

<b>Meeting title</b>		<b>COTSWOLDS CONSERVATION BOARD MEETING</b>	<b>Date</b>	<b>Wednesday 24 June 2020</b>
<b>Location</b>		<b>Zoom Conference Call</b> <i>Joining details will be sent to attendees separately</i>	<b>Time</b>	<b>10:00am-1:00pm</b>
<b>Board Members</b>		All Board Members	<b>Officers</b>	Andy Parsons (AP) Ann Wyatt (AW) David Shelmerdine (DS) Alana Hopkins (AH) James Webb (JW) Mark Connelly (MC)
No.	Time	Item	Details	Owner
1.	10:00	Introductory Matters	<ul style="list-style-type: none"> <li>Apologies</li> <li>Introductions and Announcements</li> <li>Declarations of Interest</li> <li>Public Questions</li> </ul>	Chairman
2.	10:05	Board Meeting of 24 March 2020	<ul style="list-style-type: none"> <li>To approve, as a correct record, the Minutes of the Meeting of the Board of 24 March 2020. NB – due to Covid-19, comments and decisions were agreed remotely</li> </ul>	Chairman
3.		Annual General Meeting of 24 March 2020	<ul style="list-style-type: none"> <li>To approve, as a correct record, Minutes of the AGM of the Board of 24 March 2020. NB – due to Covid-19, comments and decisions were agreed remotely</li> </ul>	
4.	10:10	Executive Committee Meeting of 27 May 2020	<ul style="list-style-type: none"> <li>To note the Minutes of the Meeting of the Executive Committee of 27 May 2020</li> </ul>	Chairman
<b>CHIEF EXECUTIVE'S INTRODUCTION</b>				
5.	10:15	Report of the Chief Executive	<ul style="list-style-type: none"> <li>To review key actions since the last meeting</li> <li>To set out priorities for the meeting</li> </ul>	AP
<b>APPROVAL AND SUBMISSION OF ANNUAL GOVERNANCE &amp; ACCOUNTABILITY RETURN (AGAR) 2019/20</b>				
6.	10:25	Annual Governance Review	<ul style="list-style-type: none"> <li>To note the Annual Internal Audit Report 2019/20</li> <li>To agree the Annual Review of the Corporate Governance Framework</li> <li>To approve the Annual Governance Statement</li> </ul>	DS
7.		Annual Accounts 2019/20	<ul style="list-style-type: none"> <li>To note the Bank Reconciliation as at 31.03.20</li> <li>To approve the Statement of Accounts 2019/20</li> <li>To approve the Accounting Statements 2019/20</li> </ul>	
<b>DECISION PAPERS</b>				
8.	10:45	Annual Review	<ul style="list-style-type: none"> <li>To review, and if in agreement approve, the Board's Annual Review 2019/20</li> </ul>	AH
9.	10:55	Sculpture Trail 2021	<ul style="list-style-type: none"> <li>To review, and if in agreement approve, a proposal to run an AONB-wide sculpture trail in 2021</li> </ul>	JW
10.	11:15	Health and Safety	<ul style="list-style-type: none"> <li>To review, and if in agreement adopt, the Board's revised Health and Safety Policy and Process</li> </ul>	AP
11.	11:20	Brand Review	<ul style="list-style-type: none"> <li>To review, and if in agreement adopt, the rebranding to Cotswolds National Landscape</li> </ul>	AH
<b>DISCUSSION PAPERS</b>				
12.	11:30	Business Planning – in light of Covid-19	<ul style="list-style-type: none"> <li>To review how Covid-19 has impacted on the Board's Work Programme and Budget for 2020/21</li> </ul>	AP
13.	11:45	Key Performance Indicators (KPIs)	<ul style="list-style-type: none"> <li>To introduce the Board's new KPIs for reporting progress against the Business Plan 2020-23</li> </ul>	AP
14.	11:55	Schedule of Meetings	<ul style="list-style-type: none"> <li>To discuss a proposal to change the schedule of meetings from 2020/21</li> </ul>	AP

15.	12:05	Environmental Land Management Scheme-ELMS	<ul style="list-style-type: none"> <li>To provide a summary of the Board's ELMs Test and Trials project outcomes and to inform the Board of the national position</li> </ul>	MC
16.	12:15	Future Landscapes	<ul style="list-style-type: none"> <li>A review of the outcomes of the 2019 workshops</li> </ul>	MC
17.	12:30	The Glover Review (no paper)	<ul style="list-style-type: none"> <li>A presentation outlining Defra's early thinking/ response to the review</li> </ul>	AP
<b>INFORMATION ONLY PAPERS</b>				
18.	12:45	General Updates	<ul style="list-style-type: none"> <li>Summary of activity for:               <ol style="list-style-type: none"> <li>External Bids Update</li> <li>Walking and Exploring Working Group</li> <li>Planning and Infrastructure Working Group</li> <li>A417 Steering Group</li> <li>Glorious Cotswolds Grasslands Steering Group</li> </ol> </li> </ul>	SS RJ JM AP MC
19.	12:50	Forward Planning	<ol style="list-style-type: none"> <li>Executive Committee/ Board Meeting Dates 2020/21</li> <li>Draft Agenda – September Executive Committee</li> <li>Draft Agenda – October Board Meeting</li> </ol>	Chairman
20.	12:55	Other Business	<ul style="list-style-type: none"> <li>Such other business which, in the opinion of the Chairman, is urgent</li> </ul>	Chairman
21.	13:00	Date of Next Meeting	<ul style="list-style-type: none"> <li>Wednesday 7 October 2020, 10:00am to 1:00pm at Cotswold District Council, Council Chambers, Cirencester. Subject to Covid-19 situation.</li> </ul>	Chairman

**MEETING AGENDA CIRCULATED ON WEDNESDAY 17 JUNE 2020**

FIFTY-SIXTH MEETING OF THE COTSWOLDS CONSERVATION BOARD24<sup>TH</sup> MARCH 2020**B 4.1 INTRODUCTIONS AND ANNOUNCEMENTS**

The Chief Executive, in an email to all Board Members on 17<sup>th</sup> March 2020, advised that owing to the recent international Covid-19 virus outbreak, the Board Meeting due to be held at the Cotswold District Council Chamber on 24<sup>th</sup> March 2020 had been cancelled. He advised Members that the two Agenda Items requiring decision by the Board were (i) Item 4 - Business Planning (including the budget for 2020/21) and (ii) Item 5 - Executive Committee - terms of office and that both these items had been presented to the Executive Committee in February 2020. He requested Members to submit any concerns regarding these two items to him by email before 24<sup>th</sup> March.

With regard to the Board AGM also due to take place on 24<sup>th</sup> March, the Chief Executive explained that he considered it likely that appointments for the Chairman; Vice-Chairman; Executive Committee and Working Groups would be able to take place without the need for a vote. He explained this would be confirmed to Board Members on 24<sup>th</sup> March.

**B 4.2 DECLARATIONS OF INTEREST**

There were no declarations of interest from the Board's Members or Officers.

**B 4.3 PUBLIC QUESTIONS**

No public questions had been submitted in accordance with the Board's Constitution.

**B 4.4 MINUTES OF BOARD MEETING**

**RESOLVED that, the Minutes of the Meeting of the Board held on 17<sup>th</sup> December 2019 be approved as a correct record.**

**B 4.5 MINUTES OF EXECUTIVE COMMITTEE MEETINGS**

The Board received the Minutes of the Meeting of the Executive Committee held on 25<sup>th</sup> February 2020.

**B 4.6 BUSINESS PLANNING**

The Board was requested to review, and if in agreement adopt, the Board's Business Plan Framework (2020-23); Work Programme (2020/21) and Budget (2020/21).

**RESOLVED that the Framework, Work Programme and Budget be adopted.**

**B 4.7 EXECUTIVE COMMITTEE TERMS OF OFFICE**

The Board was requested to review, and if in agreement adopt, the proposed change to the Board's Constitution with regard to terms of office for Executive Committee Members.

**RESOLVED that the proposal to extend the Executive Committee term of office from one to three years be adopted by the Board.**

**B 4.8 WORKING GROUPS, TASK & FINISH GROUPS AND STEERING GROUPS**

The Board was requested to review, and if in agreement adopt, the proposed changes to the membership of the Board's Groups.

**RESOLVED that the changes to membership and groups for 2020/21 be adopted by the Board.**

Note:

One objection had been received by the Chief Executive from a Board Member to the proposals.

**B 4.9 RISK MANAGEMENT FRAMEWORK AND KEY RISK REGISTER**

The Board was requested to review, and if in agreement approve, the Board's Risk Management Framework and updated Key Risk Register.

**RESOLVED that:**

- (a) the Risk Register be approved as presented;**
- (b) the Board acknowledge that the documents would require further updating as a result of the Covid-19 outbreak.**

**B 4.10 CLIMATE CHANGE MITIGATION AND ADAPTION**

The Board received a report which contained a detailed plan and timeline to review the Board's strategies and position statements.

**RESOLVED that detailed plan and timeline be included within the activities of the Board's newly-established Climate Change Working Group.**

**B 4.11 PLANNING AND DEVELOPMENT POSITON STATEMENT**

The Board received a draft Position Statement, with the request that Board Members comment upon its recommendations.

**RESOLVED that the Board commence wider consultation with Local Authority partners.**

**B 4.12 HOUSING POSITION STATEMENT**

The Board received a draft Position Statement, with the request that Board Members comment upon its recommendations.

**RESOLVED that the Board commence wider consultation with Local Authority partners.**

Note:

The Board extend its thanks to Member George Lambrick for the assistance provided to the Planning and Landscapes Officer in relation to both position statements.

**B 4.13 SOUTH AND COTSWOLDS GRANT SCHEME (RAIL CORRIDOR)**

The Board received a report detailing the project scope and launch timeline.

**RESOLVED that the project scope and timeline be noted by the Board, whilst recognising the potential impact upon the Scheme due to the Covid-19 virus outbreak.**

**B 4.14 COTSWOLDS LEADER PROGRAMME**

The Board received the final report of the LEADER Programme.

**RESOLVED that the success of the Programme and the Programme's significant economic benefit to the area be noted by the Board.**

Note:

The Board extend its thanks to all Board Officers involved with the Programme and to the Board's Steering Group for its work in relation to the Programme.

**B 4.15 ORGANISATIONAL GOVERNANCE REVIEW**

The Board received a report detailing the ongoing work to ensure the Board's organisational governance structures were both thorough and robust.

**RESOLVED that the report be noted.**

**B 4.16 BOARD MEMBER INDUCTION AND PROCESS AND CODE OF CONDUCT**

The Board received a report detailing the induction process for new Members and regarding the latest version of the Cabinet Office's 'Code of Conduct for Board Members of Public Bodies'.

**RESOLVED that the report be noted.**

B 4.17 INFORMATION PAPERS

- (a) External Bids Update

**RESOLVED that the report be noted.**

- (b) Task and Finish and Working Group Annual Summary

**RESOLVED that the report be noted.**

- (c) Executive Committee Forward Plan - 27<sup>th</sup> May 2020

The Forward Plan for 2018/19 was noted.

B 4.18 OTHER BUSINESS

There was no other business that was urgent.

B 4.19 DATE OF NEXT CONSERVATION BOARD MEETING - 24<sup>TH</sup> JUNE 2020

It was noted that the next Board Meeting would be held on 24<sup>th</sup> June 2020.

Chairman

ANNUAL GENERAL MEETING OF THE  
COTSWOLDS CONSERVATION BOARD

24<sup>TH</sup> MARCH 2020

B 1.1 ELECTION OF CHAIRMAN OF THE BOARD

The Chief Executive confirmed that following the resignation of Liz Eyre on 24<sup>th</sup> March 2020, Brendan McCarthy had been the only Member nominated in advance for the position of Chairman. There were no further nominations.

**RESOLVED that Brendan McCarthy be elected Chairman of the Board, to serve until the next Annual General Meeting of the Board.**

B 1.2 MINUTES OF THE MEETING OF THE BOARD ANNUAL GENERAL MEETING HELD ON 26<sup>TH</sup> MARCH 2019

**RESOLVED that the Minutes of the Annual General Meeting of the Board held on 26<sup>th</sup> March 2019 be approved as a correct record.**

B 1.3 APPOINTMENT OF VICE-CHAIRMAN OF THE BOARD

The Chief Executive confirmed that following the resignation of Brendan McCarthy on 24<sup>th</sup> March 2020, Rebecca Charley had been the only Member nominated in advance for the position of Vice-Chairman. There were no further nominations.

**RESOLVED that Rebecca Charley be elected Vice-Chairman of the Board, to serve until the next Annual General Meeting of the Board.**

B 1.4 RECORD OF MEMBERS' ATTENDANCES

The Board received a report of Members' attendances since the previous Annual General Meeting.

**RESOLVED that the Record of Attendances be noted.**

B 1.5 APPOINTMENT OF EXECUTIVE COMMITTEE

**RESOLVED that:**

**(a) it be noted that, by virtue of the Constitution, the Chairman and Vice-Chairman of the Board are, automatically, Chairman and Vice-Chairman of the Executive Committee;**

**(b) the Local Authority Board Members appoint Nigel Colston, Paul Crossley, Mike Dean, Norman Kay, Charles Mathew and Clive Webster;**

**(c) the Parish Council Board Members appoint David Board, Rebecca Charley and Amanda Davis;**

**(d) the Secretary of State Board Members appoint Cate Le Grice-Mack, Graham Hopkins, Ed Macalister-Smith and Brendan McCarthy;**

**with all appointments to run until the next Annual General Meeting of the Board.**

**B 1.6 APPOINTMENT TO WORKING GROUPS AND STEERING GROUPS**

**RESOLVED that:**

**(a) Brendan Costelloe, Norman Kay, John Matthews and Dominic Morris be appointed to serve on the Climate Change Working Group;**

**(b) Liz Eyre, Phil Chapman and Brendan Costelloe be appointed to serve on the Fundraising Working Group;**

**(c) Brendan Costelloe, Matt Darby, Mike Dean, Liz Hodges, Graham Hopkins and Cate Le Grice-Mack be appointed to serve on the Planning and Infrastructure Working Group;**

**(d) Amanda Davis, David Kerr, Ed Macalister-Smith and Tony Merry be appointed to serve on the Walking & Exploring Capital Working Group;**

**(e) Liz Eyre, Graham Hopkins, David Kerr and George Lambrick be appointed to serve on the A417 Steering Group;**

**(f) Nick Bumford, Rebecca Charley and Nigel Colston be appointed to serve on the Glorious Cotswolds Grasslands Steering Group;**

**(g) Ben Stokes be appointed to serve on the Central and South Cotswolds Grants Scheme (Rail Corridor) Steering Group;**

**with all appointments to run until the next Annual General Meeting of the Board.**

**B 1.7 DATE OF NEXT ANNUAL GENERAL MEETING**

It was noted that the next Annual General Meeting of the Board had been scheduled for Wednesday 24<sup>th</sup> March 2021.

**B 1.8 SCHEDULE OF MEETINGS FOR 2020/21**

The Schedule of Meetings for 2020/21 was noted.

Chairman



**MEETING OF**  
**THE COTSWOLDS CONSERVATION BOARD**  
**EXECUTIVE COMMITTEE**

**HELD VIRTUALLY VIA ZOOM MEETINGS**

**TUESDAY 27 MAY 2020**

**Present:**

Brendan McCarthy (Chairman)	Rebecca Charley (Vice-Chair)
David Broad	Nigel Colston
Paul Crossley	Amanda Davis
Mike Dean	Cate Le Grice Mack
Graham Hopkins	Norman Kay
Ed Macalister-Smith	Charles Mathew
Clive Webster	

**Also in Attendance:**

Andy Parsons (Chief Executive)  
David Shelmerdine (Finance Officer)  
James Webb (Partnerships and Fundraising Officer)  
Simon Smith (Development and Special Projects Officer)  
Alana Hopkins (Communications Officer)  
Mark Connelly (Land Management Officer)  
John Mills (Planning and Landscape Officer)  
Ann Wyatt (observing)

**1. INTRODUCTORY MATTERS**

- Apologies - there were no apologies
- Introductions and announcements - the Chairman welcomed Members to the Meeting and thanked them for their support following his election to the position of Chairman at the Board AGM Meeting in March. He also extended a welcome to Ann Wyatt, the Board's Head of Finance, who would be starting officially on 22 June 2020.  
The Chairman explained that he would be varying the order of business on the Meeting's Agenda and would take Items 13 and 14 after Item 8.
- Declarations of interest - Rebecca Charley declared an interest in respect of Agenda Item (10) - Landscape Enhancement Initiative - Lodge Park Proposal, as she was employed by the National Trust.
- Public questions – there were no public questions

**2. MINUTES OF THE EXECUTIVE COMMITTEE MEETING – 25 FEBRUARY 2020**

- Decision - resolved that the Minutes of the Meeting of the Executive Committee Meeting held on 25 February 2020 be approved as a correct record.
- Matters Arising - the Chief Executive explained that the draft 2020/21 Board Budget had been prepared by the Executive Committee and had been presented to the Board in March 2020, but would now be affected by the

Covid-19 Virus outbreak. He also confirmed he was still meeting with Local Authority Leaders and Chief Executives where possible.

### **3. MINUTES OF THE BOARD MEETING - 24 MARCH 2020**

The Exec received the Minutes of the Board Meeting held on 24 March 2020.

- Matters Arising - the Chief Executive highlighted that the three year term for Executive Committee Members had been approved by the Board. A specific Covid-19 Risk Register was now being prepared in addition to the Board Risk Register and would be presented to Members in due course.

### **4. MINUTES OF THE BOARD AGM - 24 MARCH 2020**

The Exec received the Minutes of the Board Meeting held on 24 March 2020.

- Matters Arising - the Chairman explained that plans were currently being prepared for the Schedule of Meetings for 2021/22 and the date of the September Executive Committee would be changed from 16 September as he was unable to attend on that date.

### **5. PROCUREMENT WAIVERS**

The Finance Officer presented a summary of any procurements which had not been processed strictly in accordance with the Board's Financial Regulations in 2019/20.

- Comments - none
- Decision - resolved that the paper was noted by the Executive Committee and no concerns were raised.
- Actions Arising - none

### **6. ANNUAL INTERNAL AUDIT REPORT**

The Finance Officer presented the Internal Audit Report for 2019/20, completed by the Gloucestershire Association of Parish and Town Councils (GAPTC).

- Comments - none
- Decision – resolved that the paper was noted by the Executive Committee
- Actions Arising - the Finance Officer to write to GAPTC to request that the evaluation of the pension fund represents the position as stated in the Annual Accounts.

### **7. ANNUAL GOVERNANCE REVIEW**

The Finance Officer presented the annual review of the Board's Corporate Governance Framework and the Annual Governance Statement 2019/20.

- Comments - various Committee Members, including Ed Macalister-Smith, expressed support for publishing Board Members' Register of Interests. He highlighted that there was a need to ensure that Members took the required action should they have an interest in any particular matters in regard to removing themselves from meetings, discussions or voting if necessary. In response to a question from Ed Macalister-Smith in relation to the review of the Employee Handbook, the Chief Executive confirmed that it would be finalised by the end of 2020.

- Decision - the Corporate Governance Review and Annual Governance Statement be approved and taken forward to the Board for adoption.
- Actions Arising - (a) the Board Members' Register of Interests to be published on the Board's website, (b) reference to an Annual Forum be removed.

## 8. ANNUAL ACCOUNTS

The Finance Officer presented the Bank Reconciliation (as at 31 March 2020), AGAR Accounting Statements and Statement of Accounts for 2019/20.

- Comments - the Committee discussed the variation in the gross income and total other receipts and the previous investment received from Network Rail and, in addition, the option of allocating funds as 'ear-marked' reserves, which would be assigned to a specific project, rather than 'free' reserves.
- Decision - resolved that the Bank Reconciliation, Section 2 of the Annual Return and the Statement of Accounts be noted by the Committee.
- Actions Arising - none

## 13. BUSINESS PLANNING - IN LIGHT OF COVID-19

The Chief Executive led discussions on how the Covid-19 (C-19) pandemic has impacted on the Board's operations and finances. A C-19 financial reforecast and revised work programme was reviewed by the Exec Committee. The financial position has worsened by £3,000.

- Comments - the Committee recognised that the current situation would continue to change in the coming months and agreed that further discussions would be required to ensure Members were kept informed of the Board's position.
- Decision - resolved that the impacts of C-19 be noted.
- Actions Arising - the Chief Executive, Chairman and Vice-Chair meet to discuss financial matters further prior to the next Exec Committee meeting.

## 14. KEY PERFORMANCE INDICATORS

The Chief Executive presented the Board's new key performance indicators (KPIs) to be introduced during 2020/21.

- Comments - Members would, in particular, like to see more recording of how the Board is engaging with people of BAME and/ or low incomes. Ed Macalister-Smith suggested the use of Natural England's MENE data to inform the Board of who was accessing the natural environment.
- Decision - resolved that the new KPIs be noted.
- Actions Arising - that the Members' ideas for potential future improvements are recorded in the 'notes' section of the KPI measure definitions.

## 9. KINGFISHER SCULPTURE TRAIL 2021

The Partnerships and Fundraising Officer presented the plan for an AONB-wide Kingfisher Trail in 2021. This included the Art of Fundraising proposal and a cash-flow forecast.

- Comments - the Committee record their approval of the principle of the Trail and the work undertaken thus far by the Officers and encouraged the Officers to continue working on it. The Committee was mindful of the current financial climate and the potential risk to the reserves position of the Board. The year-

end reserves position must not be negatively affected by this project. The Committee was also mindful that deferring a decision on the Trail to the September 2020 Committee Meeting would not enable Officers sufficient time to prepare for the Trail and seek the required funding.

- Decision - the proposal be presented to the Board at its June 2020 meeting, with the recommendation to delegate authority to the Exec Committee to make the final approval decision.
- Actions Arising - (a) Officers to continue to seek commitment from potential sponsors, (b) request a draft contract from the Art of Fundraising for a detailed review, (c) prepare a revised paper to be taken forward to the June Board.

## **10. LANDSCAPE ENHANCEMENT INITIATIVE - LODGE PARK PROPOSAL**

The Development and Special Projects Officer presented an Expression of Interest (EOI) from the National Trust (Lodge Park) to be taken forward for submission as a Landscape Enhancement initiative.

