

Item 7 Appendix A

CNL Work Programme 2021-22				✓	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						
Roll-out new quarterly management accounts	AW	MP	Jul-21	Quarterly management accounts produced including YTD performance vs budget for all 'departments' / 'activity areas'.	✓	Completed.
Introduce monthly cash-flow forecasting	AW	AW	May-21	Monthly cash flow forecasts developed.	✗	Head of Finance started work on this but now on maternity leave. Will look to continue with maternity cover role-holder.
Develop a Finance 'manual'	AW	DM, MP	Dec-21	Key finance team tasks and processes documented to demonstrate the internal control environment and to increase team resilience.	⊙	
Review, simplify and update the Board Constitution	AW	AW + Sue Crawford	May Exec	Required changes identified and the Constitution reviewed for accuracy (e.g. references), simplified, reformatted and made more accessible.	●	In progress, a task for the newly set up Finance and Governance Sub-Committee.
Develop a 3-year ICT plan	AW	MP	Sept Exec	IT hardware audit undertaken and rolling programme of replacement established. ICT strategy/plan developed with costed priorities.	✗	Due to other pressing work commitments, this objective has been changed. The new target is to formulate an outline plan this FY, and have a full version next FY (closely linked to the Workplace Plan)
Ensure effective GIS capability/accessibility within the Organisation	AW	SS MP MC AF	Jul-21	Needs analysis undertaken and GIS solution selected and implemented.	⊙	
Review data protection across the Organisation	AW	MP	Sept Exec	Data audit (what data do we hold and why) undertaken and measures taken to ensure compliance with the UK Data Protection Act. Development of relevant policy/guidance, i.e. Data Retention Strategy. To involve our Data Protection Officer where relevant.	●	In progress, obtaining support (where required) from our HR advisors, Publica.
Plan for the team to return to the office	AP	MP	May-21	Plan agreed with the team and ready for implementation at the right time.	✓	Plan agreed and phased return (smaller teams), using the office space on different days during the week, started during August.
Review and implement a new CRM system	AP	AH JW AP	Sep-21	CRM system implemented and tangible benefits being realised across the Organisation.	●	The FiPL team are trialling HubSpot, with the aim of a wider roll-out if deemed successful.
Introduce a new Environmental Performance Policy	AP	tbc	Jan Exec	Review current best practice and draft a new policy to reflect the Organisation's commitment to energy reduction, etc.	●	Started, looking at how other organisations' different approaches.
BUSINESS PLANNING						
Develop and launch the new Vision for the Cotswolds	AP	AP AH + Task & Finish Group	May Exec	T&F Group to develop ideas and themes; consult internally and externally. The Vision will help inform the direction of the next Management Plan.	✓	Vision adopted by the Board in June and 'set the tone' for our Forward Planning away day in July.
Review Business Plan when government respond fully to Glover	AP	All	tbc	The Organisation demonstrates its ability to flex to change and identify (and act upon) the priorities from government.	⊙	
Develop early thinking for a future Workplace strategy	AP	AW	Mar-22	An outline plan agreed and in place for workplace accommodation post July 2023.	●	In progress.
Develop the Glorious Cotswold Grassland Business Plan to build towards a sustainable future	MC	MC HS AF SS + Steering Group	Mar-22	Income generated. Percentage of income from charged for services. New funding/income sources generated/lined up for 2022/23. Review business plan.	●	Strong progress, project set to continue beyond the Esmee Fairbairn funded period (which ends in Feb 2022) due to new income streams.
Start the development of the AONB Management Plan 2023-28	SS	All	Mar-22	Gain Board approval for our 'approach' at the October meeting. Outline stakeholder engagement plan in place.	●	The process started with the Forward Planning Day in July and will continue with the outline approach presented to the Exec in September.

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PARTNERSHIPS AND FUNDRAISING						
Deliver the Kingfisher Sculpture Trail and Fundraising Auction	JW	JW AP AH	Nov-21	Engaging new and existing audiences in the Cotswolds and beyond. Financial targets met.	●	Fantastic outcomes with the Kingfisher Trail to date, with excellent levels of public engagement and very positive feedback from local businesses and town councils.
Grow and develop Caring for the Cotswolds	JW	JW	Mar-22	Defined membership offering and increased membership.	●	In progress, liaising with Cotswold Tourism (DMO) to promote the scheme to their large membership base.
