

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

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

Deliver the highest standard of services

| Ref. | Our aims | Our actions | Commencement | Date due, Achieved | Officer | Cabinet Member | RAG Rating | Comment for Q3 |
|------|---|--|----------------|---|----------------------------|----------------|------------|--|
| 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. The wildflower planting of verges to be undertaken by GCC will not be undertaken in this financial year. The UK shared prosperity fund for this financial year has been reallocated to other projects |
| 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/Alfred Tolley | Joe Harris | On Target | As of 31 December, 121 of the 160 street name plates 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 engage with community groups, parishes and towns to find ways to keep their open areas tidy. This included a number of educational sessions and facilitating a number of community led litter picks. During Q3, there were 18 requests for litter picks from communities with litter picks taking place in Northleach, Stow-on-the-wold, Lower Swell and Bourton, involving 12 members of the community and 75 children. A number of community projects to introduce wild flower planting were completed |
| 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 | A new Community Support Officer for Town and Parish Council engagement has been recruited and started in late October 2022. Two provisional dates for the next forums are scheduled for mid to late February |
| 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 Evely | Complete | All three phases have been completed. All the machines have been upgraded with offline payment software to improve payment processing. The service will continue to monitor performance |
| SS8 | | Determine the feasibility of 'pay on exit' parking, and implement if appropriate | March 2021 | May 2022 | Jon Dearing/Maria Wheatley | Mike Evely | 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 Evely | Complete | Completed |
| SS10 | | Make the Whiteway car park operational | January 2020 | Achieved | Jon Dearing/Maria Wheatley | Mike Evely | Complete | Completed |
| SS11 | | Deliver Improvements to Rissington Road Car Park, Bourton on the Water | November 2022 | March 2023 | Claire Locke/Andrew Dike | Mike Evely | On Target | Cabinet agreed additional funding in September 2022. Contractors started on site in November 2022. Completion is targeted for the start of Easter 2023 |

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| 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 2 is underway including the feasibility study of the Spine Road crossing - designs of the crossing have been prepared by Sustrans for approval by GCC's capital programme management board in January 2023 and onward to GCC Cabinet in March 2023; consultation of the foot/cycleway into Neigh Bridge Country Park has been completed. Vegetation clearance to take place in Spring 2023 and construction post-Easter; and a travel plan for Cotswold Water Park was completed in January 2023 |
| 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 reviewed the Council's draft budget proposals for 2023/24 together with a refresh of the Medium Term Financial Strategy (MTFS) forecasts in November 2022. The budget proposals were approved for public consultation from 8 November to 9 December 2022 |
| SS16 | | Adopt and implement recovery investment strategy | September 2020 | Refreshed annually | David Stanley | Mike Evemy/Tony Dale | Cancelled | The Recovery Investment Strategy was rescinded in November 2022 due to concerns around borrowing levels and the viability of the schemes. There may still be opportunities that arise from time-to-time for example through transformation that will be considered on a business case basis |
| 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 has started to agree options. Preferred consultants have been identified. Further discussions between s151 officer and Assets team are required to take this forward |
| 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 | Discussions are continuing with Members on options and recommendations from the Flood Risk Management review group. A report to Cabinet is expected in March 2023 Risk of flooding highlighted on social media along with a guide which includes information on how to prepare, what to do in the event of flood and organisations to contact for support |
| SS19 | | Roll out the Cotswold Flood Warden Programme | November 2021 | November 2022 for the initial pilot year. | Robert Weaver | Andy Doherty | On Target | Seventeen Flood wardens were signed up by the end of Q3, from Bibury, Bledington, Bourton on the Water, Cirencester, Evenlode, Lechlade, Moreton in Marsh, Northleach, Somerford Keynes, Southrop and Upper Slaughter. Following a well-attended meeting on 11th January in Moreton-in Marsh, further wardens will be recruited. |
| 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 | Complete | The new fees and charges for both pre-app advice as well as other non-statutory work (that are currently not being charged for) were approved by Cabinet in February and will be rolled out on 1 April 2023 |
| 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 and is having a positive impact on reducing complaints. A small team has been formed to trial different ways of communicating with stakeholders which will help us to understand the impact of how we communicate and the extent of the 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 | The front end has been improved with new forms and documentation to register enforcement issues. The next stage is to reduce the backlog of enforcement complaints, and Members will be asked to help draft the criteria. There will be a report to Cabinet in the next few weeks as part of the monitoring of the improvement programme |
| SS24 | | Maximise external funding opportunities | December 2020 | April 2024 | Jon Dearing/Phil Shaw | Juliet Layton | On Target | In addition to the launch of the pre-app service, the service is planning to introduce charges for additional administrative work created during the processing of planning applications, for example additional work created by the submission of invalid applications. The new fees and charges have been approved and will be implemented on 1 April 2023 |