- Comments - Ed Macalister-Smith highlighted he wished for there to be a clearer connection to walking and cycling within the proposal template. There was a general concern that the LEI funding programme doesn't allow for the Board to recover its management and overhead costs.
- Decision - resolved that the proposal be approved.
- Actions Arising - none

## **11. ANNUAL REVIEW 2019/20**

The Communications Officer presented the content plan for the production of the Annual Review 2019/20.

- Comments - none
- Decision - resolved that the content plan for the production of the Review be approved by the Committee.
- Actions Arising - none

## **12. HEALTH AND SAFETY**

The Chief Executive presented the new health and safety policy and process for the Board.

- Comments - Graham Hopkins agreed to provide further minor comments with the Chief Executive. The Committee were satisfied that the work of the Chief Executive involved all Officers and volunteers during the Policy's draft stage.
- Decision - resolved that the new policy and process be approved by the Committee and recommend it be taken forward to the June 2020 Board meeting for adoption.
- Actions Arising - none

## **15. A417 MISSING LINK**

The Chief Executive provided an update to the Executive Committee on the progress and activity since the Board's formal consultation response to Option 30 in November 2019.

- Comments - none

- Decision - resolved that the Board's continued involvement in the process and indicative timeline going forward be noted by the Board.
- Actions Arising - the Steering Group, via the Chief Executive, continue to keep the Board updated as to the progress of the scheme.

## 16. ENVIRONMENTAL LAND MANAGEMENT SCHEME - ELMS

The Land Management Officer presented the results of the ELM test and to consider whether a separate response to the ELM Policy discussion document should be submitted.

- Comments - the Committee considered the test to be a quality piece of work and congratulated the Land Management Officer for his national-level input into ELM.
- Decision - resolved that (a) the results of the ELM test are noted and (b) the Board supports the NAAONB's response to the ELM Policy discussion document currently being drafted.
- Actions Arising - (a) at the appropriate time circulate the NAAONB response to the Committee and (b) make an informed decision on whether the Board submits its own response.

## 17. EMPLOYEE PERFORMANCE REVIEWS (APPRAISALS)

The Committee discussed the new employee performance review system that has been implemented from April 2019/20.

- Comments - the Committee were very supportive of this new approach.
- Decision - resolved that the Board's approach to employee development through introducing the new system be noted by the Committee.
- Actions Arising - none

## 18. THE GLOVER REVIEW

A presentation outlining DEFRA's early thinking/ response to the Review.

- Comments - none
- Decision - due to the time pressures during the meeting the Chairman asked the Chief Executive to circulate the presentation following the meeting.
- Actions Arising - the Chief Executive to circulate the presentation to the Committee.

## 19. HEALTH AND SAFETY ACTIVITY

The Office Manager prepared a paper summarising the Health and Safety activity during 2019/20.

- Comments - none
- Decision - resolved that the report be noted.
- Actions Arising - none

## 20. INFORMATION PAPERS

The Committee noted the current priorities and progress updates detailed in the following papers:

- (a) External Bids Update

- (b) Walking and Exploring Working Group
- (c) Planning and Infrastructure Working Group
- (d) Glorious Cotswolds Grasslands Steering Group

## **21. FORWARD PLANNING**

- (a) Executive Committee and Board Meeting Dates
  - Meeting calendar for 2020/21
  - Review of changes being considered from 2021/22
- (b) Draft Agenda - June 2020 Board Meeting
- (c) Draft Agenda - September 2020 Executive Committee Meeting

## **22. OTHER BUSINESS**

There was no other business that was urgent.

## **23. DATE OF NEXT MEETING**

Wednesday 16 September 2020 - 10.00am to 1.00pm at Guiting Manor Farm, Guiting Power, Nr Cheltenham, GL54 5UX. 01451 850320. Subject to Covid-19 situation.

The Meeting commenced at 10.00am, adjourned between 11.25am and 11.35am, and closed at 1.20 p.m.

Chairman

**REPORT OF THE CHIEF EXECUTIVE**

**Summary:** To (1) provide a high level summary of activity since the last Board Meeting in March 2020 and (2) outline the key decisions/discussions required from this Board Meeting.

**Recommendation:** That the Board notes the report

**Reviewed by the Executive Committee:** Yes / No

**If yes, the Committee's comments:** N/A

**Report by:** Andy Parsons - Chief Executive

**PRIORITY ACTIVITY SINCE LAST MEETING** (not recorded in other papers)

## 1. Team

- The overarching objective has been to ensure that the team have been able to continue working effectively during the Covid-19 lockdown. Mandy Pressland has led much of the work around IT, etc. to support everyone and to ensure communication channels are maintained.
- Weekly 'Ops Updates' have been taking place – an opportunity to catch up with colleagues, understand more about their workload and take part in a quiz!
- In addition, weekly 1-1s have taken place with all direct reports.
- The new employee appraisal system has gone live and all members of the team now have objectives (annual and quarterly) and a development plan.
- The Wardens have held regular meetings during the period, attended by myself and Becky Jones.

## 2. External Engagement (Chief Executive)

- 3 April and 14 May – attended Board meetings of the Gloucestershire Local Nature Partnership.
- 3 April – had an introductory phone call with Sir Geoffrey Clifton-Brown MP.
- 21 April – met with Will Godfrey, Chief Executive of Bath and North East Somerset Council.
- 5 May – spoke with Sue Holden, a consultant working for Defra, about the Glover Review and, in particular, governance structures and the plan for a National Landscape Service.
- 7 May – met with Steve Gardner-Collins of Visit Gloucestershire to learn more about this new initiative.
- 21 May – with Mark Connelly, met with Ground Control (a large grounds maintenance and environmental company) to discuss possible partnership opportunities.
- 22 May – responded to Defra's request for information on what the Board is doing (and plans to do) in response to Glover and Covid-19.
- 4 June – with Ann Wyatt, met with a partner of Stone King LLP to discuss Intellectual Property and Trademarks for the new and existing brands/logos.
- 4 June – with Alana Hopkins, attended the Strategic Cotswolds Tourism meeting.
- 12 June – Joined the Board as members of the Visitor Safety Group – [www.vscg.org](http://www.vscg.org)

- 15 June – met with Simon Geraghty, Leader of Worcestershire County Council.
- 15 June – represented the National Association of AONBs at a meeting hosted by Defra on Covid-19 Rural Recovery and Renewal.

### OVERVIEW OF THIS BOARD MEETING – 24 June

3. The key items of focus at this meeting are:
- *Year-End* – the formal approval of the Annual Governance Review and the Annual Accounts for 2019/20. Thank you to David Shelmerdine for overseeing the production of these papers and for fulfilling the role of Finance Officer on an interim basis.
  - *Annual Review* – we have set out to change the tone of the Annual Review so the thoughts of the Board would be appreciated.
  - *Sculpture Trail* – this proposal has been reviewed by the Executive Committee and feedback received. We are looking for the Board to support the trail, which will take place in 2021, and delegate final approval to the Executive Committee.
  - *Rebrand* – a really exciting piece of work and an opportunity for the Cotswolds to take forward one of the recommendations within the Landscapes Review. Our internal and external consultation is now largely complete.
  - *Impact of Covid-19* – the team has worked brilliantly to mitigate the financial and operational risks and challenges of Covid-19. There is a need to closely monitor an ever changing picture over the coming months to ensure we protect our reserves.
  - *Key Performance Indicators* – these will be introduced this year and will help to track performance against the Business Plan 2020-23.
  - *Environmental Land Management (ELM)* – an opportunity to learn more about the Board’s Test and Trial outcomes and to think about how the Board responds to Defra’s ELM Policy discussion.

### SUPPORTING PAPERS

- None

JUNE 2020



## ANNUAL GOVERNANCE REVIEW

**Summary:** To present the annual review of the Board's Corporate Governance Framework and its Annual Governance Statement.

**Recommendations:** That Board:

- (a) notes the Annual Internal Audit Report 2019/20;
- (b) agrees the annual review of the Corporate Governance Framework; and
- (c) approves the Annual Governance Statement.

**Authors:** Andy Parsons (Chief Executive) and David Shelmerdine (Finance Officer).

### Key Issues

1. The Board's Internal Auditor has completed work for 2019/20, and Board officers have completed their statutory annual review of the organisation's governance arrangements.
2. These reviews have concluded that the Board has sound systems of internal control, and that any issues are being addressed appropriately.
3. The most significant forward items relate to the Board's response to the current pandemic; and to the review of National Park and AONB status.
4. At its meeting in May 2020, the Executive Committee reviewed all aspects of these reports and supporting papers. The Committee recommended that the Framework and the Statement be submitted to the June Board meeting for approval and signature.

### Background

5. The Board is required to:
  - carry out an internal audit of its activities;
  - conduct an annual review of the effectiveness of its system of internal control, which facilitates the effective exercise of the Board's functions, and which includes arrangements for the management of risk; and
  - submit, for external audit review, an Annual Governance Statement in mandatory format.
6. The Board's Internal Audit work for 2019/20 was carried out by an independent officer nominated by the Gloucestershire Association of Parish and Town Councils. The auditor's satisfactory report, with detailed results and conclusions, was considered by the Executive Committee in May 2020. Her summary report in mandatory format is attached at Appendix A.

7. In addition, the external auditor's report and opinion for 2018/19 were reported to Board in December 2019, and its findings have been addressed in full.
8. The Board adopted a revised Code of Corporate Governance and Framework in 2014. As in previous years, this Framework has been used as the basis for the current review by officers, which they completed by using their knowledge and experience, together with information from documents, processes, audits and risk reports, and observations from members, officers and partners.
9. The results of the officer review are set out in Appendix B, which indicates that the Board has sound systems of internal control. Appropriate issues have been identified and disclosed, and relevant actions agreed.
10. The corresponding Annual Governance Statement, in mandatory format, is attached at Appendix C. It contains a series of assertions which the Board is asked to approve. This Statement forms Section 1 of the Board's statutory Annual Governance and Accountability Return and will be published on the Board's web-site in July 2020.

**Supporting Papers:**

**Appendix A** - Annual Internal Audit Report

**Appendix B** - Review of Corporate Governance Framework

**Appendix C** - Annual Governance Statement

Annual Internal Audit Report 2019/20

COTSWOLD CONSERVATION BOARD

This authority's internal auditor, acting independently and on the basis of an assessment of risk, carried out a selective assessment of compliance with relevant procedures and controls to be in operation during the financial year ended 31 March 2020.

The internal audit for 2019/20 has been carried out in accordance with this authority's needs and planned coverage. On the basis of the findings in the areas examined, the internal audit conclusions are summarised in this table. Set out below are the objectives of internal control and alongside are the internal audit conclusions on whether, in all significant respects, the control objectives were being achieved throughout the financial year to a standard adequate to meet the needs of this authority.

Internal control objective	Agree? Please choose one of the following		
	Yes	No	Not covered**
A. Appropriate accounting records have been properly kept throughout the financial year.	✓		
B. This authority complied with its financial regulations, payments were supported by invoices, all expenditure was approved and VAT was appropriately accounted for.	✓		
C. This authority assessed the significant risks to achieving its objectives and reviewed the adequacy of arrangements to manage these.	✓		
D. The precept or rates requirement resulted from an adequate budgetary process, progress against the budget was regularly monitored; and reserves were appropriate.	✓		
E. Expected income was fully received, based on correct prices, properly recorded and promptly banked; and VAT was appropriately accounted for.	✓		
F. Petty cash payments were properly supported by receipts, all petty cash expenditure was approved and VAT appropriately accounted for.	✓		
G. Salaries to employees and allowances to members were paid in accordance with this authority's approvals, and PAYE and NI requirements were properly applied.	✓		
H. Asset and investments registers were complete and accurate and properly maintained.	✓		
I. Periodic and year-end bank account reconciliations were properly carried out.	✓		
J. Accounting statements prepared during the year were prepared on the correct accounting basis (receipts and payments or income and expenditure), agreed to the cash book, supported by an adequate audit trail from underlying records and where appropriate debtors and creditors were properly recorded.	✓		
K. IF the authority certified itself as exempt from a limited assurance review in 2018/19, it met the exemption criteria and correctly declared itself exempt. (If the authority had a limited assurance review of its 2018/19 AGAR tick "not covered")			✓
L. The authority has demonstrated that during summer 2019 it correctly provided for the exercise of public rights as required by the Accounts and Audit Regulations.	✓		
M. (For local councils only) Trust funds (including charitable) – The council met its responsibilities as a trustee.	Yes	No	Not applicable
			✓

For any other risk areas identified by this authority adequate controls existed (list any other risk areas on separate sheets if needed)

Date(s) internal audit undertaken

MARCH 2020

Name of person who carried out the internal audit

JANET EUSTACE

Signature of person who carried out the internal audit

*Janet Eustace*

Date

04/05/2020

\*If the response is 'no' you must include a note to state the implications and action being taken to address any weakness in control identified (add separate sheets if needed).

\*\*Note: If the response is 'not covered' please state when the most recent internal audit work was done in this area and when it is next planned, or, if coverage is not required, the annual internal audit report must explain why not (add separate sheets if needed).

**Cotswolds Conservation Board**  
**Review of Corporate Governance Framework 2019/20**

	<b>a) Documents and Processes</b>	<b>b) Evaluation</b>	<b>c) Issues/Recommendations (Corp Govnce Action Plan)</b>
1.	Countryside and Rights of Way Act 2000 (as amended by the NERC Act 2006).	Sets out legal status of the Board on and since its establishment in 2004. National Review of National Parks and AONBs reported in September 2019.	Continue to monitor arrangements and explore opportunities as they arise.
2.	Other Legislation: Establishment Order 2004/1777; Wiltshire (Structural Change) Order 2008/490; Cotswolds AONB (Establishment of Conservation Board) (Amendment) Order 2009/1579; Local Audit and Accountability Act 2014; Accounts and Audit Regulations 2015.	Sets out legal and corporate structure of Board. The Accounts and Audit Regulations 2015 contain provisions on internal control and detailed rules about the preparation, approval and publication of the annual statement of accounts, and about the arrangements for local electors and other interested persons to exercise their rights of inspection, objection and to question the local auditor. The Regulations are required in order to implement the local audit arrangements set out in the Local Audit and Accountability Act 2014.	Continue to monitor guidance and its effect on the structure of the Board; and on the approval and publication of the annual Accounting Statements.
3.	Constitution including Financial Regulations.	In place since 2004. Constitution reviewed by Board in June 2019 and March 2020.	None
4.	Management Plan.	Management Plan for 2018-23 was adopted by Board in September 2018.	Planning for the next Management Plan to start in 2020/21 and will consider the Glover Review recommendations and Defra's response to it

	<b>a) Documents and Processes</b>	<b>b) Evaluation</b>	<b>c) Issues/Recommendations (Corp Govnce Action Plan)</b>
5.	Business Plan including Medium Term Financial Plan.	3-Year Business Plan reviewed and adopted by the Board. Monitored quarterly by Executive Committee. Budgets reviewed quarterly and adjusted in accordance with actual performance and the scheme of delegation. Last considered by Board in March 2020.	Financial forecasts for 2021/22 and 2022/23 will be presented at the September/ October Exec and Board meetings. Officers have reviewed the Board's work programme and financial performance during 2020/21 in light of the current Covid-19 pandemic. Medium to longer term impacts to be considered further
6.	Policies and Position Statements.	Policy and position statements on issues affecting the AONB are adopted by the Board from time to time following consultation through Working Groups and Executive Committee. Policies are subject to a rolling programme of review.	Officer, Working Group and Executive Committee review in 2020/21.
7.	Governance Code.	Reviewed annually. Results of review reported in Business Plan and Annual Governance Statement.	None
8.	Funding Agreements.	2019/20 is the final year of a 4-year agreement with Defra. A new agreement is now in place. Natural England 2020/21 funding for Cotswold Way was agreed in March 2020 . Most appropriate mechanism for securing funding at present is the Business Plan process, which is used to support bids to Defra and other external grant providers, and annual invoices to Local Authorities.	None
9.	Annual Accounts and Financial Policies	The latest Statement of Accounts was published in June 2019 in accordance with regulatory guidance. The external auditor gave a satisfactory opinion on the accounts and on the Board's corporate governance arrangements. Financial Regulations were last amended in December 2017. The Reserves Policy was reviewed in June 2019 and the Treasury Management Strategy in February 2020.	Executive Committee reviews Reserve levels quarterly, and Treasury Management Strategy annually.
10.	Annual Governance Statement.	The Board published a compliant Annual Governance Statement as part of the last Annual Return 2018/19.	None
11.	Annual Review.	Reported to Board annually in June and distributed in paper form and electronically to funding partners and other interested parties.	None
12.	Communications Strategy.	2017-2020 Communications Strategy adopted March 2017.	New strategy being written for 2020-23.
13.	Consultation Strategy.	Consultation strategies were developed for the Management Plan and will be put in place for other key issues as they arise. Management Plan Review for the 2018-2023 period was adopted in September 2018.	None
14.	Comments, Compliments and Complaints Policy & Procedure.	Scheme approved by Board in March 2007. A review of performance was presented to Executive in September 2019.	None

	<b>a) Documents and Processes</b>	<b>b) Evaluation</b>	<b>c) Issues/Recommendations (Corp Govnce Action Plan)</b>
15.	Stakeholder Forum.	Consider timing and purpose of the Board's next Stakeholder Forum.	None
16.	Committee Structure and Procedures.	Set out in Constitution, updated in 2019/20.	None
17.	Freedom of Information Publication Scheme.	In place.	None
18.	Partnership Protocols: Planning; Transport.	Adopted by Board after consultation through Sub Committees and Executive Committee.	None
19.	Equality Standards.	Equalities Policy, Equal Opportunities Policy and Race Equalities Scheme set out in the Staff Handbook are those adopted on transfer from Cotswold DC at establishment. Appointment application form procedures amended in response to new legislation in 2010.	None
20.	Board Website & IT arrangements.	In place. IT Policy adopted by Board in June 2009. Contract with IT supplier market tested and secured. Regular IT asset checks in place.	New website design to be implemented in 2020/21.
21.	Members Allowances Scheme.	Reviewed annually at Board Meeting/AGM.	None
22.	Officer Job Descriptions, Pay and Conditions.	Job descriptions in place for all posts. Pay and conditions determined by national agreement. Board advised under service level agreement with Publica.	None
23.	Recruitment Policies & Procedures.	Set out in Staff Handbook and guided by service level agreement with Publica.	CE to seek support from Publica to assist with review of staff handbook.
24.	Scheme of Delegation.	Set out in Constitution.	None
25.	Member/Officer Protocol.	Set out in Constitution.	None
26.	Member and Officer Induction and Training.	Members receive introductory letter and detailed briefing pack, and are brought together in small groups (or 1 to 1 if necessary) for detailed background briefing.	None
27.	Codes of Conduct for Members and Officers.	Codes of Conduct set out in Constitution. Members adopted a revised code in March 2020.	None
28.	Officer and Member Indemnity Insurance.	Policy last market tested in 2015/16 with current supplier still remaining favourable. No claims in 2018/19 or 2019/20.	Market test in 2020/21.
29.	Performance Management Framework.	Performance is reported against the Board's Business Plan quarterly to the Executive Committee. The Chief Executive monitors performance at team meetings and at 1 to 1 appraisal meetings with officers.	Organisational key performance indicators being introduced in 2020/21.
30.	Chief Executive.	Experienced officer in post.	None
31.	Section 151 Officer (RFO).	CIPFA-qualified accountant in place in 2019/20.	New Head of Finance starting in June 2020.
32.	Monitoring Officer.	Contracted from CDC/Publica under service level agreement.	None

	<b>a) Documents and Processes</b>	<b>b) Evaluation</b>	<b>c) Issues/Recommendations (Corp Govnce Action Plan)</b>
33.	Legal Advice	Contracted from CDC/ Publica under service level agreement, or purchased from external legal firms where there is a conflict of interest for CDC solicitors.	None
34.	Decision Making and Recording Procedures.	Board and Executive Committee reports and decisions recorded under service level agreement with Publica. Available on website. Notification of agenda and papers sent to all board members, relevant officers and the press/media. LEADER reporting by the accountable body handled in-house and papers posted on the website where required. Working Group reports and action points handled in house.	None
35.	External Audit.	External Audit provided by PKF Littlejohn with effect from 2017/18 under a national contract awarded by government agency.	None
36.	Internal Audit.	2018/19 and 2019/20 Internal Audits completed in compliance with JPAG Guidance. 2018/19 audit findings reported to Executive Committee in April 2019. All recommendations have been accepted by management for implementation.	None
37.	Risk Management Framework.	Framework in place and key corporate risks reviewed by Executive 6-monthly and Board annually.	None
38.	Health & Safety Policy.	H&S Policy adopted by the Board in Oct 2008. Reviewed in 2019/20 with support from Publica and external consultant.	CE arranging for review of H&S policy and processes. Employee training currently being undertaken.
39.	Environmental Performance Policy.	No specific performance policy in place. Where practical, actions being taken to reduce carbon impact.	New policy to be established during 2020/21.
40.	Register of Interests.	Register held by Monitoring Officer. Formal annual review alongside related party transaction declarations in March each year.	Publish register on web-site.
41.	Counter Fraud and Corruption Policy.	Policy updated by Board in December 2019. No issues were reported in 2018/19 or 2019/20.	None
42.	Confidential Reporting (Whistleblowing) Procedure.	Current Procedure adopted by Executive in November 2019. No issues were reported in 2018/19 or 2019/20.	As above.
43.	Disciplinary and Capability Procedures.	Set out in staff handbook and under review.	Staff handbook to be reviewed, see above.
44.	General Data Protection Regulations (GDPR).	A series of internal audits undertaken to capture and review current practice. Negotiating provision of Data Protection Officer (DPO) role via Publica and/or Defra. Relevant notices published on Board's website. GDPR considered by Executive in July 2018.	Update and adopt relevant GDPR policies and secure DPO provision. All employees receiving online training.
45.	Related Party Transactions.	Formal annual review alongside register of interests in March each year.	None

**Section 1 – Annual Governance Statement 2019/20**

We acknowledge as the members of:

*COTSWOLDS CONSERVATION BOARD*

our responsibility for ensuring that there is a sound system of internal control, including arrangements for the preparation of the Accounting Statements. We confirm, to the best of our knowledge and belief, with respect to the Accounting Statements for the year ended 31 March 2020, that:

	Agreed		Yes' means that this authority:	
	Yes	No*		
1. We have put in place arrangements for effective financial management during the year, and for the preparation of the accounting statements.	✓		<i>prepared its accounting statements in accordance with the Accounts and Audit Regulations.</i>	
2. We maintained an adequate system of internal control including measures designed to prevent and detect fraud and corruption and reviewed its effectiveness.	✓		<i>made proper arrangements and accepted responsibility for safeguarding the public money and resources in its charge.</i>	
3. We took all reasonable steps to assure ourselves that there are no matters of actual or potential non-compliance with laws, regulations and Proper Practices that could have a significant financial effect on the ability of this authority to conduct its business or manage its finances.	✓		<i>has only done what it has the legal power to do and has complied with Proper Practices in doing so.</i>	
4. We provided proper opportunity during the year for the exercise of electors' rights in accordance with the requirements of the Accounts and Audit Regulations.	✓		<i>during the year gave all persons interested the opportunity to inspect and ask questions about this authority's accounts.</i>	
5. We carried out an assessment of the risks facing this authority and took appropriate steps to manage those risks, including the introduction of internal controls and/or external insurance cover where required.	✓		<i>considered and documented the financial and other risks it faces and dealt with them properly.</i>	
6. We maintained throughout the year an adequate and effective system of internal audit of the accounting records and control systems.	✓		<i>arranged for a competent person, independent of the financial controls and procedures, to give an objective view on whether internal controls meet the needs of this smaller authority.</i>	
7. We took appropriate action on all matters raised in reports from internal and external audit.	✓		<i>responded to matters brought to its attention by internal and external audit.</i>	
8. We considered whether any litigation, liabilities or commitments, events or transactions, occurring either during or after the year-end, have a financial impact on this authority and, where appropriate, have included them in the accounting statements.	✓		<i>disclosed everything it should have about its business activity during the year including events taking place after the year end if relevant.</i>	
9. (For local councils only) Trust funds including charitable. In our capacity as the sole managing trustee we discharged our accountability responsibilities for the fund(s)/assets, including financial reporting and, if required, independent examination or audit.	Yes	No	N/A	<i>has met all of its responsibilities where, as a body corporate, it is a sole managing trustee of a local trust or trusts.</i>
			✓	

\*Please provide explanations to the external auditor on a separate sheet for each 'No' response and describe how the authority will address the weaknesses identified. These sheets must be published with the Annual Governance Statement.

