



COTSWOLD  
DISTRICT COUNCIL

# Cotswold District Council Corporate Plan 2020-2024

## Update Spring 2022



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# Message from Councillor Joe Harris, Leader of the Council

The Cotswolds is well-known for its landscape, and high quality of life. Within its 450 square miles Cotswold District accommodates over 90,000 residents, supporting 6,185 businesses, and 55,000 jobs. While we are rightly proud to call it home, we need to face up to the very real challenges of climate change, the ecological emergency, and to promote the economy, the housing and the health and leisure opportunities our residents need. This plan sets out how we will make our region even better. When the Liberal Democrats took control of Cotswold District Council in May 2019, we had clear aims: to rebuild a Council that's proactive and responsive to the needs of our residents and businesses in a fast-changing environment, and to build for the future while respecting our heritage.

Our focus in achieving these aims will be on the following priorities:

-  Deliver the Highest Standards of Services
-  Respond to the Climate Crisis
-  Provide Socially Rented Homes
-  Make our Local Plan Green to the Core
-  Support Health and Well-being
-  Enable a Vibrant Economy

These aims are underpinned by our commitment to take radical action in response to the climate crisis, and are more important than ever in the wake of the Covid-19 pandemic – and we have reviewed and expanded our intentions as a result. Our residents, communities and businesses face huge uncertainty as a consequence of the pandemic. We are determined to do everything we can to help them not only recover, but to take advantage of new opportunities in the post-COVID world.

Our area already hosts refugees from global conflicts, and we expect to be supporting families escaping from the conflict in Ukraine through the Government's 'Homes for Ukraine' scheme, who we know will be welcomed into the homes and the hearts of our residents. Ukrainians welcomed into this scheme will be eligible to work, access state benefits and public services for three years. The local Gloucestershire councils are currently working together to provide support for any guests and sponsors in the Cotswold District.

While our fundamental aims have not changed, our plans and priorities have been altered by events that have developed since the end of February 2020. An important part of any strategic plan is regular review. This refreshed and reviewed Corporate Plan sets out the key achievements against the commitments within the Plan to date. Pages 4-15 set out Cabinet's key priorities for 2022/23. Page 16 onwards sets out in more detail the actions that will address these priorities, and the broader ambitions of the Council.

It is important to recognise how our priorities interlink – for example, a vibrant economy is important for the health and wellbeing of residents. Throughout this document, we have indicated where actions contribute across our priorities using the icons above – to demonstrate that all our actions should support all our aims wherever possible.



In September 2019 we adopted three principles that act as the foundation for everything we do. In the world in which we find ourselves today, these are more important than ever:

- rebuilding trust and confidence in the Council
- providing value for money for our residents and businesses
- listening to the needs of our community, and acting on what we hear

We've already taken action to demonstrate our commitment to these principles:

- Live streaming all Council meetings to make them more accessible to more people.
- Increasing public engagement and communications with our use of social media. Combined our social media channels reach around 28,500 residents and businesses. Our newly launched e-newsletter 'Cotswold RoundUp' goes to over 4,000 people with new people signing up every day.
- Introducing digital consultation platforms around key topics such as the budget and Local Plan – the Local Plan consultation received 250 comments in only a week of going live.
- Improving our Council tax support scheme to help our most vulnerable residents.



When the Covid-19 pandemic threatened our businesses and residents, and risked our service delivery, we rose to the challenge together. During the pandemic, we were quick to ensure our elderly and vulnerable residents are looked after, supporting over 700 residents via our Help Hub, issued over £73 million of government grants to businesses, enabled our leisure services provider to continue to support the health and wellbeing of our residents, provided free parking permits for NHS and care workers, and kept essential frontline services operating. We did all of this in accordance with our aims and principles. Now our focus is on recovery, we will continue to make Cotswold District a better place.

There's a lot to do. We can't solve every problem in one Council term, and we won't get everything right, but by listening to our residents – and acting on their concerns – we can address the big issues that affect their lives.

A handwritten signature in black ink, appearing to read "Joe Haldane". The signature is fluid and has a distinct style, with a large, stylized 'J' at the beginning.



## To create a council that's proactive and responsive to the needs of our residents and businesses

Rebuilding trust and confidence in the council by promoting a culture of openness and transparency

Providing value for money for our residents and businesses by using our resources wisely and investing in the district's fabric and future

Listening to the needs of our community, and acting on what we hear

 Deliver the highest standards of service	 Respond to the Climate Crisis	 Provide Socially Rented Homes	 Make our Local Plan Green to the Core	 Support Health and Well-being	 Enable a Vibrant Economy
Develop and deliver a strategy for the Cotswold Water Park	Tackle the climate crisis at home	Embed a Housing First approach to tackling homelessness	Develop a new Cotswold Design Guide	Deliver the Council's Leisure Strategy	Work with partners to support businesses and encourage the growth of start-ups
Deliver an excellent Town and Parish Council engagement programme	Install EV charging points across the district	Deliver carbon neutral social housing on the Down Ampney site	Develop a strategy for Cirencester town centre	Improve equal access to quality services	Focus on growing commercial revenues in the Council that underpin a 'Green Evolution'
Roll out cashless car parking to our car parks, including an exemplar car park at Bourton on the Water	Reduce carbon emissions from our own operations	Progress carbon neutral social housing in Kemble and/or Southrop	Explore natural capital and CIL to develop natural resilience to flooding risks	Promote the CrowdFund Cotswold Spacehive programme	Secure successful businesses in the visitor economy with higher visitor spend and more even footfall
Ensure that road and street cleaning is undertaken proactively and to a high standard, as part of the 'Clean and Green Cotswolds' initiative	Deliver an exemplar carbon reduction and climate change public engagement programme	Work with housing providers to improve the affordability and sustainability of developments	Update our local plan to promote carbon neutral development and infrastructure	Coordinate an asset based community development approach	Bring forward large-scale investments through our Recovery Investment Fund to reach our £1m Revenue target

# Deliver the highest standard of services

## Why is this important?

As a Council, we exist to provide vital services to our residents, businesses and visitors. We will deliver our services both effectively and efficiently, ensuring they're designed to reflect our commitment to climate change, a green economy and the delivery of truly affordable homes.