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| 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 | Since October 2022, the service has increased its focus on marketing letters which is helping to improve market share. Our market share averaged around 61% during Q3 compared to 45% a year ago. |
| 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. Improvements have been made to marketing letters and service office focussed on clarity and are now being sent out to planning applicants. The service is working with the comms team on an update of the the marketing and business plan; and the first local awards has been planned for February/March. |
| 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 | Superseded | A strategy for the Council's public conveniences has been drafted but there is now a change of direction. A report on the costs of provision and new charges was considered at Cabinet in February 2023. There will be a site by site review to roll out card readers to enable cashless payment |
| 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 and enhance 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 | Cadence Innova has been commissioned to support the three partner councils with a detailed service review. This commission, whilst ongoing, has already proved invaluable in terms of starting to identify issues and opportunities. One of the observations is the need, for a revised set of key performance indicators for the service, to help monitor performance and service delivery. These will in due course be included as part of the quarterly reports. |

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

Responding to the climate crisis

| | Our aims | Our actions | Commencement | Date due, Achieved | Officer | Cabinet Member | RAG Rating | Comment for Q3 |
|------|--|--|--|--|--|------------------------------|--|---|
| 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. District-wide group buying scheme for solar PV and batteries being developed, intending to bring to Cabinet in Q1 2023/4, and go live in Q2. The Council has decided not to proceed with the Listed Buildings Consent Order for solar panels. |
| 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. The Council is working with West Oxfordshire to progress the project |
| 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 | Significant delays experienced with previous contractor mean that other installer options have been explored. Project has now re-started with alternative contractor. Rissington Rd carpark chargepoints should be operational by the re-opening of the carpark in time for Easter break 2023. Trinity Rd offices charge point design has started. Phase 1 of EVCP programme estimated for completion by Dec 2023. Phase 2 business case (other sites) to be developed during Q2 2023/4 |
| 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 | Reduce carbon emissions from our own operations | 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. Due December 2023 | Claire Locke/Chris Crookall-Fallon | Rachel Coxcoon/Lisa Spivey | On Target | Procurement of PV for Trinity road underway. Funding for roof repairs at Trinity Road was approved in September 2022, and the work is out to tender |
| 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 On Street Residential Charging Scheme funding bid before orders can be placed for Trinity Rd. Trinity Rd offices charge point design has started. Phase 1 due for completion by Dec 2023. Phase 2 business case (other sites) to be developed during Q2 2023/4 |