This Annual Governance Statement was approved at a meeting of the authority on:

*24/06/2020*

and recorded as minute reference:

Signed by the Chairman and Clerk of the meeting where approval was given:

Chairman

Clerk

**Other information required by the Transparency Codes (not part of Annual Governance Statement)**  
Authority web address

*www.cotswoldsaoib.org.uk*



## **ANNUAL ACCOUNTS 2019/20**

**Summary:** To approve the Board's annual accounts for 2019/20.

**Recommendations:** That Board:

- a) notes the Bank Reconciliation as at 31 March 2020;
- b) approves the Statement of Accounts 2019/20; and
- c) approves the Accounting Statements 2019/20.

**Authors:** Andy Parsons (Chief Executive) and David Shelmerdine (Finance Officer).

### **Key Issues**

1. The attached papers set out details of the Board's financial performance in 2019/20.
2. The figures show a very positive result for the year, recognising in particular the significant grant award received from Network Rail to finance future Board initiatives.
3. At its meeting in May 2020, the Executive Committee reviewed all aspects of these reports, and resolved to recommend them for approval by Board in June.

### **Background**

4. The Accounts and Audit Regulations 2015 require the Board to maintain its accounts in accordance with "proper practices". Since 2018/19, Conservation Boards have been specifically covered by the formal guidance issued annually by the Joint Panel on Accountability and Governance "*Governance and Accountability for Local Councils – A Practitioners Guide*" which sets out the proper practices required.
5. As part of the governance process, Board should review the organisation's year-end bank reconciliation. This is attached at Appendix A.

### **Statement of Accounts 2019/20**

6. The Board's draft Statement of Accounts for the period from 1 April 2019 to 31 March 2020 is attached at Appendix B. This has been prepared in accordance with the National Park model, so as to facilitate comparability between organisations.
7. The Income and Expenditure Account shows the costs of providing services across the various activities and projects that the Board has supported during the year, and how these projects were supported from grants and income.

8. Gross income for the year was £1,459,727 (2018/19: £1,065,774), whilst expenditure was £989,479 (2018/19: £941,720). Taken together, these items show a net surplus for the year of £470,248 (2018/19: a surplus of £124,054). The significant increase in income, and surplus, results primarily from the additional £500k in grant which was received from Network Rail in April 2019.
9. Several of the allocations to the National Park themes show significant variance between years. This has resulted from the re-categorisation of some staff time, central and project costs in 2019/20. Detailed analysis has shown that the current allocations present a clearer and more meaningful picture.
10. The Balance Sheet summarises the Board's overall financial position as at 31 March 2020. It shows total reserves of £735,504, consisting of £664,536 in Restricted Funds and £70,968 in more "useable" funds.

#### **Accounting Statements 2019/20**

11. Appendix C summarises the Board's 2019/20 accounts in mandatory format, for external audit review. As required by the relevant guidance, these summary figures also include the Board's long-term investment transactions as income and expenditure during the year.
12. These Accounting Statements form Section 2 of the Board's statutory Annual Governance and Accountability Return and will be published on the Board's web-site in July 2020.

#### **Supporting Papers:**

- Appendix A** - Bank Reconciliation as at 31 March 2020
- Appendix B** - Statement of Accounts 2019/20
- Appendix C** - Accounting Statements 2019/20

Cotswolds Conservation Board  
Bank Reconciliation Summary

AGENDA ITEM 7 APPENDIX A

1 March 2020	to	31 March 2020
--------------	----	---------------

Source	Description	Date	Ref. No.	Call A/c	Current A/c	Total
				£	£	£
<b>A. AT BANK</b>						
<b>Opening Balance</b>	Per Bank Statement	1 March 2020	1	0.00	129,147.80	129,147.80
	Prior month reconciling balance	1 March 2020	-	0.00	0.00	0.00
	Other Adjustment	1 March 2020	-	0.00	0.00	0.00
	Total Opening Balance	1 March 2020	-	0.00	129,147.80	129,147.80
<b>Add</b>	Receipts in bank this month (incl. transfers)	-	2	0.00	118,211.97	118,211.97
<b>Less</b>	Payments from bank this month (incl. transfers)	-	3	0.00	95,716.49	95,716.49
<b>Closing Balance</b>	Per Bank Statement	31 March 2020	4	<b>0.00</b>	<b>151,643.28</b>	<b>151,643.28</b>
<b>B. TO SAGE</b>						
	Balance at Bank	31 March 2020	4	0.00	151,643.28	151,643.28
	Less: Unpresented payments	31 March 2020	5	0.00	0.00	0.00
	Add: Uncleared lodgements	31 March 2020	6	0.00	0.00	0.00
	<b>Balance per Sage</b>	31 March 2020	7	<b>0.00</b>	<b>151,643.28</b>	<b>151,643.28</b>

Prepared by: *Dave Shelmerdine*

Date: 1 May 2020

Reviewed by: *AJParsons*

Date: 03-May-20

Add: Bank Account	Wardens North	17,136.58
Bank Account	Wardens Central	3,838.80
Cash Floats	-	1,050.00
ST Investment with Lloyds Bank		88,000.00
<b>SUB-TOTAL</b>		<b>261,668.66</b>
<b>LT Investment</b>	<b>Clydesdale Bank</b>	<b>450,000.00</b>
<b>GRAND TOTAL</b>		<b>711,668.66</b>



## **Cotswolds Conservation Board**

### **Statement of Accounts 2019/2020**

# **DRAFT**

Cotswolds Conservation Board  
Fosse Way  
Northleach  
Gloucestershire  
GL54 3JH  
Tel: 01451 862000

[www.cotswoldsaonb.org.uk](http://www.cotswoldsaonb.org.uk)

## BACKGROUND

The Cotswolds Conservation Board was established in 2004 under the Countryside and Rights of Way Act 2000. The Board's Establishment Order (SI 1777/2004) was agreed by Parliament in July 2004. The Board's statutory purposes are to conserve and enhance the natural beauty of the Cotswolds Area of Outstanding Natural Beauty (AONB), and to increase the understanding and enjoyment by the public of the special qualities of the AONB. In fulfilling these purposes, the Board seeks to foster the economic and social well-being of people living in the AONB.

In September 2018 the Board adopted a Management Plan for 2018-23, which articulates its vision, its objectives and its policies for the management of the AONB.

The Board's Business Plan sets out a wide-ranging programme of activity associated with the delivery of its purposes. The Board operates to a budget based on the agreed grant aid from the Department for Environment, Food and Rural Affairs, Natural England and local authorities. Additionally, the Board either takes the lead role or actively participates in a range of partnership schemes to secure external funding for additional project work.

## FINANCIAL REVIEW

### Accounting Framework

Under the Local Audit and Accountability Act 2014, the Board is classed as a smaller relevant body for financial reporting purposes. As such it is required to comply with the mandatory guidance for Conservation Boards issued in March 2019 by the Joint Panel on Accountability and Governance.

This Statement of Accounts summarises the Board's activities for the period from 1 April 2019 to 31 March 2020. It has been prepared in accordance with proper accounting policies and practices, and on an accruals basis (whereby income and expenditure are matched to the services provided during the accounting period).

### Income and Expenditure Account

The Board has adopted the National Park Authority model for its Income and Expenditure Account, so as to enable comparability with similar organisations.

The Account shows the costs of providing services across the various activities and projects that the Board has supported during the year, and how these projects were financed from grants and income. Gross revenue expenditure for the year was £989,479 (2018/19 £941,720) and gross income was £1,459,727 (2018/19 £1,065,774). Taken together, these items show a net surplus for the year of £470,248 (2018/19 surplus of £124,054), as a result of £500k of grant income received in advance from Network Rail in the year.

### Balance Sheet

The Balance Sheet details the Board's financial position as at 31 March 2020, listing the value of its assets and liabilities. The Board's practices on financial reserves comply with the formal guidance issued in July 2014 (CIPFA LAAP Bulletin 99). The Finance Officer considers that the level of reserves, taken with their future targets, are at an acceptable level.

## ANNUAL REVIEW

The Board publishes an Annual Review by the end of July each year describing its activities in the previous year, and setting out its performance against the Business Plan. This publication is available on-line at [www.cotswoldsaonb.org.uk](http://www.cotswoldsaonb.org.uk).

**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2020**

<b>2018/19</b>		<b>2019/20</b>		
<b>Total</b>		<b>Expenditure</b>	<b>Income</b>	<b>Net</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b>Net</b>				
31,594	Conservation of Natural Environment	208,744	(166,192)	42,552
8,053	Conservation of Cultural Heritage	67,243	(60,009)	7,234
188,443	Recreation Management and Transport	138,848	(91,436)	47,412
15,738	Promoting Understanding: Information Interpretation and Education	202,206	(9,087)	193,119
28,368	Volunteers	113,994	(11,877)	102,117
7,536	Forward Planning	131,511	(19,008)	112,503
129,669	Corporate Management and Administration	126,933	(14,684)	112,249
<b>409,401</b>	<b>Net Cost of Services</b>	<b>989,479</b>	<b>(372,293)</b>	<b>617,186</b>
<b>25,153</b>	<b>Agency Operational Agreement</b>	-	-	-
(88)	Interest Receivable	-	(1,111)	(1,111)
<b>434,466</b>	<b>Net Operating Total</b>	<b>989,479</b>	<b>(373,404)</b>	<b>616,075</b>
<b>Income</b>				
(412,941)	DEFRA Contribution		(455,646)	
(145,579)	Local Authority Contributions		(130,574)	
-	Network Rail		(500,103)	
<b>(558,520)</b>	<b>Total Financing</b>			<b>(1,086,323)</b>
<b>(124,054)</b>	<b>(Surplus) Deficit for the Year</b>	<b>989,479</b>	<b>(1,459,727)</b>	<b>(470,248)</b>

## BALANCE SHEET AS AT 31 MARCH 2020

31 March 2019 £		Note	31 March 2020 £
<b>25,000</b>	<b>Fixed Assets &amp; Long-Term Investments</b>	1	<b>450,000</b>
-----			-----
120,124	Debtors and Prepayments	2	89,402
0	Short Term Investments		88,000
4,732	Stock		3,630
198,141	Cash and Cash Equivalentents		173,669
-----			-----
<b>322,997</b>	<b>Current Assets</b>		<b>354,701</b>
-----			-----
(79,539)	Creditors and Accruals	3	(65,197)
(3,202)	Receipts in Advance		(4,000)
-----			-----
<b>(82,741)</b>	<b>Current Liabilities</b>		<b>(69,197)</b>
-----			-----
240,256	Net Current Assets		285,504
-----			-----
<b>265,256</b>	<b>Total Net Assets</b>		<b>735,504</b>
=====			=====
	<b>Financed by:</b>		
193,768	Restricted Funds		664,536
24,135	Earmarked Reserves		24,135
305,043	General Fund		46,833
(257,690)	Agency Agreement	4	-
-----			-----
<b>265,256</b>	<b>Total Reserves</b>		<b>735,504</b>
=====			=====

**NOTES TO THE ACCOUNTS****1. Fixed Assets & Long-Term Investments**

The Board maintains asset and inventory registers for all of its significant assets. Board policy is that assets with an individual value in excess of £10,000 are capitalised as Fixed Assets in the published accounts. The Board currently has no assets in excess of this threshold. The long term investment of £450,000 is held with the Clydesdale Bank, arising from the £500k grant income received from Network Rail at the beginning of the year.

**2. Income**

The Board derived income from the following main sources:

<b>Source</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£</b>	<b>£</b>
Cotswolds Hare Trail	35,000	-
DEFRA Grant	412,941	455,646
DEFRA – ELMS	-	14,299
Esmee Fairbairn Foundation	96,851	73,976
Local Authority Contributions	145,579	130,574
Natural England	67,294	63,929
Network Rail	-	500,103
Rural Payments Agency	87,127	95,040
Other grants and earned income	220,982	126,160
<b>Total</b>	<b>1,065,774</b>	<b>1,459,727</b>

Year-end debtors and prepayments are categorised in the table below.

<b>Source</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£</b>	<b>£</b>
Defra – ELMS	-	14,299
RPA – LEADER	66,347	29,115
Natural England – Cotswold Way	28,450	39,701
Other	25,327	6,287
<b>Total</b>	<b>120,124</b>	<b>89,402</b>

No debts were written off during the year, and no provisions were required.



**3. Creditors and Accruals**

Category	2018/19	2019/20
	£	£
Local Authorities and Other Public Bodies	16,212	-
Net Salaries	50,637	54,152
Other	12,690	11,045
-----	-----	-----
<b>Total</b>	<b>79,539</b>	<b>65,197</b>
=====	=====	=====

**4. Agency Operational Agreement**

Until 2019/20, the Board managed the Old Prison site and visitor attractions on behalf of the Friends of the Cotswolds, under an Agency Operational Agreement. The Agreement ended in 2019/20, and the deficit on operations has been funded from the Board's General Fund in the year.

**5. Value Added Tax**

The Board was not registered for Value Added Tax in 2019/20.

**6. Member Allowances**

Board members are paid allowances and reimbursed expenses in accordance with a Member Allowances Scheme which is reviewed annually and published in the Board's Constitution. Payments in 2019/20 are summarised in the table below.

Category	2018/19		2019/20	
	Allowances £	Expenses £	Allowances £	Expenses £
Board Chair/Vice Chair	4,090	1,585	5,100	1,063
Executive/Sub-Committee members	15,660	2,569	6,975	1,504
Ordinary Members	1,355	153	6,979	1,976
-----	-----	-----	-----	-----
<b>Total</b>	<b>21,105</b>	<b>4,307</b>	<b>19,054</b>	<b>4,543</b>
=====	=====	=====	=====	=====

## 7. Related Party Transactions

### *Concept*

The principal issue in determining whether or not a person or an organisation is a related party is the degree of control exerted by one party over the other. This can arise during a financial period where:

- one party has direct or indirect control of the other party;
- one party has influence over the financial and operational policies of the other party; or
- the parties are subject to common control or influence from the same source.

### *The Government*

The Government has influence over the general operations of the Board. It is responsible for providing the statutory framework within which the Board operates. The Secretary of State appoints fourteen members of the Board under arrangements set out in the Board's Establishment Order. The Government provides a large proportion of the Board's funding in the form of grants channelled through the Department for Environment, Food and Rural Affairs (DEFRA) and Natural England. Other government departments and agencies such as the Rural Payments Agency also fund the Board's activities.

### *Local Authorities*

The fifteen local authorities covered by the Cotswolds area each appoint a Board member under the terms of the Board's Establishment Order.

### *Parish Councils*

Parish Councils, Town Councils and Parish Meetings appoint eight members of the Board in accordance with the arrangements set out in the Establishment Order.

### *Friends of the Cotswolds*

The Friends of the Cotswolds act as the Board's landlord and until 2019/20 shared an Agency Operational Agreement with the Board for the management of the Cotswolds Discovery Centre at the Old Prison, when four Board Members sat on the Partnership Board for the site.

### *Members and Officers*

The Board approved Codes of Conduct for members and officers as part of its Constitution. The Codes include requirements to disclose and record interests where they may have, or appear to have, an influence on the decisions of the Board and are circulated to members and officers. The Board's procedural rules impose quorums on meetings to ensure decisions are not taken in isolation and require members to disclose interests at each meeting before the matter in which they have an interest is discussed. Under recent legislation, the Board is able to hold formal meetings remotely. A public register of these interests is maintained by the Board's Monitoring Officer. In addition to the above, Board members and officers sign and return related party transaction declaration forms each year. There were no related party transactions that required disclosure during the year.

## 8. Employee Remuneration

The table below shows contracted staff numbers and their respective total remuneration in bandings of £5,000 at the financial year end. Total remuneration includes gross salary, travel allowances and employer Superannuation and National Insurance contributions.

<b>Band</b>	<b>2018/19</b>		<b>2019/20</b>
<b>£</b>	<b>Nos.</b>		<b>Nos.</b>
0 – 5,000	-		-
5,000 - 10,000	-		-
10,000 - 15,000	-		-
15,000 - 20,000	1		2
20,000 - 25,000	2		2
25,000 - 30,000	-		-
30,000 - 35,000	1		-
35,000 - 40,000	2		3
40,000 - 45,000	4		2
45,000 - 50,000	1		3
50,000 - 55,000	1		1
X	-		-
80,000 – 85,000	1		-
X	-		-
95,000 -100,000	-		1
<b>Total</b>	<b>13</b>		<b>14</b>

## 9. Retirement Benefits and Pensions

The Board is a member of the Gloucestershire County Council Pension Fund, which is a defined benefit scheme administered in accordance with the Local Government Pension Scheme Regulations. Under the Regulations, the fund is subject to an independent triennial actuarial valuation to advise on each employer's contribution rate. The last valuation was carried out in 2019, when the actuary valued the Board's share of the total fund at £2,986,000 with a surplus against expected liabilities of £676,000.

## 10. Post Balance Sheet Events

The Board is continuing to respond to the challenges arising from the global COVID-19 pandemic, and has updated its operating and financial forecasts in line with a down-turn in activities.

Section 2 – Accounting Statements 2019/20 for

COTSWOLDS CONSERVATION BOARD

	Year ending		Notes and guidance
	31 March 2019 £	31 March 2020 £	
1. Balances brought forward	138,202	240,256	Please round all figures to nearest £1. Do not leave any boxes blank and report £0 or Nil balances. All figures must agree to underlying financial records.  Total balances and reserves at the beginning of the year as recorded in the financial records. Value must agree to Box 7 of previous year.
2. (+) Precept or Rates and Levies	0	0	Total amount of precept (or for IDBs rates and levies) received or receivable in the year. Exclude any grants received.
3. (+) Total other receipts	1,065,774	1,484,727	Total income or receipts as recorded in the cashbook less the precept or rates/levies received (line 2). Include any grants received.
4. (-) Staff costs	(525,385)	(524,596)	Total expenditure or payments made to and on behalf of all employees. Include gross salaries and wages, employers NI contributions, employers pension contributions, gratuities and severance payments.
5. (-) Loan interest/capital repayments	0	0	Total expenditure or payments of capital and interest made during the year on the authority's borrowings (if any).
6. (-) All other payments	(438,335)	(914,883)	Total expenditure or payments as recorded in the cashbook less staff costs (line 4) and loan interest/capital repayments (line 5).
7. (=) Balances carried forward	240,256	285,504	Total balances and reserves at the end of the year. Must equal (1+2+3) - (4+5+6).
8. Total value of cash and short term investments	198,141	261,669	The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – To agree with bank reconciliation.
9. Total fixed assets plus long term investments and assets	25,000	450,000	The value of all the property the authority owns – it is made up of all its fixed assets and long term investments as at 31 March.
10. Total borrowings	0	0	The outstanding capital balance as at 31 March of all loans from third parties (including PWLB).
11. (For Local Councils Only) Disclosure note re Trust funds (including charitable)	Yes	No	The Council, as a body corporate, acts as sole trustee for and is responsible for managing Trust funds or assets.  N.B. The figures in the accounting statements above do not include any Trust transactions.

I certify that for the year ended 31 March 2020 the Accounting Statements in this Annual Governance and Accountability Return have been prepared on either a receipts and payments or income and expenditure basis following the guidance in Governance and Accountability for Smaller Authorities – a Practitioners' Guide to Proper Practices and present fairly the financial position of this authority.  
Signed by Responsible Financial Officer before being presented to the authority for approval

*Dave Sheppard*

Date

12 JUNE 2020

I confirm that these Accounting Statements were approved by this authority on this date:

24 JUNE 2020

as recorded in minute reference:

Signed by Chairman of the meeting where the Accounting Statements were approved

**ANNUAL REVIEW 2019/20**

**Summary:** Annual Review 2019/20

**Recommendation:** That the Board approves the Annual Review

**Reviewed by the Executive Committee:** Yes / No

**If yes, the Committee's comments:** The Committee approved the review

**Report by:** Alana Hopkins – Communications Officer

**INTRODUCTION**

1. The Annual Review summarises the 2019/20 year, and the achievements of the Cotswolds Conservation Board in that time. Below are the summarised contents.
  - Chairman's introduction
  - Welcome to new Chief Exec, Chairman, Vice Chair, and a farewell to outgoing Director and Chairman
  - Planting 2000 trees re: ash dieback
  - Glorious Cotswold Grasslands – project update
  - ELM – detail on the completed test
  - Our role in planning – including short case studies showing how the Board adds value
  - LEADER – final summary
  - Rural Skills programme - update
  - Caring for the Cotswolds – update on scheme
  - A417 Missing Link - update
  - Wardens – summary of their year of activity
  - New team members: Fundraising and Partnerships Officer, Project Officer – Rail Corridor Enhancement Project, Head of Finance.
  - Financial Statement

**NEXT STEPS**

2. The Annual review will be distributed as follows:
  - Via email PDF link to all Board members (no printed versions this year)
  - Via email PDF link if required to all other contacts on database (Parish contacts, Local Authority Contacts, LEPs, etc.)
  - Uploaded to website (as usual)
  - Distributed to the full media list; as well as local partner organisations – Gloucestershire Wildlife Trust, National Trust, Local Authorities, Parish Councils, Board members, Cotswolds Tourism, NAAONB.