## What will we achieve?

Our services will be responsive, flexible, and focused on addressing the problems, concerns and needs of our residents and communities. We will increase engagement with the public to improve the detection and enforcement of enviro-crime such as fly-tipping and dog fouling, and develop a proactive approach to planning enforcement to increase the sense of civic pride that exists across the District. Above all else, we will put our residents at the heart of everything.

## How will we do this?

- Establish financial resilience to enable investment in our priorities
- Create maximised flood protection measures for residential and commercial properties
- Establish excellent working relationships with town and parish Councils
- Create and deliver a comprehensive parking strategy
- Provide an efficient and competitive building standards service
- Provide modern and clean public toilets
- Promote and implement civic pride initiatives

**“Working with our Ubico partners, our new waste and recycling service has been rolled out extremely successfully across the District. It is now live and emptying 144,000 containers a week.”**





## What we have done

- We responded to severe flooding over Christmas 2020, and followed up with Flood forums attended by over 100 residents. Working with Gloucestershire Rural Community Council, we invested £14,000 in a Volunteer Flood Warden scheme which launched in November 2021, recognising the knowledge and commitment of local residents, and their vital role in preventing and mitigating the impact of future flooding events.
- We have rolled out cashless parking to five of our car parks across the District, providing better payment flexibility and enabling more cost-effective management.
- We let a new contract to improve the cleanliness of our Public toilets, winning a Toilet Hygiene Award from the British Toilet Association and received £160,000 Changing Places funding for accessible toilet facilities.
- We have introduced replacement, higher quality street nameplates, enabling damaged or worn street signs to be replaced.
- We have created a civic pride initiative ‘Clean and Green Cotswolds’ through which we have created 2 new enviro-crime posts to tackle littering and fly-tipping, backed up with seed funding to support local initiatives.
- Working with our Ubico partners, our new waste and recycling service has been rolled out extremely successfully across the District. It is now live and emptying 144,000 containers a week.
- In October 2021, when Covid-19 restrictions allowed, we held two forum events for Town and Parish Councils, one at Trinity Road, and the other at Moreton Area Centre, with a focus on improving relationships, working together and supporting each other as well as other topics such as planning and the budget. 28 participants attended Cirencester, and 21 in Moreton. Looking ahead, a schedule of engagement events has been drafted which includes both forums for discussing topics such as ‘Clean and Green’, and community projects as well as the provision of training on items such as planning.

## Priorities for 2022-23

- Ensure that road and street cleaning across the District is undertaken proactively and to a high standard, as part of the ‘Clean and Green Cotswolds’ initiative
- Deliver an excellent Town and Parish Council engagement programme
- Roll out cashless car parking to our car parks across the District, including an exemplar car park at Bourton on the Water
- Develop, implement and deliver a strategy for the Cotswold Water Park

# Respond to the climate crisis

## Why is this important?

Minimising and adapting to the effects of climate change is a priority for everyone. The science is settled – climate heating is man-made, and greenhouse gas emissions must be cut to zero. All major international agencies now agree that climate change, and the associated biodiversity crisis, is the biggest threat to our lives. Achieving the necessary reduction in greenhouse gas emissions and delivering nature recovery will not only impact all of us, it will require every single thing we do to change – from transport and energy generation to food production and the way we use energy in our homes and workplaces.

## What will we achieve?

Though our success will play out over a long period, everyone will benefit from a more liveable climate and a healthier, more resilient natural environment. In the short term there will be cost savings for residents and businesses, as well as employment and investment benefits.

## Our aims are:

Our own operations: to reduce our corporate net emissions by two-thirds by 2030 and to zero by 2045; 100% true zero carbon electricity use; climate and ecological emergency considerations embedded in all decisions and policy; and all staff trained in Carbon literacy; and, complete the partial review of the Local Plan, making it ‘green to the core’. The District: to take a leadership role, influencing and working with others, and harnessing the commitment, concern, resources and goodwill of residents and communities, to promote rapid take-up of climate-friendly actions.

- Achieve a reduction in carbon emissions for the District
- Increase renewable energy generation within the District
- Reduce carbon emissions from our own operations
- Influence and encourage residents, businesses and partners to reduce their carbon emissions
- Take a leadership role on the ecological emergency and nature recovery in the Cotswolds
- Reduce the carbon footprint of our waste and recycling service

**“We have procured an electric vehicle charge point provider, enabling the Council to roll out charging points across the District, including public car parks and Council offices.”**





## What we have done

- We adopted a Climate change strategy, that will guide our ambition to reduce our own net emissions by two thirds by 2030, and to zero by 2045.
- We have procured an electric vehicle charge point provider, enabling the Council to roll out charging points across the District, including public car parks and Council offices. Phase 1 will see 10 charging points installed across the district.
- We have been awarded £1.2m Public Sector Decarbonisation Scheme (PSDS) funding to install energy efficiency and carbon reduction technologies at Cirencester and Bourton on the Water leisure centres, Moreton in Marsh Area Centre and the Museum Resources Centres at Northleach. This could see savings of up to approximately 1.4 million kWh of gas and electricity annually, deliver energy bill savings of up to £43,000/year, and carbon savings of 242tCO<sub>2</sub>e/year and 8,370tCO<sub>2</sub>e over the lifetime of the investment, carbon savings equivalent to around 10% of the Council's annual total.
- We have delivered Carbon Literacy workshops for our parish Council partners, officers, and Councillors.
- We agreed in July 21 to issue a Local Climate Bond later this year using the Community Municipal Investment (CMI) model; we are one of the first five UK Councils to become part of the Green Finance Institute and Abundance Investment's Local Climate Bond campaign. The CMI model is a way for local communities to invest in climate change projects to support the Council to meet its climate change targets.
- Working with our partner Districts in Gloucestershire, we have attracted grant funding for a project to help able-to-pay owner-occupiers invest in energy efficiency and decarbonisation works in their own homes.

