

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

<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
<b>Cancelled</b>	Supeseded/cancelled
<b>On Hold</b>	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	Complete	All 160 street name plates scheduled for replacement have been installed, with a few exceptions that require specialist action i.e. wall mounted at height in central Cirencester and require road closure to enable access.
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. Work progressing well and on target for completion by 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.

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### 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. <span style="color: red;">Due December 2023</span>	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-fresh. 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	Procurement took place in December/January and contractor is now on-site. Some seasonal planting will need to be completed later in the year but the bulk of the work to form wildflower garden, nature pond and rain garden should be complete by the end of March.
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 SH2 SH3	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 taking place in March 2023 prior to the planning application being submitted. The legal transfer of the land to Bromford Housing will take place once planning consnet has been granted.	
	Deliver social rented and affordable rented accommodation across the district	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
	Explore direct delivery options	Work with partners to increase the supply of social rented accommodation	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	Investigate the feasibility of setting up a housing company							
SH4	Provide more affordable housing with the emphasis on social rented accommodation	Adopt an affordable housing delivery strategy that sets out clear aims and objectives	June 2020	Achieved	Rob Weaver Claire Locke	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	SH9 SH10 SH11 SH12	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	Caroline Clissold	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

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	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.
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	See Make our local plan green to the core
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 commenced 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

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. <a href="https://www.digitaldivides.co.uk">https://www.digitaldivides.co.uk</a>