

<h2 style="text-align: center;">Cotswolds National Landscape Board - 2024/25 Annual Work Programme</h2>						✓	Completed
						●	In progress / on track
						⦿	Not started
						👉	On Hold
						✗	Off track
FUNCTION	Accountable	Responsible	By When	Target Measures	Progress	Comments	
<b>BUSINESS PLANNING</b>							
Development of the <b>Management Plan</b> for the period 2025-30.	CEO	SS	Mar-25	Adoption by the Board in February 2025 (TBC). Inception of designed version March 2025.	●	First round of consultation completed. Ver2 being presented to the CNL Board in October, ahead of wider consultation.	
Ensure the CNL team plays an active role in emerging <b>national strategies, policies, funding and legislation</b> (in liaison with Defra, Natural England, National Landscapes Association, etc.).	CEO	Senior team	Mar-25	(1) JM secondment to the NLA the Levelling Up and Regeneration Act and National Planning Policy Framework, (2) Implementation of the National Outcomes Framework, (3) Management Plan Guidance, (4) Funding Formula and Comprehensive Spending Review, (5) Green Finance [inc. BNG], (6) National Trails funding, (7) Equity, Diversity and Inclusion.	●	(1) JM has successfully completed his secondment, (2) SS continues to be involved in the PLTOF work, (3) ongoing, (4) not started, (5) AP part of the national steering group, (6) RJ on the funding panel, (7) ongoing.	
Design and deliver the best 'value for money' series of projects and activities with CNL's allocation of <b>Defra's 1-year Capital Fund</b> .	CEO	MG, JR	Mar-25	Capex allocated effectively and with the greatest impact across the CNL.	●	This is now capital and revenue funding. Funding allocated appropriately to key projects.	
Develop a <b>land/property acquisition strategy</b> for the Board.	CEO	CEO, MG	Oct-24	Strategy adopted by the Board.	👉	The urgency for this has lessened so on hold for the time being.	
<b>Board development</b> and strategic planning.	Chair	CEO	Mar-25	(1) focused Board away day in July, (2) successful recruitment and onboarding of a minimum of four new Secretary of State Board Members, (2) new Member mentoring scheme.	⦿	(1) Postponed until a new CEO in place, (2) no SoS recruitment in 2024, (3) Parish Council peer mentoring underway.	
<b>CORPORATE SERVICES</b>							
Development of a <b>future workplace strategy</b> for the organisation.	CEO	CEO, MG	Mar-25	Plan and timeline agreed by the Board.	●	Negotiations with Gloucestershire Wildlife Trust about Greystones Farm are progressing. Other options should still be considered.	
Ensure the Board has a fully considered <b>investment strategy</b> .	CEO	MG	Sep-24	Strategy adopted and implemented.	✓	Completed.	
Improve the organisation's <b>risk management systems</b> to reflect current best practice.	CEO	CEO, MG	Nov-24	New risk management system embedded.	✓	Completed.	
Develop a <b>Finance Manual</b> to support understanding of processes.	MG	JR	Mar-25	Greater team-wide understanding of financial systems and processes.	●	Nearly completed.	
<b>PARTNERSHIPS AND FUNDRAISING</b>							
Develop and submit a proposal for the <b>National Lottery Heritage Fund (NLHF) Strategic Initiative for Protected Landscapes</b> funding stream.	JW	CEO, SS, RJ, JW	Jun-24	Proposal submitted to NLHF.	●	Now that the Landscape Connections fund has been launched by the NLHF, JW is liaising with colleagues, partners and funder to pull together the EOI.	
Liaise with <b>NLHF</b> to prepare a funding submission to set up and deliver a <b>small grants scheme in the CNL</b> , reflecting NLHF priority areas.	JW	JW, NS	Oct-24	Funding bid submitted.	●	In progress, with EOI nearing submission.	
Write a <b>fundraising strategy</b> to cover all aspects of the Board's operations.	JW	JW, Working Group	Mar-25	Strategy adopted by the Board.	⦿	Not started due to the priority of the Landscape Connections bid.	
Plan and deliver a large scale event to engage all <b>local authority partners</b> , with the aim of identifying key ways in which we can work together to ensure we have <b>thriving rural communities</b> in the CNL.	CEO	CEO, AH	Jul-24	A well attended event with clear and tangible outputs to enhance and enable effective partnerships.	👉	On hold until the new CEO has started.	
Liaise with the <b>water companies</b> and <b>National Highways</b> to fully understand their priorities for their next funding periods (2025-30).	CEO	CEO, JW	Mar-25	Partnership opportunities for the CNL fully understood.	●	Conversations ongoing but, as yet, no clear direction.	
<b>COMMUNICATION AND ENGAGEMENT</b>							
Bring the <b>Cotswold Lion</b> back into print (enabling greater inclusion) and agree a cost effective and efficient method of distribution.	AH	AH	Jun-24	Cotswold Lion printed and distributed. Positive feedback from members of the public.	✓	Completed, with excellent feedback from consumers.	