## Priorities for 2022-23

- Tackle the climate crisis at home 🌱📊
- Continue to deliver an exemplar public engagement programme in relation to carbon reduction and climate change 🌱💡📊
- Reduce carbon emissions from our own operations 🏠💡📊
- Install EV charging points across the District 🚗💡📊

# Provide socially rented homes

## Why is this important?

We are at the centre of a housing affordability crisis. The gap between earnings and house prices is one of the highest in the country, and there is a shortage of good quality, genuinely affordable housing to rent. People struggle to find and afford suitable accommodation, and many of our young people are forced to leave the area because they can't afford to live here. We are committed to providing good quality affordable housing, with an emphasis on social rent and provision for young people, military veterans and families.

We will promote homes that are carbon neutral in their build and fuel efficient in their use. Energy efficient homes that are powered by renewable energy are cheaper to run – contributing to long-term affordability.

We want to ensure that provision for homeless people strikes a balance between meeting their needs and managing our finances. Housing is key to the things we love about living in the Cotswolds – resilient, supportive communities, health and wellbeing, and a safe place to live and thrive. Without a home, none of these can flourish, and so it's vital we tackle the housing emergency and strive to provide a home for everyone.

## What will we achieve?

We will deliver good quality housing that is genuinely affordable, and that can be adapted to meet changing housing needs over its lifetime to enable local people on low incomes to stay local. We will ensure that suitable, good quality accommodation is provided for homeless people, and will help them to move into more settled accommodation in the long-term. We will maximise the opportunities presented by our own assets as well as working with developers and partners to progress affordable housing developments within the District.

## How will we do this?

- Provide more affordable housing with the emphasis on social rented accommodation
- Provide additional housing to meet the needs of the District
- Deliver the Down Ampney housing development
- Reduce reliance on bed and breakfast and hotels for emergency homeless accommodation
- Deliver social rented and affordable rented accommodation across the District

**“In 2020/21 we delivered 114 affordable homes for our residents, beating our target of 100 homes for the year.”**





## What we have done

- In 2020/21 we delivered 114 affordable homes for our residents, beating our target of 100 homes for the year.
- Working with Cirencester Housing, we brought 12 rural affordable homes to the market in North Cerney with every effort being made for them to go to local people.
- Working with Bromford Housing Association, we are setting up a Contractual Joint Venture to develop social housing on Council-owned sites in Kemble and Down Ampney –delivering the homes we need cost-effectively.
- Using monies generated from recent private sector developments, we are investing in two projects to deliver low carbon affordable housing.
  - We agreed a sum of £478,500 to provide 100% social rent on a scheme of 15 units at Davies Rd, Moreton in Marsh; previously an open market scheme with 40% affordable housing only. A further allocation of £102,000 will be used to enhance the environmental sustainability of the homes.
  - The second allocation of £332,000 was to Gloucestershire Rural Housing Association, to deliver a rural exception site of 14 low-carbon affordable homes at Sunground, Avening; formerly a market cross subsidy development of six affordable rent and five private market homes. The scheme will provide 9 social-rented and 5 shared-ownership homes for local people.
- We aimed to reduce reliance on B&Bs and hotels for emergency homeless accommodation. We secured and upgraded a property to provide nine self-contained units for homeless people, with residents moving in early in 2021. It will also provide better quality accommodation in a more stable environment for homeless local people.
- We approved funding for a ‘Housing First’ model to reduce rough sleeping within Cotswold District. ‘Housing First’ is an approach aimed at people with multiple needs who have faced persistent challenges in sustaining accommodation; they are supported by intensive case management and a personalised approach to live in their own, permanent home.
- A planning application was submitted for the Stockwells development, Moreton-in-Marsh, to be delivered by Bromford Housing Association, which will be the first social rented, Modern Methods of Construction (MMC) net zero homes within the District.

## Priorities for 2022-23

- Deliver a Council led, carbon neutral social housing scheme on the Down Ampney site
- Progress Council led, carbon neutral social housing on Council owned sites in Kemble and/or Southrop
- Embed a Housing First approach to tackling homelessness
- Work with housing providers to improve the affordability and sustainability of developments across the District

# Make our local plan green to the core

## Why is this important?

We have declared both climate and ecological emergencies in recognition of the climate crisis and to focus the delivery of our services. We're committed to ensuring the climate crisis is at the heart of a review of local plan and a strategic priority for planning and new development. We will introduce supplementary planning documents that clarify our plans for renewable energy generation and storage, housing resource efficiency, green infrastructure, balancing heritage and retrofit, sustainable drainage and low-carbon transport solutions.

## What will we achieve?

While our local plan update follows national guidance, it plays an important part in the delivery of our priorities on climate change and on affordable housing. The local plan will empower us to promote climate change mitigation and to deliver affordable housing in the longer term.

We will succeed by including new climate crisis policies and standards that contribute to a carbon neutral society, and by achieving approval of our plan from the government's local plan inspector.

## How will we do this?

- Develop an updated local plan that delivers our corporate priorities and promotes both carbon neutral development and infrastructure
- Create a programme of work that demonstrates our commitment to public consultation and engagement in the planning process
- Develop a coordinated strategy for Cirencester town centre that responds positively to the changing nature of the high street
- Deliver a sustainable transport strategy

“Working with Forest of Dean and West Oxfordshire District Councils, the Local Government Association, and national experts, we've published a toolkit guiding developers and homeowners on how to make properties net-zero carbon. The toolkit has been recognised nationally as good practice as part of the Pass the Planet Campaign.”





## What we have done

- We reviewed the adopted Local Plan, and members unanimously resolved to a partial update at a meeting of Full Council in June 2020.
- We launched consultation on the Issues and Options stage of the update in February 2022, using our new consultation platform, Commonplace, receiving 250 comments in the first week and almost 3,000 over the course of the consultation.
- Working with Forest of Dean and West Oxfordshire District Councils, the Local Government Association, and national experts, we've published a toolkit guiding developers and homeowners on how to make properties net-zero carbon. The toolkit has been recognised nationally as good practice as part of the Pass the Planet Campaign.
- We have commissioned consultants to develop a Framework Master Plan for Cirencester's town centre, off the back of robust feasibility work and evidence gathering. This evidence will also assist with the continuing development of the Cirencester Neighbourhood Plan, being developed by local volunteers and Cirencester Town Council.
- We appointed Cotswold District Council's first ever Sustainable Transport Strategy Lead officer, responsible for developing and delivering a new sustainable transport strategy in the context of the Council's partial review of the Local Plan.

