

Cotswolds National Landscape - 2022/23 Detailed Work Programme					✓	Completed
					●	In progress / on track
					⊙	Not started
					✗	Off track
PROGRESS UPDATE: End January 2023						
FUNCTION	Accountable	Responsible	By When	Target Measures	Progress	Comments
BUSINESS PLANNING						
Develop and produce the 3-Year Business Plan Framework 2023-26	AP	All	Mar-23	Framework adopted by the Board in October 2022	✓	Adopted by the Board.
Develop and produce the Management Plan 2023-25 (interim), which will be followed by a full review for the period 2025-30	AP	SS	Feb-23	Plan adopted by the Board and endorsed by key external stakeholders	●	Seeking Board adoption at the February 2023 meeting.
Landscapes Review	AP	AP, SS	Sep-22	Government's final response received and appropriate actions/ priorities built into both the Business Plan and the Management Plan thinking	✗	Still awaiting outcomes but continue to liaise closely with the NAAONB, Natural England and Defra.
Workplace Strategy	AP	AP	Mar-23	Secured a high standard and flexible office and meeting space for the team	✓	Identified a short to mid-term solution for new workspace (three locations) from May 2023. Terms agreed.
SUPPORT SERVICES						
Property Management	AP	MP	Mar-23	Ensure the leased areas meet the conditions as detailed in the lease	✓	Roof works to be completed (c.£22k) and negotiations with the landlord reaching its final stage.
IT Strategy	AP	MP	Mar-23	Deliver milestones 3-5 from the roadmap, i.e. data migrated to MS SharePoint, new backup solutions, loan server decommissioned, Cyber Essentials certified	●	Completed (with the exception of Cyber Essentials)
Review, simplify and update the Board Constitution	AW	tbc	Sep-22	Required changes identified and the Constitution reviewed for accuracy (e.g. references), simplified, reformatted and made more accessible	⊙	Carried forward to next year's programme.
Develop a Finance 'manual'	AW	DM, MP	Sep-22	Key finance team tasks and processes documented to demonstrate the internal control environment and to increase team resilience	⊙	Carried forward to next year's programme.
Introduce monthly cash-flow forecasting	AW	AW	Mar-23	Monthly cash flow forecasts developed to benefit future year reporting	✓	In place.
PARTNERSHIPS AND FUNDRAISING						
Grow the support base and increase the profile of the Caring for the Cotswolds visitor giving grant scheme	JW	JW, AH	Dec-22	Increased membership due to enhanced promotional activities; positive PR through promotion of flagship projects	●	Currently there are nine business members, who receive regular updates on the projects that they have helped to fund. Continuing to seek new members.
Sculpture Trail 2023	JW	JW, AP, AH	Sep-22	Detailed funding model and project plan in place; Executive Committee approval	⊙	Decision made not to run a sculpture trail in 2023.
Continue to build relationships with funders - trusts, donors, corporates, etc.	JW	JW, AP	Mar-23	Review of relevant local, regional and national funders with introductions made and funding applications submitted, as appropriate.	●	Ongoing.
Report back to the current funders of the Rural Skills and Young People project and the Everyone's Evenlode project	JW	JW, EB, RM, RR, RW, J	Sep-22	Provide accurate and timely reports that showcase our work and build progressive partnerships for the future	✓	Thames Water, Wates Foundation and Summerfield Trust all receive regular project progress reports.
Review options for installing the new CNL logo in current and new boundary marker locations	JW	JW, AH	Mar-23	Support the Wardens to complete the comprehensive review; have a blue-print for Parish and Town Councils to update the logo; seek funding for implementation	⊙	Carried forward to next year's programme.
COMMUNICATION AND ENGAGEMENT						
Develop a funding and delivery plan for the national Arts in the Landscape strategy	AH	AH, JW, Andy Graham	Mar-23	Have a clear plan in place for the Cotswolds, with potential funders identified and bid/s submitted	●	Working with the NAAONB with the national arts strategy and funding options.
Promote the Platinum Jubilee Voluntary Warden guided walks	AH	AH, RJ, Mike Cripps	Sep-22	Number of walks / number of walk attendees / social media engagement / number of visits to guided walks page / participant feedback	✓	Completed.
Co-ordinate CNL attendance at the Moreton Show 2022	AH	MC, SB, HS, AF, RM, RR, RW-J	Sep-22	Ensure the CNL brand is well represented, alongside the key themes of FIPL, Glorious Cotswold Grasslands and Everyone's Evenlode	✓	The Moreton Show took place on Saturday 3 September. The stand looked fantastic, great support from the team and high levels of public engagement throughout the day.