**SUPPORTING PAPERS**

- Appendix A – Annual Review 2019/20 (*available to view at [cotswoldsaonb.org.uk](http://cotswoldsaonb.org.uk)*)

JUNE 2020

**SCULPTURE TRAIL 2021**

**Summary:** To present a proposal for the Sculpture Trail 2021.

**Recommendation:** The proposal is endorsed by the Board with the recommendation to delegate authority to the Exec Committee to make the final approval decision, subject to sufficient project finances being secured.

**Reviewed by the Executive Committee:** Yes / No

**If yes, the Committee's comments:** The Committee record their approval of the principle of the Trail and the work undertaken thus far by the Officers and encouraged the Officers to continue working on it. The Committee was mindful of the current financial climate and the potential risk to the reserves position of the Board. The year-end reserves position must not be negatively affected by this project. The Committee was also mindful that deferring a decision on the Trail to the September 2020 Committee Meeting would not enable Officers sufficient time to prepare for the Trail and seek the required funding.

**Report by:** James Webb – Partnerships and Fundraising Officer

**BACKGROUND**

1. In 2018 the Board partnered with Florence Beetlestone to run the Cotswolds Hare Trail. The Hares were painted by recognised and upcoming artists and then installed at a variety of tourist attractions, hotels and venues.
2. A total of 86 Hares in three different sizes were located across the Cotswolds. An enjoyable activity for families, residents and visitors, the Hares were widely visited over the course of the summer.
3. Board members may recall that one of the Hares was located in the grounds of the Old Prison, which proved to be popular with visitors. The interest generated by the Hares was the motivation for attractions like the Old Prison paying a fee to host the Hares.
4. In the early autumn, the Hares were auctioned off and these were the two forms of revenue generation. The Board invested £12,000 and this generated a £30,000 return, as well as receiving the initial investment back. In pure financial terms, the 2018 Trail was a success and helped with the Board's finances at a difficult time. However, running the trail was not without its challenges. The partner relied on hand written notes, rather than IT so information sharing was impaired. This impacted on communications and general organisation. Running the trail also required significant CCB employee resource, often at short notice, as roles and responsibilities were never defined or ascribed.

**KINGFISHER TRAIL 2021**

5. We will be working with The Art of Fundraising; a well-established and professional company with a tried and tested model. They have an excellent track record of successfully delivering sculpture trails in the UK and Ireland. The shortcomings of the first trail have been eliminated by working with The Art of Fundraising.
6. A recent example of their work is the 2017 'Moor Otters' trail. It was incredibly successful in terms of public engagement and was run in partnership with Dartmoor National Park Authority. The trail was also a financial success with net income of £60,000, which was equally allocated to three projects: Junior Rangers, Invasive non-native plant control and Repairs to footpaths and bridleways. For more info, see: <https://www.dartmoor.gov.uk/enjoy-dartmoor/moor-otters>
7. Coronavirus has ceased activity this spring and it seems likely this will continue into the summer - followed by a recovery. We would like to start putting plans together now for a sculpture trail that will launch in April 2021, to capitalize on the upward trajectory of the recovery. It will also be well timed for better spring weather and a general increase in community celebrations and outdoor events.
8. As the country comes out of the Coronavirus crisis, the Kingfisher Trail will convey a positive message about engagement with nature. A common theme throughout the crisis, and amongst survivors of the Coronavirus, is the desire to connect with nature; hear bird song, see wildflowers in bloom. A simple appreciation of the natural world.
9. The kingfisher itself is a survivor; pollution from heavy industry, Victorian collectors and non-native predators all contributed towards population decline. However, in recent decades its numbers have grown and it has returned to many waterways. It represents adaptability and resilience. A beautiful bird that is easily recognised by the public, its reliance on both land and water captures the imagination.
10. The Kingfisher Trail will in fact be a series of trails focused on and around the rivers in our region: the Thames, Severn and Avon and their tributaries. This clustered effect will create a strong story for many of our towns and villages to work together and celebrate what makes the Cotswolds special. For example, the heritage link with the wool trade centred on rivers that powered the mills. The strategic clustering will drive interest and footfall.
11. This approach will allow us to work with businesses and communities inside and outside of the AONB.
12. There will be 60 kingfishers in two different sizes. Kingfishers will be at host locations from April – August inclusive.

**KEY OUTCOMES FOR THE BOARD**

13. The trail has the potential to generate upwards of £50,000 of unrestricted surpluses for the Board.
14. Should the Board approve this proposal, an early decision will be made on the projects that will receive support (the surplus funds). This will form a key part of the pitch to headline sponsors of the trail. Careful consideration will be given to align the projects to the Glover Review. Two projects that could receive support are :
15. **Rural Skills** - Reaching Out – providing funding to enable young people (KS3/KS4) from surrounding schools the opportunity to take part in a rural skills experience (which could be for a day or part of a residential, spending a night under the stars). We will target harder to reach/ disengaged learners giving them the opportunity to learn a new skill in the countryside and, perhaps, the start of a new career that they had never considered.
16. Cotswolds Landscape - Learning, Living, Loving – an **Education Officer** will be employed to support and enhance the incredible work of the Cotswolds Voluntary Wardens as they look to expand their education programme. Aimed primarily at KS1 and KS2 children, the project will focus on encouraging young people to better understand what makes the Cotswolds such a special place to live and to develop a long lasting appreciation and connection with nature.
17. It meets two of our ambitions – (1) To promote the Cotswolds AONB as the Walking and Exploring Capital of England and (2) To ensure that communities and businesses within and around the Cotswolds AONB identify and celebrate being part of a nationally recognised landscape.
18. Visiting the sculptures will be family orientated, inclusive and free. The cluster approach promotes healthy activities including, walking, cycling, family days out and general wellbeing to locals and visitors. In this respect, it could be an early win re. the Glover Review – using the trails as a way of engaging young people and families in the towns and cities around the AONB that don't currently visit the countryside.
19. The environment will be a key consideration; most of the clusters will aim to offer routes into Cotswolds by train or bus.
20. It could tie in very nicely with the Gateways project – each Gateway town hosting a sculpture.



**FINANCE AND RESOURCES**

21. We are collaborating with Cotswolds Champions - the name of the programme set up with the Network Rail money and being delivered by Scott Brown.
22. The Cotswolds Champions programme aims to develop a suite of projects that showcase how we work with key local partners and stakeholders to deliver the Board's statutory purposes.
23. With outcomes spanning fundraising, the arts, community engagement and access – together with the potential to finance additional projects – we believe the Kingfisher Trail is a distinct example of how we can bring people together to support, participate in and benefit from our work in a variety of ways. As such, it's a good match for the Cotswolds Champions programme.
24. The Cotswolds Champions steering group met recently and approved £25,000 of funding towards the Kingfisher Trail. This funding would be available at the start of the Kingfisher Trail project and has been included in the Cashflow forecast that accompanies this paper – see row 15.
25. This means the project opening balance is £25,000 credit. Coupled with the Art of Fundraisings willingness to flat-line monthly payments, this keeps the project in credit and significantly reduces the risk to the Board's reserves – see row 53. However, this is subject to the income lines being realised, in particular the main sponsor and trail sponsors in the months ahead.
26. CCB overheads will be charged to the project – see row 44. This represents employee time (James Webb and Alana Hopkins) dedicated to the project.

**SUPPORTING PAPERS**

- Appendix A – The Art of Fundraising proposal
- Appendix B – Cashflow forecast

JUNE 2020



## PROPOSAL

30<sup>th</sup> April 2020

### **Proposal for the Delivery of Bespoke Public Arts Trail for the Cotswolds AONB in 2021**

The Art of Fundraising propose the delivery of a decorated sculpture trail in Easter 2021 to generate income to support the Cotswolds AONB conservation work through the sponsorship and sale of this high quality decorated sculpture art, with the additional PR benefit of increasing awareness of the organisation and their work through mass publicity across traditional and social media, along with creating the opportunity to develop new corporate relationships and maximize income generation from existing ones. The trail will be free to access and planned to steer locals and visitors out into the countryside, and additionally to attract new visitors from new demographics in urban centres such as Birmingham and Bristol to the Cotswolds and encourage them to celebrate the outdoors and walk, cycle or follow sections of the trail via waterways and using public transport.

## Proposed Sculpture

A bespoke sculpture of a Kingfisher bird is proposed for the trail. The Kingfisher has many positive attributes for this event; 1. It is synonymous with water, allowing us to create a series of trails in and around the waterways of the Cotswolds. 2. The association with water also enables us to target Water companies as logical key project sponsors. 3. The species is associated with habitats where the water is clean and where stocks of fish and other wildlife are in abundance. 4. It is a beautiful shape and a wonderfully inviting canvas for artists to work with. 5. It is also an entirely new sculpture model which has never previously been used in a sculpture trail in the area, or to our knowledge in the UK.



## Size of sculpture & number of pieces of artwork proposed

There is flexibility around the size of sculpture and number of pieces of artwork to be produced for the trail. To maximize the sale price per unit and therefore overall revenue generated by the project, we proposed that a finite number of 50 sculptures be produced. These can all be of one dimension, or we can produce in multiple dimensions, as required. The current proposal is for 10 units to be produced in larger (5 ft tall) dimension, targeting larger corporate supporters at a price tag of circa 10k per unit, and 40 units to be produced in smaller (3 ft tall) dimension targeting smaller corporates and private art buyers. The 3-foot dimension is the height of the Moor Otters we produced for Dartmoor National Park in 2017 and also for their current 2020 trail and these are presented on a 4 ft plinth when they are mounted creating a 7ft visitor attraction on the trail. The larger 5-foot sculpture sits on a smaller base which is 2-foot in height, so this also stands at 7ft tall when on its plinth.

There is also the option, after the event, of reproducing the most popular pieces of art in smaller sizes to be sold as merchandise.

## Artists

We propose using a selection of well know and upcoming artists for the project and we have an extensive list of tried and trusted artists, both locally and from further afield, who enjoy working on our sculpture trail projects. A selection of artists from neighbouring urban areas such as Birmingham and Bristol can also be invited to participate.



### Celebrity Involvement

A great way to increase the value of each piece of art is to get a celebrity to collaborate with an artist in the design and to sign the finished piece of art before it goes to auction. We would suggest leveraging the involvement of celebrity contacts in the Cotswolds region, as they can significantly increase the media exposure, the selling prices of the art, and therefore the profitability of the project. Below you can see U2's, The Edge, signing a horse he created with artist, Duda, at one of our recently projects, Under Starters Orders, plus globes which Padraig Harrington and other sports celebrities collaborated with artists in creating for, another project entitled, What On Earth, for Goal Global.



### Media Exposure & References

Our projects are quite unique and gain an incredible amount of media attention in TV, print, radio and social media. Clients have valued the free exposure of previous similar projects in tens of millions of social media impressions and in hundreds of thousands of euro of media spend. The 2017 Moor Otters trail launch in Dartmoor received extensive primetime coverage on both BBC regional news and ITV regional news along with an additional feature on the progress of Judy Spire's art creation covered by ITV. Below you can see TV screenshots from the launch of Under Starters Orders on RTE plus a feature on What On Earth on Virgin Media. You can see more at our website: [theartoffundraising.org](http://theartoffundraising.org) including some media clips from BBC, ITV, RTE & Virgin Media along with project overviews from some of our more recent projects.

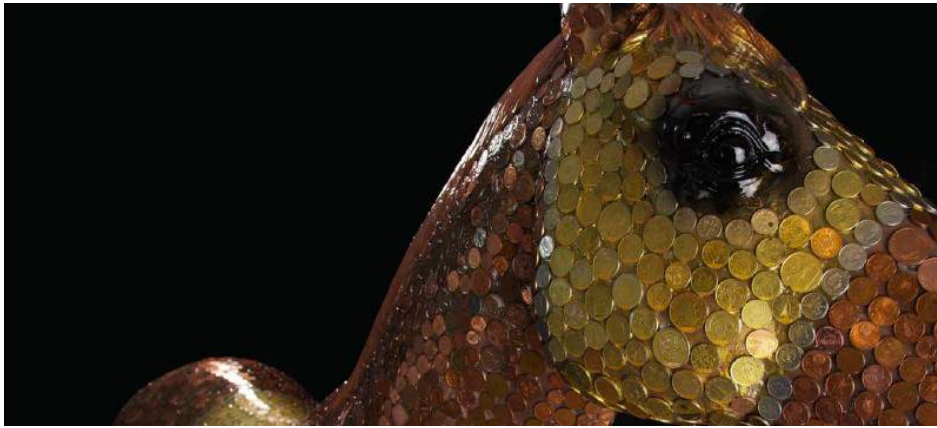


**Duties which The Art of Fundraising takes responsibility for:**

- Dedicated project management team for the duration of the project
- Oversee the manufacture and delivery of the fiberglass resin sculptures along with the wooden base plinths, and generate individualised plaques for each sculpture
- Creating and producing all marketing materials over the course of the project including design, print, digital materials and all project artwork
- All IT for the project including; official website with social media feeds, pwa (web based) App Map of the trail for public to engage with and follow the project, plus online auction site
- Advise client on strategy for naming rights sponsors, trail sponsors, corporate sponsors and suitable targets to sponsor, host and purchase the pieces of artwork, and work with the client in securing sponsors/hosts and buyers for the sculptures
- Identify, invite and secure suitable lists of leads as sponsoring entities for the project / buyers for the sculptures in collaboration with the client
- Design Guidelines & General Information Pack to be compiled and circulated to Artists
- Selection of artists to be assembled
- Manage artists to paint / decorate individual sculpture as per design outline
- Official photo session in studio for all sculptures
- Official public launches and events around the project
- Sponsorship document to be written / designed
- Design 'Auction Catalogue', for distribution to art collectors and buyers
- Advise on Auction format and organise / manage online and live auction event
- Advise and co-ordinate with client on trail format and layout
- Manage all third parties from model manufacture to logistics for the entire project

**Duties which the Beneficiary takes responsibility for:**

The beneficiary collaborates in identifying, inviting and securing suitable lists of leads as sponsoring entities for the project / buyers for the sculptures and, in the interest of good governance and complete transparency, manage all financial aspects of the fundraising side of the event: bank account, invoicing, collection of funds. The beneficiary also typically uses their existing public liability insurance to cover any public events over the course of the project.



### **TRAIL TIMELINE:**

The trail will be launched in Easter 2021, to coincide with the Cotswold Way 50<sup>th</sup> Anniversary celebrations and to maximise the opportunities for locals and visitors to engage with and enjoy the trail and celebrate the outdoors with a fantastic free activity for families and people of all ages, over the spring and summer months of 2021.

### **PROJECT TIMELINE:**

Projects typically takes 9 months from start to trail launch, and circa 12 months from beginning to end, with activity broken down as indicated below. The key contingencies are a circa 12 - 16 week turnaround to reproduce and ship the models, plus a circa 8 – 12 week turnaround for the artists to paint and return the sculptures before they go on exhibition on the trail. Therefore, the earlier we agree on the model and sign off a master clay version and place an order for the batch of 50 fiberglass resin replicas, the better placed we are to deliver the project.

Should the project be delayed because of Covid-19, we will pause the delivery of the project and honour our commitment to deliver the remainder of the project in a new timeframe.

#### *June – July 2020*

- Agree a detailed timeline for the entire project with Cotswold AONB key team members
- Agreement reached on form of sculpture
- Sculpture goes into production
- Agreement reached on project name & brand identity
- Potential lead sponsors identified
- Artists Pack produced and distributed
- Artists sourced and invited to submit designs
- First version of website goes live

#### *August - September 2020*

- Sponsorship pack produced
- Suitable lead sponsoring entities, trail sponsors and valued partners to be identified and approached
- Management of Artists submissions

- Lead Sponsor finalised / announced
- Sculptures delivered
- Soft launch with artists who receive their sculptures

*October - November 2020*

- Trail sponsors / hosts approached & secured
- Trail devised

*December 2020 – January 2021*

- Finished sculptures returned by artists
- Trail finalised
- Trail pwa (App Map) produced
- Online auction website created
- Auction Catalogues designed

*February – March 2021*

- Sculptures assigned to trail locations
- Official trail launch event
- Trail goes live
- Trail pwa (App Map) goes live
- Online auction goes live
- Art buyers and suitable corporates to be identified and invited to adopt a sculpture and/or bid online (ongoing)

*May – August 2021*

- Trail remains live
- Auction Catalogues printed and distributed
- Art buyers and suitable corporates invited to adopt, bid online and/or attend the live auction
- Live auction event planned, invitations issued

*Sept - October 2021*

- Sculptures collected
- Live Auction Event
- Deliver of sculptures to new owners & wrap up of project
- Wash up report

## **Income Opportunities**

The purchase and ownership of an art sculpture is an attractive proposition for corporates, who often receive nothing tangible for their contributions to charity. With the significant PR and media that come with our projects, it gives corporates the opportunity to showcase their CSR credentials in a very positive and public way. In addition, they receive a tangible, physical piece of art in the form of a valuable sculpture which they can display in their reception area, business entrance or boardroom, and this acts as a talking point and proof to both employees and clients that they are a good corporation which is genuinely active in supporting worthy causes in the locality. There are a number of opportunities for corporates / sponsors to contribute at different levels of commitment. Many of these are early in the process and this creates the opportunity to cover all project costs well in advance of selected pieces of art going to auction at the end of the event, which is typically one of the major sources of income from the project.

Suggested fee ranges for sponsoring the project and investing in a piece of artwork upfront are outlined below and a target figure can be agreed with the benefactor for each line item in advance of project launch:

- A. Lead Sponsor(s) of the Event: 10-25k for a lead sponsor, (or per lead sponsor, in the event that there is more than one lead sponsor).
- B. Individual Trail Sponsor: 10k  
There will be 4 or 5 individual 'mini' trails of 10 – 12 sculptures each, making up the overall sculpture trail of 50 sculptures. These 'mini' trails can be clustered by geography, by theme (e.g. history, heritage and what makes a particular area of the Cotswolds unique), by mode of access (e.g. walking, cycling, public transport), or by a mix of these factors. Each individual 'mini' trail will be available for sponsorship separately.
- C. Valued Partners:  
Contribute services in kind to the project to the value of circa 5-15k (e.g. logistics, printer, auctioneer, etc.) and receive publicity for being associated with the project as a Valued Partner in lieu.
- D. Sponsor and host a sculpture (for the duration of the trail)  
Large sculpture: 1.2k  
Small sculpture: £800
- E. Adopt (buy out) an individual work of art:  
Larger Sculptures (not reserved for auction) 10k per unit  
Smaller Sculptures (not reserved for auction) 5k per unit
- F. Buy a blank sculpture and commission a bespoke design with your own corporate colours / logo (or other design):  
Large sculptures. 12k  
Small sculptures. 6k



### **Estimated Project Costs**

Cost estimate for this project are as follows:

Models (10 x 5ft & 40 x 3 ft): £10,600

Plinths x 50 units: £7,500

Logistics: £10,000

Warehousing: £5,000

PR / Corporate Sponsorship / Sales: £12,000

Artists Fees: £15,000



Online Auction site: £3,000  
Launch Events & Live Auction: £6,000  
Printing: £7,000  
Photography: £3,000  
Marketing: Incl. design, digital, websites, social media, trail pwa app: £13,500  
Project Management for the duration of the project incl. travel & subsistence £48,500

Total project costs: £141,100 ex VAT

Notes:

1. Cotswolds AONB may be able to resource and therefore reduce or eliminate some of the costs such as: Warehousing & Logistics.
2. Valued partners can be brought on board to reduce or eliminate some of the costs, such as: Launch Events & Live Auction, Printing, Warehousing & Logistics.
3. Artists fees may be reduced by up to 40% depending on how many artists contribute their fee back to the charitable cause.

### **Capping the Benefactor's risk and cash commitment at £50,000 ex VAT.**

We have a working mechanism that enables us to cap both the risk and cash commitment of the benefactor of the project at a percentage of the project cost. In summary, the benefactor commits to cash-flowing a portion of the project. The Art of Fundraising take on the cash flowing of the remainder of the project. We have operated this model successfully in the past where our charitable partners have not been in a position to commit cash reserves to cover the full cost of the project.

We propose a cash commitment from Cotswolds AONB for this project of; £50,000 ex VAT, payable in 3 equal installments of £16,667 ex VAT, as follows:

Payment 1: on signing of contracts in June 2020. Payment 2: On 1<sup>st</sup> August 2020.  
Payment 3: On 1<sup>st</sup> October 2020.

The Art of Fundraising will manage the cashflow of the remainder of the project and bill the remainder of the fee in similarly staged installments, only, as and when, sufficient funds have been committed to the project by sponsors, hosts and buyers, which can enable the Cotswolds AONB to pay such further installments of the overall project fee. At the end of the project and after all other project costs have been discharged, Cotswolds AONB will recoup their initial cash commitment in full, along with retaining all profits which the project has generated.

Working mechanism for this will be detailed in the contract.

### **Outline Revenue Potential**

The estimated revenue for a project can vary depending on a number of factors including; the benefactor, their level of corporate and public following, the size of sculpture and nature of the art, celebrity involvement in the creation of the artwork, the number of sculptures produced and the territories in which the artwork is sold. Our most recent 21-unit project in the Republic of Ireland generated over €200,000 delivering profits after all project and artist costs in excess of €100,000 for the charities involved. The project

previous to this, also run in Ireland, was fully funded upfront by a generous corporate supporter to the charity and this project generated a similar net profit figure. All of our projects to date have easily covered all costs and also generated significant profit sums.