## Priorities for 2022-23

- Develop a new Cotswold Design Guide – building for the future in the Cotswolds 
- Develop an updated local plan that delivers our corporate priorities and promotes both carbon neutral development and infrastructure 
- Develop a coordinated strategy for Cirencester town centre that responds positively to the changing nature of the high street 
- Explore the potential of natural capital and the Community Infrastructure Levy in relation to delivering natural resilience to mitigate or minimise the risks associated with flooding across the District 

# Support health and wellbeing

## Why is this important?

The health and wellbeing of our residents is generally good (above England and regional averages). We're one of the safest Districts, with very low crime levels, and we're lucky enough to be surrounded by beautiful countryside. But we do face some challenges – not least barriers to service access, as well as loneliness and isolation, due to the rural nature of our location. The Covid-19 pandemic demonstrated how our health underpins our lives, and how great our neighbourhoods are at looking out for one another. We know we cannot take our wellbeing for granted, and that we need to take responsibility for our own health.

We know sustainable behaviour change can only be achieved when residents are involved in the design and implementation of services, and so we're committed to working with community, voluntary and public sector partners to tackle these challenges and improve our residents' health and wellbeing for good.

## What will we achieve?

We want our District to be the best in the UK for health and wellbeing. The pandemic taught us a lot about the resilience of our residents: their kindness, their talents, and their generosity. We want to build on this success, to ensure all our neighbourhoods are safe and enjoyable places to live, where we know – and can rely on – our neighbours, where parents take responsibility for their children, and where people feel confident to challenge bad behaviour, knowing they will be supported.

## How will we do this?

- Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals
- Improve equal access to quality services across the District
- Promote both mental and physical health equally, to increase awareness of mental health issues and improve the community response to people in crisis
- Promote healthy lifestyles, fun and self-care for all ages
- Ensure our housing and built environments enable residents to live healthy lives

“We launched a new approach to community grants funding. CrowdFund Cotswold, our online crowdfunding platform, has raised an amazing £300,000 of funding from 1,333 backers, supporting 19 community-led projects in only its first year.”





## What we have done

- We launched a new approach to community grants funding. CrowdFund Cotswold, our online crowdfunding platform, has raised an amazing £300,000 of funding from 1,333 backers, supporting 19 community-led projects in only its first year.
- We have developed a Leisure Strategy to support physical activity and sport opportunities for local residents and communities, within and beyond our leisure centres. It has three themes; Healthier District, Connected Community and Active Environment. A leisure management options appraisal is being undertaken to determine the most suitable delivery model, contract scope and contract terms for the Council's leisure facilities including the Council's Corinium Museum.
- We continue to work closely with the NHS and Social Care teams to help Cotswold residents to access physical activity. We've been awarded £100,000 grant funding, and hope to receive almost £150,000 in 2022-23, from the Gloucestershire Clinical Commissioning Group to work with the local Integrated Locality Partnership and others, to build on our community focussed work to reduce health inequalities.
- Through the summer and winter school holidays, our Community Wellbeing team worked with local voluntary and community groups to deliver the 'Holiday Activity and Food programme' (HAF) aimed at children in receipt of free school meals. The purpose was to make sure children were entertained, active, educated, safe, and fed.
- We worked with Young Gloucestershire and Cotswold Counselling to develop Cotswold Lets Chat, a mental health counselling initiative for our young people, many of whom have experienced additional challenges due to Covid-19 restrictions.
- We've also launched 'Cotswold New Start', a service offering tailored support to young people between the ages of 16 -25 who are not currently involved in education, employment or training across the District.
- We worked closely with our partners and especially local groups and towns and parishes to support people self isolating through Covid restrictions. Our Help Hub assisted 716 people, providing direct advice and signposting to partner organisations. We made contact with over 3,850 people classed as Clinically Extremely vulnerable to ensure their needs were being met, visiting over 400 in person.
- We have been awarded Government funding of over £160,000 to create four accessible toilet facilities for people with severe disabilities.

## Priorities for 2022-23

- Continue to support, develop and communicate the CrowdFund Cotswold Spacehive programme
- Coordinate an asset based community development approach
- Deliver the next phase of the Council's leisure strategy
- Improve equal access to quality services across the District

# Enable a vibrant economy

## Why is this important?

The Cotswolds is home to businesses of all sizes and across all sectors forming the cornerstone of our local economy. The visitor economy – built on the back of our beautiful landscape, towns and villages – accounts for a significant proportion of employment and has been severely impacted by the Covid-19 pandemic. However the Cotswold economy is about much more than tourism, and there is potential for even greater diversity. We must encourage investment and enable new infrastructure that provides the conditions for businesses to thrive and grow. Through our economic recovery plan, we want to enable businesses to become more resilient, by enhancing their digital presence and looking at different business models. Our green economic growth strategy puts the climate agenda at the heart of future growth.

## What will we achieve?

We want to nurture a dynamic, vibrant and balanced economy, and to grow high value, highly skilled, low environmental impact businesses in the Cotswolds. Our region is already home to some highly creative and innovative businesses. Exciting projects in the agri-tech, cyber and digital, medical equipment and environmental technology sectors promise to provide great opportunities for local people and businesses. As a business-friendly council, we won't just communicate regularly with our local business community – we will work with them and our partners to grow the district's economy to provide better opportunities for local people.

## How will we do this?

- Develop a high value, highly skilled, low environmental impact economy that includes agritech, digital/cyber, medical equipment and environmental technologies
- Help our town centres recover from Covid-19 and evolve in the face of changing shopping habits
- Support successful businesses in the visitor economy with higher visitor spend and footfall spread across the District rather than just the 'honeypot' locations
- Lobby to attract investment in infrastructure
- Work with partners to offer a better range qualifications for our young people, including T-Levels
- Develop strong networks, collaboration and partnerships between businesses, the Council and other key stakeholders to drive the local economy
- Use our investments and assets to boost the local economy
- Ensure the benefits of the internet and digital technologies are accessible to everyone in the district

“Between April 2020 to September 2021 we disbursed £73,475,000 in Local Business Grant payments.”





