

CNL Work Programme 2020-21		✓	Completed			
T-Map Business Plan Framework - Outputs		●	In progress / on track			
		⊙	Not started			
		✗	Off track			
<p>1. People - Great people, inspiring others</p> <p>2. Process - Continuous improvement leading to effective working</p> <p>3. Customer – Environment - Delivering for landscapes and nature</p> <p>4. Customer - People - Promoting and broadening access opportunities</p> <p>5. Customer – Key Partners - Value-added partnerships that benefit the Area of Outstanding Natural Beauty</p> <p>6. Finance - Financially resilient and sustainable</p>						
FUNCTION	Accountable	Responsible	By When	Target Measures	Progress	Comments
SUPPORT SERVICES						
Introduce new employee appraisal system	AP	Line Mgrs	Apr-20	All employees have annual/ quarterly objectives and a personal development and training plan. Everyone has regular 1-1s with their line manager.	✓	All employees now have annual and quarterly objectives agreed with their line manager. Development plans have also been agreed. Regular 1-1s and quarterly appraisals in place.
Better clarity of roles and responsibilities for Board Members	Chairman	AP	Jun-20	Induction Pack reviewed and updated. Board Member Information Pack created and kept up-to-date. Skills audit completed (primary and secondary).	✓	Induction and Information Packs working well. Parish Councils Members have been given up-to-date contact lists for the parishes within their areas. Board Effectiveness questionnaire taking place during January. Skills audit to be completed during February. With eight new Members joining soon, this will be a good opportunity to fine tune our induction processes.
Agree and implement method for ongoing Board Member engagement and comms activity	AP	AP, AH	Jun-20	Monthly newsletter revised and launched.	✓	Monthly newsletter proving very successful. WhatsApp group really helping more informal engagement and sense of 'team'.
Clear H&S accountability and guidance in place	AP	MP	Jun-20	Policy and Process re-written and adopted by the Board. Individual policies written/ re-written and adopted. H&S team meet regularly to review progress.	✓	The H&S Policy and Process adopted at June Board. Lone Working and Safeguarding policies also adopted. H&S group meeting regularly.
Plan and deliver a better workspace for everyone	AP	MP, DM	Apr-20	Relocate desk space so that all employees are working upstairs. Clear out downstairs rooms and create a meeting space, library and break-out space.	✓	This plan has been revised (largely led by C-19). Looking to implement a system that (1) retains the benefits of remote working and (2) re-introduces smaller teams working collaboratively in open plan/ hot desk office space.
Full organisational policy and procedure review	AP	AP, MP, AW	Jul-20	Produce a hierarchy of policies, processes and procedures for business mgt; people mgt; safeguarding; data mgt; financial mgt.	✓	Ongoing, with the new Head of Finance leading on financial processes and procedures. Employee Handbook adopted at the March Board meeting.
Review and recommend improved Board reporting and governance	Chairman	AP	Nov-20	Improve meeting agenda format. Review schedule of Exec and Board meetings to ensure better efficiency. Review length of terms for Exec Committee appointments. Ensure the Task & Finish and Working Groups are operating well and reporting via Exec.	✓	Significant progress - agenda format improved/ design of papers improved. Proposal for a new schedule for 2021/22 onwards being finalised. New length of terms adopted for the Exec. Working Groups and Steering Groups all active with high levels of Board Member engagement. New agendas for both Executive Committee and Board Meetings to be trialled from September 2021.
Write a business case for change to introduce a Customer Relationship Management system	AP	AH, MP, JW	Jun-20	Business case written, including an implementation budget. Seek approval from CEO.	⊙	Carry forward to 2021/22.
Review and implement improvements to the IT system	AW	MP	Jun-20	Look at server v. cloud solutions and a decision made, along with who will provide our ongoing IT support.	✓	Migrated to Outlook 365 during Q1, so Outlook now cloud-based incorporating MS Teams. Future work will be to upgrade existing servers this year from SBS2008 to Windows 2019 server to resolve security issues and provide time to review and restructure data before looking to embark on a full migration to Office 365 next year. An ICT policy will be written in 2021/22.

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Introduce an Environmental Performance Policy	AP	AP, MP	Mar-21	Policy written and adopted by the Board.	⊙	Carry forward to 2021/22.
