

CCB Work Programme 2020-21 - the impact of C-19								✓	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	Link to T-Map Bus. Planning Framework 2020-23	Link to Mgt. Plan Policies 2018-23 (if relevant)	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.	1, 2			With the understanding that some peoples' own work priorities will alter from originally planned	
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).	1, 2				
Agree and implement method for ongoing Board Member engagement and comms activity	AP	AP, AH	Jun-20	Monthly newsletter revised and launched.	1, 2, 3, 4, 5				
Clear H&S accountability and guidance in place	AP	MP	Jun-20	Policy, Process and Plan re-written and adopted by the Board. Individual policies written/ re-written and adopted. H&S team meet regularly to review progress.	1, 2				
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.	1, 2			On-hold until employees return to working from the office Meeting Room and relocation of desk space upstairs has been achieved	
Full organisational policy and procedure review	AP	AP, MP, DS	Jul-20	Produce a hierarchy of policies, processes and procedures for business mgt; people mgt; safeguarding; data mgt; financial mgt.	2				
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.	1, 2				
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.	2, 4				
Review and implement improvements to the IT system	AP	MP	Jun-20	Look at server v. cloud solutions and a decision made, along with who will provide our ongoing IT support.	2			Improvements were proposed in budget (immediate move to Outlook 365 and interim 2019 loan server until we have data structure we can move upto Office 365) but unable to progress until lockdown removed.	
Introduce an Environmental Performance Policy	AP	AP, MP	Mar-21	Policy written and adopted by the Board.	2, 3, 6				
Ensure sufficient and qualified Finance Officer time	AP	AP	Apr-20	Recruit a qualified accountant as the Board's Responsible Finance Officer.	1, 2, 6				
Introduce monthly cashflow forecasting	AP	DS	Apr-20	Cash-flow forecasting forms part of our regular financial reporting.	2, 6				
Review financial software to ensure effective end-to-end reporting	AP	DS, MP, <i>Finance Officer</i>	Oct-20	Software provides process efficiencies, accuracy and produces financial reports to support business improvements.	2, 6				
Produce a compliant Statement of Accounts by 30 June 2020	AP	DS, <i>Finance Officer</i>	Jun-20	Statement of Accounts adopted by the Board.	2, 6				
Review the Corporate Risk Register in September and February	Exec	AP	Feb-21	Exec and Board approve and adopt the Risk Register.	2, 6			A C-19 risk register is currently being produced	
Review and implement the most appropriate GIS for the Board's work	AP	SS, MP	Jun-20	GIS system in place and providing good value for money.	2, 3				

FUNCTION	Accountable	Responsible	By When	Target Measures	Link to T-Map Bus. Planning Framework 2020-23	Link to Mgt. Plan Policies 2018-23 (if relevant)	Progress	Comments
BUSINESS PLANNING								
Strengthen resources in fundraising and business engagement	AP	AP	Jun-20	Recruit a Partnerships and Fundraising Officer with clear KPIs to support the organisation's requirements.	1, 2, 6	CC3		Successful recruitment but clearly many aspects of the role will be significantly impacted. Currently reviewing work priorities.
Introduce new operational KPIs to monitor progress	AP	AP, Finance Officer	Apr-20	Develop a suite of KPIS that cover People, Process, Customer and Finance.	1, 2, 3, 4, 5, 6			In progress but will be a very hard year to benchmark v. historical and future
Report quarterly to the Executive Committee on financial and operational performance	AP	AP, Finance Officer	Mar-21	Reports written and Exec satisfied with level of detail and how the team are working on areas that require improvement.	1, 2, 3, 4, 5, 6			
Review the business plan following government response to Glover	AP	All	tbc	TBC	2, 3, 4, 5, 6			Will there now be a delay in government responding?