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|------|---|--|----------------|---|--|----------------|---|---|
| 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 will be undertaken starting Q4 2023/4 |
| 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 and no action has yet been agreed to resolve the situation | Long term action, which needs review and re-refresh. Currently ad-hoc support is being provided to community energy developments in the district, but not a systematic district-wide options appraisal. |
| 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 | Cancelled | The recovery investment strategy was rescinded in November 2022 |
| 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 continues to be 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. Need for review to clarify the objective, given overlaps with other objectives (eg retrofit support, rooftop PV/battery initiative, etc). Review to be integrated with Climate Emergency Strategy update starting Q4 2023/4 |
| 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 | Off Target, but action being taken to ensure delivery | 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. Action is being taken to increase staff capacity |
| CC20 | | Create a community and wildlife sanctuary at Chesterton Cemetery | December 2021 | March 2023 | Claire Locke/Andrew Turner | Andrew Doherty | On Target | 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. The annual Green House Gas report 2021-22 has been completed and will be verified by Internal Audit in January. This report provides fuel consumption figures for the waste fleet which will help to identify the carbon footprint of the service |
| CC22 | | Consider changes to the waste and recycling service | April 2022 | March 2023 | Bill Oddy/Scott Williams | Andrew Doherty | On Target | The service has been benchmarked on performance and costs with nearest neighbours and other councils with a similar demographic. The Council is challenging Ubico to reduce cost and improve efficiency |

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Providing socially rented homes

| | Our aims | Our actions | Commencement | Date due, Achieved | Officer | Cabinet Member | RAG Rating | Comment for Q3 |
|------|---|--|----------------|---|---------------------------------------|--------------------------|------------|---|
| 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 entered into a Collaboration Agreement in November 2022 to deliver the 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 a second round of consultation is expected before the planning application is submitted. The planning application is expected to be submitted by March 2023 followed by the legal transfer of the land to Bromford Housing |
| 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 | Cancelled | The Kemble site was paused due to challenges with the site including ecological constraints, and an alternative scheme on the derelict Broadleaze site at Down Ampney is being prepared for delivery first. Following a review of the Kemble site in the context of the cost of living crisis and constraints, Cabinet agreed that the site was not viable for housing development. Cabinet agreed in January 2023 to lease the land for use as allotments and community gardens |
| 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 | In August 2022, the Council purchased the property in Tetbury that it had been leasing since July 2020. The property provides nine self-contained units for homeless people. |
| 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 Q2 and expect to complete during the summer 2023 |
| SH12 | | Support young people through a 'rent to buy' scheme | April 2021 | April 2024 | Jon Dearing | Joe Harris | Superseded | This scheme has been superseded by a First Homes scheme launched by the government last year. Any new development must provide a proportion of its properties as First Homes which provides a heavily discounted option (between 30 -50% of the market value) for people to buy properties |

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Make our local plan green to the core

| | Our aims | Our actions | Commencement | Date due, Achieved | Officer | Cabinet Member | RAG Rating | Comment for Q3 |
|------|--|--|--|---|---|----------------|------------|--|
| 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 | Officers continue to update the evidence base and local plan policies. A review of the first drafts of policies commenced 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. Changes to the NPPF - examining how these changes might affect the plan making process - may be some delay of the planning reforms on the plan making process. |
| 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 | |
| LP4 | | 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 | On Target | A scoping of the project is expected to commence in early 2023. Given the potential scale and breadth of the work, the project is likely to be scoped with the support of specialist consultants |
| 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 | Feasibility assessments were carried out in 2022 including two transport studies which were completed in autumn 2022, and further feasibility assessments will continue in 2023. |
| LP6 | | Work with Cirencester Town Council to deliver Cirencester neighbourhood development plan | | | Andy Barge/James Brain | Rachel Coxcoon | On Target | Work is continuing on drafting the Framework Masterplan along with preparations for stakeholder engagement and communication later this year. |
| LP7 | | Enable appropriate changes of use | | | Andy Barge/James Brain | Rachel Coxcoon | On Target | This project will align with both the Local Plan partial update and the emerging Cirencester Neighbourhood Development Plan |
| 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 | |
| LP11 | 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 | Attitudinal study still being scoped - draft brief expected Q4 |
| LP12 | | 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 | Several projects and studies in partnership with GCC, including Rural Corridor study, Mass Transit study, Interchange strategy, Overarching Cycle Infrastructure Plan, Cirencester Access and Movement Study and general work on integrating transport and spatial planning. |
| LP13 | | Develop a Sustainable Transport Strategy | November 2020 | 2023, as part of the Local Plan Submission | Andy Barge/Hannah Fountain | Rachel Coxcoon | On Target | Presentation of Stage 1 findings to Members on 12 December 2022. Stage 2 elements (Access and Movement Study, Attitudinal/Behaviour Study) to be commissioned in Q4 if approved. |