Build relationships with Funders - Trusts, Donors, Corporates, etc.	JW	JW AP + <i>Working Group</i>	Mar-22	Review of relevant local, regional and national funders with introductions made and funding applications submitted, as appropriate.	●	In progress, new funding received from two different trusts so far this FY.
Build on the new fundraising MOU with the Cotswold Way Assoc.	JW	JW RJ	Sep-21	Implementation of the agreed responsibilities in the MOU.	●	Relationships continue to build in a positive manner.
Deliver the Cotswold Way at 50 fundraising and engagement event	RJ	RJ AP AH JW	Sep-21	Event held on 19 September. Relay walk week beginning September 13, in partnership with John Lewis and Robert Welch. Robert Welch to produce Cotswold Way products. Successful fundraising partnership with CWA.	✓	Hugely successful relay walk and event in Chipping Campden.
Understand how 'blended finance' opportunities (public and private sector funding) could be realised to benefit the National Landscape	AP	AP JW + <i>Steering Group</i>	Mar-22	Research what is currently happening. Seek advice from experts. Create early thinking on how the Organisation can build its reputation in this space.	●	In progress. Private sector funding received through Severn Trent Water (we are now a Strategic Partner of the Great Big Nature Boost programme) and Thames Water (community fund for rural skills outreach work). Attended a 'Green Gains' event hosted by Ground Control, focusing on cross-sector partnerships.
COMMUNICATION AND ENGAGEMENT						
Review and make a decision on the publication and distribution of the Cotswold Lion	AH	AH AP	Ongoing	Due to Covid-19, Cotswold Lion will continue as usual for 2021, with flexibility included for pandemic progression/recovery. Aug/Sept 2021 = consider options for 2022. Work to track online downloads of issues.	✓	Completed.
Ensure an effective implementation/ roll-out of the Rural Skills website project	AH	EB DM	Apr-21	Include rural skills pages in google analytics reports.	✓	Completed.
Devise a plan for conducting audience surveys/ deliver surveys to inform future priorities	AH	AH AP JW SS	Mar-22	Survey participation/completion, and results analysis.	●	Survey format/ questions drafted. Need to agree timings to complete the survey.
Build wider team capability to broaden social media posts/ coverage	AH	All	Ongoing	Team participation, activity/subject variety in posts.	●	Ongoing training in place.
Promote the completed Cotswolds Gateways project on the website and owned channels	RJ	AH RJ	Apr-21	Promotion of walks on website and through Facebook, Twitter and Instagram.	✓	Completed.
Landscape Strategy and Guidelines - develop an interactive map on the website	MC	MC AH	Sep-21	Interactive map created and on the website.	●	In progress and will be completed this FY.
Review the status of, and maintain, the AONB boundary markers. Review the scope for new markers.	JW	JW AP	Mar-22	Complete review including potential funding options.	●	Cotswolds Voluntary Wardens completing a location and condition survey. Once completed a plan will be put in place for maintenance and replacements (if required).
Continue to improve external/ regional relationships, e.g. LAs, MPs, LEPS, LNPs	AP	MC JM JW SS	Mar-22	Continue regular meetings; 1-1s, etc. to clearly demonstrate the value-add of the Organisation's work and willingness to work in partnership.	●	Ongoing. The Vision consultation really helped with this target.
Establish the Health, Wellbeing and Social Inclusion Working Group	AP	AW + <i>Working Group</i>	May-21	HWSI WG meetings established and priorities and action plan developed.	●	Group established and Chair appointed. The self-led Group will report to the Executive Committee at the beginning of 2022.
Develop networks to enhance outcomes for HWSI Working Group	AP	AW + <i>Working Group</i>	Dec-21	The focus for network development set by the direction of travel of the HWSI WG - networks may include establishing links with Health and Wellbeing Boards and ICSSs (Integrated Care Systems), local authority / district council Race and Diversity Working Groups, etc.	●	In progress.

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PLANNING AND LANDSCAPE						
Influence planning policy	JM	JM + Working Group	Mar-22	% of 'high priority' planning policy consultations responded to (Target = 75%).	●	Q1 = commented on 32 major planning applications.