## What we have done

- We set up the Cotswold Economic Advisory Group and adopted a new Green Economic Growth Strategy. Ian Mean, Director of Business West Gloucestershire said “I was very impressed by their plans and enthusiasm. I was actually inspired to hold the webinar after reading one of the best council reports for a long time - Green Economic Growth Strategy”.
- We have supported local businesses through the Covid lockdown: between April 2020 to September 2021 we disbursed £73,475,000 in Local Business Grant payments.
- We have supported our tourism businesses to weather Covid-19 restrictions, and benefit from the opportunities presented by staycations and higher domestic tourism. One hundred and twelve Cotswolds Tourism businesses and experiences are now bookable online via Tourism Exchange Great Britain; and online digital training videos have been watched over 300 times.
- We recognise the importance of encouraging investment in the district and are working with:
  - the Royal Agricultural University), bringing forward the Triangle/University Gate site.
  - the new owner of the former Mitsubishi site now renamed Watermoor Point, which as serviced offices and warehouse space is home to an increasing number of businesses.
  - ZeroAvia, a leading innovator in decarbonising aviation, who are developing a hydrogen-electric powered aircraft, and have relocated from Cranfield to Cotswold Airport. We are working with GFirst LEP to support ZeroAvia to increase their number of employees from an initial 10 to over 50 and growing.
  - Farm 491, an agri-tech incubation facility at the RAU, who have supported their members to create £135m of investment and 120 jobs in the last 2 years.
  - Hercules - a South Cerney digital resourcing business for groundworks who have just floated on AIM and are looking to double in size over the next year.
  - We were allocated just over £160,000 from the ‘Reopening High Streets Safely Fund’ and ‘Welcome Back Fund’, which ran until the end of March 2022. Working with our towns and parishes, we have undertaken a number of physical improvement projects in town and village centres, run promotional campaigns and supported businesses to improve their digital presence.
- The construction of Cirencester College’s ‘Applied Digital Skills Centre’ is well-advanced, scheduled to complete in Spring 2022. The Centre presents a great opportunity to develop a workforce with the digital skills needed in the 21st century, and to grow our local digital and cyber sectors.

## Priorities for 2022-23

- Accelerate the Recovery Investment Fund to bring large scale investments to the Capital Investment Programme Board in order to reach our £1m Revenue target 
- Focus on growing commercial revenues in the Council that underpin a ‘Green Evolution’ 
- Secure successful businesses in the visitor economy with higher visitor spend and more even footfall 
- Work with partners to support existing businesses and encourage the growth of start-ups 



## Deliver the highest standard of services

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
SS1		Maintain verges	November 2020	April 2024	Bill Oddy/Scott Williams	Joe Harris
SS2		Improve road sweeping regimes	November 2020	April 2024	Bill Oddy/Scott Williams	Joe Harris
SS3	Ensure that road and street cleaning across the district is undertaken proactively and to a high standard, as part of the 'Clean and Green Cotswolds' initiative.	Replace worn and damaged street nameplates	September 2020	167 replaced by April 2022 Approx. 120 scheduled for replacement summer/autumn 2022	Claire Locke/Diane Verran	Joe Harris
SS4		Keep areas of open space tidy	April 2021	April 2024	Andy Barge/Scott Williams	Joe Harris
SS5		Maintain contact with all town and parish councils through a regular newsletter	October 2020	Achieved	Angela Claridge	Joe Harris
SS6	Deliver an excellent Town and Parish Council engagement programme	Deliver programme of engagement for town and parish councils	October 2021	April 2024 Planning seminar held March 2022	Angela Claridge	Joe Harris
SS7		Introduce cashless parking in all car parks	July 2020	March 2023	Frank Wilson/ Jenny Poole	Mike Emery
SS8		Determine the feasibility of 'pay on exit' parking, and implement if appropriate	March 2021	May 2022	Jon Dearing/Maria Wheatley	Mike Emery
SS9	Roll out cashless car parking to our car parks across the district, including an exemplar car park at Bourton on the Water	Review charging periods at all car parks	March 2021	April 2022	Jon Dearing/Maria Wheatley	Mike Emery
SS10		Make the Whiteway car park operational	January 2020	Achieved	Jon Dearing/Maria Wheatley	Mike Emery
SS11		Deliver Improvements to Rissington Road Car Park, Bourton on the Water	November 2022	March 2023	Claire Locke/Andrew Dike	Mike Emery
SS12		Produce a strategy on a page	November 2021	Achieved	Andy Barge/Philippa Lowe	Juliet Layton
SS13	Develop, implement and deliver a strategy for the Cotswold Water Park	Produce Actions Plans for each of the 4 Strategic Elements, holding stakeholder engagement as appropriate.	November 2021	April 2022	Andy Barge/Philippa Lowe	Juliet Layton
SS14		Deliver on funded projects	November 2021	March 2023	Andy Barge/Philippa Lowe	Juliet Layton