Put in place plans to celebrate the <b>CNL at 60</b> in 2026.	AH	AH, JW	Mar-25	Agreed plan in place.	●	Utilising some of the capital uplift to produce a short film, which will support the 60th anniversary celebrations.	
Work with the <b>Climate Action</b> Lead to produce a ' <b>take action at home</b> ' guide - part of the overall comms work around climate action.	Climate Action Lead	AH, Climate Action Lead	Mar-25	Downloads of guide, attendance at events.	⦿	Will start when the Climate Action graduate starts in October.	
Play an active role in the development of a Cotswolds element of <b>Arts in the Landscape</b> (a national programme) by contributing to the One Year documentary: production, promotion, and screenings.	AH	AH	Mar-25	Completion of documentary and attendance at screenings. Future measurements (depending on outcomes) could include attendance at exhibitions, book sales, etc.	●	Ongoing.	

FUNCTION	Accountable	Responsible	By When	Target Measures	Progress	Comments
<b>PLANNING AND LANDSCAPE</b>						
Continue to work with <b>National Grid</b> on (1) the proposed Cotswolds Visual Impact Provision project, (2) the Landscape Enhancement Initiative, (3) undergrounding low voltage cables.	CEO	JM, MC, RJ, SS	Mar-25	Report on how the CNL team's input has influenced the schemes to-date, demonstrating a benefit to the landscape.	●	Ongoing with all three projects/ funding streams.
Continue to liaise with <b>National Highways</b> (and its contractors) during detailed design and construction phase of the A417 Missing Link.	CEO	JM, MC, RJ, AH	Mar-25	Positive collaboration and CNL team demonstrably influencing the scheme as it progresses.	●	Continued and regular dialogue with both National Highways and Kier Construction.
Seek funding and conduct detailed <b>opportunity mapping</b> for (1) renewable energy and (2) woodland creation.	CEO	JM, MC, Climate Action Lead	Mar-25	Funding secured and opportunity mapping completed.	●	Prioritising the woodland opportunity during 2024/25. Funding secured via the revenue uplift and a grant from Gloucestershire County Council. The project is underway.
Influence forthcoming guidance and secondary legislation relating to the <b>new statutory duty</b> to seek to further the purpose of designation.	JM	JM, SJ, AP, MC, SS, Working Groups	Mar-25	Report on how the CNL team's input has influenced relevant guidance and secondary legislation.	●	CNL Planning Lead completed a secondment to the National Landscapes Association to focus on the new duty. Also liaising locally with our 15 local authority partners.
Seek Board adoption of the revised ' <b>Minerals and Waste</b> ' and ' <b>Biodiversity and Planning</b> ' position statements.	JM	JM, SJ, Working Groups	Mar-25	<b>Minerals and Waste</b> adopted in October 2024, <b>Biodiversity and Planning</b> in progress by year-end (subject to LNRS).	●	Will be drafted and presented at the Feb-25 Board meeting.
<b>LAND MANAGEMENT</b>						
Continue engagement with the <b>Thames Water 'Smarter Water Catchments'</b> project in the Evenlode catchment, throughout its final year.	MC	MC, JW	Mar-25	(1) engagement ongoing via Steering and theme working groups, (2) projects led by CNL team are delivered, (3) a clear understanding of new opportunities beyond the current project.	●	Ongoing.
Deliver a 12-month <b>Dark Skies</b> project, funded by National Highways' Designated Funds programme.	CEO	MC	Mar-25	Project delivered, including guidance document and lighting improvements along the SRN.	●	Funding secured, consultants appointed, good progress made.
Write a new ' <b>Managing Wild Deer</b> ' Position Statement.	MC	MC	Mar-25	Position statement adopted by the Board.	✓	Completed and being presented at the Oct-24 Board meeting.
Produce guidance on <b>Agroforestry</b> in the CNL.	MC	MC	Mar-25	Guidance produced and on the website.	●	Will be drafted and presented at the Feb-25 Board meeting.
Finalise allocation and close the <b>Rail Corridor Enhancement</b> Project.	MC	SB	Mar-25	Funding allocated, claimed and programme closed.	●	Ongoing with much more positive interaction from the key landowner, the Badminton Estate.
<b>FARMING IN PROTECTED LANDSCAPES</b>						
<b>Allocate and spend grant budget for the final year of the programme</b> to maximise the impact of FiPL in the CNL and report (as required) to Defra.	MC	FiPL team	Mar-25	Year 4 of FiPL successfully delivered with all the grant money allocated and claimed by end of February 2025.	●	Well on track to deliver the final year of the programme.
Ensure the FiPL programme is celebrated and acknowledged, with a <b>lasting and impactful legacy</b> for the CNL.	MC	AH, FiPL team	Mar-25	Range of case studies published; library of photographs created; series of events for farmers and land managers held and information on supported projects collated.	●	New FiPL Comms role recruited to take forward this work, liaising closely with CNL's Comms Lead.
