

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 and enhanced since September report. |
| 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. Not an immediate priority. |
| 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 newly set up 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. | ● | 12 month IT Strategy Roadmap has been created focusing on Security, Backup improvements, Infrastructure, complete move to Azure and 365, and supporting documentation; solutions costed and additional DEFRA funding secured to support some of the works involved. Milestone one, Security assessment of Azure and 365 has also been 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. | ● | Agreed to go with QGIS, Geodata to provide training and set up support before end of March 22, and ongoing support next year, with DEFRA funding secured to support some of the works involved. |
| 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 next two months, tied in with the IT Roadmap. |
| 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. | ✓ | Plan agreed and phased return (smaller teams), using the office space on different days during the week. Intention is for the teams to return to the office 2 days a week in two set groups from April, subject to COVID-19 guidance at the time. |
| 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. |

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| BUSINESS PLANNING | | | | | | |
| Develop and launch the new Vision for the Cotswolds | AP | AP AH + <i>Task & Finish Group</i> | 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. | ✓ | Vision adopted by the Board in June and 'set the tone' for our Forward Planning away day in July. |
| Review Business Plan when government respond fully to Glover | AP | All | <i>tbc</i> | The Organisation demonstrates its ability to flex to change and identify (and act upon) the priorities from government. | ● | The Government responded in January 2022 and the Board is currently drafting its response. |
| 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, two potential options identified. |
| Develop the Glorious Cotswold Grassland Business Plan to build towards a sustainable future | MC/SS | MC HS AF SS + <i>Steering Group</i> | Mar-22 | Income generated. Percentage of income from charged for services. New funding/income sources generated/lined up for 2022/23. Review business plan. | ✓ | 21/22 performance provides a sound basis for 22/23 as the first year as a core programme. Programme now a core operation with team on permanent contracts. |
| 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. | ● | The process started with the Forward Planning Day in July. January Executive Committee changed approach and schedule. Issues paper and revised schedule in preparation for Feb Board |
| 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. | ✓ | Kingfisher Trail delivered successfully with excellent levels of public engagement. Fundraising auction met the financial targets. |
| 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 + <i>Working Group</i> | Mar-22 | Review of relevant local, regional and national funders with introductions made and funding applications submitted, as appropriate. | ● | In progress, 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. | ✓ | Partnership now clearly defined on our respective websites and relationships continue to build in a positive manner. |
| 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. | ✓ | Hugely successful relay walk and event in Chipping Campden. Robert Welch made £1,000 donation from sales of chopping board. |
| Understand how 'blended finance' opportunities (public and private sector funding) could be realised to benefit the National Landscape | AP | AP JW + <i>Steering Group</i> | 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. | ● | In progress. 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. | ✓ | Audience survey launched via social media and colleague networks from late November 2021. Survey results analysed January 2022. |

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| 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. | ● | In progress and will be completed this FY, thanks to additional Defra funding. |
| 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. | ● | Cotswolds Voluntary Wardens completing a location and condition survey. Once completed a plan will be put in place for maintenance and replacements (if required). |
| 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. The Vision consultation really helped with this target. |
| 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. | ✓ | Group established and 2022/23 priorities agreed. |
| 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. | ● | In progress. |
| PLANNING AND LANDSCAPE | | | | | | |
| Influence planning policy | JM | JM + Working Group | Mar-22 | % of 'high priority' planning policy consultations responded to (Target = 75%). | ● | Q1-Q3 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. | ● | Q1-Q3 average = 63% (10 out of 16) [Q1= 0% (0 out of 2); Q2 = 60% (6 out of 10); Q3 = 100% (4 out of 4)] |
| 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%). | ● | Q1-Q3 average = 63% (45 out of 70) [Q1= 57% (16 out of 28); Q2 = 67% (12 out of 18); Q3 = 71% (17 out of 24) [N.B. The target range for the KPI is 50-74%, rather than 75%, so we are on track.] |
| 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 awaiting outcome of a fourth project. |
| 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). | ● | In progress. Submitted our Relevant Representation, following the DCO being submitted and accepted by the Planning Inspectorate. Participating in the examination process as of February 2022. |
| Revise and consult on a minimum of two Position Statements | JM | JM + Working Group | Mar-22 | Renewable Energy and Neighbourhood Planning. | ⊙ | Review of Renewable Energy Position Statement postponed pending the adoption of the updated Climate Change Strategy (Feb 2022), recruitment of Net Zero Landscape Officer (spring 2022) and completion of greenhouse gas baseline study (spring 2022); now likely to be progressed for adoption by the Board in October 2022. Review of Neighbourhood Planning Position Statement postponed due to other work commitments and pending national planning reforms - likely adoption date to be reviewed. |
| 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. |