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
SS15	Establish financial resilience to enable investment in our priorities	Adopt and implement a clear financial strategy that reflects the changing economy and our identified needs	September 2020	Refreshed annually	Jenny Poole	Mike Eevemy
SS16		Adopt and implement recovery investment strategy	September 2020	Refreshed annually	Jenny Poole	Mike Eevemy/Tony Dale
SS17		Develop and implement an asset management strategy	March 2021	December 2022	Claire Locke/Andrew Turner	Mike Eevemy
SS18	Create maximised flood protection measures for residential and commercial properties	Provide advice and guidance Promote and deliver flood mitigation measures, where appropriate	September 2020	April 2024	Phil Martin/Laurence King	Andrew Doherty
SS19		Roll out the Cotswold Flood Warden Programme	November 2021	November 2022 for the initial pilot year.	Robert Weaver	Andy Doherty
SS20	Provide a trusted, inclusive and transparent planning service	Restructure our team to ensure resilience	September 2020	Achieved	Frank Wilson	Juliet Layton
SS21		Relaunch our pre-application service	September 2020	June 2022	Jon Dearing/Phil Shaw	Juliet Layton
SS22		Improve communication with residents	January 2021	April 2024	Jon Dearing/Phil Shaw	Juliet Layton
SS23		Develop an ICT enabled proactive approach to planning enforcement	April 2021	April 2024	Jon Dearing/Phil Shaw	Juliet Layton
SS24		Maximise external funding opportunities	December 2020	April 2024	Jon Dearing/Phil Shaw	Juliet Layton
SS25	Provide an efficient and competitive building standards service	Compare local markets	March 2021	Monthly, to understand market share	Jon Dearing/Andrew Jones	Andrew Doherty
SS26		Maximise opportunities for income generation	April 2021	Ongoing, as an iterative review process.	Jon Dearing/Andrew Jones	Andrew Doherty
SS27	Provide modern and clean public toilets	Reviewing our estate	April 2022	September 2022	Jon Dearing/Mandy Fathers	Andrew Doherty
SS28		Explore opportunities for 'comfort partnerships'	April 2021	September 2022	Jon Dearing/Mandy Fathers	Andrew Doherty
SS29		Develop a strategy for the provision of public toilets	April 2022	September 2022	Jenny Poole Jon Dearing/Mandy Fathers	Andrew Doherty
SS30	Review how the Council commissions its Legal Services	Complete the review of legal services	March 2022	May 2022	Jenny Poole	Joe Harris
SS31		Implement Council decision, following review	May 2022	April 2023	Jenny Poole	Joe Harris



## Responding to the climate crisis

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
CCI	Tackle the climate crisis at home	Develop support to owner-occupiers to invest in energy efficiency, retrofit and decarbonisation works	September 2021	March 2023	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoo
CC2	Continue to deliver an exemplar public engagement programme in relation to carbon reduction and climate change	Develop further public engagement, building on training delivered to councillors and the Local Plan Issues and Options engagement	April 2022	April 2024	Chris Crookall-Fallon	Rachel Coxcoo
CC3		Promote the opportunity to invest in the Cotswold Climate Investment, CCI, launched in partnership with Abundance Investment	April 2022	June 2022	Jenny Poole/Chris Crookall-Fallon	Rachel Coxcoo
CC4		Work with partners to establish a Climate Action Network in the District, to support locally driven initiatives	May 2022	April 2024	Chris Crookall-Fallon	Rachel Coxcoo
CC5		Prepare and agree an EV Charging Point Delivery Plan	October 2020	Achieved	Rob Weaver Claire Locke	Rachel Coxcoo
CC6		Install EV charging points across the District	October 2020	Phase 1 Completion Autumn 2022 Phase 2 Costings Spring 2022, Rollout Winter 2022	Rob Weaver Claire Locke	Rachel Coxcoo
CC7		Help businesses embed climate change objectives within their operations	September 2020	April 2024 Race to Zero event at Growth Hub in May 2022	Claire Locke/Paul James/ Chris Crookall-Fallon	Rachel Coxcoo/Tony Dale
CC8		Work with Ubico to adopt ultra-low emission vehicle technology	March 2021	April 2024	Rob Weaver Bill Oddy/Chris Crookall-Fallon	Andrew Doherty/Rachel Coxcoo
CC9		Improve energy efficiency of council premises	March 2021	Phase 1 complete - higher efficiency gas boilers installed at Trinity Rd, LED lighting completed at Moreton Area Centre.	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoo
CC10		Secure energy-efficient, 100% green energy for all Council premises, using renewable energy where possible	March 2021	Achieved	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoo
CC11		Complete Public Sector Decarbonisation scheme at our Leisure centres	March 2021	April 2022	Claire Locke/Chris Crookall Fallon	Rachel Coxcoo/Jenny Forde
CC12		Provide electric vehicle charging points at all Council premises	September 2020	Phase 1 completion due autumn 2022 April 2024	Claire Locke	Rachel Coxcoo

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
CC13	Achieve a reduction in carbon emissions for the district	Adopt our climate change strategy	September 2020	Achieved	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoo
CC14		Deliver our climate change action plan	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoo
CC15	Increase renewable energy generation within the district	Complete an options appraisal of community energy generation	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoo
CC16		Secure investment in renewable energy such as photovoltaic farms and electricity generation from our own estate and in partnership with others	April 2024	Investment options to be considered at Council July 2022	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoo
CC17		Support community-led and community-owned renewable energy projects	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoo
CC18		Support neighbourhood-wide climate action	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoo
CC19	Take a leadership role on the ecological emergency and nature recovery in the Cotswolds	Adopt and implement the ecological emergency action plan	July 2020	Plan approved July 2020 Cotswold Water Park Nature Recovery Plan published February 2022	Rob Weaver Jon Dearing/Sophia Price	Rachel Coxcoo
CC20		Create a community and wildlife sanctuary at Chesterton Cemetery	December 2021	March 2023	Claire Locke/Andrew Turner	Andy Doherty
CC21	Reduce the carbon footprint of our waste and recycling service	Identify the true carbon footprint of our waste and recycling service	April 2022	March 2023	Bill Oddy/Scott Williams	Andrew Doherty
CC22		Consider changes to the waste and recycling service	April 2022	March 2023	Bill Oddy/Scott Williams	Andrew Doherty