Schedule the national 'moments' into the CNL social calendar	AH	AH	Mar-23	Planned social media calendar to incorporate national moments/ weeks, e.g. volunteering, into the overall CNL social media activity	●	Ongoing.

FUNCTION	Accountable	Responsible	By When	Target Measures	Progress	Comments
PLANNING AND LANDSCAPE						
Deliver the Landscape Enhancement Initiative (National Grid)	SS	SS	Mar-23	Three existing projects deliver to schedule; the National Trust Lodge Park proposal gains approval and delivery starts	●	National Grid has released funding for the three existing projects and they are in various stages of delivery. The NT Lodge Park project is also underway.
Influence planning policy	JM	JM	Mar-23	(1) % of high priority local plan consultations responded to (N.B. 'High priority' = issues and options, preferred options, pre-submission and main modifications (or equivalent)); target = 75%. (2) Local Plan consultation responses to promote delivery of Cotswold Nature Recovery Plan, where appropriate	●	Ongoing, with high levels of engagement with LPA colleagues.
Influence development management	JM	SJ	Mar-23	% of development management applications that we object to for which the local authority refuses permission or for which the application is withdrawn. Target = 60%	●	Currently 75%.
Fulfil obligations of being a statutory consultee (in anticipation of the Government implementing statutory consultee status for AONBs, as proposed in the Landscapes Review)	JM	SJ	Mar-23	% of pro-active development management consultations that are above our primary consultation thresholds for which we provide a substantive response by the original deadline. Target = 60-79%	●	97% in Q3.
Review Neighbourhood Planning Position Statement	JM	JM, SJ	Mar-23	Updated Neighbourhood Planning Position Statement adopted	●	To be presented for adoption at the June Board meeting.
LAND MANAGEMENT						
Continue to grow knowledge of Environmental Land Management (ELM), representing the organisation at both a National and Cotswolds level	MC	MC	Mar-23	Positive dialogue and engagement with Defra/Protected Landscapes ELM Group	●	Land Management Lead represented on the Account Management call. Keen to progress further.
Finalise allocation of Rail Corridor Enhancement Project funds and conclude Cotswolds Champions Programme	MC	SB	Mar-23	Number of RCEP supported projects/grant allocated and claimed. Cotswolds Champions projects completed and programme closed	✗	The compensation element of the programme is now complete, the lineside mitigation project remains ongoing and will continue into 2023/24.
Respond to consultations on land management proposals, inc. Woodland and Natural Flood Management	MC	MC	Mar-23	Responses submitted and recorded as required	●	Responded to 87 land management proposals to date.
Continue engagement with the Thames Water 'Smarter Catchment' project in the Evenlode catchment	MC	MC, JW	Mar-23	Smarter Catchment projects are in line with the AONB Management Plan and guidance and help deliver priorities. Grassland/meadow restoration project included	●	Land Management Lead and Partnerships Lead continue to represent CNL at programme steering group meetings and leading on delivery of certain aspects of the programme.
Prepare and publish guidance for woodland creation and tree planting	MC	MC	Aug-22	Guide published on the website and promoted to farmers, land managers, foresters, agents, etc.	✗	In progress but off track.
FARMING IN PROTECTED LANDSCAPES						
Grant allocation	MC	FEOs, CR	Mar-23	Year 2 grant budget is fully allocated across a diverse range/ type/ geography	●	In progress, and although the KPI is currently Red, there is full confidence that the full amount will be allocated by year-end.
Grant claims	MC	FEOs, CR	Mar-23	Year 2 grant claims made are timely and accurate	●	In progress.
Programme reporting	MC	FEOs, CR	Mar-23	Monthly, quarterly and annual reporting to Defra submitted to a high standard	●	Ongoing.
NATURE RECOVERY						
Communicate the messages of the Nature Recovery Plan to secure policy improvements and delivery	SS	SS	Mar-23	Engagement with the six Local Nature Recovery Strategy processes and support the development of nature recovery proposals	●	Ongoing, Cotswold District Council has formally adopted the Plan.
Continue to support the Cotswolds Nature Recovery Forum	SS	SS	Mar-23	2+ meetings per annum. Membership 70+ individuals, 35+ organisations	●	Ongoing, with a focus on Local Nature Recovery Strategies (six coincident with the CNL).
Continue to facilitate the Big Chalk programme	SS	SS	Mar-23	Completed consultancy, extended partnership and refined geography; project funding proposals submitted, including NLHF EOI	●	Ongoing.
Deliver the first year of post-Esmee Fairbairn Foundation funding of the Glorious Cotswold Grassland programme	SS	HS, AF	Mar-23	Combine earned income with additional funding streams to deliver a financially and operationally sustainable programme. Restore 50ha of wildflower grassland	●	Progressing very well; secured funding via the Thames Water 'Smarter Catchment' programme, continuing to deliver Severn Trent's 'Great Big Nature Boost', strong relationships with landowners and feasibility contract signed for the Designated Funds large scale Biodiversity Net Gain project.