Ensure sufficient and qualified Finance Officer time	AP	AP	Apr-20	Recruit a qualified accountant as the Board's Responsible Finance Officer.	✓	Head of Finance recruited and started (officially) on 22 June
Introduce monthly cashflow forecasting	AW	AW	Apr-20	Cash-flow forecasting forms part of our regular financial reporting.	●	In progress, being reviewed as part of a wider financial reporting.
Review financial software to ensure effective end-to-end reporting	AW	AW, MP, DM	Oct-20	Software provides process efficiencies, accuracy and produces financial reports to support business improvements.	✓	Completed.
Produce a compliant Statement of Accounts by 30 June 2020	AP	DS, AW	Jun-20	Statement of Accounts adopted by the Board.	✓	Adopted.
Review the Corporate Risk Register in September and February	AW	AW, AP, MP	Feb-21	Exec and Board approve and adopt the Risk Register.	●	Ongoing, the new Finance and Governance Sub-Committee will have responsibility for leading on this area of work.
Review and implement the most appropriate GIS for the Board's work	AW	SS, MP	Jun-20	GIS system in place and providing good value for money.	⊙	Carry forward to 2021/22.
BUSINESS PLANNING						
Strengthen resources in fundraising and business engagement	AP	AP	Jun-20	Recruit a Partnerships and Fundraising Lead with clear KPIs to support the organisation's requirements.	✓	Partnerships and Fundraising Lead recruited from 1 April.
Introduce new operational KPIs to monitor progress	AP	AP, AW	Apr-20	Develop a suite of KPIS that cover People, Process, Customer and Finance.	✓	KPIs adopted by the Board - will be updated quarterly.
Report quarterly to the Executive Committee on financial and operational performance	AW	AP, AW	Mar-21	Reports written and Exec satisfied with level of detail and how the team are working on areas that require improvement.	✓	More timely financial updates - using email communication - introduced during the year.
Review the business plan following government response to Glover	AP	All	tbc	TBC	⊙	Government yet to respond.
Business plan in place for Glorious Cotswolds Grasslands post-funding	MC	MC, HS, AF	Jul-20	Draft business plan from consultant. Final business plan adopted	●	White Avon Consultancy completed the report and currently being reviewed by the Steering Group. New business partnership established with Severn Trent Water.
Understand the local linkages to support health and wellbeing initiatives	AW	AW and Working Grp	Mar-21	Be part of existing networks throughout the AONB and be forward-thinking in our approach to improving peoples' health and wellbeing.	●	To be picked up as a workstream in the new Working Group.
Review and put in place plans to grow the 'Caring For' visitor giving scheme - realising its full potential	JW	JW, AH	Mar-21	Income through the scheme shows significant growth in the year with potential to grow further in future years.	✓	Strong progress - growing CftC from just a visitor giving scheme to our primary grant giving flagship. Incorporating funding from Cotswolds Champions and including the VW's Countryside as well. Website pages significantly improved. £25k recently approved in the recent round of grant applications.
Finish the Leader Programme - ensure a great exit that builds a lasting legacy	JW	JW, MP	Jun-20	Grant targets met; engagement event delivered and successful; videos shared on our digital platforms; plan in place to handle funding requirements over the next 1-2 years.	●	Due to C-19 couldn't hold the engagement event. Progress towards completion has been solid, there remains a time commitment from the Board, which will continue to reduce during 2021/22.
Prepare the development of the 2023-28 Management Plan	AP	SS	Apr-21	Draft production timeline in place; Stakeholder engagement plan agreed; external consultancy requirements identified.	⊙	Carry forward to 2021/22.
PROJECT DEVELOPMENT						
Review the Board's ongoing involvement in the Landscape Enhancement Initiative and the low voltage cable undergrounding mitigation programme	AP	SS, JM	Jun-20	Evaluate whether the programmes add value to both the AONB and the CCB. Make a decision on our future involvement with both projects.	✓	Continuing to be involved, whilst acknowledging no direct financial benefit to our operations. Three bids approved and one currently being considered. Conversations taking place with WPD and National Grid re VIP.
Evenlode Valley Green Ribbon project - decide on Go/ No Go	Exec	SS	May-20	Write a project approval paper and present at the May Exec meeting.	✓	Project not taken forward. However, ground work not wasted as Thames Water investing £3m in a 'Smarter Catchment' programme focusing on the Evenlode and the Board is involved.