## Providing socially rented homes

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member	
SH1	Deliver social rented and affordable rented accommodation across the district	Deliver a Council led, carbon neutral social housing scheme on the Down Ampney site	January 2022	June 2023	Rob Weaver/Claire Locke/Andrew Turner	Lisa Spivey	
SH2		Progress a Council led, carbon neutral social housing on Council owned sites in Kemble and/or Southrop	October 2022	March 2024	Rob Weaver/Claire Locke/Andrew Turner	Lisa Spivey	
SH3		Explore direct delivery options					
		Work with partners to increase the supply of social rented accommodation	September 2020	April 2024	Claire Locke	Lisa Spivey	
	Embed a Housing First approach to tackling homelessness	Investigate the feasibility of setting up a housing company					
SH4		Provide more affordable housing with the emphasis on social rented accommodation	Adopt an affordable housing delivery strategy that sets out clear aims and objectives	June 2020	Achieved	Rob Weaver Claire Locke	Lisa Spivey
SH5		Maximise the opportunities of the 'housing first' model	July 2020	April 2024	Jon Dearing/Caroline Clissold	Lisa Spivey	
SH6		Acquire the property approved in July 2020, and put this to use	July 2020	Achieved	Jon Dearing/Caroline Clissold	Lisa Spivey	
SH7		Participate in a joint Gloucestershire bid for additional government funding	August 2020	Achieved	Jon Dearing/Caroline Clissold	Lisa Spivey	
SH8	Work with housing providers to improve the affordability and sustainability of developments across the district	Examine our existing assets and identify opportunities for housing delivery	September 2020	Achieved	Rob Weaver Claire Locke	Lisa Spivey	
SH9		Identify opportunities to acquire properties for homeless accommodation	July 2020	April 2024	Claire Locke	Lisa Spivey	
SH10		Identify and consider sites for delivery of affordable housing	July 2020	April 2024	Claire Locke	Lisa Spivey	
SH11		Explore modern methods of construction in the context of our rural setting	April 2021	First site (Stockwells, Moreton-Marsh) approved December 2021	Claire Locke	Lisa Spivey	
SH12		Support young people through a 'rent to buy' scheme	April 2021	April 2024	Jon Dearing	Lisa Spivey	



## Make our local plan green to the core

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
	Develop an updated local plan that delivers our corporate priorities and promotes both carbon neutral development and infrastructure	Identify and allocate land for future housing and businesses.	July 2020	Submit in 2023; Examination 23/24; and adoption 23/24	Andy Barge/James Brain	Rachel Coxcoo
LP1		Draft new policies and updating existing policies to give effect to new council strategies, such as the economic recovery strategy, the climate and ecological emergency action plans and the renewable energy strategy.			Andy Barge/James Brain	Rachel Coxcoo
LP2		Explore the potential of natural capital and the Community Infrastructure Levy in relation to delivering natural resilience to mitigate or minimise the risks associated with flooding across the district			Phil Martin/Laurence King Andy Barge/James Brain	Andrew Doherty
LP3		Develop a new Cotswold Design Guide – building for the future in the Cotswolds	March 2022	March 2023	Andy Barge/James Brain Jon Dearing/Phil Shaw	Juliet Layton
LP4	Develop a coordinated strategy for Cirencester town centre that responds positively to the changing nature of the high street	Deliver Cirencester town centre masterplan	2020/21	Framework masterplan has been commissioned and is due to be delivered during 2022; this will include community and stakeholder engagement	Andy Barge/James Brain	Rachel Coxcoo
LP5		Work with Cirencester Town Council to deliver Cirencester neighbourhood development plan			Andy Barge/James Brain	Rachel Coxcoo
LP6		Enable appropriate changes of use			Andy Barge/James Brain	Rachel Coxcoo
LP7		Identify sustainable transport options			Andy Barge/Hannah Fountain	Rachel Coxcoo
LP8	Create a programme of work that demonstrates our commitment to public consultation and engagement in the planning process	Update our local development scheme	August 2020	SCI updated November 2020; LDS updated on May 2021; Commonplace online consultation system procured November 2021	Andy Barge/James Brain	Rachel Coxcoo
LP9		Update our statement of community involvement			Andy Barge/James Brain	Rachel Coxcoo
LP10	Deliver a sustainable transport strategy	Promote sustainable methods of transport to reduce reliance on car usage for short journeys	To be confirmed in the publication of our local development scheme	April 2024 planning and implementation	Andy Barge/Hannah Fountain	Rachel Coxcoo
LP11		Work with Gloucestershire County Council to provide better sustainable transport routes and options	September 2020	April 2024 planning and implementation	Andy Barge/Hannah Fountain	Rachel Coxcoo
LP12		Develop a Sustainable Transport Strategy	November 2020	2023, as part of the Local Plan Submission	Andy Barge/Hannah Fountain	Rachel Coxcoo



## Support health and wellbeing

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
HW1	Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals	Review and revise our community grants scheme to focus on our priorities	May 2020	Agreed September 2020 Launched February 2021	Rob Weaver Andy Barge/Joseph Walker/Jacqui Wright	Jenny Forde
HW2		Continue to support, develop and communicate the CrowdFund Cotswold Spacehive programme.	September 2020	Programme launched February 2021	Rob Weaver Andy Barge/Joseph Walker/Jacqui Wright	Jenny Forde
HW3		Coordinate an asset based community development approach	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW4		Host regular community forums with community groups and community leaders	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW5		Continue to raise the profile of the Community Safety Partnership to reduce the fear of crime and ensure residents know how, and where, to get support	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW6	Promote healthy lifestyles, fun and self-care for all ages	Complete a review of our leisure services	July 2020	May 2022	Rob Weaver Bill Oddy/Scott Williams	Jenny Forde
HW7		Deliver the Council's Leisure strategy.	November 2020	April 2024	Bill Oddy/Scott Williams	Jenny Forde
HW8		Deliver capital programme to replace fitness equipment across the Leisure estate	March 2022	September 2022	Bill Oddy/Stuart Wilson	Jenny Forde
HW9		Undertake a Leisure and Culture management options appraisal to inform decision on future service delivery, and implement the agreed model(s).	May 2022	July 2023	Bill Oddy/Scott Williams	Jenny Forde
HW10		Develop a updated Playing Pitch Strategy (PPS) to inform planning and investment in pitch-based facilities	February 2022	December 2022	Andy Barge/Rachel Biles/ Lesley Davies	Rachel Coxcoo/Jenny Forde
HW11		Improve referrals into physical activity and fitness based programmes, both in our Leisure Centres but also in the community.	February 2023	March 2023	Andy Barge/Rachel Biles/ Jacqui Wright	Jenny Forde
HW12		Use targeted initiatives to tackle both childhood poverty and food poverty in the district, so more children and vulnerable families have access to nutritious food	September 2020	Holiday food scheme from Summer 2021, April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW13		Work with relevant services and organisations to provide more – and better – quality healthcare services	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW14		Continue to invest in dementia-friendly communities, improve understanding and communication, and reduce loneliness and isolation	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW15		Work with the Cotswold Youth Network to increase investment in, and support for, youth engagement work	July 2020	March 2023	Andy Barge/Jacqui Wright	Jenny Forde
		Work with partners to implement four Changing Places Toilet facilities	September 2021	April 2023	Paul James	Jenny Forde

