

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

<b>Green</b>	On target
<b>Amber</b>	Off target but action being taken to ensure delivery (where this results in a reviewed target date, this is made clear in the table)
<b>Red</b>	Off target and no action has yet been agreed to resolve the situation
<b>Complete</b>	Action completed

Deliver the highest standard of services

Ref.	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q2
SS1	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.	Maintain verges	November 2020	April 2024	Bill Oddy/Scott Williams	Joe Harris	On Target	Ongoing. Funding for Clean and Green allocated from UK Shared Prosperity Fund
SS2		Improve road sweeping regimes	November 2020	April 2024	Bill Oddy/Scott Williams	Joe Harris	Complete	An enhanced level of road sweeping along the ring road has been introduced as part of the Clean and Green Cotswold initiative
SS3		Replace worn and damaged street nameplates	September 2020	167 replaced by April '22 Approx. 120 scheduled for replacement summer/autumn 2022	Claire Locke/Diane Verran	Joe Harris	On Target	Fifty-one signs of the 160 scheduled for replacement have been installed
SS4		Keep areas of open space tidy	April 2021	April 2024	Andy Barge/Scott Williams	Joe Harris	On Target	The Clean & Green team continues to facilitate litter picks. During Q2, there were 14 requests for litter picks from communities involving 92 members of the community and 65 children. Bourton-on-the-Water successfully managed the additional waste created by the high volume of tourists during the spring and summer, through the use of additional bins and additional activity from the Ubico team. Patrols were increased around the Cotswolds Water Park, to try and prevent the litter/ ASB/ fly-tipping
SS5	Deliver an excellent Town and Parish Council engagement programme	Maintain contact with all town and parish councils through a regular newsletter	October 2020	Achieved	Angela Claridge	Joe Harris	Complete	Completed
SS6		Deliver programme of engagement for town and parish councils	October 2021	April 2024 Planning seminar held March 2022	Angela Claridge	Joe Harris	On Target	Forums held on 27 September at Moreton-in-Marsh and 6 October at Trinity Road

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

SS7	Roll out cashless car parking to our car parks across the district, including an exemplar car park at Bourton on the Water	Introduce cashless parking in all car parks	July 2020	March 2023	Frank Wilson/ David Stanley	Mike Evey	On Target	Following successful trial of off line parking payment, the remaining car parks in Phase 1 and 2 of the cashless parking project will have their machines upgraded with offline payment software. An order is expected to be put in with the supplier for the upgrades and changes to machines. Lead times are approximately 6 to 8 weeks from date of order
SS8		Determine the feasibility of 'pay on exit' parking, and implement if appropriate	March 2021	May 2022	Jon Dearing/Maria Wheatley	Mike Evey	Complete	Feasibility briefing paper proposes that 'pay on exit' is reconsidered when the current machines are due for replacement
SS9		Review charging periods at all car parks	March 2021	April 2022	Jon Dearing/Maria Wheatley	Mike Evey	Complete	Completed
SS10		Make the Whiteway car park operational	January 2020	Achieved	Jon Dearing/Maria Wheatley	Mike Evey	Complete	Completed
SS11		Deliver Improvements to Rissington Road Car Park, Bourton on the Water	November 2022	March 2023	Claire Locke/Andrew Dike	Mike Evey	On Target	Cabinet agreed additional funding in September so that works can start in November 2022
SS12	Develop, implement and deliver a strategy for the Cotswold Water Park	Produce a strategy on a page	November 2021	Achieved	Andy Barge/Philippa Lowe	Juliet Layton	Complete	Completed
SS13		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	Complete	Completed
SS14		Deliver on funded projects	November 2021	March 2023	Andy Barge/Philippa Lowe	Juliet Layton	On Target	Phase 1 delivered by end of March 2022. Phase 2 is underway including the feasibility study of the Spine Road crossing - a pedestrian survey was undertaken on 23 July and traffic counts and site visits are taking place in early October 2022; the foot/cycleway into Neigh Bridge Country Park is on target for completion in the winter 2022; and a travel plan for Cotswold Water Park is being completed - consultations, surveys and data collection took place over the summer

## Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

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	David Stanley	Mike Evemy	On Target	Cabinet and Council approved the Council's Medium Term Financial Strategy in February 2022. To be refreshed in the Autumn
SS16		Adopt and implement recovery investment strategy	September 2020	Refreshed annually	David Stanley	Mike Evemy/Tony Dale	Off target, but discussions are taking place around financial sustainability and future capital investment plans	Refreshed recovery investment strategy was approved by Council in July 2022. The increase in government (and CDC) debt costs have caused concern around borrowing levels and the viability of schemes. At its meeting in November 2022, Cabinet agreed to recommend to Council that the recovery investment strategy be rescinded
SS17		Develop and implement an asset management strategy	March 2021	December 2022	Claire Locke/Andrew Turner	Mike Evemy	Off Target, but action being taken to ensure delivery	Consultation with s151 officer to start shortly to agree options. Preferred consultants have been identified
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	On Target	The Flood Risk Management review group has met and drafted proposals for further consideration by Cabinet
SS19		Roll out the Cotswold Flood Warden Programme	November 2021	November 2022 for the initial pilot year.	Robert Weaver	Andy Doherty	On Target	Eleven registered Flood Wardens have signed up representing the following eight parishes/towns; Bibury, Bourton on the Water, Cirencester, Evenlode, Lechlade, Moreton in Marsh, Northleach and Somerford Keynes. A further seven communities have expressed an interest, and are being followed up
SS20	Provide a trusted, inclusive and transparent planning service	Restructure our team to ensure resilience	September 2020	Achieved	Frank Wilson	Juliet Layton	Complete	Completed
SS21		Relaunch our pre-application service	September 2020	June 2022	Jon Dearing/Phil Shaw	Juliet Layton	Off Target, but action being taken to ensure delivery	Preparation for a relaunch of the pre-application had been completed but was paused due to the impact of Covid and the cost of living crisis. It is expected to receive sign off by the Cabinet Member shortly. The new service will be accompanied by new forms and schedule of charges on the website.
SS22		Improve communication with residents	January 2021	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	The comms element of the planning process is being re-designed with some elements already implemented. A series of customer 'touch points' has been introduced to help applicants know where they are in the planning process e.g. 7 days from receipt to validation, 7 days from validation to officer contact. The next stage is for a small team to experiment with different ways of communicating with stakeholders which will help us to understand the impact of communication on throughput
SS23		Develop an ICT enabled proactive approach to planning enforcement	April 2021	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	Design work has been completed - website has been reviewed, and new forms to register enforcement issues and 'harm' checklist are in beta testing. First phase is to implement improvements to the 'front end', then prioritise the number of enforcement complaints before re-designing the 'back office' processes
SS24		Maximise external funding opportunities	December 2020	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	The launch of the pre-app service will support the maximisation of external funding

## Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

SS25	Provide an efficient and competitive building standards service	Compare local markets	March 2021	Monthly, to understand market share	Jon Dearing/Andrew Jones	Juliet Layton	On Target	In a challenging market, the building control service has maintained its market share and increased it from 54.6% to 55.6% during the first six months of 2022-23 compared to the same period of 2021-22
SS26		Maximise opportunities for income generation	April 2021	Ongoing, as an iterative review process.	Jon Dearing/Andrew Jones	Juliet Layton	On Target	Awareness raising and promotion of the BC service through marketing, comms and entry into Quality Awards. A new guide to the changes to the Building Regulations was well received by customers. The service also entered the Hills housing site in Tetbury for the Regional Build Quality awards which won so will now progress to the National Awards. Further work is being done to improve marketing letters and service offer
SS27	Provide modern and clean public toilets	Reviewing our estate	April 2022	September 2022	Jon Dearing/Mandy Fathers	Lisa Spivey	Complete	The outcome of the estate review will feed into the Strategy for the provision of public toilets
SS28		Explore opportunities for 'comfort partnerships'	April 2021	September 2022	Jon Dearing/Mandy Fathers	Lisa Spivey	Complete	The resources required to monitor and ensure that the facilities provided by the comfort partners are to standard and remained accessible were deemed to be too burdensome and will not be taken forward
SS29		Develop a strategy for the provision of public toilets	April 2022	September 2022	David Stanley/Jon Dearing/Mandy Fathers	Lisa Spivey	Off Target, but action being taken to ensure delivery	A strategy for the Council's public conveniences has been drafted – they should be accessible and clean and 'charged for' to reduce the burden on the public purse while maintaining and improving the customer experience with emphasis on 'no-touch' automation where possible. It is now ready for PFH consultation before being brought forward to Cabinet
SS30	Review how the Council commissions its Legal Services	Complete the review of legal services	March 2022	May 2022	David Stanley	Joe Harris	Complete	Cabinet agreed to retain the in-house legal team in July 2022, and has since been agreed by partner Councils
SS31		Implement Council decision, following review	May 2022	April 2023	David Stanley	Joe Harris	On Target	External consultants will undertake a review and redesign of the service to ensure it is as economical, efficient and effective as it can be. It will include formalisation of the service arrangements including financial contributions by the partner councils

## Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

### Responding to the climate crisis

	<b>Our aims</b>	<b>Our actions</b>	<b>Commencement</b>	<b>Date due, Achieved</b>	<b>Officer</b>	<b>Cabinet Member</b>	<b>RAG Rating</b>	<b>Comment for Q2</b>
CC1	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 Coxcoon	Off Target, but action being taken to ensure delivery	Partnership activity convened by Stroud DC, county-wide. Direct partnership between Stroud DC and CDC being explored. District-wide group buying scheme for solar PV and batteries being developed, with county support.
CC2	Develop, facilitate and deliver an exemplar public engagement programme in relation to carbon reduction and climate change	Develop a public engagement campaign, building on training delivered to the communications team, councillors and the Local Plan Issues and Options engagement.	April 2022	April 2024	Chris Crookall-Fallon	Rachel Coxcoon	On Target	Still in development, and may need to link with any public consultation on a revised Climate Emergency Strategy and action plan
CC3		Promote the opportunity to invest in the Cotswold Climate Investment, CMI, launched in partnership with Abundance Investment	April 2022	June 2022	David Stanley/Chris Crookall-Fallon	Rachel Coxcoon	Complete	Target investment reached, with funds allocated to District-wide EV charge point installation, and solar PV for Trinity Rd
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 Coxcoon	On Target	Cotswold Climate Action Network (Cotswold CAN) approved in principle by Cabinet. Being developed with help from the Commonplace team, with the intention of hosting it on the Commonplace platform.
CC5		Prepare and agree an EV Charging Point Delivery Plan	October 2020	Achieved	Rob Weaver Claire Locke	Rachel Coxcoon	Complete	Completed
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 Coxcoon	Off Target, but action being taken to ensure delivery	Replacement EVCP installed at two sites. Now awaiting outcome of grant funding bid for installations at two other sites before orders are placed.
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/CCF	Rachel Coxcoon/Tony Dale	On Target	Race to zero pledge rolling out nationally, but current take-up limited by business confidence. There has been a change in approach as the national rollout has not been particularly successful. We are working with the Growth Hub to support businesses to reduce their carbon footprint. Programme of events is in place
CC8		Work with Ubico to adopt ultra-low emission vehicle technology	March 2021	April 2024	Rob Weaver Scott Williams/Chris Crookall-Fallon	Andy Doherty/Rachel Coxcoon	On Target	Vehicle technology not yet at a point where it could be used in a large rural district and is affordable.
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 Coxcoon /Lisa Spivey	On Target	PSDS decarbonisation completed at Cirencester & Bourton Leisure centres and Northleach Resource centre. Procurement of PV for Trinity road underway. Funding for roof repairs at Trinity Road was approved in September 2022
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 Coxcoon	Complete	Completed
CC11		Complete Public Sector Decarbonisation scheme at our Leisure centres	March 2021	Achieved	Claire Locke/Chris Crookall Fallon	Rachel Coxcoon/Jenny Forde	Complete	Completed
CC12		Provide electric vehicle charging points at all Council premises	September 2020	Phase 1 completion due autumn 2022 April 2024	Claire Locke	Rachel Coxcoon / Lisa Spivey	Off Target, but action being taken to ensure delivery	Awaiting outcome of Off Street Residential Charging Scheme funding bid before orders can be placed. Significant delays being experienced with appointed contractor, and resolution being sought through alternative providers

## Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

CC13	Achieve a reduction in carbon emissions for the district	Adopt our climate change strategy	September 2020	September 2020	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Complete	Completed
CC14		Deliver our climate change action plan	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Off Target, but action being taken to ensure delivery	The Climate Emergency Strategy 2020-30 was adopted 2021. There is a cross over between some of the actions in the Climate Change action plan and the Corporate Plan - progress is provided here against those actions. Given activities since the adoption, a mid term review could be beneficial
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 Coxcoon	Off Target, but action being taken to ensure delivery	Long term action. Limited current activity, due to focus on CCI
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 considered at Council July 2022	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Off Target, but action being taken to ensure delivery	Solar Farm investment business case being progressed. Technical / commercial consultants have been appointed and agreement in principle obtained from the main solar farm developer. Uncertainty exists over interest rates from PwLB or GIB which may slow further development.
CC17		Support community-led and community-owned renewable energy projects	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	On Target	Long-term ongoing action. Support is being provided to individual community energy groups in the district as they come forwards with proposals.
CC18		Support neighbourhood-wide climate action	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Off Target, but action being taken to ensure delivery	Long term action. Limited current activity, due to focus on CCI
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	Juliet Layton	On Target	The ecological emergency action plan was adopted in July 2020, and the plan is being delivered through business as usual although an increase in legislative burdens and staff capacity is making implementation slower
CC20		Create a community and wildlife sanctuary at Chesterton Cemetery	December 2021	March 2023	Claire Locke/Andrew Turner	Andrew Doherty	On Target	Detailed land management plan being prepared. Property team is working with Ubico and biodiversity team to bring this forward
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	On Target	One of the six main priority areas of ESIP is reducing carbon produced by environmental services. Driver liaison post has delivered £14,959 fuel saving which equates to 36.6 tons of CO2. The service is reviewing the collection service and potentially removing a vehicle, however this assessment is completed annually at the end of the year
CC22		Consider changes to the waste and recycling service	April 2022	March 2023	Bill Oddy/Scott Williams	Andrew Doherty	On Target	Frith Consulting has been commissioned to perform a benchmarking and options appraisal on the current service. Final report received

## Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

### Providing socially rented homes

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q2
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	Joe Harris / Lisa Spivey	On Target	The Council and Bromford are working in partnership to prepare a planning application for the Down Ampney site. A communication strategy has been developed to ensure appropriate engagement with all stakeholders including the Parish Council and local residents and people. A planned programme of consultation commenced on 10 October 2022 and will continue through this year. The draft Collaboration Agreement with Bromford has been finalised and was approved by Cabinet at its meeting in November 2022.
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	Joe Harris / Lisa Spivey	Off target, but discussions pending regarding options for the site	The Kemble site has been paused, and an alternative scheme on the derelict Broadleaze site at Down Ampney is being prepared for delivery first
SH3		Explore direct delivery options  Work with partners to increase the supply of social rented accommodation  Investigate the feasibility of setting up a housing company	September 2020	April 2024	Claire Locke	Joe Harris	On Target	The draft Collaboration Agreement with Bromford has been finalised and was approved at Cabinet in November 2022
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	Joe Harris	Complete	Completed
SH5	Embed a Housing First approach to tackling homelessness	Maximise the opportunities of the 'housing first' model	July 2020	April 2024	Jon Dearing/Caroline Clissold	Joe Harris	On Target	Secured 50% of the funding (£19,000 pa) for the next 2.5 years for 6 units from the Rough Sleepers Initiative 2022-25 bid. Aspire and Bromford to match fund.
SH6		Acquire the property approved in July 2020, and put this to use	July 2020	Achieved	Jon Dearing/Caroline Clissold	Joe Harris	Complete	Completed
SH7		Participate in a joint Gloucestershire bid for additional government funding	August 2020	Achieved	Jon Dearing/Caroline Clissold	Joe Harris	Complete	Completed
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	Joe Harris	Complete	Completed
SH9		Identify opportunities to acquire properties for homeless accommodation	July 2020	April 2024	Claire Locke	Joe Harris / Lisa Spivey	On Target	The Council secured a lease on a property in Tetbury in July 2020 which provided nine self-contained units for homeless people. The Council is in the process of purchasing this property
SH10		Identify and consider sites for delivery of affordable housing	July 2020	April 2024	Claire Locke	Joe Harris	On Target	Focus on Down Ampney initially
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	Joe Harris	On Target	The Stockwells regeneration scheme will be the first social rented, Modern Methods of Construction (MMC) net zero homes within the District. Developers started on site in August 2022
SH12		Support young people through a 'rent to buy' scheme	April 2021	April 2024	Jon Dearing	Joe Harris	On Target	Investigations into the delivery model are ongoing, including funding options, legalities and viability.

## Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

### Make our local plan green to the core

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q2	
LP1	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 Coxcoon	On Target	Update on the Local Plan project including a report on the responses to the consultation presented to Members in July 2022 A review of the first drafts of policies will commence in October 2022. Submission to Cabinet of the draft Local Plan Review will be May 2023 instead of March 2023 to avoid Purdah/elections. Consultation dates are not changed and will take place in May 2023.	
LP2		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 Coxcoon	On Target		
LP3		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	On Target		The Council has begun its update of its Infrastructure Delivery Plan, a piece of work that supports the wider Local Plan update. During Q4 of 2022-23 the Council is looking to commission an update to its Water Cycle study
LP4		Develop a new Cotswold Design Guide – building for the future in the Cotswolds			Andy Barge/James Brain Jon Dearing/Phil Shaw	Juliet Layton	On Target		Given the potential scale and breadth of the work, the project is likely to be scoped with the support of specialist consultants - quotes have been received
LP5	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 Coxcoon	On Target	A second Members' Workshop held on the preferred options for the draft masterplan in September. Preferred options to be reviewed by CDC members and Senior Management and agreed in October 2022. Consultation on Framework Masterplan to be aligned with the Cirencester Neighbourhood Plan planned for 2023	
LP6		Work with Cirencester Town Council to deliver Cirencester neighbourhood development plan			Andy Barge/James Brain	Rachel Coxcoon	On Target		
LP7		Enable appropriate changes of use			Andy Barge/James Brain	Rachel Coxcoon	On Target		
LP8		Identify sustainable transport options			Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target		
LP9	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 Coxcoon	Complete	Completed	
LP10	Update our statement of community involvement	Andy Barge/James Brain			Rachel Coxcoon	Complete	Completed		



Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

LPI1	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 Coxcoon	On Target	An implementation and engagement plan will be developed as part of the Sustainable Transport Strategy. Attitudinal research (to develop effective messaging around behaviour change) is currently being scoped
LPI2		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 Coxcoon	On Target	Consultation on the GCC Countywide Cycling Improvement Plan ended on 18 August 2022. The consultation showed a map of where people want to go across the county, based on travel demand and the potential for more cycling
LPI3		Develop a Sustainable Transport Strategy	November 2020	2023, as part of the Local Plan Submission	Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target	Baseline transport carbon forecasting work completed and report produced. The second phase explores options to close the gap between the forecast and the trajectory we need to meet to achieve net zero by 2045. This work is expect to be completed in Oct 2022 and results will be presented to Members

## Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

### Support health and wellbeing

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q2
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	Complete	Spacehive launched. Further review programmed for 2023
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	On Target	Six projects applied to the Council's 'Spring Round' completed their campaigns, with a total value of over £123,000, towards which the Council has contributed £38,750. The deadline for the autumn round was 14 September, some projects are undergoing verification. Wide interest across the District, including a new skate park for Fairford which is the largest project to date
HW3		Coordinate an asset based community development approach	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	A group of residents in Moreton-in-Marsh aiming to establish a community hub are being supported by the team. The 'One Moreton' group is working towards an awareness event on 26 October 2022
HW4		Host regular community forums with community groups and community leaders	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	Regular programme of meetings established
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	On Target	Annual progress report to the Overview and Scrutiny Committee (Crime & Disorder committee) in September 2022
HW6		Complete a review of our leisure services	July 2020	May 2022	Rob Weaver / Scott Williams	Jenny Forde	Complete	Completed
HW7	Promote healthy lifestyles, fun and self-care for all ages	Deliver the Council's Leisure strategy.	November 2020	April 2024	Rob Weaver / Scott Williams	Jenny Forde	On Target	Leisure strategy developed and action plans created for the three themes. Being delivered as part of the Active Cotswold Programme
HW8		Deliver capital programme to replace fitness equipment across the Leisure estate	March 2022	September 2022	Bill Oddy/Stuart Wilson	Jenny Forde	Complete	Cirencester Leisure Centre's gym refurbishment commenced on 18 September, and reopened to customers on 3 October. This was followed by Bourton-on-the-Water Leisure Centre's gym refurbishment during the first two weeks of October 2022
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	On Target	The options appraisal has been completed. The procurement will be a competitive tender procedure with negotiation for both lots. The tender notice went out on 2 September 2022 including the first stage Standard Selection Questionnaire (SSQ). The evaluation process will take place in the first 2 weeks of October 2022
HW10		Develop a updated Playing Pitch Strategy (PPS) to inform planning and investment in pitch-based facilities	February 2022	December 2022	Scott Williams/Rachel Biles	Jenny Forde	On Target	Both winter and summer sport assessments have been completed. They will form a single final report to be signed off by the governing bodies for sport and Sport England.
HW11		Improve referrals into physical activity and fitness based programmes, both in our Leisure Centres but also in the community.	February 2023	April 2024	Andy Barge/Rachel Biles/Jacqui Wright	Jenny Forde	On Target	Not yet due to start. This is a long term project which will extend beyond the life of this Corporate Plan to 2025



Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

HW1 7	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	Off Target, but action being taken to ensure delivery	Currently in conversations with the comms team about whether or not they will have the resources to support a campaign. The campaign would focus on how to support mental health during the cost of living crisis and signpost to local MH support.
HW1 8		Provide targeted mental health campaigns and support	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	Off Target, but action being taken to ensure delivery	Currently in conversations with the comms team about whether or not they will have the resources to support a campaign. The campaign would focus on how to support mental health during the cost of living crisis and signpost to local MH support.  'Cotswold Chat' has been initiated by Young Glos in partnership with the Council and is being funded through various funding streams incl. Crowdfund Cotswold, GCC, NHS Charities Together. The Cotswold Chat programme is the first of its kind. The support is offered both virtually and in person, the case load demographic is aged from 11 years to 25, and all participants must live in the Cotswold District. The criteria for the programme is for the young people to be struggling with their mental health, have issues around schooling/attendance, need support with how to manage their emotions or if they are ready to seek support for a trauma they have experienced. Since its start in April 2021 the programme has supported a total of 56 young people.
HW1 9		Promote mental health activities and initiatives	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	Currently in conversations with the comms team about whether or not they will have the resources to support a campaign. The campaign would focus on how to support mental health during the cost of living crisis and signpost to local MH support.
HW2 0		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	Off Target, but action being taken to ensure delivery	Activities put on hold in June 2021 due to the member of staff leaving. Stroud, Forest, Tewkesbury and CDC are developing a 'Rural DA Champions Network' to launch in autumn 2022.
HW2 1		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	Complete	The New Start project is completed. The project has faced staffing issues and funding has therefore been withdrawn by DWP. Similar support is however being provided by other organisations.

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

HW2 2	Ensure our housing and built environments enable residents to live healthy lives	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 Coxcoon	On Target	See Make our local plan green to the core
HW2 3		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 Coxcoon	On Target	
HW2 4		Develop policies for dementia-friendly homes	February 2021	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon	On Target	
HW2 5		Review local plan policies to facilitate healthy place shaping	October 2020	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon	On Target	
HW2 6		Deliver health and wellbeing initiatives through the local plan	October 2020	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon	On Target	
HW2 7	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 Evey	On Target	At the end of September 2022 , £3,584,550 had been paid out to 3,897 households as part of the mandatory and discretionary schemes. The discretionary criteria was subsequently expanded to reach more households. The window for applying closed on 2 October 2022

## Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

### Enable a vibrant economy

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q2
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	David Stanley/ Paul James/Chris Crookall-Fallon	Tony Dale	Off target, but discussions are taking place around future capital investment strategy	Council approved the Recovery Investment Strategy in July 2022. The increase in government (and CDC) debt costs have caused concern around borrowing levels and the viability of schemes. At its meeting in November 2022, Cabinet agreed to recommend to Council that the recovery investment strategy be rescinded
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	David Stanley	Tony Dale	On Target	
VE3		Invest in local projects and development opportunities	September 2020	April 2024	Andy Barge/Paul James	Tony Dale	On Target	Discussions ongoing with various partners about each of these initiatives, which are at various stages of progress.
VE4		Use our assets to generate jobs locally	April 2021	April 2024	Claire Locke/Paul James	Tony Dale	On Target	Trinity Road office layout changes will create space in the West wing of the building to be let to tenants. Invitation to tender commenced in September 2022 for 4 weeks. Proposal for the Old Station and OMH cottages to be brought back into use for office space and meeting rooms - design options and business case being worked on
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	On Target	A Sustainable Tourism Action Plan has been developed and the team will be working with partners such as GVR, Visit Gloucestershire and Cotswold National Landscape to deliver it
VE6		Help to develop high quality visitor experiences	September 2020	April 2024 'Days Out' published March 2022	Andy Barge/Chris Jackson	Tony Dale	On Target	Significant improvement in the amount of traffic going to the promoted towns and away from the 'honeypots'. Of the 15 towns being monitored, Bourton's share has dropped from over 27% to under 19%. Real Cotswolds towns now account for 36.8% of traffic. Chipping Campden to be promoted as a Real Cotswolds town to increase the number of domestic visitors
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	Off Target, but action being taken to ensure delivery	The hospitality sector is being affected by rising energy costs and by the impact on consumer spending and cost of living. The draft Economic impact study 2021 indicates improvements on 2020. Liaising with partners to understand the implications of the loss of coach parking in Bourton on the Water and alternatives

## Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

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	On Target	UKSPF earmarked funds have been allocated to the Growth Hub to support both existing and new business
VE9		Build a reputation as a business-friendly council	July 2020	April 2024	Andy Barge/Paul James	Tony Dale	On Target	Business Matters published in October 2022 providing information on support/grants for businesses, events and courses, and signposting to other helpful organisations. A listening to business event organised in partnership with Business West and GFirst LEP takes place on 18 November
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	On Target	The Applied Digital Skills Centre at Cirencester College was officially launched in May 2022. The new centre will help to develop a workforce with the digital skills needed in the 21st century, and also to grow its digital and cyber sectors
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	On Target	Watermoor point on the former Mitsubishi site - the office element is now 80% let and the warehouse is being repurposed for storage for businesses and individuals; A reserved matters planning application has been submitted for for employment land at the Steadings; RAU Innovation village - project management resource has now been put in place, and a planning application for the site is expected early next year
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 Coxcoon	On Target	As covered under Making the Local Plan Green to the core, the Cirencester Masterplan is on target
VE13		Support businesses to enhance their digital presence	July 2020	March 2022	Andy Barge/Paul James	Tony Dale	Complete	£30k allocated from Welcome Back fund to assist town centres to be more digitally resilient. The Council also worked with GFirst LEP to deliver a digital grant scheme to assist businesses (funded by District Councils)
VE14		Develop a 'shop local' campaign to encourage residents to support local businesses	July 2020	April 2024	Andy Barge/Paul James	Tony Dale	Complete	The Council was allocated £81,144 from the 'Welcome Back Fund'; £50k was allocated to projects submitted by Town and Parish Councils
VE15	Attract investment in infrastructure	Work with Fastershire to address broadband market failure	Rolled forward from previous Corporate Plan	April 2024	Robert Weaver/Paul James	Tony Dale	On Target	Ongoing discussions with Fastershire, GCC and commercial infrastructure providers to accelerate delivery. Progress is being made - Superfast now 97.5% coverage, Gigabit is 52.5%.
VE16		Support completion of the A417 'missing link'	September 2020	April 2024: Development Consent Order hearing underway January 2022	Jon Dearing/Phil Shaw	Tony Dale	On Target	Examination process has concluded. Awaiting Secretary of State decision. Timeframe out of CDC hands

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

VE17	Offer better qualifications for our young people	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	Off Target, but action being taken to ensure delivery	Cotswold New Start Funding pulled by Job Centre Plus. Cirencester College Digital Skills Centre complete, support on apprenticeships and T-Levels. SPF funding for people furthest from labour market and retrofit skills in 2024-25.
VE18		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	On Target	An Innovation Lab at Chipping Campden library opened on 1st August 2022 offering access to digital skill development for all ages and abilities
VE19		Establish needs	October 2020	December 2020	Andy Barge/Paul James	Tony Dale	Complete	Completed
VE20		Identify partners that can deliver improvements	January 2020	March 2021	Andy Barge/Paul James	Tony Dale	Complete	Completed
VE21	Ensure the benefits of the internet and digital technologies are accessible to everyone in the district	Develop and implement an action plan to improve digital inclusion	June 2021	April 2024	Andy Barge/Paul James	Tony Dale	Off Target, but action being taken to ensure delivery	Work is progressing through partnership activity. A headline report outlines eight recommendations to help tackle the digital divide and frames a range of questions revolving around next steps. This is supported by digital exclusion risk mapping, community asset mapping (what's out there already) and a 'what we know about closing the digital divide report. Focus on competing priorities, such as UKSPF and REPF has slowed progress on this.