Dependent on above write and submit the development phase funding bid for the Green Ribbon project	AP	SS	Mar-21	Development Phase bid submitted to NLHF.	⊙	See above.
Work with new partners to develop an off road Cotswolds Cycle Route	SS	SS	Mar-21	Route developed.	●	Main route tested and agreed using Cotswold Bridleway. Several options for southern extension to be tested. Northern options to complete route to be developed.

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COMMUNICATION AND ENGAGEMENT						
Write a Comms strategy and deliver year 1 objectives	AP	AH	Mar-21	Strategy adopted by the Board at the June meeting. Yr 1 objectives met.	✓	Adopted at the October Board meeting.
Prioritise and write a Digital Comms strategy across all 'owned' platforms and monitor improvement. To include the websites review and implementation.	AH	AH, AP, EB, AF, VWs	Mar-21	10% increase in visits to cotswolds.aonb.org.uk; 5% Facebook followers and reach; 5% Twitter followers and reach; 5% Instagram followers.	✓	Increases across all social platforms far in excess of targets. Comms Lead undertaking digital/social media training/accreditation.
Produce a suite of new films to promote the work of the Board	AP	AH	Mar-21	High level of engagement and views of the films.	●	Cotswold Way at 50 completed. C-19 has delayed activity on other ideas.
Produce the Annual Review and Circulate E-newsletters	AP	AH	Mar-21	Annual Review completed in July 2020; E-newsletters distributed in June, September, December and March.	✓	Annual Review really well received by Members and external stakeholders. E-newsletter schedule agreed for the remainder of the year.
Produce and distribute two issues of the Cotswolds Lion	AP	AH, JW	Jan-21	Focus on getting the right blend of cost reduction; increasing advertising income and continuing to produce quality articles.	✓	Jul-Dec and Jan-Jun issued as an online only version due to C-19. High quality articles.
Develop closer links with Destination Management Organisations to ensure a focus on sustainable tourism	AP	AP, AH, JW	Mar-21	Early focus on Cotswolds Tourism and then look to engage wider throughout the AONB.	✓	Ensure the Board's views and activities are shared by being attendees of the Visit Gloucestershire and Cotswolds Tourism network meetings.
Grow the Cotswolds Discoverer scheme and support the scheme operators to ensure its continued success.	AH	AH	Mar-21	A minimum of 1,000 tickets sold in the year.	✗	The Board has made the decision to withdraw our involvement in the scheme, encouraging Cotswold Tourism and the operators to take the initiative forward.
Have robust plans in place for the 2021 sculpture trail	JW	JW, AH, AP	Dec-20	Plan approved by Exec and adopted by Board. Main sponsor/s in place.	✓	Exec and Board approval / all artists confirmed / hosts signed up / PR activity great / website and social channels very active.
Develop a plan to target young people and groups who don't visit the countryside	AP	AH, RJ, JW, EB	Oct-20	Review how we could better engage and communicate with this target audience. Ensure our comms strategy supports this ambition. Consider how the Gateways project and Rural Skills could both act as a catalyst for getting more people into the countryside.	●	Early thinking taking place with Partnerships and Fundraising Lead, Comms Lead, Rural Skills Officer and Trails, Access and Volunteer Officer. Potentially looking at a large-scale funding bid as one option. The successful involvement of a Youth Panel in Caring for the Cotswolds shows how we can also engage this audience in existing operations.
Commission audience surveys to better understand audience motivations	AP	AH, AP	Dec-20	Agree the scope of the survey; identify appropriate resource to carry out the surveys; analyse results.	⊙	Carry forward to 2021/22.
Build great relationships with local authorities at the right level	AP	AP SS RJ JM MC	Mar-21	CEO to write to Leaders, CEOs, etc. to introduce himself and seek meetings. Work with relevant officers to demonstrate the value-add of the CCB to its LA partners.	✓	Introductory meetings have proved very productive. Relationships are significantly improving - reflecting our new approach to collaboration and partnerships.
Build progressive relationships with Defra and Natural England	AP	AP JM SS RJ JW HS	Mar-21	Communicate the Board's 3-year business planning framework (including key outputs and outcomes) and the 1-year work programme. Understand Defra's key drivers and how we can support their objectives.	✓	Really positive work by our Planning and Landscape Officer in liaising with NE around our planning role (specifically what it would mean to be a statutory consultee - Glover recommendation). CEO represented AONBs on the Defra roundtable for rural recovery. Defra fully supportive of our new brand.