Influence development management	JM	JM + Working Group	Mar-22	% of planning decisions in-line with recommendations.	●	Q1 = 0% (a very small sample size - 2)
Statutory consultee (i.e. how we perform against statutory consultee requirements)	JM	JM + Working Group	Mar-22	% of development management consultations, above consultation thresholds, where we provided a substantive response within the original deadline (Target = 75%).	●	Q1 = 57%
Promotion and support of Biodiversity Net Gain	JM	JM SS	Mar-22	Continued engagement with LPA partners in their formulation and delivery of Biodiversity Net Gain objectives, aligned with and delivering Cotswolds National Landscape priorities.	●	Started exploring through conversations with local authorities and the Glos LNP.
Identify and support the delivery of new undergrounding projects	JM	JM MC	Mar-22	WPD undergrounding schemes completed at Cranham and Pitchcombe.	●	In progress.
Deliver current Landscape Enhancement Initiative (LEI) projects and develop new ones	SS	SS AW MP MC	Mar-22	Existing projects delivering on the ground and reporting/claiming to schedule. Lodge Park submitted by deadline.	●	Funding received for three projects (over £500k) and awaiting outcome of a fourth project.
Continue to be involved with the A417 Missing Link Road Scheme	AP	AP JM MC + Steering Group	Mar-22	Attend all meetings, including Statement of Common Ground; Strategic Stakeholder Panel; Collaborative Sessions, etc. Ensure the Cotswolds National Landscape has a clear and well communicated position ahead of Highways England submitting the Development Consent Order (DCO).	●	In progress. Submitted our Relevant Representation, following the DCO being submitted and accepted by the Planning Inspectorate.
Revise and consult on a minimum of two Position Statements	JM	JM + Working Group	Mar-22	Renewable Energy and Neighbourhood Planning.	⊙	To be presented for adoption at the June Board.
Finalise selection of Cotswolds Champions Programme supported projects and ensure legacy plans are in place.	JM	SB	Mar-22	Number of supported projects/total funds allocated.	●	In progress.
LAND MANAGEMENT						
Continue to grow knowledge of ELM, representing the organisation at both a National and Cotswolds level	MC	MC	Mar-22	Continued engagement with the ELM Scheme Design and Marketing Board and the Stakeholder Comms Working Group. ELM Pilot aligned with and delivering Cotswolds National Landscape Priorities.	●	In progress.
Understand the organisational implications, and commence delivery, of the Farming in Protected Landscapes (FiPL) funded programme	MC	MC AP AW	Mar-22	Cotswolds FiPL launched with resources to deliver. Review panel established. Number of applications received, number and value of agreements, amount of year 1 budget committed/spent.	●	Very strong start to the programme, with a full team recruited and a fantastic Assessment Panel in place. 60 enquiries to date and 25 projects currently being developed. Eight projects presented at the first Panel meeting.
Host the Annual Farming Forum	MC	MC AH	Mar-22	Theme agreed, speakers invited, audience engaged, event delivered.	⊙	
Obtain Board adoption for the updated Climate Change Strategy	MC	MC SS + Steering Group	May Exec	Climate Change Strategy adopted.	●	In progress, but sign off pushed back to February 2022 Board meeting.
Respond to consultations on land management proposals, inc. Woodland & Natural Flood Management.	MC	MC	Mar-22	Responses submitted and recorded as required.	●	In progress.
Consider forming a 'Woodland' cluster group or Woodland Forum	MC	MC	Dec-21	Decision taken whether to proceed and on which model. If proceed, first meeting held.	⊙	
Identify locations to plant the community grown 'Ourboretum' trees	MC	MC	Dec-21	Number of locations and number of Ourboretum trees planted.	●	In progress, three sites identified so far.
Develop a plan for furthering our Dark Skies programme	MC	MC	Mar-22	Plan developed and presented to Executive Committee.	⊙	
Engage with the Thames Water 'Smarter Catchment' project in the Evenlode catchment	MC	MC SS JM	Mar-22	Smarter Catchment projects are in line with the AONB Management Plan and help deliver priorities. Grassland/meadow restoration project included.	●	Currently recruiting two roles to support the education and outreach objectives of the project.

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NATURE RECOVERY						
Publish the Cotswolds National Landscape Nature Recovery Plan	SS	SS AH	Dec-21	Plan adopted by the Board as guidance and published.	●	Seeking formal Board adoption at the October meeting.
Continue to support the Cotswolds Nature Recovery Forum	SS	SS	Mar-22	2+ meetings per annum. Membership 70+ individuals, 35+ organisations.	●	Ongoing.