Given the demographics of the proposed location for the project, we would estimate that revenue of circa £275,500 is a very realistic and achievable target for this project, based on the following projections:

One / two lead sponsors of the event = 20k  
Three of the five mini trails sponsored = 30k  
All 10 x 5 ft sculptures sponsored by hosts @ 1.2k ea = 12k  
30 (of the 40) x 3 ft sculptures sponsored by hosts @ 800 ea = 24k  
4 x 5 ft sculptures adopted/pre-sold. @ 10k = 40k  
10 x 3 ft sculptures adopted/pre-sold at 5k each = 50k  
2 x 3ft branded designs commissioned at 6k each= 12k  
6 large sculptures sold at auction at 8k average = 48k  
11 smaller sculptures sold via online auction at average of 2.5k = 27.5k  
15 smaller sculptures sold via online auction at average of 800 = 12k

Estimate projected revenue: £275,500

**A potential key annual event in the Cotswolds AONB calendar for the next 3 to 5 years**

Given the scale of the Cotswolds AONB region, should the project be deemed a PR and financial success, it can be renewed on an annual basis, self-fund from previous year's profits and grown year-on-year with the benefactor taking long-term ownership of the event in this region.

**Notes:**

All estimations are in GBP Sterling and exclusive of VAT. Prices and terms are valid for 30 days from the date of all quotations. Should you require any clarifications or further information, please don't hesitate to contact me.

Best Regards,



David Southern  
Managing Director The Art of Fundraising

## Project Cash Flow

### Assumptions

VAT rate		
UK	20%	
Rol	23%	
CCB overheads		
Percentage of total income	10%	£ 22,850
		Initial monthly payment set at
		£ 1,350

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Total	Notes	
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
<b>Opening balance</b>	-	8,447	(628)	3,704	6,014	18,784	14,484	15,254	11,104	11,874	2,494	109	724	1,339	1,954	2,569	5,184			
<b>Cash inflows</b>																				
Cotswolds Champions funding	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000	Project funding (arts/ public engagement)
Main sponsor	-	-	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,000	£1,000 more than old version
Trail sponsors	-	-	-	12,000	12,000	6,000	-	-	-	-	-	-	-	-	-	-	-	-	30,000	
Hosts	-	-	-	-	8,000	8,000	8,000	8,000	8,000	4,000	-	-	-	-	-	-	-	-	44,000	Split out into two separate income streams
Adopted/ pre-sold	-	-	-	-	-	-	-	-	-	-	6,000	6,000	6,000	6,000	6,000	8,000	-	-	38,000	
Live auction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40,000	40,000	As previous
Online auction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	31,500	31,500	£1,000 less than old version
<b>Total cash inflows</b>	<b>25,000</b>	<b>-</b>	<b>20,000</b>	<b>12,000</b>	<b>20,000</b>	<b>14,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>4,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>8,000</b>	<b>71,500</b>	<b>228,500</b>		
<b>Cash outflows</b>																				
Payable to AoF on open book accounting basis																				
AoF project management fee	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(1,500)	(48,500)	(48,500)	AoF providing service
Buying sculptures	(6,360)	-	(6,360)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(12,720)	Pay AoF ahead of them paying supplier
Design/Print/Web/SM	(2,500)	(1,000)	(1,000)	(500)	(500)	(500)	(500)	(500)	(500)	(2,500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(13,500)	(13,500)	AoF providing service
Printing	-	(1,000)	-	(2,000)	-	-	-	(1,000)	-	(3,000)	-	-	-	-	-	-	-	-	(7,000)	Pay AoF ahead of them paying supplier
Plinths	-	-	-	-	-	(9,000)	-	-	-	-	-	-	-	-	-	-	-	-	(9,000)	AoF providing service
Photography	-	-	-	-	-	-	-	(3,000)	-	-	-	-	-	-	-	-	-	-	(3,000)	Pay AoF ahead of them paying supplier
Online auction site	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(3,000)	(3,000)	AoF providing service
	(12,360)	(5,500)	(10,860)	(6,000)	(4,000)	(13,000)	(4,000)	(8,000)	(4,000)	(9,000)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(5,000)	(96,720)	(96,720)	
VAT on AoF payments	(2,843)	(1,265)	(2,498)	(1,380)	(920)	(2,990)	(920)	(1,840)	(920)	(2,070)	(575)	(575)	(575)	(575)	(575)	(575)	(1,150)	(22,246)	(22,246)	
<b>Total payable to AoF</b>	<b>(15,203)</b>	<b>(6,765)</b>	<b>(13,358)</b>	<b>(7,380)</b>	<b>(4,920)</b>	<b>(15,990)</b>	<b>(4,920)</b>	<b>(9,840)</b>	<b>(4,920)</b>	<b>(11,070)</b>	<b>(3,075)</b>	<b>(3,075)</b>	<b>(3,075)</b>	<b>(3,075)</b>	<b>(3,075)</b>	<b>(3,075)</b>	<b>(6,150)</b>	<b>(118,966)</b>		
<b>Other vatable payments</b>																				
PR and corporate sales	-	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	-	(12,000)	(12,000)	CCB pay Mel Jones direct - assume VAT
VAT	-	(160)	(160)	(160)	(160)	(160)	(160)	(160)	(160)	(160)	(160)	(160)	(160)	(160)	(160)	(160)	-	(2,400)	(2,400)	
<b>Total other vatable payments</b>	<b>-</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>(960)</b>	<b>-</b>	<b>(14,400)</b>		
<b>Other costs</b>																				
CCB overheads	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	(1,250)	(22,850)	(22,850)	NB - income £25k higher (due to CC)
Launch event & live auction	-	-	-	-	-	-	-	-	-	-	(3,000)	-	-	-	-	-	(3,000)	(6,000)	(6,000)	NB - seek in-kind support via NT
Artists fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(15,000)	(15,000)	(15,000)	CCB pay artists direct
<b>Total other costs</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(4,350)</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(1,350)</b>	<b>(19,250)</b>	<b>(43,850)</b>		
<b>Total outflows</b>	<b>(16,553)</b>	<b>(9,075)</b>	<b>(15,668)</b>	<b>(9,690)</b>	<b>(7,230)</b>	<b>(18,300)</b>	<b>(7,230)</b>	<b>(12,150)</b>	<b>(7,230)</b>	<b>(13,380)</b>	<b>(8,385)</b>	<b>(5,385)</b>	<b>(5,385)</b>	<b>(5,385)</b>	<b>(5,385)</b>	<b>(5,385)</b>	<b>(25,400)</b>	<b>(177,216)</b>		
<b>Net movement in month</b>	<b>8,447</b>	<b>(9,075)</b>	<b>4,332</b>	<b>2,310</b>	<b>12,770</b>	<b>(4,300)</b>	<b>770</b>	<b>(4,150)</b>	<b>770</b>	<b>(9,380)</b>	<b>(2,385)</b>	<b>615</b>	<b>615</b>	<b>615</b>	<b>615</b>	<b>2,615</b>	<b>46,100</b>			
<b>Closing balance</b>	<b>8,447</b>	<b>(628)</b>	<b>3,704</b>	<b>6,014</b>	<b>18,784</b>	<b>14,484</b>	<b>15,254</b>	<b>11,104</b>	<b>11,874</b>	<b>2,494</b>	<b>109</b>	<b>724</b>	<b>1,339</b>	<b>1,954</b>	<b>2,569</b>	<b>5,184</b>	<b>51,284</b>			

SUBJECT TO: (1) CCB finding valued partners to provide warehousing and logistics

**HEALTH AND SAFETY POLICY AND PROCESS**

**Summary:** To review the new health and safety policy and process for the Board

**Recommendation:** That the Board adopts the new policy and process

**Reviewed by the Executive Committee:** Yes / No

**If yes, the Committee's comments:** The Committee was satisfied that the work of the Chief Executive involved all Officers and volunteers during the Policy's draft stage. They resolved that the new policy and process be approved by the Committee and recommend it be taken forward to the June 2020 Board meeting for adoption.

**Report by:** Andy Parsons – Chief Executive

**INTRODUCTION**

1. Last year the Board asked Publica, who provide various support services to the organisation, to assist in the review of its health and safety policy. They produced a new overarching policy that was adopted at the March 2019 Board meeting.
2. With a new Chief Executive starting in December 2019 it was an opportune time to review all of the Board's current policies across all functions (which is still ongoing). An early priority was health and safety.
3. A decision was made to re-write the policy and, in doing so, to ensure that wider views and contributions from employees and volunteers are fully considered. It was felt that this collaborative approach was missing in the 2019 review.
4. Alongside the new policy is a health and safety process document which clarifies the organisation of the safety systems and the arrangements for documenting and managing the system.
5. Individual health and safety policies, e.g. lone working, are also under review and will be brought forward to future Executive Committee and Board meetings for approval and adoption.

**SUPPORTING PAPERS**

- Appendix A – Health and Safety Policy
- Appendix B – Health and Safety Process

JUNE 2020

## **COTSWOLDS CONSERVATION BOARD (CCB)**

*Please note – for the purposes of this policy, ‘people’ refers to employees, volunteers, trainees or anyone carrying out agreed work on behalf of them Board*

### **Health and Safety Policy**

This document constitutes CCB’s statement of general policy with respect to the health and safety at work of its employees, as required by Section 2(3) of the Health and Safety at Work etc. Act 1974. It applies to all its employees, volunteers, operations and premises and provides for the management of health and safety throughout the organisation.

This document should be read in conjunction with CCB’s Health and Safety Process, which describes arrangements for implementing this Policy. It is important to be aware that other documents such as health and safety procedures, training records and risk assessments form part of CCB’s health and safety arrangements.

This policy statement will be formally reviewed every year and may also be updated or amended at other times. It is signed by the Chief Executive.

This policy statement, and any significant revisions of it, will be brought to the attention of all CCB’s employees and to any other parties, such as volunteers and contractors, thought to require such information.

CCB fully accepts its responsibility for the health, safety and welfare of its people and the health and safety of others affected by its activities. CCB strives for best practice in all that it does and will fully comply with all laws, regulations and approved codes of practice in fulfilling its responsibility for providing a safe and healthy work place and working environment for all of its people where this is reasonably practicable.

In particular, CCB’s aims are to:

- provide and maintain safe plant and equipment;
- establish, document and maintain safe systems of work and ensure safe places of work;
- ensure the safe use, handling, storage and transport of articles and substances which are inherently or potentially hazardous to health;
- give such information, instruction, training and supervision as is reasonably necessary for the establishment and maintenance of safe systems of work and safe places of work;
- ensure that persons who are not employed by CCB are not exposed to hazards arising from any of CCB’s operations and to ensure that premises, and plant in premises, which are under CCB’s control do not give rise to any hazards to those who use such places;
- provide a safety control framework (covering design, commissioning of work, its planning and execution) for all construction work where CCB is the client. CCB will ensure, where it is required by regulation, to assess all types of contractors, that, so

far as is reasonably practicable, they have the potential to maintain adequate levels of health and safety performance;

- assess the risk to the health and safety of employees and others, e.g. volunteers and rural skills trainees, in connection with the conduct of CCB's undertaking; and implement measures to mitigate risks identified to an acceptable level.
- identify the measures needed to comply with the requirements of statutory provisions;
- encourage and facilitate employees at all levels to develop an awareness of health and safety as an integral part of their work;
- develop an effective consultative mechanism between CCB and its employees on all health and safety matters that may affect them;
- provide adequate welfare facilities;
- regularly check that these aims are met.

CCB will allocate sufficient resources in terms of time and/or finance to enable the aims to be met. The aims will be subject to review and can be amended after consultation with employees.

Without detracting from the primary responsibility of managers and supervisors for ensuring safe conditions of work, CCB will nominate suitable persons from time to time to provide competent technical advice on health and safety matters where this is necessary to assist management in its task.

No safety policy is likely to be successful unless it actively involves employees themselves. CCB will therefore co-operate fully with employees and will provide them, where necessary, with sufficient facilities and training to implement this policy. A culture of health and safety awareness and action will be engendered and supported.

**ANDY PARSONS**

Chief Executive

Cotswolds Conservation Board

## **COTSWOLDS CONSERVATION BOARD (CCB)**

### **Health and Safety Process**

#### **1. ORGANISATION AND ARRANGEMENTS**

CCB has overall responsibility for developing, regularly reviewing and implementing this H&S policy and process. The Board Members of CCB must guide and direct CCB so as to ensure that this responsibility is met in full. It is accepted that a clear commitment to carry out the policy is required of the Board of CCB, its Chief Executive, employees and volunteers if the aims of the policy are to be met. That commitment is given. CCB will employ consultant safety experts or other 'competent persons' as necessary to advise on any technical or legal matter beyond its competence or capacity. The Health and Safety Policy statement establishes in general terms CCB's commitment to the health, safety and welfare of employees and others. This document clarifies the organisation of the safety systems and the arrangements for documenting and managing the system.

#### **2. The Chief Executive**

The Chief Executive shall be accountable for the overall control of CCB's safety systems and coordination of the activities so far as is necessary for the efficient management of the health and safety function.

#### **3. The Office Manager**

The Office Manager is responsible for the implementation of the policy using, wherever appropriate, the various policies and procedures as they relate to health and safety.

#### **4. Line Managers**

Line Managers will:

- Ensure that a safety culture is supported and taken seriously;
- be directly responsible for the establishment and operation of the health and safety management within their area of responsibility and take a broader responsibility where it is in the interests of health and safety to do so;
- Ensure that any risks within their area of responsibility have been properly assessed and that appropriate measures are in place to mitigate any risks identified;
- Support the Office Manager to plan and revise as necessary any supplementary policy statements and additional safety procedures for safe working;
- Ensure that the responsibilities for health, safety and welfare are properly assigned, accepted and understood by all employees and volunteers and that they are fulfilled;
- Implement safety training and re-training as appropriate;
- Ensure that all employees and volunteers are fully aware of their own responsibilities for accident prevention and safe working and welfare conditions;

- Arrange that at all levels of management and supervision their team is trained to appreciate any hazards inherent in their particular job and the importance of consultation with employees;
- Ensure that all personnel, plant, equipment and workplaces conform to the requirements of current health and safety legislation and that any tests or examinations are carried out in a timely manner;
- When carrying out large developments will engage CDM contractors to ensure that its health and safety policy is implemented by building contractors and their employees;
- Ensure all records are prepared and collated in a 'controlled document' system;

## **5. Consultation**

The Health and Safety team will hold regular (minimum monthly) meetings to focus on 'reactive' and 'proactive' health and safety management measures.

The core team will be:

- Chief Executive
- Office Manager
- Trails, Access and Volunteer Officer
- Rural Skills and Grants Officer
- Glorious Grasslands project team member

These meetings will;

- Review accident, near miss and incident reports, identifying where further investigation or reporting is required. (reactive)
- Identify improvement measures and ensure CCB continues to meet best practice in health and safety management. (proactive)

All employees of CCB are invited to attend the meetings and will be regularly consulted on actions and decisions relating to health and safety in the workplace.

## **6. All Employees**

It shall be the duty of every employee while at work: -

- to take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts or omissions at work;
- and
- As regards any duty or requirement imposed on the employer with respect to health and safety compliance, the employee will co-operate with the employer so far as is necessary to enable that duty or requirement to be performed correctly or complied with.

All employees must therefore:

- make themselves familiar with CCB's Health and Safety Policy, relevant safety process and procedures and conform to the health and safety programme at all times;



- Ensure that any activities they are engaged in have been properly risk assessed and that any identified mitigation is implemented
- observe all safety rules and safe-working procedures at all times;
- make full use of the safety equipment and protective clothing provided for specific work operations;
- conform to all safety instructions given by the Managers or others with a responsibility for health and safety;
- report all accidents, hazardous occurrences and near misses to the Office Manager and log them in S:\HEALTH & SAFETY\ACCIDENTS & INCIDENTS whether or not persons are injured or any damage was caused, as soon as possible after the event;
- Not attempt to deface or misuse anything provided for safety.

Note: under the Employment Rights Act 1996, employees have the statutory right not to suffer any detriment or be dismissed for taking certain types of health and safety related action, including health and safety duties, leaving the workplace because of serious and imminent danger or taking appropriate steps to protect themselves.

## **7. Volunteers**

Volunteers must conduct their activities in accordance with the requirements of all current health and safety legislation, British Standards, Approved Codes of Practice and Health and Safety Executive guidance. The Board will support the volunteers by providing training, guidance, PPE and equipment where appropriate to ensure, as far as reasonably practicable, their activities are conducted safely.

## **8. Contractors, Sub-contractors and self-employed persons**

Contractors, Sub-contractors and self-employed persons must conduct their activities in accordance with the requirements of all current health and safety legislation, British Standards, Approved Codes of Practice and Health and Safety Executive guidance.

All contractors must provide evidence of their organisation's Safety Policy, organisation, arrangements and insurance to the relevant CCB manager. Where necessary, the Chief Executive and Office Manager will be asked to comment on a contractor's suitability. From time to time contractors' safety performance will be monitored.

## **9. Competent Persons**

CCB will ensure there are competent person(s) able to assist in complying with all relevant legal requirements.

## **10. New Safety Procedures**

New processes and procedures will be subject to consultation with relevant employees before becoming part of the CCB's health and safety management systems. Safety procedures will be openly available to everyone and will be stored in - S:\HEALTH & SAFETY and on the Wardens section of the website. Failure to comply with published safety procedures may be regarded as gross misconduct and may result in disciplinary action.

**REFRESHED BRAND IDENTITY**

**Summary:** To review the new brand identity

**Recommendation:** That the Board adopts the new identity

**Reviewed by the Executive Committee:** Yes / No

**If yes, the Committee's comments:** The Committee was positive about the refreshed brand and the rationale behind it.

**Report by:** Alana Hopkins – Communications Officer

**INTRODUCTION**

1. In the Landscapes Review report published in 2019, Julian Glover and his panel made a number of recommendations to UK Government about protected landscapes.

Their central proposal was to bring National Parks and Areas of Outstanding Natural Beauty together as part of one 'family' of national landscapes. The review also identified that the title 'AONB' is cumbersome, and the panel suggested that they should instead be called National Landscapes.

2. The Cotswolds Conservation Board is keen to embrace these two suggestions from the Landscapes Review. The title Cotswolds National Landscape is a more inclusive, more straightforward, and more approachable name. It says where we are, who we are, and what we do in a way that is much easier for audiences to understand.
3. As part of this process, a refreshed brand identity has been developed, which takes into account the audiences we already have, and new audiences we wish to engage with in the future. It would replace the two current logos in a step towards simplifying our message and increasing public understanding of protected landscapes. The refreshed brand acknowledges the past, but is a bold step into the future. It has been designed to be approachable, welcoming, trustworthy; as well as serious, influential, expert. It is energetic and balanced.

**NEXT STEPS**

4. If adopted, the brand would be released no earlier than July. Timing would be influenced by the developments around coronavirus and the easing of lockdown restrictions. We are keen to champion the new look, but also keen to avoid doing that if there was a risk we might do so at the same time as a local lockdown / second peak of the virus.
5. The release of the logo would include: new brand guidelines (to include guidance on internal documents, etc.), new email signatures, new social media profile logos, new logo on the website. The new logo and guidelines would be rolled out to the team, wardens, and Board members.

A press release, including positive endorsement from key figures, would be distributed to the full media list; as well as local partner organisations – Gloucestershire Wildlife Trust, National Trust, Local Authorities, Parish Councils, Board members, Cotswolds Tourism, NAAONB.

**SUPPORTING PAPERS**

- Appendix A – Cotswolds National Landscape – refreshed brand presentation.
- Appendix B – Cotswolds National Landscape – refreshed brand comms plan.

JUNE 2020



## Refreshed brand identity comms plan

### MAY

1. Introduce refreshed brand to CCB team, wardens, Chair and Vice Chair.
2. Introduce refreshed brand to CCB Executive Board.

### JUNE

1. 5 June – introduce brand to Board Members (invite all)
2. 15 June – AP Liaising with National Association of AONBs
3. 16 June – AP & AH to present brand to Defra
4. 19 June – AP to present brand to local stakeholders (local authority, DMOs)
5. June – AP to write to local MPs to introduce refreshed brand identity
6. 24 June – present refreshed brand to full Board meeting, and aim to have the Board adopt
7. 1 July – AP to attend South West National Landscapes forum, and introduce brand
  
8. Complete Brand Guidelines.
9. Share brand guidelines with team, wardens, board members.
10. Register domain names (cotswoldsnationallandscape followed by suffixes: .org .org.uk .co.uk .uk)
11. CCB team to all make an alternative ‘National Landscape’ email signature – ready to deploy at the right time.
12. Make amends to website ready for new logo to be deployed when ready.
  
13. Cost up newly branded items:
  - Wardens fleeces – likely to seek sponsorship for this
  - Team hoodies
  - Team t-shirts
  - Pin badges x 500
  - Car window stickers (for Wardens) x 500
  - Wardens work party signs
  - Warden hi vis
  
14. Draft press release.
  - Identify voices to include with positive support: Brendan McCarthy; Joe Harris, Cotswold District Council leader; Howard Davies, NAAONB; Julian Glover.

15. Prepare internal item templates: PowerPoint, Letterhead, word doc header and footer.
16. The night before launch – update logo on all social channels.

**JULY (dependent on coronavirus)**

1. Distribute press release to:
  - Media list
  - Local partner organisations – GWT, National Trust, Local Authorities, Parish Councils, Board members, Cotswolds Tourism, NAAONB
2. Encourage support from local partners, in particular Gloucestershire Wildlife Trust, Cotswold Tourism, National Association of Areas of Outstanding Natural Beauty.
3. Provide new logo to Cotswold Life.

**BUSINESS PLANNING – THE IMPACT OF COVID-19**

**Summary:** To review how the Covid-19 (C-19) pandemic has impacted on the Board's operations and finances for 2020/21

**Recommendation:** That the Board notes the impacts of C-19 on the Board's operations and finances

**Reviewed by the Executive Committee:** Yes / No

**If yes, the Committee's comments:** the Committee recognised that the current situation would continue to change in the coming months and agreed that further discussions would be required to ensure Members were kept informed of the Board's position. The Chief Executive, Chairman and Vice-Chair will meet to discuss financial matters further prior to the next Exec Committee meeting.