Seek and implement opportunities to be 'flag bearers' for the Glover Review	AP	All	Mar-21	Use the CEO's paper presented at the December 2019 Board meeting to take forward the early/ no regrets opportunities.	●	Various activities relate to taking forward Glover recommendations but the biggest one to date is rebranding to Cotswolds National Landscape (launched in September 2020).
Increase knowledge sharing with NAAONB and NPA	AP	SS MC AP JM AH	Mar-21	Attend the NAAONB and NPA national conferences; Regularly engage with colleagues via Basecamp; Invite the NAAONB Chief Executive to the Cotswolds for a visit and team engagement. Use the 'Taking the Lead' programme as a catalyst.	✓	CCB team involved in regular engagement with the NAAONB family via Basecamp. Nature Recovery Lead working closely with peers to develop a Big Chalk vision (in a co-ordinating role). Planning and Landscape Lead and Land Management Lead also actively liaising at a national level.
Hold introductory meetings with MPs	Chairman	Chairman, AP	Dec-20	CEO to write to all 16 MPs to outline our ambitions and to seek an introductory meeting.	✓	CEO written to all MPs with our Annual Review. In regular liaison with Sir Geoffrey Clifton-Brown re A417 and rebranding. Also liaised with the planning reforms responses.
Improve working relationship with the Friends of the Cotswolds to encourage partnership working	AP	AP, MP	Apr-21	Hold regular meetings with the Chairman/ Vice-Chairman; attend Board meetings as required; ensure property matters/ issues are dealt with appropriately.	●	Communication remains positive whilst acknowledging the delicacy of the landlord/ tenant relationship.

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PLANNING AND LANDSCAPE						
Agree project scope and outputs for the Rail Corridor Enhancement project	JM	SB	Apr-20	Develop the project scope and present to the Exec Committee.	✓	The now named Cotswolds Champions programme has a clear scope and progress is being made.
Deliver Yr 1 of the Rail Corridor Enhancement project	JM	SB	Mar-21	Ensure agreed targets/ project outputs are met.	✓	Project on track.
Continue to liaise with Highways England and other strategic stakeholders on the A417 Missing Link	AP	AP, JM, Steering Group	Mar-21	Attend Strategic Stakeholder meetings; develop a 'Statement of Common Ground'; continue to influence final design plans.	✓	Collaboration sessions a big success and Board submitted its public consultation response in November. Ongoing dialogue and meetings held in a positive and progressive manner. Also liaising with regard to designated funds.
Influence strategic planning at all levels e.g. Sub regional, Unitary, District and Neighbourhood plans.	JM	JM	Mar-21	75% of app decisions made in accordance with Board's advice	●	64% of app decisions made in accordance with Board's advice.
Respond to Local Plan consultations (inc. county (mineral), district and unitary authority Local Plans)	JM	JM	Mar-21	Minimum of 60% of Local Plan consultations responded to within agreed deadlines.	✓	Provided substantive responses to seven local plan or transport plan consultations (which is 77% of the priority consultations that we received): Oxfordshire Local Transport and Connectivity Plan; Stroud District Local Plan Additional Housing Options; Stratford on Avon Site Allocations Plan – Preferred Options; West of England Combined Authority – Spatial Development Strategy survey; South Glos Local Plan – Phase 1 Issues and Aspirations; B&NES Local Plan Partial Review Options; Wiltshire Local Plan Review.
Review current building design guidance relating to the Cotswolds AONB and how adequate this is	JM	JM	Mar-21	Guidance reviewed and a plan in place to update in future years, as required.	⊙	Not started. Need to review when this work can be undertaken due to significant competing priorities.
Share and influence audiences with new and updated position statements, strategies, reports and publications. Capturing data on engagement and impact.	JM	JM	Mar-21	Three updates/ revisions issued per annum for Board adoption.	●	The Housing Position Statement and Planning and Development Position Statements adopted by the Board in March.
Monitor compliance with 'duty of regard' and publish qualitative examples in annual review.	JM	JM	Mar-21	Annual Review includes case studies relating to the 'duty of regard'.	●	Ongoing.
