliver current Landscape Enhancement Initiative (LEI) projects and develop new ones	SS	SS AW MP MC	Mar-22	Existing projects delivering on the ground and reporting/claiming to schedule. Lodge Park submitted by deadline.	✓	Funding received for three projects (over £500k), and a fourth project recently approved.
Continue to be involved with the A417 Missing Link Road Scheme	AP	AP JM MC + Steering Group	Mar-22	Attend all meetings, including Statement of Common Ground; Strategic Stakeholder Panel; Collaborative Sessions, etc. Ensure the Cotswolds National Landscape has a clear and well communicated position ahead of Highways England submitting the Development Consent Order (DCO).	✓	DCO Examination completed and now awaiting decision from DfT.
Revise and consult on a minimum of two Position Statements	JM	JM + Working Group	Mar-22	Renewable Energy and Neighbourhood Planning.	⊙	Renewable Energy PS will be presented to October 2022 Board for adoption. Neighbourhood Planning will be presented to February 2023 Board for adoption.
Finalise selection of Cotswolds Champions Programme supported projects and ensure legacy plans are in place.	MC	SB	Mar-22	Number of supported projects/total funds allocated.	●	All Cotswolds Champions projects identified and only a small amount of underspend remains in the Project Sum. Mitigation Sum still has majority of budget and Rail Corridor Enhancement Project now extended by 1 year.
LAND MANAGEMENT						
Continue to grow knowledge of ELM, representing the organisation at both a National and Cotswolds level	MC	MC	Mar-22	Continued engagement with the ELM Scheme Design and Marketing Board and the Stakeholder Comms Working Group. ELM Pilot aligned with and delivering Cotswolds National Landscape Priorities.	●	Ongoing
Understand the organisational implications, and commence delivery, of the Farming in Protected Landscapes (FiPL) funded programme	MC	MC AP AW	Mar-22	Cotswolds FiPL launched with resources to deliver. Review panel established. Number of applications received, number and value of agreements, amount of year 1 budget committed/spent.	✓	Completed
Host the Annual Farming Forum	MC	MC AH	Mar-22	Theme agreed, speakers invited, audience engaged, event delivered.	✗	Off track
Obtain Board adoption for the updated Climate Change Strategy	MC	MC SS + Steering Group	May Exec	Climate Change Strategy adopted.	✓	Completed
Respond to consultations on land management proposals, inc. Woodland & Natural Flood Management.	MC	MC	Mar-22	Responses submitted and recorded as required.	✓	Responded to 108 FC Felling Licence, 11 Woodland creation (EIA Scoping)/tree planting consultations, 8 Woodland Management Plan consultations, 2 Ag EIA consultations, 2 National Highways consultations.
Consider forming a 'Woodland' cluster group or Woodland Forum	MC	MC	Dec-21	Decision taken whether to proceed and on which model. If proceed, first meeting held.	⊙	No progress
Identify locations to plant the community grown 'Ourboretum' trees	MC	MC	Dec-21	Number of locations and number of Ourboretum trees planted.	✓	Completed
Develop a plan for furthering our Dark Skies programme	MC	MC	Mar-22	Plan developed and presented to Executive Committee.	✓	Awarded feasibility funding of £25,000 from National Highways' Designated Funds to work up a potential programme of work.
Engage with the Thames Water 'Smarter Catchment' project in the Evenlode catchment	MC	MC SS JM	Mar-22	Smarter Catchment projects are in line with the AONB Management Plan and help deliver priorities. Grassland/meadow restoration project included.	✓	Three roles recruited for community outreach and educational work. Data collation contract with Atkins commissioned and progressing. 2022/23 TWSC programme/budget finalised.

Item 7 Appendix A

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NATURE RECOVERY						
Publish the Cotswolds National Landscape Nature Recovery Plan	SS	SS AH	Dec-21	Plan adopted by the Board as guidance and published.	✓	Completed
Continue to support the Cotswolds Nature Recovery Forum	SS	SS	Mar-22	2+ meetings per annum. Membership 70+ individuals, 35+ organisations.	●	Ongoing
Continue to facilitate the Big Chalk programme	SS	SS	Mar-22	Vision & ToR agreed. 2x proposals inc. with Colchester Declaration WG.	●	Funding secured from Natural England (£30k) to take the development to the next stage. Ongoing.