Continue to facilitate the Big Chalk programme	SS	SS	Mar-22	Vision & ToR agreed. 2x proposals inc. with Colchester Declaration WG.	●	Excellent progress with funding secured from Natural England (£30k) to take the development to the next stage.
Deliver Yr3 of the Glorious Cotswold Grassland project	HS	HS AF	Feb-22	Continue delivering to project targets using proven and refined methodology, plus new strands of work for developing income streams e.g. Severn Trent Water agreement.	●	In progress, with the project team and volunteers exceptionally busy at present.
Ensure a plan in place to deliver engagement events for GCG when Covid-19 restrictions ease	AF	AF HS	Feb-22	Equine workshop rebooked for May 2021 and several outdoor small group events planned for summer 2021. Larger/indoor events unlikely in 2021-22.	✓	Wychwood Show attended in August and Moreton Show attended in September.
Develop new partnerships to better inform the 'State of the Cotswolds'	SS	SS MC AP	Oct-21	Work with Imperial College on a Masters Research project around tree capacity/ Work with the NAAONB to have a Natural Capital Assessment of the Cotswolds.	✓	All three research projects completed.
RURAL SKILLS						
Ensure Rural Skills becomes sustainable through a new Business Plan (3-years) and Detailed Programme (1-year)	JW	EB	Apr-21	Business Plan produced setting out direction of travel for a sustainable and profitable Rural Skills programme within three years.	✓	Plan adopted and Year 1 delivery underway.
Identify the optimal business mix of: courses; experiences; youth work; corporate days	JW	EB	Apr-21	Excellent selection of courses, development of youth work and corporate days and expansion into experiences market.	●	Trialling new ideas/ income streams during Year 1, with a view to setting the most optimum mix from Year 2.
TRAILS AND ACCESS						
Lead required improvements to the Cotswold Way National Trail (inc. infrastructure) as a result of high footfall, weather issues and a reduction in maintenance work during C-19.	RJ	RJ + CVWs	Mar-22	Identify projects with partners and Highways to improve the Trail.	●	In progress, working closely with relevant local authorities and seeking additional funding from NE.
Create new family-friendly and disability routes connected to the Cotswold Way	RJ	RJ AH + CVWs and CWA	Sep-21	Produce a series of four family friendly walks linked to the Trail. Identify three disability routes linked to the Trail.	●	In progress.
Update the Cotswold Way online educational resource	RJ	RJ AH	Mar-22	Update and offer online educational resources based along the Trail.	⊙	
Host the family of National Trails' Annual Forum	RJ	RJ AP AH	May-21	Organise and lead on a two-day visit by the Trails Family.	✓	Becky Jones chaired an online meeting (due to Covid-19)
Deliver the first year of the Bathscapes project - access element	RJ	ND	Mar-22	Recruit a part-time role to support the project. Establish and mark the Bath circular walk.	●	Funded post-holder now in role and working very well with the Bathscapes programme team. Circular route improved in time for the September Walking Festival.
Complete the Cotswolds Riders Way	RJ	SS	Dec-21	Create a cycling route parallel to the Cotswold Way.	●	In progress.
VOLUNTEERS						
Ensure a safe restart to the Cotswolds Voluntary Wardens work schedule	RJ	RJ MR MC	Mar-22	Support safe working practices for all warden activities in line with Government restrictions.	✓	Completed initial restart, ongoing reviews.
Launch the guided walks booking system	RJ	RJ AH	May-21	Offer the walks booking system to the public when restrictions lift / ease in line with numbers allowed safely on walks.	✓	Completed.
Continue to support and develop the diversification of the Cotswolds Voluntary Warden membership	MR	MR MC RJ AP	Dec-21	Review membership of wardens to gauge progress.	●	In progress, with the current focus on the 'Women into Wardens' project.
Develop a programme of presentations that team members can deliver at CVW Executive meetings/ further interests, etc.	MR	MR RJ	Mar-22	Create a programme of four Autumn sessions based on Farming, Nature Recovery, Planning and Grassland for wardens and employees.	●	In progress.
Revise CVW publicity materials/ clothing in line with new brand	RJ	RJ AH	Jun-21	Provide updated material for use at shows and events and fleeces for warden membership.	✓	Completed.
Develop a plan for volunteer engagement to complete conservation and environmental surveys	SS	RJ EB HS AF	Mar-22	Plan with stakeholder research, analysis and proposals presented to CNL and the Cotswolds Nature Recovery Forum.	●	In progress.