Maintain the AONB boundary markers and investigate the inclusion of AONB branding on village and town place name signs	AP	JW	Mar-21	Record location and condition of each boundary marker; obtain quotes from relevant contractors to clean; repair; replace accordingly. Work with Parish Councils re place names. ID opportunities for new boundary markers.	●	The Voluntary Wardens have started a project to locate, photograph and plot all boundary markers on Google Maps.
LAND MANAGEMENT						
ELMS test for Defra complete	MC	MC	Apr-20	Report to Defra submitted. Defra invoiced and payment received. Present to relevant audiences as required.	✓	Completed.
Deliver the Ash Dieback guidance and tree planting campaign	MC	MC	Mar-21	2,000 trees planted and associated comms activity supports the Board's campaign.	✓	2,000 trees planted.
Using the Landscape Strategy and Guidelines, produce a guide to woodland creation and tree planting.	MC	MC	Jul-20	Guidance produced and communicated to relevant stakeholders.	●	In progress and carried forward to 2021/22.
Prepare the AONB Nature Recovery Plan	AP	SS	Jul-20	Identify external partners who the Board will need to engage with to ensure the plan is aligned to others in, and surrounding, the AONB. Develop the framework and have clear targets to complete the detailed plan.	✓	A working group made up of the Cotswolds Ecological Network Forum (now the Cotswolds Nature Recovery Forum) supporting the Nature Recovery Lead. Good progress made to date and preparing for Board adoption in October 2021.
Update strategy and position statements on climate change, renewables, etc.	AP	MC, JM	Mar-21	The strategy and position statements adopted by the Board.	●	The Climate Change Working Group, led by the Land Management Officer, is rewriting the Climate Change Strategy. Aiming for Board adoption in October 2021.
Complete pilot Dark Skies surveys and start to formulate strategy	MC	MC	Mar-21	Pilot surveys January, February and March 2020. Second tranche November 2020 - March 2021. If deemed appropriate, plan in place to write strategy by October 2021.	⊙	Carry forward to 2021/22.
Consider how to better understand and promote the Cotswold's geological resource	MC	MC	Mar-21	Develop clear recommendations to implement, as required, in future years.	⊙	Need to consider whether it is a priority going forward.
Support the Cotswolds Ecological Networks Forum and Nature Improvement Areas	SS	SS, MC	Mar-21	Continue to be a part of the forums, acting as Secretariat for the CENF.	✓	Continued engagement via email and Zoom during C-19 restrictions.

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Respond to consultations on land management proposals inc. Woodland & Natural Flood Management.	MC	MC	Mar-21	Responses submitted as required.	✓	Felling Licences - Prior Park, Doncombe Mill, Lockyers grove, Miserden Estate X2, Alderley Park Farm, Badminton Estate, Bathurst Estate X2, Campden House, Chavenage, Doncombe Mill, Dowdeswell, Farmcote estate Foxhill Barn condicote, Lansdown Grange, Marsden Estate, Monkton Farleigh Estate, Notgrove Manor, Overbury Estate, Starvall Farmington, Stony Hill Brimpsfield, Westbury Farm Coberley, Fosse Way (GCC Highways) . Woodland Creation proposals - Asthall leigh, Puckham Barn, Bevis Farm, Brailes Hill, Chavenage Estate, Charlbury, Coaley, Dumbleton, Whalley Farm, Guiting Power, Laverton (EA), Bredon Hill (EA), Sand's Farm Dyrham, Fox Farm Condicote, Diddly Squat Farm Chadlington, Eckington Fields (FWAG), Little Rollright Fm, Hampen 1 (FWAG), Hampen 2 (FWAG), Newhouse Farm (FWAG/CCB), Coneygree Farm, Lower Dean Manor, Newlands Farm Uley, Notgrove Long Ash, Notgrove Estate (Woodland Creation Plan), Damsell's & Slade Farm Painswick (Stroud SuDS), Tetbury (CCB)
Deliver Year 2 of the Glorious Cotswolds Grasslands project	MC	HS, AF	Mar-21	Targets achieved and reports submitted to funders.	✓	Another target busting year with another 81 hectares on its way to being improved.
Organise and deliver the Annual Farming Forum	MC	MC, AH	Mar-21	Forum held and positive feedback received from attendees.	✓	Delivered via a series of ELM webinars during February and March.