Deliver Yr3 of the Glorious Cotswold Grassland project	HS	HS AF	Feb-22	Continue delivering to project targets using proven and refined methodology, plus new strands of work for developing income streams e.g. Severn Trent Water agreement.	✓	Completed
Ensure a plan in place to deliver engagement events for GCG when Covid-19 restrictions ease	AF	AF HS	Feb-22	Equine workshop rebooked for May 2021 and several outdoor small group events planned for summer 2021. Larger/indoor events unlikely in 2021-22.	✓	Completed
Develop new partnerships to better inform the 'State of the Cotswolds'	SS	SS MC AP	Oct-21	Work with Imperial College on a Masters Research project around tree capacity/ Work with the NAAONB to have a Natural Capital Assessment of the Cotswolds.	✓	All three research projects completed.
RURAL SKILLS						
Ensure Rural Skills becomes sustainable through a new Business Plan (3-years) and Detailed Programme (1-year)	JW	EB	Apr-21	Business Plan produced setting out direction of travel for a sustainable and profitable Rural Skills programme within three years.	✓	Plan adopted and Year 1 delivery underway.
Identify the optimal business mix of: courses; experiences; youth work; corporate days	JW	EB	Apr-21	Excellent selection of courses, development of youth work and corporate days and expansion into experiences market.	✗	Decision made to cease rural skills operations.
TRAILS AND ACCESS						
Lead required improvements to the Cotswold Way National Trail (inc. infrastructure) as a result of high footfall, weather issues and a reduction in maintenance work during C-19.	RJ	RJ + CVWs	Mar-22	Identify projects with partners and Highways to improve the Trail.	✓	Completed
Create new family-friendly and disability routes connected to the Cotswold Way	RJ	RJ AH + CVWs and CWA	Sep-21	Produce a series of four family friendly walks linked to the Trail. Identify three disability routes linked to the Trail.	✓	Completed
Update the Cotswold Way online educational resource	RJ	ND, RJ AH	Mar-22	Update and offer online educational resources based along the Trail.	●	Class based resources based on the Trail being drafted for first stage completion.
Host the family of National Trails' Annual Forum	RJ	RJ AP AH	May-21	Organise and lead on a two-day visit by the Trails Family.	✓	Becky Jones chaired an online meeting (due to Covid-19).
Deliver the first year of the Bathscapes project - access element	RJ	ND	Mar-22	Recruit a part-time role to support the project. Establish and mark the Bath circular walk.	✓	Completed
Complete the Cotswolds Riders Way	RJ	SS	Dec-21	Create a cycling route parallel to the Cotswold Way.	●	In progress. Northern end to be worked up.
VOLUNTEERS						
Ensure a safe restart to the Cotswolds Voluntary Wardens work schedule	RJ	RJ MR MC	Mar-22	Support safe working practices for all warden activities in line with Government restrictions.	✓	Completed
Launch the guided walks booking system	RJ	RJ AH	May-21	Offer the walks booking system to the public when restrictions lift / ease in line with numbers allowed safely on walks.	✓	Completed
Continue to support and develop the diversification of the Cotswolds Voluntary Warden membership	MR	MR MC RJ AP	Dec-21	Review membership of wardens to gauge progress.	●	Ongoing
Develop a programme of presentations that team members can deliver at CVW Executive meetings/ further interests, etc.	MR	MR RJ	Mar-22	Create a programme of four Autumn sessions based on Farming, Nature Recovery, Planning and Grassland for wardens and employees.	●	Ongoing
Revise CVW publicity materials/ clothing in line with new brand	RJ	RJ AH	Jun-21	Provide updated material for use at shows and events and fleeces for warden membership.	✓	Completed
Develop a plan for volunteer engagement to complete conservation and environmental surveys	SS	RJ EB HS AF	Mar-22	Plan with stakeholder research, analysis and proposals presented to CNL and the Cotswolds Nature Recovery Forum.	●	Ongoing