**Report by:** Andy Parsons - Chief Executive

**INTRODUCTION**

1. At the March 2019 Board meeting the Work Programme and Budget for 2020/21 were adopted.
2. Over the past three months the global pandemic has meant huge change for people, communities, businesses and vital services across the world.
3. When compared to many other organisations, e.g. tourism and retail businesses, the impact on the Board's operations and finances is much less obvious, however there are very important areas of our work that have been significantly hit, e.g. rural skills and volunteering.
4. It is important that the Board is aware of how and where this current crisis will result in change and the measures that we are putting in place to both comply with the C-19 guidance and mitigate the operational and financial impacts, e.g.
  - The rural skills programme is currently suspended. We anticipate that the earliest it will re-open is from July.
  - The Rural Skills Officer is currently on furlough.
  - All voluntary warden activity (with the exception of very local parish wardening) has stopped. The Board's officers are in regular contact with the wardens to set out a phased plan of reintroducing activities over the next few months.
  - The Board has applied for additional funding from the Esmee Fairbairn Foundation to support the Glorious Cotswolds Grasslands project team.
  - The July-December edition of the Cotswold Lion publication will be an 'online only' version, thereby saving print and distribution costs. These costs are generally partially offset by advertising income but we could not expect to attract advertising in the current climate.

**WORK PROGRAMME**

5. The detailed work programme (presented at the March meeting) has been updated by the team with each activity given a RAG status. This will be continuously monitored throughout the year.

- Red – the activity will be severely impacted or not happen at all
- Amber – the activity will still happen but the methods and/ or outputs will change
- Green – no impact anticipated

## BUDGET

6. The budget for 2020/21 had a deficit position of £7,318. The C-19 forecast comparison shows this position worsening by £2,753 to a deficit of £10,072, as shown in *Appendix A*.
7. The key '**negative**' differences are:
  - A reduction in income for the rural skills programme of £33,868
  - A reduction in income for sponsorship and advertising of £11,500
  - A reduction in income for donations, legacies, book sales, Cotswold Way events (inc. 50<sup>th</sup> anniversary) of £18,500
8. The key '**positive**' differences are:
  - An increase in income of £10,000 (small business rates relief grant)
  - A reduction in expenditure for the rural skills programme (including the Officer being furloughed) of £23,724
  - A reduction in Comms activity of £15,275 - largely made up of (1) making the Jul-Dec edition of the Cotswold Lion online only and (2) not producing a Visitor Map & Guide for 2020
9. When reporting through our new key performance indicators we will compare actual figures to original budget as this will more clearly highlight the impact C-19 has on our finances.

## SUPPORTING PAPERS

- Appendix A – Budget v. Covid-19 Reforecast Comparison

JUNE 2020

## Cotswolds Conservation Board - Covid-19 reforecast compared to the original budget

<b>INCOME BY SOURCE</b>	<b>C19 Reforecast</b>	<b>Budget*</b>	<b>Variance</b>
DEFRA	462,025	462,025	0
Natural England - Cotswold Way	63,929	63,929	0
Local Authority - Direct Grant (£10k small business rate relief grant received via CDC)	138,035	128,035	10,000
DEFRA LEADER	55,336	50,836	4,500
DEFRA ELM Tests and Trials	0	0	0
Rental Area Income	6,463	8,480	-2,017
Earned Income Inc. Rural Skills	142,444	206,812	-64,368
Sponsorship and advertising	2,500	14,000	-11,500
Grants	63,408	63,408	0
Transfers from Earmarked Reserves and Restricted Funds	155,751	155,501	250
<b>TOTAL INCOME</b>	<b>1,089,891</b>	<b>1,153,026</b>	<b>-63,135</b>

<b>EXPENDITURE BY THEME**</b>	<b>C19 Reforecast</b>	<b>Budget*</b>	<b>Variance</b>
<b>CROSS CUTTING</b>			
<b>Working Together Total</b>	<b>133,940</b>	<b>132,121</b>	<b>1,820</b>
Annual review & forum	950	950	0
LEADER	55,236	50,736	4,500
Boundary Marker Stones	600	600	0
Share of central costs	77,154	79,835	-2,680
<b>Natural Capital and Ecosystem Services - share of central costs</b>	<b>6,021</b>	<b>6,152</b>	<b>-132</b>
<b>Climate Change - share of central costs</b>	<b>6,021</b>	<b>6,152</b>	<b>-132</b>
<b>TOTAL CROSS CUTTING</b>	<b>145,982</b>	<b>144,425</b>	<b>1,556</b>

<b>CONSERVING AND ENHANCING</b>			
<b>Landscape and Geology Total</b>	<b>210,732</b>	<b>238,660</b>	<b>-27,928</b>
GIS	3,000	3,000	0
Rural Skills	66,250	89,974	-23,724
Rail Corridor Enhancement	104,600	107,600	-3,000
Share of central costs	36,882	38,086	-1,204
<b>Local Distinctiveness - share of central costs</b>	<b>6,021</b>	<b>6,152</b>	<b>-132</b>
<b>Tranquillity - share of central costs</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b>Dark Skies Total</b>	<b>9,031</b>	<b>9,229</b>	<b>-198</b>
Dark skies project spend	0	0	0
Share of central costs	9,031	9,229	-198
<b>Historic Environment and Cultural Heritage - share of central costs</b>	<b>6,021</b>	<b>6,152</b>	<b>-132</b>
<b>Biodiversity Total</b>	<b>131,309</b>	<b>133,000</b>	<b>-1,691</b>
Glorious Grasslands	99,309	99,309	0
Share of central costs	32,000	33,691	-1,691
<b>Rural Land Management Total</b>	<b>20,012</b>	<b>20,407</b>	<b>-396</b>
Farming Forum	950	950	0
BATHSCAPE match contribution	1,000	1,000	0
Share of central costs	18,062	18,457	-396
<b>Development &amp; Transport - share of central costs</b>	<b>63,216</b>	<b>64,601</b>	<b>-1,384</b>
<b>CONSERVING AND ENHANCING TOTAL</b>	<b>446,342</b>	<b>478,202</b>	<b>-31,861</b>

<b>UNDERSTANDING &amp; ENJOYING</b>			
<b>Sustainable Tourism Total</b>	<b>20,939</b>	<b>29,770</b>	<b>-8,832</b>
Caring for the Cotswolds (visitor giving)	8,050	16,550	-8,500
Share of central costs	12,889	13,220	-332
<b>Access and Recreation Total</b>	<b>266,460</b>	<b>283,325</b>	<b>-16,865</b>
Cotswolds Trails and Access	67,679	70,429	-2,750
Sustainable development Fund	15,200	15,200	0
Voluntary Wardens	47,250	43,500	3,750
Communications	38,395	53,670	-15,275
Share of central costs	97,936	100,526	-2,590
<b>Health &amp; Wellbeing Total</b>	<b>69,726</b>	<b>70,810</b>	<b>-1,084</b>
Cotswolds Gateways	32,000	32,000	0
BATHSCAPE access contract	27,000	27,750	-750
Share of central costs	10,726	11,060	-334
<b>UNDERSTANDING &amp; ENJOYING TOTAL</b>	<b>357,124</b>	<b>383,905</b>	<b>-26,781</b>

<b>GOVERNANCE AND FINANCIAL MANAGEMENT - share of central costs</b>	<b>150,515</b>	<b>153,811</b>	<b>-3,296</b>
---	----------------	----------------	---------------

<b>TOTAL EXPENDITURE</b>	<b>1,099,963</b>	<b>1,160,344</b>	<b>-60,382</b>
--------------------------	------------------	------------------	----------------

<b>Budget Balance</b>	<b>-10,072</b>	<b>-7,318</b>	<b>-2,753</b>
-----------------------	----------------	---------------	---------------

**KEY PERFORMANCE INDICATORS**

**Summary:** To review the new key performance indicators (KPIs) to be introduced during 2020/21

**Recommendation:** That the Board notes the new KPIs

**Reviewed by the Executive Committee:** Yes / No

**If yes, the Committee's comments:** the Committee resolved that the KPIs should be approved and that the team should start reporting against them. There were a lot of ideas for potential future improvements to the KPI measure definitions and these have now been included in the 'notes' section of each KPI.

**Report by:** Andy Parsons - Chief Executive

**INTRODUCTION**

1. The Board has adopted a three-year Business Plan Framework 2020-23.
2. To help monitor progress against the delivery of that plan a set of KPIs will be introduced and regularly reported to the Executive Committee.

**STRATEGIC OUTPUTS**

3. There are six outputs detailed in the Business Plan Framework, each helping the Board to achieve its overall outcome of *"CCB is a well-respected, engaging and influential organisation that others want to work with"*.
4. Working with the team we have developed one KPI per strategic output as shown below:

<b>STRATEGIC OUTPUT</b>	<b>KEY PERFORMANCE INDICATOR</b>
Great people, inspiring others	Number of training/ development days per FTE
Continuous improvement leading to effective working	The number of process improvements identified and assessed
Delivering for landscapes and nature	The value of externally funded projects in conserving and enhancing the AONB.
Promoting and broadening access opportunities	Number of people directly engaged with our work
Value-added partnerships that benefit the AONB	Number of new partnerships established
Financially resilient and sustainable	Useable reserves as a % of target

5. A particular KPI may remain in place for the duration of the business plan period or, alternatively, KPIs may be adapted or replaced to ensure we continue to focus on the most important areas of our operations over the lifetime of the business plan, resulting in more effective continuous improvement.

#### **REPORTING**

6. A summary reporting document has been developed and this will form the basis for future discussion with the Executive Committee about the KPIs.
7. It should be noted that as well as having the standard colours of Red, Amber and Green (RAG) to denote performance, these KPIs also have a blue colour to indicate when a KPI is over-performing. Over-performance is often a positive indicator but it may also lead to operational and/ or financial issues elsewhere in the organisation.

#### **SUPPORTING PAPERS**

- Appendix A – Key Performance Indicators – measure definitions
- Appendix B - Reporting format for future meetings

MAY 2020

<b>KPI 1 - Measure Definition:</b> Number of training/ development days per FTE employee			
<b>Strategic Output:</b> Great people, Inspiring Others			
<b>Owner:</b> Mandy Pressland		<b>Reporting Frequency:</b> Quarterly	
<p><b>Measure Definition:</b>                  Measures the training and development each Full Time Equivalent (FTE) undertakes in a given time period.                  Purpose: To monitor the time and resources invested in employee development, learning and growth processes.                  Training and development for this purpose includes classroom and online attended courses; workshops and webinars attended; training/information sessions run by colleagues.</p>			
<p><b>Baseline:</b>                  As this is not something we have measured previously colleagues were asked to recall training they had undertaken during 2019/20 – app 1030 hours were accounted for including 600hrs for one employee’s MSc Countryside Management Dissertation.                  74 hrs per FTE                  10 days FTE at 7.5 hours a day                  Excluding the exceptionally high dissertation hours this leaves an average 4.4 FTE days. This being an average across the whole team rather than a minimum.                  All employees received a minimum 1.5 days training during the year; Five employees received in excess of five days training and development.</p>		<p><b>Target:</b>  <b>A minimum of four days training per FTE employee per annum</b>                  Including 1/2 day mandatory online H&amp;S training for all employees</p>	
<p><b>Red</b>                  &lt;8 people achieve the minimum of four days training (based on FTE)</p>	<p><b>Amber</b>                  8-11 people achieve the minimum of four days training (based on FTE)</p>	<p><b>Green</b>                  12-14 people achieve the minimum of four days training (based on FTE)</p>	<p><b>Blue</b>                  N/A</p>
<p><b>Notes:</b> Using 1 day per quarter FTE per employee for quarterly targets as a basis to gauge progress, though it is accepted that not all individuals will undertake 1 days training during each quarter, hence the min 4 days is an annual target.</p>			

<b>KPI 2 - Measure Definition:</b> The number of process improvements identified and implemented			
<b>Strategic Output:</b> Continuous Improvement leading to Effective Working			
<b>Owner:</b> Andy Parsons		<b>Reporting Frequency:</b> Quarterly	
<b>Measure Definition:</b> <ol style="list-style-type: none"> <li>1. The number of process improvements or new ways of working reviewed by the team</li> <li>2. This will cover the following areas: <ul style="list-style-type: none"> <li>• Business management</li> <li>• Financial management</li> <li>• People management</li> <li>• Data management</li> <li>• Health, safety and security</li> </ul> </li> </ol>			
<b>Baseline:</b> No baseline required. The Board has a number of good practice processes and ways of working already established. This KPI is about how we can continuously improve.		<b>Target:</b> 8 process improvements adopted by the Board per annum 2 per quarter	
<b>Red</b>  <p style="text-align: center;">&lt;4</p>	<b>Amber</b>  <p style="text-align: center;">4-6</p>	<b>Green</b>  <p style="text-align: center;">7-9</p>	<b>Blue</b>  <p style="text-align: center;">10 and over</p>
<b>Notes:</b> The focus of this KPI is to improve how the Board and its employees operates by making processes more effective, efficient and end-user focused. It isn't about introducing new/ excessive processes which may lead to cumbersome and resource-heavy requirements for employees, volunteers and Board members alike.			

<b>KPI 3 - Measure Definition:</b> The value of externally funded projects in conserving and enhancing the AONB.			
<b>Strategic Output:</b> Delivering for landscapes and nature			
<b>Owner:</b> Mark Connelly / John Mills		<b>Reporting Frequency:</b> Quarterly	
<b>Measure Definition:</b> <ol style="list-style-type: none"> <li>1. Area of species-rich grassland conserved and enhanced through the Glorious Cotswold Grasslands Project.</li> <li>2. Number of landscape projects supported, delivering conservation and enhancement through the Cotswolds Champions Programme.</li> </ol>			
<b>Baseline</b> (as of 31 March 2020): Glorious Cotswold Grasslands: 25ha Cotswolds Champions: 0 projects		<b>Target</b> (for 2020/2021): Glorious Cotswold Grasslands: 25ha Cotswolds Champions: 4 projects	
<b>Red</b> Glorious Cotswold Grasslands: <20ha Cotswolds Champions Programme: 1 or fewer projects.	<b>Amber</b> Glorious Cotswold Grasslands: 20-24ha Cotswolds Champions Programme: 2-3 projects	<b>Green</b> Glorious Cotswold Grasslands: 25-30ha Cotswolds Champions Programme: 4-6 projects	<b>Blue</b> Glorious Cotswold Grasslands: >30ha Cotswolds Champions Programme: >6 projects
<b>Notes:</b> If we need quarterly targets, then Glorious Cotswold Grasslands (hectares) could be: Q1=0, Q2=15, Q3=5; Q4=5. Cotswolds Champions (number of projects) could be: Q1=0; Q2=1; Q3=2; Q4=1.			
This KPI isn't designed to capture all the work carried out by the Board and its partners in delivering improvements for nature and the AONB landscape. It is to ensure the Board continues to demonstrate the value of seeking, and being awarded, external funding above and beyond its core income streams in order to achieve its wider ambitions.			

<b>KPI 4 - Measure Definition:</b> Number of people directly engaged through our work			
<b>Strategic Output:</b> Promoting and Broadening Access and Wellbeing Opportunities			
<b>Owner:</b> Simon Smith		<b>Reporting Frequency:</b> Quarterly	
<p><b>Measure Definition:</b> - Number of people directly engaged through our work comprises of 3 elements taken from the equivalent NAAONB/Defra KPI. Definition; <b>Number of individual volunteers actively supporting the work of the Cotswolds National Landscape</b>                  Details; Count individual volunteers as 1 no matter how many days in a year they volunteered for                  Definition; <b>Number of people attending events convened/organised by Cotswolds National Landscape team</b>                  Details; The event must be something that the National Landscape team has organised/arranged themselves, rather than someone else's event where you just had a speakers slot. Double counting permitted for repeat attendee's.                  Definition; <b>Number of young people (&lt;18yo) engaged with via school visits, events, activities etc.</b>                  Details; The event must be something that the National Landscape team has organised/arranged themselves, rather than someone else's event where you just had a speakers slot. Double counting permitted for repeat attendee's.</p>			
<p><b>Baseline</b> with a breakdown of its components: Pre C19                  18/19 Actual Figures used in the Defra/NAAONB KPI report updated with any 19/20 figures available at Q4 late April 2020  <b>Total; 1,173</b>  <b>Number of volunteers 386</b>                  Voluntary Wardens 368                  Glorious Grasslands volunteers 18  <b>Attendance at Events/Activities 617</b>                  Rural Skills courses 530                  Glorious Grasslands events 87  <b>Number of Young People Engaged 170</b>                  Rural Skills schools programme 100                  Pilot engagement programme 30                  Glorious Grasslands work with young people 40</p>		<p>20/21 target with a breakdown of its components: (C-19 estimates currently being checked with relevant officers)  <b>Total; 1,378 (977)</b>  <b>Number of volunteers; 386 (376)</b>                  Voluntary Wardens; 370                  Glorious Grasslands volunteers; 15 (5)                  Other volunteers; 1  <b>Attendance at Events/Activities 862 (566)</b>                  Rural Skills courses 540 (450)                  Glorious Grasslands events 250 (50)                  Farming Forum 60                  Other events 12 (6)  <b>Number of Young People Engaged 130 (35)</b>                  Rural Skills Schools and young people Programme 100 (30)                  Glorious Grasslands work with young people 30 (5)</p>	
<b>Red</b>  <1,171 (<-15%) (<830)	<b>Amber</b>  1,171-1,308 (-15% to <-5%) (830 – 927)	<b>Green</b>  1,309 – 1,585 (-5% to +15%) (928 – 1,124)	<b>Blue</b>  >1,585 (>+15%) (>1,124)
<p><b>Notes:</b> All data will need to be collected anyway to comply with NAAONB/Defra KPI. The data that will initially be captured for this KPI is readily available to the Board. Future improvements/ refinement to this measure could help to demonstrate how the Board is engaging with people of BAME and/or low income groups who are currently under-represented in the countryside. National data, such as the Monitor of Engagement with the Natural Environment (MENE) compiled by Natural England could provide relevant data for the Board.</p>			

<b>KPI 5 - Measure Definition:</b> Number of new partnerships established			
<b>Strategic Output:</b> Value-added partnerships that benefit the Area of Outstanding Natural Beauty			
<b>Owner:</b> James Webb		<b>Reporting Frequency:</b> Quarterly	
<b>Measure Definition:</b> New partnerships that benefit the Board and/ or the AONB, financially or by meeting one or both of the Boards purposes.			
<b>Baseline:</b>  2 - Partnerships where the AONB Team is the project lead  17 - Partnerships where the AONB Team is a supporting partner  NB – this doesn't include the 15 local authorities		<b>Target:</b>  8 new partnerships established per annum  2 per quarter	
<b>Red</b>  <4	<b>Amber</b>  4-6	<b>Green</b>  7-9	<b>Blue</b>  10 or more
<p><b>Notes:</b> It is very important to acknowledge the time taken to maintain current partnerships/ relationships. This KPI isn't about 'adding numbers' but rather identifying partners that the Board can work with effectively (either ongoing or for a time limited period) to benefit the AONB.</p> <p>Work has been completed by the Partnerships and Fundraising Officer to provide a clear definition for what a partnership is, ensuring consistency in reporting, etc.</p> <p>A particular focus will be on identifying partners to support the Board's second purpose of 'understanding and enjoying' as partnerships in this area of our work are currently under-represented.</p>			



<b>KPI 6 - Measure Definition:</b> Usable reserves as a % of target			
<b>Strategic Output:</b> Financially resilient and sustainable			
<b>Owner:</b> Ann Wyatt		<b>Frequency:</b> Quarterly – (inc. projected to year-end)	
Measure Definition: <ol style="list-style-type: none"> <li>1. The useable reserves target for the CCB is between £110,000 and £130,000</li> <li>2. Includes the free reserves and designated funds</li> </ol>			
<b>Baseline:</b> According to the draft year-end accounts the Board's total useable reserves is £71,000 as at 31 March 2020		<b>Target:</b> £110,000, i.e. the lower of the two values in the target range by the end of the business plan period 2020/21 - £63,700 or 58% as at 31 March 2021 2021/22 - £85,000 or 77% as at 31 March 2022 2022/23 - £110,000 or 100% as at 31 March 2023	
<b>Red (for 2020/21)</b> Less than 52% <£57,200	<b>Amber (for 2020/21)</b> 52 – 57.9% £57,200 - £63,699	<b>Green (for 2020/21)</b> 58 - 70% £63,700 - £77,000	<b>Blue (for 2020/21)</b> > 70% >£77,000
<p><b>Notes:</b> At Q3 the useable reserves was forecast to be £86,000 at year-end (31-03-2020). The actual figure is £71,000 – a reduction of £15,000. There are a number of small contributing factors but the main reason is that there is c£8,000 of Gateways income at risk due to an ongoing dispute with the RPA. The team are working with the RPA to resolve the issues and, if successful, the income will be shown in the accounts for 2020/21 (currently unbudgeted).</p> <p>The target at year-ending 31 March 2021 is £71,000 minus £7,300 (budgeted loss for the year) = <u>£63,700</u>.</p>			

## COTSWOLDS CONSERVATION BOARD - KPI TARGETS 2020/21

Output		Measure	Resp	Baseline	Target	Red	Amber	Green	Blue
People	KPI 1	Number of training/ development days per FTE	MP	2019/20 - all employees received a minimum 1.5 days training during the year; Five employees received in excess of five days training and development.	A minimum of four days training per FTE per annum	<8 people achieve the minimum of four days training	8-11 people achieve the minimum of four days training	12-14 people achieve the minimum of four days training	N/A
Process	KPI 2	The number of process improvements identified and assessed	AP	Not required	8 per annum	<4	4 to 6	7 to 9	10 or more
Customer	KPI 3	The value of externally funded projects in conserving and enhancing the AONB.	JM/MC	2019/20 - GCG - 25 ha and CC - 0 projects	GCG - 25 ha and CC 4 projects	GCG: <20ha / CC Programme: 1 or less	GCG: 20-24ha / CC Programme: 2-3 projects	GCG: 25-30ha / CC Programme: 4-6 projects	GCG: >30ha / CC Programme: >6 projects
	KPI 4	Number of people directly engaged with our work	SS	2019/20 - 1,173	1,378 (977)	<1,171 (<830)	1,171-1,308 (830 – 927)	1,309 – 1,585 (928 – 1,124)	>1,585 (>1,124)
	KPI 5	Number of new partnerships established	JW	17 current partnerships	8 per annum	<4	4 to 6	7 to 9	10 or more
Finance	KPI 6	Useable reserves as a % of target	AW	Year-ending 31/3/20 - £86,000	Target by 31/3/2023 = £110k. The target by 31/3/2021 is £79k or 72% of long-term target	Less than 60%	60-71.9%	72-82%	>82%

## CCB KPI REPORTING FORMAT – 2020/21

			Quarter 1	Quarter 2	Quarter 3	Quarter 4	Cumulative	RESP
People	KPI 1	Number of training/ development days per FTE	number / %					MP
Process	KPI 2	The number of process improvements identified and assessed						AP
Customer	KPI 3	The value of externally funded projects in conserving and enhancing the AONB.						JM/MC
	KPI 4	Number of people directly engaged with our work						SS
	KPI 5	Number of new partnerships established						JW
Finance	KPI 6	Useable reserves as a % of target						AW

**SCHEDULE OF MEETINGS**

**Summary:** To discuss the proposal to change the schedule of meetings (Board and Executive from 2021/22)

**Recommendation:** That the Board supports the review and understands that a decision will be made at the October Board meeting.