TRAILS AND ACCESS						
Deliver a 50th anniversary of the Cotswolds Way programme of events	AP	RJ, AH, AP, VWs	Dec-20	Work in partnership with VWs, CWA, Ramblers, Robert Welch, John Lewis, landowners, etc. to deliver a main event in May and a series of celebratory walks across the season. Maximise the fundraising opportunity.	●	The celebrations planned in May were cancelled due to C-19. Stories of the CW at 50 took place on our social channels. New plan in place to celebrate the CW in Sept 2021. Robert Welch and John Lewis still keen to be corporate partners.
Through CTAP and VWs ensure access and trails is sufficiently resourced and prioritised	AP	RJ, JW	Mar-21	Funding for the National Trail received; Support the Wardens to carry out maintenance and improvement works. Identify potential fundraising/ grant opportunities to deliver a larger programme.	●	Funding for 2020/21 secured. Due to C-19 work parties have been intermittent. Additional funding minimal due to current situation.
Maintain the Cotswold Way to National Trail Quality Standards.	RJ	RJ, VWs	Mar-21	95% path in good condition; 95% of structures in good condition	✓	Targets met.
Complete the GATEWAYS project	AP	RJ, MP	Aug-20	Interpretation boards installed; Cycleway signage installed; Interpretative materials produced; Routes and materials available online; final claim submitted and received.	✓	All works completed, final claim submitted and payment made. Promotions via website and social channels ongoing.
Deliver Year 1 of the BATHSCAPES access project	AP	RJ, MC, SS	Mar-21	Ensure the project outputs are achievable and realistic; If so, complete contracts; meet year 1 targets.	●	No progress during the year but successful recruitment for a new role to lead on Bathscapes (starting in June 2021).
RURAL SKILLS						
Gain agreement to deliver rural skills at the Old Prison and put in place a programme for 2020	JW	EB, JW	Apr-20	Blacksmithing programme agreed with the Friends of the Cotswolds and Relish. Identify opportunities to deliver wider programmes in future years.	●	Blacksmithing agreed but activity minimal due to C-19. The RS programme has been hit very hard and numbers of participants through the various courses will reflect the exceptionally difficult year it has had.
Put in place a clear strategy and forward plan and deliver the year 1 programme	JW	JW, EB	Mar-21	650 people trained across a minimum of 14 skills and 90 courses. 8 accredited courses through the Rural Skills Academy and 9 professional wallers qualified. Up to 3 corporate or community rural skills events (including schools).	●	High level plan presented to Board Members, which was well received. Statistics: 15 different rural skills; 19 courses in core programme; 11 accredited courses; 2 corporate days.
Run the Hedgelaying competition and identify a sponsor to target a cost neutral event	JW	EB, JW	Nov-20	Successful delivery of the competition with positive feedback from participants and spectators. Headline sponsor identified and on-board as a competition sponsor.	✗	The hedgelaying competition did not take place in 2020 and the Board will need to make a commercial decision for future years.

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VOLUNTEERS						
Support the Voluntary Wardens to deliver their annual programme of maintenance/ improvement work and guided walks	RJ	RJ	Mar-21	50,000 hours of voluntary warden time; £8,000 distributed in Countryside Fund grants; £4,000 of match funding against the Countryside Fund; minimum of 300 guided walks throughout the year.	●	285 active Wardens completed 24,888 hours of voluntary work (very impressive given the circumstances). Work party programme significantly reduced and the guided walks programme hasn't operated at all since the first lockdown. The Access and Volunteer Lead has done a brilliant job in (1) keeping volunteers engaged, (2) putting in place risk assessments and new processes in light of C-19, (3) ensuring sufficient PPE is in place ahead of activities restarting again and (4) delivering online training sessions. The continued enthusiasm of all the Wardens should be recognised by the Board.
Organise and deliver the Annual Volunteer's Conference	RJ	RJ, AH	Oct-20	Conference successfully delivered with positive feedback from attendees and speakers.	✘	The Annual Volunteer's Conference (October) was cancelled this year.
Work with Historic England and the County/ Unitary Councils to condition monitor Scheduled Monuments. Voluntary Wardens Scheduled Ancient Monument monitoring and managing programme.	RJ	RJ, VWs	Mar-21	Ten reports sent to Historic England a year. Practical work on five sites.	⦿	Not started.