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
HW16	Promote both mental and physical health equally, to increase awareness of mental health issues and improve the community response to people in crisis	Increase the number of people trained in mental health first aid and suicide prevention	September 2020	March 2023	Rob Weaver Andy Barge/Jacqui Wright	Jenny Forde
HW17		Provide targeted mental health campaigns and support	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW18		Promote mental health activities and initiatives	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW19		Continue to deliver the 'hidden harm' project and targeted work to raise awareness of domestic abuse, in partnership with Gloucestershire Domestic Abuse Support Service	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW20		Work with the DWP, businesses, education and the voluntary sector to create more employment and learning opportunities for young people	September 2020	March 2023	Andy Barge/Jacqui Wright	Jenny Forde/Tony Dale
HW21		Plan places with active travel and high-quality green infrastructure	October 2020	April 2023	Andy Barge/James Brain/ Hannah Fountain/Sophia Price	Jenny Forde/Rachel Coxcoo
HW22		Develop design codes that focus on climate change and protect people from overheating risk	October 2020	April 2023	Andy Barge/James Brain/ Chris Crookhall Fallon/ Sophia Price	Jenny Forde/Rachel Coxcoo
HW23		Develop policies for dementia-friendly homes	February 2021	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoo
HW24		Review local plan policies to facilitate healthy place shaping	October 2020	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoo
HW25		Deliver health and wellbeing initiatives through the local plan	October 2020	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoo
HW26	Support residents through the 'cost of living crisis', recognising the disproportionate impact on low income households	Roll out the new £150 Council Tax rebate promptly	April 2022	November 2022	Jon Dearing/Mandy Fathers	Mike Eevemy



## Enable a vibrant economy

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
VE1	Use our investments and assets to boost the local economy	Accelerate the Recovery Investment Fund to bring large scale investments to the Capital Investment Programme Board in order to reach our £1m Revenue target	December 2021	Strategy goes to Council in May 2022 Investment decisions July 2022	Jenny Poole/ Paul James/ Chris Crookall-Fallon	Tony Dale
VE2		Focus on growing commercial revenues in the Council that underpin a 'Green Evolution'	December 2021	Car Parking fees revised for 2022/23 April 2024	Jenny Poole	Tony Dale
VE3		Invest in local projects and development opportunities	September 2020	April 2024	Andy Barge/Paul James	Tony Dale
VE4		Use our assets to generate jobs locally	April 2021	April 2024	Claire Locke/Paul James	Tony Dale
VE5	Support successful businesses in the visitor economy with higher visitor spend and footfall spread across the District rather than just the 'honeypot' locations	Deliver against the six priorities set out in the Cotswold Tourism destination management plan	September 2020	April 2024	Andy Barge/Chris Jackson	Tony Dale
VE6		Help to develop high quality visitor experiences	September 2020	April 2024 'Days Out' published March 2022	Andy Barge/Chris Jackson	Tony Dale
VE7		Increase tourism's contribution to the economic, social and environmental sustainability of our communities	April 2021	April 2024 19 Training videos created April 2021 Business survey February 2022, to inform actions in 2022/23	Andy Barge/Chris Jackson	Tony Dale
VE8	Develop strong networks, collaboration and partnerships with businesses and organisations	Work with partners to support existing businesses and encourage the growth of start-ups	July 2020	April 2024	"Rob Weaver Andy Barge/Paul James"	Tony Dale
VE9		Build a reputation as a business-friendly council	July 2020	April 2024	Andy Barge/Paul James	Tony Dale
VE10	Develop a high value, highly skilled, low environmental impact economy that includes agritech, digital/cyber, medical equipment and environmental technologies	Work with key sectors to create new highly skilled jobs	September 2020	April 2024	Andy Barge/Paul James	Tony Dale
VE11		Secure the provision and occupation of new commercial space	March 2021	visions agreed for Local Plan special policy areas by March 2023	Andy Barge/Paul James	Tony Dale

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
VE12	Help our town centres recover from COVID-19 and in the face of changing shopping habits	Help towns create long-term plans where needed, such as the Cirencester town centre masterplan	September 2020	April 2024 Masterplan due for completion December 2022	Andy Barge/James Brain	Tony Dale/Rachel Coxcoom
VE13		Support businesses to enhance their digital presence	July 2020	March 2022	Andy Barge/Paul James	Tony Dale
VE14		Develop a 'shop local' campaign to encourage residents to support local businesses	July 2020	April 2024	Andy Barge/Paul James	Tony Dale
VE15		Work with Fastershire to address broadband market failure	Rolled forward from previous Corporate Plan	April 2024	Robert Weaver/Paul James	Tony Dale
VE16	Attract investment in infrastructure	Support completion of the A417 'missing link'	September 2020	April 2024: Development Consent Order hearing underway January 2022	Jon Dearing/Phil Shaw	Tony Dale
VE17		Work with our partners to ensure our young people have the skills they need to secure employment in the district	September 2020	April 2024 Cotswold New Start launched October 2021	Andy Barge/Paul James/Jacqui Wright	Tony Dale
VE18	Offer better qualifications for our young people	Work with GFirstLEP to improve the Growth Hub provision in the North Cotswolds	January 2021	April 2024 Innovation Lab opening in Chipping Campden Spring/Summer 2022	Andy Barge/Paul James	Tony Dale
VE19		Establish needs	October 2020	December 2020	Andy Barge/Paul James	Tony Dale
VE20	Ensure the benefits of the internet and digital technologies are accessible to everyone in the district	Identify partners that can deliver improvements	January 2020	March 2021	Andy Barge/Paul James	Tony Dale
VE21		Develop and implement an action plan to improve digital inclusion	June 2021	April 2024	Andy Barge/Paul James	Tony Dale