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| 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. | ● | In progress. Scheme design and Marketing Board closed May 2021. Successor arrangements still to be concluded with Defra and PLs. |
| 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. | ● | 100+ enquiries, 4 panel meetings allocating £942,342.00 to 39 projects. |
| Host the Annual Farming Forum | MC | MC AH | Mar-22 | Theme agreed, speakers invited, audience engaged, event delivered. | ⊙ | Online again this year. Dates and speakers currently being lined up. May run into April due to other commitments |
| Obtain Board adoption for the updated Climate Change Strategy | MC | MC SS + <i>Steering Group</i> | May Exec | Climate Change Strategy adopted. | ● | Draft completed and going to Feb Board meeting for adoption |
| Respond to consultations on land management proposals, inc. Woodland & Natural Flood Management. | MC | MC | Mar-22 | Responses submitted and recorded as required. | ● | In progress. To date responded to 103 FC Felling Licence and Woodland creation 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. | ● | In progress, three sites identified so far. Cox's Meadow, Cheltenham planted with circa 80 oak and hazel |
| Develop a plan for furthering our Dark Skies programme | MC | MC | Mar-22 | Plan developed and presented to Executive Committee. | ⊙ | No progress but a potential A417 Designated Fund project is being worked up. |
| 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 being finalised. |
| NATURE RECOVERY | | | | | | |
| Publish the Cotswolds National Landscape Nature Recovery Plan | SS | SS AH | Dec-21 | Plan adopted by the Board as guidance and published. | ● | Plan adopted October 21. Publication on schedule for Feb 22. |
| Continue to support the Cotswolds Nature Recovery Forum | SS | SS | Mar-22 | 2+ meetings per annum. Membership 70+ individuals, 35+ organisations. | ● | Ongoing. LNRS practitioners event planned for April 22. |
| 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. Scheduled to report April 22. |
| 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. | ✓ | A third outstanding season. 77 Ha restored contributing to more than doubling Esme target. Severn Trent target achieved too. |
| 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. | ✓ | Wychwood Show attended in August and Moreton Show attended in September. Equine event run and floodplain meadows event supported |
| 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. |

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| 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. | ● | Core programme consolidated over the summer and more courses run in house to make it more profitable. External funds received to support the youth work. More work to do on Corporate offering. |
| 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. | ● | Additional Funding to the value of £75,000 secured from NE for project completion by March 31 2022. Three people counters installed along Trail in December 2021. |
| 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. | ● | 2 family walk drafted for walks at Hailes and Stinchcombe. Ready for promotion in April 2022 |
| 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. | ● | Funded post-holder now in role and working very well with the Bathscapes programme team. Circular route improved in time for the September Walking Festival and guided walks led. 19 further routes being devised for a variety of audiences and further waymarking and improvements along the Circuit of Bath in hand. |
| 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 initial restart, ongoing reviews. |
| 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. Option for booking for some walks to remain in place so wardens can manage numbers. |
| 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. | ● | In progress, with the current focus on the 'Women into Wardens' project. |
| 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. | ● | In progress. |
| 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. | ● | In progress. Wrapped up with wider Big Chalk conversations. |