Business plan in place for Glorious Cotswolds Grasslands post-funding	MC	MC	Apr-20	Draft business plan from consultant. Final business plan adopted	2, 3, 6	CE7 CE8		
Understand the local linkages to support health and wellbeing initiatives	AP	SS, RJ, EB, AP	Mar-21	Be part of existing networks throughout the AONB and be forward-thinking in our approach to improving peoples' health and wellbeing.	4, 5, 6	UE3		This will be either on-hold until future years or a key priority for the nation
Review and put in place plans to grow the 'Caring For' visitor giving scheme - realising its full potential	AP	AP, AH, JW	Mar-21	Income through the scheme shows significant growth in the year with potential to grow further in future years.	2, 3, 4, 5, 6	CC3		Unlikely to see any growth this year (unless it ties in with the Rail Corridor project). Plans can still be put in place to benefit future years
Finish the Leader Programme - ensure a great exit that builds a lasting legacy	JW	JW, LE	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.	2, 3, 4, 5, 6	CC3 UE1 UE2 CE8		The case studies, videos and final report have been widely shared with our stakeholders and well received. The event on 20th March was cancelled due to Covid-19. Closure activity is on course.
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.	1, 2, 3, 4, 5, 6	CC1 CC2 CC3		
PROJECT DEVELOPMENT								
Review the Board's ongoing involvement in the Landscape Enhancement Initiative and the low voltage cable undergrounding mitigation programme	AP	SS	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.	2, 3, 5, 6	CE1		
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.	3, 4, 5, 6	CE1 CE6 CE7 CE8 UE2 UE3		NLHF now only accepting 'Emergency Fund' bids so this will be delayed until at least October.
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.	3, 4, 5, 6	CE1 CE6 CE7 CE8 UE2 UE3		See above notes
Work with new partners to develop an off road Cotswolds Cycle Route	SS	SS	Mar-21	Route developed.	4	UE2 UE3		Requires field visits so dependent on lock down rules. Not classing it as essential journey
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.	2, 4, 5, 6	CC3		Will need to give consideration to what outputs we can expect in year 1. Comms strategy will be put forward to Sept Exec/ Oct Board.
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, EF, VWs	Mar-21	10% increase in visits to cotswoldsaonb.org.uk; 5% Facebook followers and reach; 5% Twitter followers and reach; 5% Instagram followers.	2, 4, 6	CC3		Digital platforms now more important than ever
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.	3, 4, 5	CC3		One film produced
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.	2, 3, 4, 5	CC3		
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.	2, 3, 4, 5, 6	CC3		The Jul-Dec edition will be digital/ online only
Develop closer links with Destination Management Organisations to ensure a focus on sustainable tourism	AP	AP, AH	Mar-21	Early focus on Cotswolds Tourism and then look to engage wider throughout the AONB.	2, 4, 5, 6	UE1		This will now be focused on tourism recovery
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.	4, 5	CC3 UE1		Agreed that we will be pulling back from our involvement in this scheme
Have robust plans in place for the 2021 sculpture trail	AP	AH, JW, Finance Officer	Dec-20	Plan approved by Exec and adopted by Board. Main sponsor/s in place.	4, 5, 6	UE1 UE2		
Develop a plan to target young people and groups who don't visit the countryside	AP	AH, RJ, SS, 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.	3, 4	UE2 UE3		Actual outputs will be hit this year but planning should still be happening
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.	2, 6	UE1 UE2 UE3		

FUNCTION	Accountable	Responsible	By When	Target Measures	Link to T-Map Bus. Planning Framework 2020-23	Link to Mgt. Plan Policies 2018-23 (if relevant)	Progress	Comments
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.	5, 6	CC1 CC2		
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.	2, 5, 6	CC1 CC2 CC3		
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.	1, 2, 3, 4, 5, 6	CC3		Some work happening, e.g. rebranding to Cotswolds National Landscape, Nature Recovery Plans, etc.
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.	2, 5	CC3		
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.	5	CC3		Other than the meeting with Robert Croft and a phone call with Geoffrey Clifton-Brown, this will be delayed.