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Support health and wellbeing

| | Our aims | Our actions | Commencement | Date due, Achieved | Officer | Cabinet Member | RAG Rating | Comment for Q3 |
|-----|--|--|----------------|---|--|----------------|------------|--|
| HW1 | | 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 launched their campaigns on Crowdfund Cotswold in September/October 2022, although one project, Redesdale Hall Kitchen, has since withdrawn. Three of the projects have successfully fundraised their targets. |
| HW3 | Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals | Coordinate an asset based community development approach | September 2020 | April 2024 | Andy Barge/Jacqui Wright | Jenny Forde | On Target | Cotswold connected community and food programme launched (£75k). Engaged with residents and businesses about the Argos alleyway in Cirencester which will see a transformation in 2023 based on community feedback. Supporting Chipping Campden residents with challenges around police, ambulance and MH services. Community meeting that involves representatives from relevant statutory services has been organised and is planned for January. Supported Digital Inclusion Pilot Group in Bourton- course for residents has been very successful, a second course is planned for January. The group keeps meeting without the tutor and our Community Builder is in regular contact via a WhatsApp group. We are encouraging other communities to adopt the model. Made contact with Chipping Campden Schools-planning an event in Spring. Engagement with Bromford Housing neighbourhood coaches and residents about community composting ideas/physical activity initiatives. |
| 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 Cost of living was discussed at each meeting to keep abreast of any challenges/needs and to facilitate partnership work across the district. |
| 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 | Supported OPCC 'perceptions of crime survey' Worked on 2 funding applications to the OPCC which will be submitted in early January. Engagement events planned for 2023. |

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|------|--|--|---------------|----------------|---------------------------------------|-------------|---|---|
| HW6 | Promote healthy lifestyles, fun and self-care for all ages | Complete a review of our leisure services | July 2020 | May 2022 | Rob Weaver / Scott Williams | Jenny Forde | Complete | Completed |
| HW7 | | 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 | Completed |
| 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 tender notice went out on 2 September 2022 including the first stage Standard Selection Questionnaire (SSQ). Successful bids received an invitation to submit initial tender in mid October with a return date of 3 January 2023, now extended to 6 January. During December, staff responded to clarification questions. Following evaluation of bids and negotiation, a decision will be taken at the end of January as to the bids that will go through to the next round. Report to March Cabinet to recommend the preferred bids |
| 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 | Off Target, but action being taken to ensure delivery | Both winter and summer sport assessments have been completed and reviewed and signed off by the National Governing Bodies. The action plan is being prepared by KKP, which will become part of a single final report to be signed off by Sport England. Some delays are due to availability of external bodies for consultation which is outside of the Council's control |
| 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. The focus has shifted from referrals to developing more community based physical activities and will be delivered as part of the Active Cotswold programme. This is a long term project which will extend beyond the life of this Corporate Plan to 2025. A new part time post, fixed term post (externally funded) has been recruited to support the Active Cotswold programme in developing the physical activity offer in communities |