**Reviewed by the Executive Committee:** Yes / No

**If yes, the Committee's comments:** the Committee agreed to support a review, acknowledging that the meeting dates for 2021/22 would not be finalised until after the October Board meeting.

**Report by:** Andy Parsons - Chief Executive

**SCHEDULE OF MEETINGS – 2021/22**

1. The Chief Executive, Chairman and Vice-Chair have started a review on the scheduling of meetings beyond this current year.
2. The current format is as follows:
  - February Exec, followed by March Board and AGM
  - May Exec, followed by June Board
  - September Exec, followed by October Board Away Day
  - November Exec, followed by December Board
3. The Chief Executive has asked the Chairman and Vice-Chair to consider the following timetable:
  - January Exec, followed by February Board
  - May Exec, followed by June Board and AGM\*
  - September Exec, followed by October Board

\* This would be a significant administrative improvement as the AGM would be after any local elections that take place in May and the annual accounts can be adopted at the AGM.
4. The new schedule would provide a much more consistent cycle with a two month gap in between each round of Exec/ Board meetings.
5. The quarterly reporting of detailed financial and operational performance could be completed via email outside of the new meeting calendar. These reports would be issued to the Executive Committee as follows:
  - Q1 – July
  - Q2 – October
  - Q3 – January
  - Q4/ Year-End – remains as part of the May/ June meeting agenda

6. This would give more time in meetings for Board members to focus on strategic matters; emerging trends; financial budgeting and longer term forecasting, etc. in line with some of the recommendations from the Glover Review.
7. In addition to this cycle of meetings, one day per year would be set aside for:
  - *Site visits* – if there is something new (or about to happen) that would be of particular interest to the Board Members, and/or
  - *Strategy day* – to ‘deep dive’ a particular theme/s that is of significant importance to the Board at that time

This could take place in either July or November each year.

MAY 2020

## ENVIRONMENTAL LAND MANAGEMENT – TEST FOR DEFRA AND POLICY DISCUSSION DOCUMENT

**Summary:** To present the results of the ELM Test and to consider whether a separate response to the ELM Policy discussion document should be submitted.

**Recommendation: That the:**

- A) Results of the ELM test are noted**
- B) That the Board supports the NAAONB’s response to the ELM Policy discussion document currently being prepared.**

**Reviewed by the Executive Committee:** Yes / No

**If yes, the Committee’s comments:** The Committee considered the Test to be a quality piece of work and noted the report. Regarding supporting the NAAONB submission to the ELM Policy discussion document, the draft submission is to be circulated to the Executive committee to make an informed decision on whether the Board submits its own response

**Officer Ref:** Mark Connelly, Land Management Officer (01451 862006)

### Background

1. The Environmental Land Management scheme (ELM) is the scheme that will replace direct payments to farmers and agri-environment schemes by paying farmers for public goods and services that will deliver the Government's 25 year Environment Plan. ELM will sit alongside other areas of the new Agriculture Policy such as animal health and productivity. ELM will pilot from late 2021, launch in 2024 and be fully operational from 2028 after the transition period and last stage of the withdrawal of the Basic Payment Scheme.
2. In 2018 Defra invited proposals to test and trial various aspects of ELMS to help in the co-design of the scheme. The Cotswolds Conservation Board put forward three proposals, one of which progressed to discussion stage with Defra.
3. The original proposal was ‘to research new and innovative ideas and the need for local payment rates and options/themes to achieve national and local outcomes in the Cotswolds’. Whilst the title of the test remained unchanged, in discussion with Defra, the agreed objective of the test evolved into:

*By the end of February 2020 work with a range of farmers, land managers, advisers and agencies to discuss and identify new and innovative approaches and applicant requirements to achieve national and local outcomes through ELMS in the Cotswolds. This could include business advice, local payment rates and land management advice.*

The test was agreed and the contract issued by Defra on 24 September 2019, much later than originally anticipated.

### Test Delivery

4. The core of the test was four workshops with farmers, foresters and land managers and a questionnaire circulated using SurveyMonkey. To design, deliver and report back on the workshops Red Kite Environment, based near Stroud, was appointed by the Board at the end of September
5. To help design the four workshops and the questionnaire a pilot workshop was held on 22 November 2019 with nine participants including farmers with different farm types, foresters, equine and conservation land management. The four main workshops were held in village halls across the Cotswolds in January 2020 across two days.
  - Cold Ashton Village Hall, 10.00am 7 Jan (9 attended)
  - Pitchcombe Village Hall, 7.00pm 7 Jan (14 attended)
  - Oddington Village Hall, 10.00am 8 Jan (19 attended)
  - Notgrove Village Hub, 7.00pm 8 Jan (19 attended)

We were helped in promoting the workshops by the NFU, FWAG and a Farmer Cluster Group.

6. We hoped for around 20 participants for each workshop. Cold Ashton was noticeably below the target. This could be down to the area being a smaller, narrower part of the Cotswolds AONB, the area being dominated by a large estate and/or the CCB and AONB not being as visible in the area compared to the central and north Cotswolds.
7. Following the pilot and four workshops, Red Kite undertook a Gap Analysis to identify if any test objectives had not been satisfactorily covered. The analysis was used to help finalise the questions in the questionnaire and for the follow-up discussion held on 6<sup>th</sup> February with a small invited group. The questionnaire and circulated directly by the CCB and partners as for the workshop invitations. 36 responses were received. Red Kite also had one-to-one meetings with five farmers and land managers to focus on specific topics.
8. When designing the test it was envisaged that when discussing new and innovative ideas, mechanisms and how they could be measured, it would involve practical detail. In the event, the participants were more interested in discussing at a strategic level how ELMS could and should work for the Cotswolds. One participant summed this up as *'Does not matter how its delivered on the ground, delivery of ELMS is important such as advice, payments and being delivered locally.'*
9. During the workshops and discussions, however, a number of ideas and mechanisms were identified and are listed in the Red Kite Report, Appendix 4. Discussion on 'measures' focused more on the need for trusted baseline data for soils, carbon, outcomes etc and not what the measures should be. Measures for the more obvious

interventions such as length of hedge, area of pasture, number of trees etc. were taken 'as read'.

Much more detail on the test, key findings from the workshops and recommendations are in the Final report produced by Red Kite – attached as **Appendix 'A'**

### **Review of the test**

10. Red Kite proved to be a successful appointment. They are not an agricultural consultancy and as such had no preconceived views and offered a neutral stand point.
11. The test worked well and met most of its intended objectives. Variations occurred such as the desire by participants to discuss ELMS at a more strategic level than originally envisaged. Attendance at two workshops was lower than hoped for, but in the end the test engaged with 100 individuals achieving the overall target of 100.
12. To some extent, participants were self-selecting but efforts were made to ensure a wide representation of farmers, foresters and land managers. The forestry, conservation, equine and agency sectors were specifically targeted with success. Golf courses were also approached but with no response.
13. It proved challenging but possible to deliver the test over a six month period, including initial research, design of workshops, booking venues etc. This was, however, made possible by sending out the tender for the consultant/contractor in advance of the test starting and appointing the successful consultant a matter of days after signing the contract with Defra to deliver the test. To include the process of tendering and appointing a consultant within the test period after signing the contract would have required an additional 6 – 8 weeks.
14. Running the four workshops over two days was time efficient in some ways but proved challenging to Red Kite to review the workshops and make any amendments ready for the next. Allowing longer for the workshops, spreading them across a few more days would have been helpful.
15. Modifications were made to the workshop and Powerpoint presentation over the course of the four workshops. Both to improve the workshops and to ensure the test objectives were met. The Gap Analysis proved particularly useful to identify the objectives not being fully met and to fill the gaps with the questionnaire and follow-up meeting.
16. Holding the workshops in early January and promoting them over the Christmas and New Year period may have impacted on attendance. Finding times of the year in the farming and land management calendar for meetings and workshops can be challenging. The original programme for the test allowed a gap for the harvest period. Starting the test earlier and holding the four workshops in November may have proved beneficial for the test.

17. The final report was submitted to Defra in March and has been well received. At the same time the Board's claim was submitted to Defra for the costs of the test and full payment has subsequently been received.

### **Environmental Land Management Policy discussion document**

18. In February 2020 Defra published the ELM Policy discussion document to increase engagement with stakeholders and seek views on the initial thinking for ELM. Responses were invited with an original deadline of 5<sup>th</sup> May 2020. A series of regional workshops were also planned to take place from March to May. Due to the Covid-19 pandemic the workshops have been postponed and the consultation paused. A new deadline for submitting comments on the policy discussion document has yet to be set.
19. The Board's Land Management Officer, Mark Connelly is currently preparing a response to the discussion document for the National Association for AONBs (NAAONB) with Richard Clarke, National Policy and Development Manager for NAAONB. The response will be submitted by Richard to avoid any potential conflict with Mark representing the NAAONB on the ELM Design and Marketing Project Board. The Project Board is mostly made up from Deputy Directors from across Defra and is directly involved in the design and communication of ELM. Mark also represents the NAAONB on the ELM Stakeholder Engagement and Communications Working Group
20. The question has been raised as to whether the Board should submit its own response and how in light of involvement with ELM design on behalf of the NAAONB. Whilst the NAAONB's response will make reference to examples from AONBs across the country, the main messages are very likely to be the same as in a CCB response. One option, therefore, is to support the NAAONB response.
21. When ready, the final draft NAAONB submission will be circulated via email to the Executive Committee and a decision made whether to endorse the NAAONB submission or for the board to prepare its own.

The ELM Policy discussion document is on Defra's website:

[https://consult.defra.gov.uk/elm/elmpolicyconsultation/supporting\\_documents/elmdiscussiondocument20200225a%20002.pdf](https://consult.defra.gov.uk/elm/elmpolicyconsultation/supporting_documents/elmdiscussiondocument20200225a%20002.pdf)

It is also recommended that Board members read 'Farming for the future – policy and progress update' which explains how ELM fits with the other areas of the developing agriculture policy such as animal health and productivity. All too often ELM is seen as something that stands alone. The progress update is also on Defra's website:



[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/868041/future-farming-policy-update1.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/868041/future-farming-policy-update1.pdf)

**Supporting document(s):**

- Appendix 'A' - Red Kite, March 2020. Identifying new and innovative approaches to achieve national and local outcomes through the Environmental Land Management Scheme in the Cotswolds AONB. Final report (*available to view at [cotswoldsaonb.org.uk](http://cotswoldsaonb.org.uk)*)

**FINDINGS FROM THE 'FUTURE LANDSCAPES' COMMUNITY WORKSHOPS**

**Summary:** To present the findings from the Future Landscape workshops

**Recommendation:** That the findings are noted

**Reviewed by the Executive Committee:** Yes / No

**If yes, the Committee's comments:**

**Officer Ref:** Mark Connelly, Land Management Officer

**Background**

1. The Future Landscape workshops were originally part of the Cotswold@50 Project; a project to engage local communities in creating a vision for the future Cotswolds, drawing on evidence of past change and its drivers, on current knowledge of global influences and government response to it and using scenarios to challenge popular presumptions.
2. The project started in June 2016, during the Cotswolds AONB's 50<sup>th</sup> anniversary, and was supported by a grant from the Summerfield Trust. Other strands of the project included appealing for old photographs of the Cotswold landscape, particularly post-war, to compare with today's landscape. The project struggled due to staff changes and it was not until September 2019 that the workshops, the final part of the project, took place.

**Community workshops**

3. Four community workshops were organised at locations across the Cotswolds AONB; Charlbury, Broadway, Marshfield and Northleach. The locations were selected as they represented different landscape types, pressures and local authority areas. Village halls/Community Centres were used as the venue in each community. The objectives of the workshops were:
  - Discuss past change and how the Cotswolds may change in the future.
  - Discuss the impact of different interventions and constraints.
  - Identify and discuss trade-offs which may include letting some existing special qualities go and introduce new features in the landscape.
  - Identify the direction communities want future landscape change to take and how this can be achieved.
4. The workshops were led/facilitated by Mark Connelly, Land Management Officer supported by Board members, officers and Voluntary Wardens who helped organise venues, promote the workshops, sort out tables, etc. and make tea and coffee.

### Change Scenarios

5. To aid discussion three different scenarios were written by Janet Dwyer, Professor of Rural Policy and Director of the Countryside and Community Research Institute at the University of Gloucestershire. The three scenarios are Liberalisation, Localism and Enhanced Protection and Conservation. The three scenarios are attached as Appendix A.

### Scenario images

6. The written scenarios are quite complex and would take too long to digest in a workshop. Therefore images of the three scenarios were created by LDA Design using a photograph overlooking Guiting Power to represent a 'typical Cotswold view'. The scenario images had to be realistic but required an element of exaggeration to make the changes visible and provoke discussion.

### The Workshops

7. All four workshops worked well. There was some concern that describing the events as 'workshops' may put people off, however, all the participants readily engaged in the task sessions and discussions.

#### Attendance

Charlbury – 17

Broadway – 27

Marshfield – 9

Northleach – 14

8. The participants were mostly from the immediate area of each workshop and were typical Cotswold residents with an interest in the area surrounding their village/town. All were over the age of 40 and most of retirement age plus. Young participants were notably absent.
9. Powerpoint was used to introduce the project and pose a series of questions and tasks. The first of which was 'landscape is not static – it constantly changes' to which there was no disagreement. This was followed by three tasks.
  - Discuss and list what defines the Cotswolds and to identify their top three
  - Discuss and list what is driving change in the landscape.
  - What Cotswold landscape do you want to see in 2040 and how could this be achieved.

## The results

10. The most frequent responses to the workshop tasks were:

### A. What defines the Cotswolds?

- A.1. A fairly wide range of features that define the Cotswolds were listed ranging from dry stone walls, beechwoods, views and rolling landscape to, grasslands, tranquillity, sheep and footpaths. From the top three most important, the most frequent responses were:
- Stone - listed the most either as limestone, dry stone walls and stone buildings.
  - Landscape – listed as rolling hills, gentle hills, variety of landscape and Cotswold scarp
  - Villages/buildings and architecture – listed as Cotswold stone building and roofs, small villages, vernacular architecture and churches
- A.2. The long list of items identified fit strongly with the Cotswolds AONB Landscape Character Assessment and the Local Distinctiveness and Landscape Change report. The strong focus on stone is particularly notable. The full listings from each workshop are available on request.

### B. What is driving change?

- B.1. The forces for change identified in the workshops was comprehensive and included demographic changes, traffic, tree disease, money and urbanisation. The most frequent responses were:
- Housing and development – very strong at all four workshops. All four workshop locations have recent development either completed or under construction.
  - Tourism – also strongly felt at all four locations where the impacts of increasing tourism is obviously being felt in the form of numbers of visitors and the problems they bring such as limited car parking and traffic.
  - Changes in farming practice – leading to less wildflowers, fewer hedges and monoculture.
  - Traffic and lack of public transport – also links to tourism, housing development and population growth. This response was stronger in Broadway and Northleach.

Climate change was identified as a driver of change but with low frequency.

### C. What Cotswold Landscape do you want to see in 2040?

- C.1. The range of responses listed was quite consistent across the four workshops with some local variation driven by local issues such as changes in land ownership. The most frequent responses were:

- i. Farming diversification and changes in practice – particularly to counter intensification and loss of wildlife. There was interest in the idea of agri-forestry.
  - ii. Affordable housing – whilst housing and development was seen as driving change, most of what is being built is not accessible to the local population. There was support for some development, but small scale, reflecting local design, based on local need, affordable and energy efficient/carbon zero
  - iii. Local energy – there is clear interest in the idea of small scale energy production that benefits the local community. The most popular was photovoltaics on roofs and as small field arrays.
  - iv. More trees and woodland – there was recognition, however, that trees and woodland should fit with the landscape.
  - v. Local food – grown to supply the local community either directly or via local traders. This was also seen as an approach to farm diversification and farm business sustainability.
  - vi. Public transport and less cars – both for tourists and residents. All four locations have experienced a reduction in bus services alongside an increased population and reduction in local services resulting in increased reliance on the car. The exception was Charlbury which has a regular rail service although traffic from tourism was identified as an issue.
11. From the written responses and discussion there was a clear preference for a mixture of the localism and enhanced protection/conservation scenarios. There was also a clear lack of support for liberalisation.
12. The most unexpected result was the support for local energy generation. There was only one mention of wind power with the focus being on photovoltaics. There seems to be acceptance of the idea of small scale field arrays for the benefit of the local community but strong support for photovoltaic panels being placed on roofs of houses and industrial units etc.
13. Whilst discussing traffic and cars, two communities, Charlbury and Marshfield flagged up deliveries as an issue. Marshfield suggested limiting parcel deliveries to the Post Office so there would be only one delivery a day, not several by different companies.

#### D. How do we achieve it?

14. Having identified what the participants wanted to see in the Cotswolds landscape in 2040, the follow up question was how do we achieve it? Responses from all four workshops centred around financial incentives, policy, information/education and guidance.
15. There is a clear interest in localising decision making, not just for planning but also for incentives for food and energy production and public transport. One group in

Northleach suggested more direct community involvement and benefit from energy through a Community Energy CIC and another, through discussion, was interested in the idea of Community Supported Agriculture.

16. One table at the Marshfield workshop had a more extreme response to 'how can this be achieved' than expected by itemising nationalising land and setting up a Kibbutz. Whilst perhaps tongue in cheek, it was in response to changes in local land ownership.
17. It is also notable that some groups within the workshops flagged up the need for taxes to provide funding to achieve some the outcomes they would like to see. This response may well not be the same if the workshop was held in a more challenged urban community

### **Next steps**

18. The results from the four workshops even with a small sample size and narrow geographical range and age structure of participants are of great interest and use as was the approach taken to the workshops.

### **Cotswolds AONB Management Plan**

19. The process of management plan review has, in the past, included local participation events in village halls across the Cotswolds. However, management plans can be quite a dry subject and attendance has been very low. The approach taken by the Future Landscape Workshops received a more positive response and enthusiastic participation and is something that can be used or developed further for any future Management Plan community workshops. Some focus will need to be placed on engaging with groups who did not participate including young people and communities outside the AONB area who have an interest or could benefit from the Cotswold countryside.

### **Development of policy and guidance**

20. The results of the four Future Landscape workshops provide a clear steer from the communities involved as to what they see as important and want to see in the future. Potential uses for the results include:
  - The review of the Cotswolds AONB Climate Change Strategy
  - Informing input into ELMS design, both in terms of results and engaging the public in discussing what public goods and services they would like to see and paid for
  - Provide evidence for future project proposals designed to deliver changes in the landscape.
  - Providing evidence for any future review the Board's Position Statements on Renewable Energy, Affordable Housing and Neighbourhood Plans.

**Supporting paper(s):** Appendix 'A' Future Landscape Change Scenarios

## COTSWOLDS in 2040 – scenarios

### 1. LIBERALISATION

Population grows, with loss of [10%] of land to development, mass housing development mainly around existing larger settlements but with some sprawl up main arteries of communication, whilst smaller settlements and isolated dwellings become the exclusive preserve of the present or absent wealthy, with some new builds even here.

Land use- beef and sheep grazing disappear, as uneconomic without subsidy. Dairy moves 100% indoors, so a reduced total area of farmed land is under a mix of wheat, barley, rape and maize with some intensive, mown ryegrass or rye and clover mixes, for silage and energy generation. Hedge and wall maintenance becomes much less economically necessary or affordable, so their condition becomes very poor. Also, the area down to horticultural crops, esp in north and south-east, increases substantially (+300%) and is managed by new small-scale robotics agri-tech machines, negating need for a lot of seasonal labour. Large packing sheds become a landscape feature, here. Some land moves into vines, also spawning new sheds etc. for the wine-making process.

Virtually all current permanent pasture – esp that on slopes or in smaller parcels – either becomes scrubbed up, turning slowly to inaccessible woodland, or moves into leisure usage for horse pastures/gallops or smallholders / farm parks / camping areas/ motocross, etc. Many smaller farms move into this function. Options for commercial forestry need assessing.

Road/transport networks – after the dualling of the missing link, some further widening anticipated on A40, A46 and Fosse Way (?) but rising fuel prices mean trains also heavily used, leading to upgrades of Kemble and Moreton-honeybourne lines with high speed trains – increased noise and landscape impact around stations. Virtually all public buses across the Cotswolds cease to run. Some wealthier villages organise and self-fund their own minibus services to main towns, mainly for leisure use. Each day, urban-dwelling workforce travels out into villages/open areas to undertake service jobs in farming and leisure and domestic support, including care, but few of these people can any longer afford to live where they work.

Larger farms invest in reservoirs for irrigation water, and in energy generation from wastes (dairy / poultry farms) or crops or solar panels (arable farms). Likely minimal competitive advantage for wind power, here (?) Most adopt precision farming techniques and technology.

There is no public money for heritage protection so features only get maintained where commercially fundable via tourism and leisure income – i.e. larger stately homes, leisure parks, NGO activities.

The local agri-food economy is limited by costs and competition from large retail for labour and skills, so declines. The micro-abbatoirs (e.g. Long Compton) close. Larger farms supply larger processors and retailers out of the immediate area. Some artisanal production survives associated with tourism / smallholding and high-end niche outlets, for unusual products like goats cheese and rare breed meats, also exotic veg and fruits – citrus, grapes etc.

## 2. LOCALISM

Money (public, with some matching private) and planning are tailored to enable local empowerment and decision-making. This leads to a divergence of futures for Cotswolds micro-regions.