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.	5	CC3		
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.	3, 4, 5, 6	CE10		
Deliver Yr 1 of the Rail Corridor Enhancement project	JM	SB	Mar-21	Ensure agreed targets/ project outputs are met.	3, 4, 5, 6	CE10		The 'Cotswolds Champions' programme has identified the key projects and work is being done to get some of those live/ ready to go live
Continue to liaise with Highways England and other strategic stakeholders on the A417 Missing Link	AP	AP, JM, Working Group	Mar-21	Attend Strategic Stakeholder meetings; develop a 'Statement of Common Ground'; continue to influence final design plans.	3, 5, 6	CC1 CE10 CE11		
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	2, 3, 5	CC1 CE10 CE11 CE12 CE13		Planning functions are significantly impacted
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.	2, 3, 5	CC1 CE10 CE11 CE12 CE13		
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.	3, 5	CE3 CE10		
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.	2, 3, 5	CC1 CC2 CE10 CE11 CE12		
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'.	2, 3, 5	CC2		
Maintain the AONB boundary markers and investigate the inclusion of AONB branding on village and town place name signs	AP	SS	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.	3, 4, 5	CE10 UE2		Cannot carry out surveys at present, should be able to complete this later in the year.
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.	3, 5	CE8		
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.	3, 5	CE9		Trees have been distributed but planting may be problematic
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.	3	CE1		
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.	3, 5	CE7		Will need to consider how to network/ operate with other parties in light of no F2F meetings. Still happening through remote working
Update strategy and position statements on climate change, renewables, etc.	AP	MC JM	Mar-21	The strategy and position statements adopted by the Board.	3	CC7 CC8		
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.	3	CE5		
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.	3	CE2		
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.	3	CE7		Need to consider how to keep the group engaged - one meeting already cancelled

FUNCTION	Accountable	Responsible	By When	Target Measures	Link to T-Map Bus. Planning Framework 2020-23	Link to Mgt. Plan Policies 2018-23 (if relevant)	Progress	Comments
Respond to consultations on land management proposals inc. Woodland & Natural Flood Management.	MC	MC	Mar-21	Responses submitted as required.	3	CE8		
Deliver Year 2 of the Glorious Cotswolds Grasslands project	MC	HS, AF	Mar-21	Targets achieved and reports submitted to funders.	3	CE7 CE8		Concern over volunteer involvement during the season
Organise and deliver the Annual Farming Forum	MC	MC, AH	Mar-21	Forum held and positive feedback received from attendees.	3, 5	CC3		This is for the March 2021 forum - March 2020 postponed
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.	3, 4, 5, 6	UE1 UE2 UE3		Some digital activity will happen but main event will now be Easter 2021 at the earliest
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.	3, 4, 5, 6	UE2		All activity currently on hold
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	3, 4, 5	UE2		Significant risk - a lot of work currently required
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.	3, 4, 5, 6	UE1 UE2 UE3		Project on hold, liaising with the RPA re claims and variations. Work schedule will be significantly delayed anyway.
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.	4	UE2 UE3		Not yet in a position to sign the contract and no activity will take place at present anyway. Year 1 targets will need to be reviewed.
RURAL SKILLS								
Gain agreement to deliver rural skills at the Old Prison and put in place a programme for 2020	EB	EB	Apr-20	Blacksmithing programme agreed with the Friends of the Cotswolds and Relish. Identify opportunities to deliver wider programmes in future years.	4, 5, 6	CE1		Agreement in place but all courses postponed
Put in place a clear strategy and forward plan and deliver the year 1 programme	SS	EB, SS	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).	1, 2, 3, 5, 6	CE1		Strategy can be written within the year but very unlikely to hit the numbers/ targets as the entire programme is currently postponed and the Officer on furlough.
Run the Hedgelaying competition and identify a sponsor to target a cost neutral event	SS	SS, 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.	3, 4, 5, 6	CE1		The hedgelaying competition will not run in 2020, giving the Rural Skills Officer more time/ capacity to schedule and run rural skills income to generate income that will be lost earlier in the year.
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.	1, 2, 3, 4, 6	UE2		Targets very unlikely to be met.
Organise and deliver the Annual Volunteers Conference	RJ	RJ, AH	Oct-20	Conference successfully delivered with positive feedback from attendees and speakers.	1, 3, 4, 5	CC3		Conference will likely be pushed back until Spring 2021
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.	3, 5	CE6		Very likely to be impacted and targets not met