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

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| HW17 | | 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 | Cotswold Chat' has been running since April 2021 in partnership with Young Glos and is funded through various funding streams incl. Crowdfund Cotswold, GCC, NHS Charities 2gether. The programme is for young people struggling with their mental health, have issues around schooling/attendance, need support to manage their emotions or with a trauma they have experienced. There is currently no capacity to deliver a targeted mental health campaign. This will be considered again in a few months once the pressures caused by the cost of living crisis have eased. The community wellbeing team is however proactively sharing information about mental health services as well as training opportunities through the Cotswold Community Network and contact with TPC's. Equally, the Council's cost of living webpage has a specific area dedicated to 'Looking after your mental health' and sign posts people to a wide range of support opportunities. |
| HW18 | | 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 | |
| HW19 | Promote both mental and physical health equally, to increase awareness of mental health issues and improve the community response to people in crisis | Promote mental health activities and initiatives | September 2020 | April 2024 | Andy Barge/Jacqui Wright | Jenny Forde | On Target | |
| HW20 | | 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 | |
| HW21 | | 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 | |
| HW22 | 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 | |
| HW23 | | 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 | |
| HW24 | | Develop policies for dementia-friendly homes | February 2021 | April 2023 | Andy Barge/James Brain | Jenny Forde/Rachel Coxcoon | On Target | |
| HW25 | | Review local plan policies to facilitate healthy place shaping | October 2020 | April 2023 | Andy Barge/James Brain | Jenny Forde/Rachel Coxcoon | On Target | |
| HW26 | | Deliver health and wellbeing initiatives through the local plan | October 2020 | April 2023 | Andy Barge/James Brain | Jenny Forde/Rachel Coxcoon | On Target | |
| HW27 | 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 Every | Complete | At the end of December 2022, £3,830,400 (core scheme), and an additional £135,554 (discretionary scheme) had been paid out to 26,052 households. This work has concluded although the service is still receiving queries from residents/customers |

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

Enable a vibrant economy

| | Our aims | Our actions | Commencement | Date due, Achieved | Officer | Cabinet Member | RAG Rating | Comment for Q3 |
|-----|--|---|----------------|--|---|----------------|------------|--|
| 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 | Cancelled | The recovery investment strategy was rescinded in November 2022 |
| 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 Hold | On hold as this action needs to be reviewed in light of the rescinded investment strategy |
| VE3 | | Invest in local projects and development opportunities | September 2020 | April 2024 | Andy Barge/Paul James | Tony Dale | On Target | Officers continue to hold discussions in relation to a number of potential development opportunities, which would help the Council achieve its corporate objectives. Each will be assessed on a case by case basis. |
| 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. Contractor has been appointed with works expected to commence in January 2023. Proposal for the Old Station and OMH cottages to be brought back into use for develop the buildings for cultural and community use, however, external funding will need to be sought |
| 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 GWR, 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 | A Local Connections project is underway. It is designed to develop and improve business to business connections between local accommodation providers and businesses providing services or products that would add value or interest to their visitor offer. The project will be going live in March 2023. |
| 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 | On Target | Continue to attend trade shows nationally and internationally including one in North America and a virtual trade show in Japan to promote the Cotswold to high spend overseas markets. Secured £5k from Department of International Trade to identify and prepare businesses to access high spend overseas market |
| 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. The Local Investment Plan was approved in early December 2022 |
| VE9 | | Build a reputation as a business-friendly council | July 2020 | April 2024 | Andy Barge/Paul James | Tony Dale | On Target | Business Matters continues to be issued regularly, most recently in December. The Cabinet Member and Economic Development Lead undertake regular business visits, with more planned for 2023. A listening to business event on 18 November was organised in partnership with Business West and GFirst LEP |

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

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|------|--|--|---|--|-------------------------------------|--------------------------|---|--|
| 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 | Discussions held with Farm491 about creating more offices for agritech and related businesses. Discussions taking place about a potential Centre for Sustainable Aviation. |
| 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 in Spring 2023. A public launch of the project has been scheduled for 20th January 2023. |
| 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 | The County Council has recently announced an increase to the level of the Fastershire Community Broadband Grant to make it more attractive to the infrastructure providers and is also introducing the Gloucestershire Digital Household Scheme to use 4G technology to deliver connectivity in remote locations where fibre is not practical or is prohibitively expensive. A Fastershire Business Grant of up to £20,000 is also being introduced. |
| 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 | Scheme approved by Secretary of State in November 2022. Work due to start in 2023. |
| 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. UKSPF funding will focus on 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 | Ensure the benefits of the internet and digital technologies are accessible to everyone in the district | 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 | | 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. https://www.digitaldivides.co.uk |