

CCB Work Programme 2020-21					✓	Completed
					●	In progress / on track
					⊙	Not started
					✗	Off track
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. Q1 reviews taking place during July.
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 (need to complete an online induction for new SoS members). Skills audit to be completed later in the year. Parish Councils reps have been given up-to-date contact lists for the parishes within their areas.
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 Policy and Process adopted at June Board. Further specific policies to be presented for adoption later this year. H&S group currently meeting fortnightly due to C-19.
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, DS	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. CEO to look at developing an Employee Handbook by December 2020.
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.
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.	⊙	This will follow on from (1) website redesign and rural skills migration to main website and (2) move to a new financial accounting software package
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.	●	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 all going well next year.
Introduce an Environmental Performance Policy	AP	AP, MP	Mar-21	Policy written and adopted by the Board.	⊙	Not started during Q1
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	AP	DS	Apr-20	Cash-flow forecasting forms part of our regular financial reporting.	●	In progress, being reviewed as part of a wider financial review

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Review financial software to ensure effective end-to-end reporting	AP	DS, MP, AW	Oct-20	Software provides process efficiencies, accuracy and produces financial reports to support business improvements.	●	HoF leading a project to move away from Sage to Xero - this will lead to huge benefits in remote working, time saving, going paperless including invoice approval, better and more regular financial reporting, etc. Plan to move during August.
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	Exec	AP	Feb-21	Exec and Board approve and adopt the Risk Register.	●	Ongoing.
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.	⊙	Not started during Q1
BUSINESS PLANNING						
Strengthen resources in fundraising and business engagement	AP	AP	Jun-20	Recruit and Corporate Partnerships and Fundraising Officer with clear KPIs to support the organisation's requirements.	✓	Partnerships and Fundraising Officer 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	AP	AP, AW	Mar-21	Reports written and Exec satisfied with level of detail and how the team are working on areas that require improvement.	●	CEO, HoF and Chairman agree to implement more timely financial and operational updates - using email communication - rather than waiting for the next formal meeting.
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	Jul-20	Draft business plan from consultant. Final business plan adopted	●	White Avon Consultancy appointed and currently undertaking the review
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.	⊙	Not formally started but will be a focus as the country focuses on a green recovery post C-19
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.	●	Strong progress - growing CftC from just a visitor giving scheme to our primary grant giving flagship. Incorporating funding from Cotswolds Champions and potentially including the VW's Countryside Fund as well. Website pages significantly improved. A call for applications will be happening in the next couple of months.
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.	●	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 reduce over the next few months.
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.	⊙	Plan to start in Q3 and Q4
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.	●	Continuing to be involved, whilst acknowledging no direct financial benefit to our operations. Three bids awaiting decision with LEI and a NT bid approved by the Exec Committee.
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.	●	EOI ready to go but delayed as NLHF only funding emergency bids at present. Hopeful that normal funding streams will be open again by the end of the calendar year.
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.	●	Strategy being presented at Sept Exec, ahead of 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 cotswolds.aonb.org.uk; 5% Facebook followers and reach; 5% Twitter followers and reach; 5% Instagram followers.	●	Will be completed as part of the wider strategy.
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. Two more videos will be produced this FY.
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 issued as an online only version due to C-19. Planning to start shortly for Jan-Jun.
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.	●	Ensuring 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	AP	AH, JW	Dec-20	Plan approved by Exec and adopted by Board. Main sponsor/s in place.	●	Revised trail designed and approved by Exec in August.
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.	●	Early thinking taking place with Partnerships and Fundraising Officer, Comms Officer, Rural Skills Officer and Trails, Access and Volunteer Officer. Potentially looking at a large-scale funding bid as one option.
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.	⊙	Not started during Q1
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 sitting 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 (launching in September)
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. Development and Special Projects Officer working closely with peers to develop a Big Chalk vision (in a co-ordinating role). Unsure of conferences, etc. due to C-19.
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.
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 delicate 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.	●	After a slow start in Q1, the programme is now gaining pace and traction. Progress being monitored via a new KPI.
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.	●	The road scheme has been revised and a lot of activity/ Board involvement is expected during Q2 and Q3.
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	●	In Q1, planning decisions were made on 3 planning applications that the Board had previously objected to. Two of the three decisions (67%) were in line with the Board's recommendations.
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.	●	In Q1, the Board commented on the Bath & North East Somerset Local Plan Partial Review. This was the only key Local Plan consultation in Q1, so 100% responded to.
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 during Q1
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 Guidance will shortly be out for consultation with local authorities. Aiming for Board adoption this calendar year.
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, with demonstrable evidence of the Board's role in planning and the 'duty of regard' in the Annual Review.
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.	⊙	Not started during Q1
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.	✓	Submitted on time, awaiting feedback.
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 with completion due in Q2.
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 will be working with our Development and Special Projects Officer.
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 has met and will be taking the lead on this activity.
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.	⊙	Not started during Q1
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.	⊙	Not started during Q1
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.
Respond to consultations on land management proposals inc. Woodland & Natural Flood Management.	MC	MC	Mar-21	Responses submitted as required.	●	Prior Park felling licence, Doncombe Mill felling licence, Asthall leigh woodland creation, Puckham Barn woodland creation
Deliver Year 2 of the Glorious Cotswolds Grasslands project	MC	HS, AF	Mar-21	Targets achieved and reports submitted to funders.	●	A very positive start to the season, with processes in place to continue this work during C-19 restrictions.
Organise and deliver the Annual Farming Forum	MC	MC, AH	Mar-21	Forum held and positive feedback received from attendees.	⊙	Not started during Q1. Thought will need to be given to the format due to C-19.

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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. Plan to celebrate at the end of its 50th year (Easter 2021) and the working group are set to meet in September to agree format.
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 haven't taken place during Q1. There will be 'catching up' required over the next three quarters. Additional funding not identified at present.
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	●	Although work parties have started and improvement priorities agreed with local authorities, there is a risk that standards will not be met on all sections of the trail. This is due to (1) a very wet late winter/ early spring, (2) a lack of maintenance work during Q1 and (3) very high levels of public use.
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.	✗	The Board has submitted substantial evidence to the RPA to demonstrate its governance procedures. Awaiting feedback and the green light to continue the project. All activity currently on hold.
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 Q1 and contracts haven't been signed.
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.	✗	Minimal progress during Q1 but conversations with Relish are ongoing. Blacksmithing will likely be one of the last rural skills courses to get back running as it's more difficult to run safely during C-19.
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).	✗	No time has been given to a longer term strategy. The Rural Skills Officer was furloughed for the large part of Q1 as the programme was suspended. The immediate priority is to put in place a revised programme for 2020/21 to mitigate against the damage caused by C-19. Planning and strategy will take place during Q3 and Q4.
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.	✗	The hedgelaying competition will not take place in 2020. Reviewing how its run from 2021 to avoid financial losses.
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.	✗	Due to C-19 the VW hours will be reduced this year, following a bumper year in 2019/20. Guided walks are planned to start in early autumn so, again, there will be far less than last year. The Trails, Access and Volunteer Officer has done a brilliant job in (1) keeping volunteers engaged during Q1, (2) putting in place risk assessments and new processes in light of C-19 and (3) ensuring sufficient PPE is in place ahead of activities restarting again.
Organise and deliver the Annual Volunteers Conference	RJ	RJ, AH	Oct-20	Conference successfully delivered with positive feedback from attendees and speakers.	✗	The Annual Volunteer's Conference (October) is 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.	✗	No activity during Q1.