In the high-value central belt, NIMBYism is the strongest influence and prevents new development of anything but high-end market, isolated clusters of housing. On the less wealthy and less famously picturesque / more left-leaning fringes – Moreton, Stroud, etc. – there is continuing suburban estate-style development around market towns and some cluster development of social housing and higher-end stuff in smaller settlements. Communities decide to support public transport in these areas, and to fund local economic development of various kinds, to provide employment opportunities for younger families and returning graduates. Incubator units appear in many towns and on some farm sites, which require some servicing and some support via innovative alternative technology solutions. Community-owned and run shops, pubs and other multi-service outlets receive a stimulus in these areas, too.

Farming is offered slightly more opportunities for different future directions, as a result of this divergence of local economies and tactics. Those who don't want to enlarge or sell up take the diversified business option in order to cross-subsidise valued local farming traditions – e.g. sheep, pasture-fed beef and dairy – with profits from non-agricultural enterprises on the farm, including added value, rental of former farm buildings, and tourism products. In some spaces – e.g. the Stroud belt – organic horticulture and polyculture thrive as a result of local favourable planning decisions and public support coupled with community purchase arrangements, for 'new settlers' to small farms. Elsewhere, agro-forestry may attract some in the central belt where the large estate traditions remain, and some of this will be coupled to continuing or intensifying game rearing and management, including processing and sales, as part of a kind of high-end diversification approach for private estates (e.g. see Clinton Devon – could be a model for Sherbourne, Guiting and others). These estates could also invest in reservoirs against drought, and be encouraged to set-aside flood prevention areas where land is hard to work and it makes sense topographically. All these diversifications increase labour demand and value, within the farm-based business economy.

Land use patterns may therefore not change drastically although they would become more diverse than now, over time, incorporating more variety of crops including the vines and more tender fruit options as well as larger-scale caprine-based enterprises (goats just require people who are keen to understand the market potential of their varied products). More variety in land uses implies a continuing need/reason to maintain field boundaries but the extent to which this alone supports walls and hedgerows depends upon a combination of local planning and local public subsidy – likely to be quite strong in many places.

These patterns imply a much more varied and viable local agri-economy, with a wide offer for local and tourist consumers alike. We could see pressure for public funding to reinstate some of the former economic infrastructure which helps to support such trends – e.g. new micro-abbatoirs, cutting and packing plants, etc. – though this depends upon a ready supply of appropriately skilled and interested labour (likely to be more from outside the UK than within it, unless educational trends change significantly). Planning conflicts are likely to continue, in some places intensified by a lack of local consensus about the desirability of some of these developments.

Less easy to predict will be the influence of energy generation on the landscape. If communities are empowered and helped to do this, local microhydro, CHP and other options are possible. The large



estates could invest in woodfuel plants and processes – this could in time offer a market outlet to smaller landholders as well, if prices continue to rise sufficiently – and continue to retain some solar panels where land is less productive. The Stroud-Berkeley renewables nexus could lead to a greater landscape impact of renewables here – currently ecotricity is keen on biogas from mown meadows, which could mean incentives to retain and possibly even expand grassland areas near to the location of a new digester (M5 junction or Berkeley are both contenders).

Heritage protection is likely to remain a key consideration for many areas, due to its link to tourism and local economy, as well as the conservationist tendencies of the central Cotswolds belt.

Another uncertainty for this scenario will be transport infrastructure – I would anticipate we should expect less new development than under scenario 1, but this could be premature. A greater level of general economic activity across the area might require investment in local roads, as well as continuing support for public transport.

### 3. NATIONAL PARK with strong resourcing for nature

A new government in the early 2020s accepts the cause to make the AONB a new National Park, in a general climate of more state ownership and intervention in providing things that society calls for. This leads to national park designation by 2028, followed by a decade of highly protective planning control and enhanced resources for nature management and wildlife regeneration, coupled with some support for ‘sensitive’ tourism management and development, not least to generate the funding for a significant share of management works.

New development within the boundary is dramatically reduced to small areas in and around larger existing settlements. Investment in PROW and landscape management attracts growing numbers of recreational visitors from the expanding towns and cities surrounding the AONB. Property prices rise to central London levels and many larger properties are owned by non-residents and real estate investors. The economy shifts and downscales to a more clearly service-orientation focused upon leisure management and lifestyle support for wealthy residents.

Farmers whose businesses are robust and have survived the decline of subsidies see new opportunities from the protected area tourism, but lose some flexibility to adapt due to stronger regulation of land-use change and ‘nuisance’ through planning. Many medium-sized farms sell up or leave commercial farming so their land is either taken on by neighbours, contracted out to large operators or moves into almost complete wildlife/nature management options supported by a new tailor-made agri-environment approach co-designed by the Park and local stakeholders, including farmers and environmental NGOs. Extensive livestock grazing survives on much permanent pasture due to this scheme, fuelling some local quality meat processing and sales. There is some diversification, but only where planning policies allow – packing sheds and wineries might be clustered just outside the boundaries of the area. A similar story might apply to solar parks and biodigesters for renewable energy, although local woodfuel-based generators could be more readily accepted especially on the larger, mixed estates.

The resident population would fall significantly, but the working population would include a significant share of people travelling in from outside daily, to provide services to residents and visitors. The likely abundance of care homes will increase, as could other forms of land-based therapies targeting affluent local residents.

There would be very little major investment in roads or similar infrastructure, as major routes would be developed outwith the area boundaries in preference to inside the Park. The general level of road and rail usage would stabilise or decline slightly as the younger and lower-income share of residents falls.

**GENERAL UPDATES**

**Summary:** To provide the Board with an update on activities across the organisation.

**Recommendation:** That the Board notes the various updates.

**Reviewed by the Executive Committee:** Yes / No

**If yes, the Committee's comments:** N/A

**Report by:** Simon Smith – Development and Special Projects Officer  
 Rebecca Jones – Trails, Access and Volunteer Officer  
 John Mills – Planning and Landscape Officer  
 Andy Parsons - Chief Executive  
 Mark Connelly – Land Management Officer

**EXTERNAL BIDS**

1. Full report attached as Appendix A, headlines include:
2. Development of “Big Chalk” cross regional nature recovery proposals on behalf of the National Association. This work will be outlined further in a presentation to the Board in October.
3. Green Ribbon of the Evenlode expression of interest complete.
4. Still waiting to hear from Ofgem re 3 Landscape Enhancement Initiative (LEI) bids.
5. Following approval by Exec in May the EOI for the Lodge Park LEI proposal is now ready for submission once the next round is announced.

**WALKING AND EXPLORING WORKING GROUP**

6. The Walking and Exploring Working group met via Zoom on 4 June. All group members attended - Ed Macalister-Smith, David Kerr, Amanda Davies, Tony Merry, Alana Hopkins, Becky Jones.
7. The meeting provided an update on Covid-19 affected walking and exploring issues; warden activities, Gateways Project, Cotswold Way National Trail, website.
8. The group will look at key messages on walking and exploring to send out and ways to retain the new and more diverse walking and exploring audience that has enjoyed the Cotswolds countryside during Covid-19 restrictions.
9. The group agreed to review opportunities for disability and families with young children on the website and to bring ideas for new accessible routes or access points/improvements in car parking to the next meeting.

**PLANNING AND INFRASTRUCTURE WORKING GROUP**

10. The Planning and Infrastructure Working Group (PIWG) had a meeting, via Zoom, on 13 May 2020. This was the group's first meeting since January 2020 and the first with

the group's new members (Brendan, Cate and Graham, plus Mandy as support officer).

11. The meeting primarily focussed on whether the group's Terms of Reference are still fit for purpose, taking into account new policy drivers that have come to the fore since the group was established in 2018.
12. The key new policy drivers were identified as being 'the climate and nature emergency' and the Landscapes Review. It was also noted that, internally, there is now a stronger emphasis on the Board developing positive partnerships, developing great relationships with local authorities and demonstrating the 'added value' that the Board provides (including on planning-related issues).
13. The PIWG Terms of Reference have been amended to take account of these policy drivers.
14. The group endorsed the proposed approach, put forward by John Mills, for addressing the planning-related aspects of the Landscapes Review.
15. The group also discussed how the group can be better engaged on planning-related issues. It was agreed that John would consult the group on all planning applications that match the Board's consultation criteria as soon as he is notified about them.

#### **A417 STEERING GROUP**

16. Since the consultation response in November 2019 the Board the following updates are worth noting:
  - a. In March the Department for Transport published RIS2 for the period 2020-25. The A417 'Missing Link' scheme is included in the investment plan.
  - b. The Board has been working with Highways England on a Statement of Common Ground to identify (1) matters which have been agreed and (2) matters currently outstanding (either subject to negotiation or not agreed).
  - c. The Chief Executive and Graham Hopkins (Board Member) have represented the Board at a Strategic Stakeholder Panel meeting in February.
  - d. The Board has worked in partnership with other environmental bodies to produce a collaborative statement that urges Highways England to ensure that plans for the scheme properly consider the natural beauty, diverse wildlife and unique heritage of the Cotswolds landscape.
17. Highways England were planning to submit a Development Consent Order to the Planning Inspectorate by the end of June 2020. This would, in effect, start the examination process.
18. However, at the end of May they announced that more time is required on design and development work on some elements of the scheme. The key changes were highlighted in a letter from Highways England that has been circulated to all Board Members.
19. The Development Consent Order application will now be delayed until 2021. The Board will use this time to continue its dialogue with Highways England (and other stakeholders) to learn more about the proposed changes and to ensure they meet the landscape-led objectives and sub-objectives.

**GLORIOUS COTSWOLDS GRASSLANDS STEERING GROUP**

20. The Steering Group met on 11 May via Zoom.
21. The group was appraised of the impact of Covid-19 on the project. Fortunately this is fairly minimal. Site surveys will go-ahead as planned but without volunteers. There is also concern about involving volunteers in seed harvesting and sowing but an offer from The Esmée Fairbairn Foundation has enabled the project to take on paid assistance, part-time from 15 June to 31 August. A few volunteers may become involved with appropriate measures and protective equipment provided. Two events have been cancelled; Managing Grassland for Horse Health and Biodiversity Workshop and the National Meadows Day Event.
22. The two front-runner tenders for the business plan to set up GCG as a self-sustaining entity were discussed. Areas to explore with both consultants were agreed for the Zoom calls with them later in the week. Since the meeting, WhiteAvon Consultants have been appointed and are now working on the business plan.
23. The promotional document, application form and guidance for the small grants scheme for communities, land managers, etc. were discussed and with some minor amendments endorsed. The small grants scheme has subsequently been launched.
24. The Steering Group's next meeting is 10.30, Monday 14 September via Zoom.

**Supporting documents**

Appendix A. External Bids Update

JUNE 2020

## Appendix A; External Bids Update

Project & Funder	Stage, Value & What the Bid will Deliver	Board Role	Financial & staffing Impact
<p>A national body for National Trails</p> <p>National Lottery Heritage Fund (NLHF)</p> <p>On hold until October due to NLHF Coronavirus response.</p>	<p>Bid to establish a single entity to support the Trails (England and Wales). This is about to get to application stage, Awaiting final draft from a working group of Trail Chairs.</p> <p>The key remits of the proposed national body will be:</p> <ul style="list-style-type: none"> <li>• Advocacy – to act as the Champion for National Trails.</li> <li>• Policy and strategy – to advise NE/Defra and work with NRW on long term policy and strategy for National Trails.</li> <li>• National fundraising – negotiating to secure the funding needed from The UK and Welsh Governments without undermining the ability of individual trails to bid for grants and other funding.</li> <li>• Marketing and promotion – proactively influence the National Trails website and branding.</li> <li>• Information exchange – sharing experiences, information and funding opportunities with all family members.</li> <li>• Training – offering training courses and providing information on training opportunities.</li> </ul>	<p>It is an equal partnership for the mutual benefit of all National Trail Partnerships and Steering Groups</p> <p>The Board is accountable for the Cotswolds Way National Trails Partnership</p>	<p>A new national organisation will hold the funds and employ any staff. Staffing implications for CCB should be limited to liaison on issues which CTAP would be doing anyway.</p>
<p>Big Chalk</p> <p>Defra</p>	<p>The NAAONB is co-ordinating the development of project proposals for AONB delivery of the Colchester Declaration.</p> <p>Simultaneously a consortium based on protected landscapes</p>	<p>Development and delivery partner</p>	<p>Too early to tell. Likely to be similar to the partnership working in developing the Magnificent Meadows bid's.</p>

<p>National Lottery Heritage Fund (NLHF) On hold until October due to NLHF Coronavirus response.</p>	<p>covering a large interpretation of the Wessex area has been looking at collaboratively delivering nature recovery.</p> <p>The Development and Special Projects Officer has been leading on the development of a “Big Chalk” project idea in conjunction with a group of contacts from the appropriate AONBs. It focusses on habitat connectivity across calcareous landscapes from the south coast to the top of the Cotswolds and Chilterns.</p> <p>Originally an exercise was undertaken in March for the Colchester Declaration Steering Group looking at a big delivery project. Defra have expressed interested in funding this work in the short term with a focus on nature recovery planning. Currently compiling responses from the Big Chalk AONBs for a revised proposal.</p> <p>Big Chalk was also submitted as a project idea for ELMS Tier 3 piloting through the National Association (an opportunity that came with 2 days’ notice).</p> <p>Further down the line Big Chalk could lead to bidding for Nature Recovery Area Funding expected to be launched in spring 2021 and/or a bigger National Association NLHF bid.</p> <p>This work and its context will be more fully outlined in a presentation to the Board in October.</p>		
<p>BATHSCAPE Access Work</p> <p>One element of a bigger landscape programme</p> <p>National Lottery Heritage</p>	<p>Creation of recreational routes for a variety of audiences within the setting of Bath</p> <p>Successfully tendered for in December 2019 following approval of a project proposal form by CEO, Chair and Vice-Chair (with amendments). The first use of this new process.</p>	<p>Delivery partner</p>	<p>Will involve Trails and Access Officer though tender designed to utilise additional human resource for specific additional tasks.</p>

Fund (NLHF)	Currently negotiating contract. Contract value just under £90k		
<p>The Green Ribbon – Evenlode Valley</p> <p>National Lottery Heritage Fund (NLHF)</p> <p>On hold until October due to NLHF Coronavirus response.</p>	<p>Landscape Partnerships type project undertaking landscape restoration works and public engagement activities at selected areas within the Evenlode Valley.</p> <p>EOI submitted in July 2019 was well received though more work is needed to establish a better fit with the NLHF mandatory outcome “A wider range of people will be involved in heritage”, define the project area and identify match funding for the development stage.</p> <p>Research undertaken including a positive meeting with Oxford City Council who have joined the project working group. Revised version of the EOI has been written in consultation with the working group.</p> <p>Project area was the subject of a Board site visit in October 2020 &amp; four Board Members with a particular interest in this project have been identified. All have been sent the EOI.</p> <p>Reviewing the project following a new timeframe and funding landscape.</p>	Lead partner	<p>Investment of Project Development Officer’s time to take it to development stage proposal submission.</p> <p>If successful NLHF will fund a development stage to take it to full submission</p> <p>Under the new NLHF system we must be confident of delivering a development stage application within 12 months before submitting a revised EOI.</p>
<p>Engaging with Young People</p> <p>National Lottery Community Fund (formerly Big Lottery) &amp; others</p> <p>Possibly NLHF small fund</p>	<p>Engaging young people in outdoor activities.</p> <p>Young Gloucestershire are including us in a number of bids around outdoor activity staffing and costs. Last contact with them was end January 2020.</p> <p>Young Gloucestershire in touch with Active Gloucs and MIND Gloucs &amp; now sit on the Gloucs Naturally Healthy Leadership Group. Looking at National Lottery Community Fund.</p> <p>Young Gloucestershire bid to Comic Relief under their</p>	Partner – delivering countryside activities	<p>Rural Skills programme can accommodate different scales if successful.</p> <p>Bought in activity provision at smaller scale</p> <p>Part time officer &amp; project/activity costs at larger scales.</p>



	Sport/Activity and Mental-Health pot was unsuccessful.		
<p>National Grid Landscape Enhancement Initiative.</p> <p>Capital works that enhance landscapes impacted on by National Grid's pylon lines.</p>	<p>Landscape projects in mitigation of National Grid power lines</p> <p>Window 6; both of our full applications have been passed by National Grid to go for Ofgem approval. Waiting on final outcome which was originally due in early Jan 2020.</p> <p>Restoring Cheltenham's Escarpment Grasslands; Landscape and habitat restoration at Leckhampton Hill and Ravensgate Common. Project value £246,900, bid ask £183,000</p> <p>West of Winchcombe Landscape Enhancements; dry stone walling across Nottingham Hill. Project value £255,780, bid ask £173,580</p> <p>Window 7; Full application for Hampnett to Chedworth Boundary Restorations (dry stone walling) submitted 10<sup>th</sup> October. Project value £287,444, bid ask £199,999. Now with Ofgem.</p> <p>Last contact for these 3 projects 15 June 2020. No new news</p> <p>Window 9; Project proposal for the restoration of the Bridgeman Landscape at Lodge Park was approved by the Executive Committee at its May 2020 meeting.</p> <p>The expression of interest has been prepared and is ready for submission when the window is announced.</p>	<p>Only the Board can submit applications.</p> <p>Effectively facilitating the funding of local projects.</p> <p>If we don't do this there will be no spend in the Cotswolds.</p>	<p>The Board does not develop the detailed proposals or deliver the projects</p> <p>There is officer time in supporting project proposers, managing the application process &amp; if successful monitoring and co-ordinating delivery. The required level of detail and supporting information for full applications is high so the call on Development Officer time is not insignificant.</p> <p>Match funding is provided by project proposers</p> <p>If successful payments will be annually and in advance so there will be no negative impact on cash flow.</p>

## SCHEDULE OF MEETINGS

**Summary:** To inform the Board of the meeting calendar for 2020/21 and to confirm the review of meeting schedules from 2021/22

**Recommendation:** That the Board notes the meeting dates for 2020/21 and the review for future scheduling

**Reviewed by the Executive Committee:** Yes / No

**If yes, the Committee's comments:** The Executive Committee agreed to a change in date for the September meeting of the Executive Committee (moved from the 16<sup>th</sup> to the 9<sup>th</sup>). Approved all other dates and noted that meeting locations/ format would continue to be flexible during Covid-19.

**Report by:** Andy Parsons – Chief Executive

### SCHEDULE OF MEETINGS – 2020/21

- The schedule for Board meetings, AGM and Executive Committee meetings is attached as *Appendix A*.
- The October Board meeting, which is usually workshops/ site visits, will follow a standard meeting format.

### SCHEDULE OF MEETINGS – 2021/22

- As detailed in agenda item 14, a review of the scheduling of Executive Committee and Board Member meetings from 2021/22 is currently underway, with a decision to be made by the October Board meeting.

JUNE 2020

**COTSWOLDS CONSERVATION BOARD**

Schedule of Meetings for 2020/21

**Notes**

-Board meetings are at 10.00am on a **Wednesday** at Cotswold District Council, Council Chambers, Cirencester, subject to Covid-19 restrictions

-Executive Committee meetings are at 10.00am on a **Wednesday**, please see below for venue details.

-This year the October Board meeting will be a standard meeting not a site visit.

	APRIL 2020	MAY 2020	JUNE 2020	JULY 2020	AUGUST 2020	SEPTEMBER 2020	OCTOBER 2020	NOVEMBER 2020	DECEMBER 2020	JANUARY 2021	FEBRUARY 2021	MARCH 2021
Board			24 <sup>th</sup> June				7 <sup>th</sup> Oct		9 <sup>th</sup> Dec			24 <sup>th</sup> March
AGM												24 <sup>th</sup> March
Executive Committee		27 <sup>th</sup> May *				9 <sup>h</sup> Sept**		18 <sup>th</sup> Nov**			24 <sup>th</sup> Feb***	

\*27<sup>th</sup> May 2020 – conference call

\*\* 16<sup>th</sup> September & 18<sup>th</sup> November 2020 Executive Meetings to be held at Guiting Manor Farm, Guiting Power, Nr Cheltenham, Gloucestershire, GL54 5UX 01451 850320

\*\*\* 24<sup>th</sup> February 2021 Executive Meetings to be held at Windrush Room, Bourton-on-the-Water Parish Council, The George Moore Community Centre, Moore Road, Bourton-on-the-Water, Glos GL54 2AZ. Tel. 01451 820712

## DRAFT AGENDA ITEMS FOR EXECUTIVE COMMITTEE – SEPTEMBER 2020

<b>EXECUTIVE COMMITTEE - WEDNESDAY 9 SEPTEMBER 2020</b>
<b>Past Meetings</b>
Minutes of Exec 27 May 2020
Minutes of Board 24 June 2020 (to note)
<b>Corporate Governance</b>
Key Risk Register
Lone Working Policy - approval
Safeguarding Policy - approval
<b>Business Planning</b>
Q1 2020/21 Finance and Operations Review
Update on Business Plan Framework 2020-23
Forecast budgets for 2021/22 and 2022/23
Communications Strategy 2020-23
<b>Special Activity Reports</b>
Housing Position Statement – final for approval
Planning Guidance – final for approval
Project Proposal - Green Ribbon of Evenlode (subject to NLHF funding)
Comments, Compliments and Complaints
<b>Standard Activity Reports</b>
Climate Change Working Group
Fundraising Working Group
Cotswolds Champions Steering Group
External Bids Update
<b>Forward Plan</b>
Draft Agenda for October Board
Draft Agenda for November Exec

## DRAFT AGENDA ITEMS FOR BOARD MEETING – OCTOBER 2020

<b>BOARD MEETING - WEDNESDAY 7 OCTOBER 2020</b>
<b>Past Meetings</b>
Minutes of Board 24 June 2020
Minutes of Exec 16 Sept 2020 (to note)
<b>Corporate Governance</b>
Key Risk Register
Lone Working Policy - adoption
Safeguarding Policy - adoption
<b>Business Planning</b>
Finance and Operations Summary Report
Update on Business Plan Framework 2020-23
Forecast budgets for 2021/22 and 2022/23
Communications Strategy 2020-23
<b>Special Activity Reports</b>
Housing Position Statement – final for adoption
Planning Guidance – final for adoption
Nature Recovery – a local, regional and national perspective
Comments, Compliments and Complaints
<b>Standard Activity Reports</b>
Climate Change Working Group
Fundraising Working Group
Cotswolds Champions Steering Group
External Bids Update
<b>Forward Plan</b>
Draft Agenda for November Executive Committee