FUNCTION	Accountable	Responsible	By When	Target Measures	Progress	Comments
CLIMATE ACTION						
Carbon Baseline Assessment	AP	ME	Jun-22	The baselining assessment of the CNL completed and recommendations for potential action articulated	✗	The results of the assessment was presented to the CNL Executive Committee in May and the final full report completed in January 2023.
Stakeholder engagement and understanding	AP	ME	Mar-23	Thorough understanding of external partners' priorities and ambitions; start to build consensus for compatible climate solutions	●	The Climate Action Lead has developed a strong network of external stakeholders and is building a fuller picture across the CNL and the 15 local authorities.
Review Renewable Energy Position Statement	JM	JM, ME	Oct-22	Updated Renewable Energy Position Statement adopted at October Board	✗	The Position Statement will now be adopted at the June 2023 Board meeting.
Target setting	AP	ME	Mar-23	Achievable target set to meet the CNL climate crisis commitment; targets incorporated into the Management Plan 2023-28	⦿	Not started.
RURAL SKILLS						
Sustainable programme of outreach work (focusing on young people)	JW	EB	Mar-23	Funding allocated to maximise the learning outcomes for children and young people; additional grant funding opportunities identified	●	Ongoing, but reduced due to team resource.
TRAILS AND ACCESS						
Deliver improvements to the Cotswold Way National Trail	RJ	RJ, ND	Mar-23	Completion of surface improvements at Chipping Campden with additional funding sourced, including Robert Welch contribution; completion of surface and drainage improvements at Stanton and north of Bath	●	Ongoing as per programme.
Deliver access improvements for mobility scooters	RJ	RJ, ND, VWs	Mar-23	Dependant on funding, install two new routes at Stinchcombe and Lansdown; work with South Wardens district to identify and promote additional disability routes	●	Designated Funds didn't fund the two routes, Lansdown being taken forward this year as part of Defra's Removing Barriers funding and Stinchcombe in 2024/25.
Produce a schools educational resource based on the Cotswold Way	RJ	ND, AH, RJ	Mar-23	Completion of the second stage of the project to provide whiteboard material and teachers notes for lessons based on the Cotswold Way	✓	Completed.
Promote access in the Bath area and produce 18 additional routes for the Bathscape access project	RJ	ND	Mar-23	Promotion of the Circuit of Bath; guided walks led throughout the year to promote walking around Bath; identification and creation of 18 new routes around Bath for a variety of audiences	✓	Completed.
Complete the Cotswolds Riders Way	RJ	SS	Dec-22	Create a cycling route parallel to the Cotswold Way	⦿	Not started.
EVERYONE'S EVENLODE						
Develop a pilot project for River Schools	JW	RM & RWJ	Dec-22	Detailed feedback from participating schools used to create educational offering	✓	The Pilot was completed in mid-July and the team now have a blueprint for delivery going forward.
Pilot Duke of Edinburgh at Marlborough School	JW	RM & RWJ	Dec-22	Regular monthly working party at Combe Mill (Blenheim Palace) to restore habitats adjacent to the river	✓	Completed successfully with regular sessions held accommodating six DoE students at a time.
Hold a teacher training day, graduate PGCE programme	JW	RM & RWJ	Dec-22	Oxford University Geography PGCE students to undertake training at Combe Mill from September 2022	✓	Completed.
Organise a series of catchment awareness events	JW	RR & RWJ	Oct-22	To include representation at fairs and possibly a river community day	✓	15 fairs, events and shows attended with high levels of public engagement and interest.
Research and promote local guided walks	JW	RR & RWJ	Dec-22	To increase catchment awareness and participation by the community	✓	Five guided walks have been completed in partnership with the Cotswold Voluntary Wardens
VOLUNTEERS						
Produce an organisation-wide Volunteering Policy	RJ	RJ, Publica	Jun-22	Volunteering Policy written and presented for adoption at the June board	✓	Policy adopted at the June Board meeting.
Produce a Volunteers Handbook	RJ	RJ, VWs	Sep-22	Volunteers handbook to be distributed to wardens and uploaded to wardens area of the website	✓	Handbook written and on the Volunteers section of the website.
Organise and deliver the Volunteers Conference	RJ	RJ, VWs	Jun-22	Farming and tourism themed conference at the Royal Agricultural University	✓	Conference extremely well attended with great speakers and afternoon walks/workshops.
Produce a Queen's Platinum Jubilee programme of guided walks	RJ	RJ, VWs	Sep-22	A programme of royal themed guided walks from June to August	✓	Completed.