<b>NATURE RECOVERY</b>						
Continue engagement with the six <b>Local Nature Recovery Strategies</b> during their development of nature recovery proposals.	SS	SS	Mar-25	Lead on engagement on behalf of co-incident protected landscapes in Oxfordshire and Gloucestershire; directly engage in West of England, Wiltshire and Warwickshire; Support Malvern Hills NL in leading on engagement in Warwickshire. Most content developed by December 2024.	●	Excellent leadership demonstrated by the CNL Nature Recovery Lead, engaging with all LNRS' coincident with the CNL and being a retained consultant for Gloucestershire.
Continue playing a key role in the <b>Big Chalk</b> programme.	SS	SS	Mar-25	Support and guide the Big Chalk Programme Lead. Attendance at the Big Chalk Board meetings. Support the delivery of a conference in September 2024.	●	Again, excellent leadership from the Nature Recovery Lead. Supporting the Big Chalk conference in September.
Deliver Year 2 of the Glorious Cotswold Grasslands <b>National Highways Biodiversity Programme</b> .	SS	LB, AF	Dec-24	Successful delivery of year 2 programme. As many Ha as possible incorporated into year 2 considering legal limitations.	👏	National Highways have informed us that funding is no longer available to deliver Year 2, due to pressures from Treasury.
Negotiate further <b>funding for grassland restoration</b> including Water Companies, statutory BNG, Countryside Stewardship funded work and other potential funders.	SS	AF	Mar-25	2024/25 funding secured by Q1 reforecast. 2025/26 and beyond funding negotiated by March 2025.	●	Ongoing, with positive results and future opportunities.

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<b>CLIMATE ACTION</b>						
Input into the development of the Management Plan 2025-30, by identifying <b>relevant targets</b> for the period.	Climate Action Lead	Climate Action Lead, SS	Dec-24	Targets agreed and included in the Management Plan.	●	Ongoing - connected to Protected Landscapes Targets and Outcomes Framework.
Have an <b>action plan</b> in place to start leading/supporting/advocating the <b>delivery of the pathway</b> to net zero.	CEO	Climate Action Lead	Dec-24	Plan agreed by CNL Board and partners.	●	Ongoing, with excellent progress on stakeholder engagement.
Development of a <b>Climate Adaptation Plan</b> for the CNL.	CEO	Climate Action Lead	Mar-25	Adaptation Plan consulted on, developed and published. Board adoption.	⦿	Will be completed during Q3/4.
Review and update the <b>Climate Change Strategy</b> .	CEO	Climate Action Lead	Mar-25	Strategy updated to reflect the activity of the past two years.	⦿	Will start in Q4.
<b>TRAILS AND ACCESS</b>						
Deliver the 2024/25 <b>'Removing Barriers'</b> Defra-funded capital programme.	RJ	NS, ND, RJ	Mar-25	All projects delivered to time, cost and quality. Detailed outcomes report submitted to Defra.	●	Ongoing, with all funds allocated to excellent projects (the majority in partnership with other organisations).
Organise and lead on the <b>National Trails Officers' Spring meeting and support the NTUK Summit to be hosted in Cheltenham</b>	RJ	RJ, ND, MR	May-24	Event successfully delivered.	✓	Completed.
Develop and promote easy access self guided routes and the Young Cotswold Way Explorers resource to reach a new, wider audience	RJ	WI Group, ND, MR,RJ	Mar-25	Successful event, with positive feedback from attendees.	●	On track.
Develop and promote the <b>Cotswolds Riders' Way</b> .	RJ	RJ, SS	Mar-25	Launched and promoted with excellent feedback and social media interaction.	✓	Completed and available to download from the website.
<b>EVERYONE'S EVENLODE</b>						
Deliver the <b>largest school booking sessions</b> we've seen to date in spring-summer 2024.	JW	EE team	Mar-25	School sessions successfully delivered.	✓	Completed. Excellent feedback from teachers and pupils.
Offer a <b>wide range of community outreach events</b> across the catchment to reach new audiences.	JW	EE team	Mar-25	Outreach sessions successfully delivered.	●	Ongoing.
Continue to <b>build the capacity of education providers</b> in catchment and beyond.	JW	EE team	Mar-25	Consolidation of the Outdoor Learning Network (OLN).	●	Ongoing.
<b>VOLUNTEERS</b>						
Complete the <b>H&amp;S review</b> of all volunteer activity, to ensure best practice at all times.	RJ	RJ, ND, AF, VWs	Mar-25	Updated safety procedures, advice and risk assessments for volunteers working on behalf of the CNL Board are published and on the website.	●	Nearing completion.
Promote the <b>Countryside Fund</b> to all CVW Districts and ensure processes are as simple as possible.	RJ	RJ, Head and Deputy Wardens	Mar-25	Increase in project proposals submitted and funds allocated.	●	Ongoing.
Organise and deliver the <b>Volunteers' Conference</b> .	RJ	DM, RJ, VWs	Jun-24	The delivery of a successful, well attended and thought provoking annual volunteers conference.	✓	Completed with excellent feedback from attendees and presenters.
Review and seek to <b>improve administrative processes</b> across the CVW operations.	RJ	RJ, DM, ND, Head and Deputy Wardens	Mar-25	New processes in place to make it easier for CVWs to complete their administration.	●	Good progress made to date.