

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of Q3 2023-2024

<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>	Superseded/cancelled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 / Simon Anthony	Joe Harris	On Target	Review currently taking place. No further update.
SS2		Improve road sweeping regimes	November 2020	April 2024	Bill Oddy/ Simon Anthony	Joe Harris	Complete	Review complete and being taken to transform group.
SS3		Replace worn and damaged street nameplates	September 2020	167 replaced by April '22 Approx. 120 scheduled for replacement summer/autumn 2022	Claire Locke	Joe Harris	On Target	Project still ongoing
SS4		Keep areas of open space tidy	April 2021	April 2024	Andy Barge/Simon Anthony	Joe Harris	On Target	Review currently taking place. No further update.
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	
SS6		Deliver programme of engagement for town and parish councils	October 2021	April 2024	Angela Claridge	Joe Harris	On Target	
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	Tony Dale	Complete	
SS8		Determine the reasibility of 'pay on exit' parking, and implement if appropriate	March 2021	May 2022	Jon Dearing/Maria Wheatley	Tony Dale	Complete	
SS9		Review charging periods at all car parks	March 2021	April 2022	Jon Dearing/Maria Wheatley	Tony Dale	Complete	
SS10		Make the Whiteway car park operational	January 2020	Achieved	Jon Dearing/Maria Wheatley	Tony Dale	Complete	

SS11		Deliver Improvements to Rissington Road Car Park, Bourton on the Water	November 2022	March 2023	Claire Locke/Andrew Dike	Tony Dale	Complete	
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	
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	
SS14		Deliver on funded projects	November 2021	March 2023	Andy Barge/Philippa Lowe	Juliet Layton	On Target	27 of the 46 new cycle stands have now been installed as part of phase 2 of provision. Locations are at the Memorial Hall in Lechlade; Hilary Cottage Surgery & the Football Club in Fairford; the One Stop Shop, Village Hall and Upper Up Playing Field in South Cerney. A number of meetings have been held with GCC managers and officers to discuss options for progressing to the feasibility to the next design stage. An updated proposition is awaited from GCC but discussions were positive and GCC have confirmed their support. There is still an on-going issue regarding the detailing of the finish of the new cycle way access point to the car park at Neigh Bridge which again has been raised with GCC for resolution.
SS15		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	
SS16	Establish financial resilience to enable investment in our priorities	Adopt and implement recovery investment strategy	September 2020	Refreshed annually	David Stanley	Mike Evemy/Tony Dale	Cancelled	
SS17		Develop and implement an asset management strategy	March 2021	December 2022	David Stanley/Claire Locke	Mike Evemy	Off Target, but action being taken to ensure delivery	Consultants were commissioned in November, with data gathering and interviews with key staff taking place in December. A strategy is now being prepared. There was a slight delay in the appointment and, therefore, the completion of work as there were some negotiations around the scope of work and costs. An Asset Management strategy will be presented to April Cabinet.
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	Lisa Spivey	On Target	The recent storm Henk caused only minor disruption and so far only one property is reported to have flooded internally. The FRM team liaised with UBiCO to help residents in fear of being flooded by using pumps but principally by clearing trash screens of debris across the district. A new working group has been set up to meet with the water companies that serve the Cotswolds with a view to scrutinising and exploring their investment plans as well as their responses to local sewerage issues raised to CDC.

SS19		Roll out the Cotswold Flood Warden Programme	November 2021	November 2022 for the initial pilot year.	Robert Weaver	Lisa Spivey	On Target	GRCC is currently in the middle of a recruitment process for Community Flood and Resilience Officer, interviewing in the week commencing 15th January. These staffing challenges notwithstanding, an event was held in Chedworth in October, and a further event planned for February to allow discussion on flooding events over the winter 2023/2024. 24 flood wardens have been recruited and supported, across 13 settlements, with further residents keen to stay engaged with the project.
SS20	Provide a trusted, inclusive and transparent planning service	Restructure our team to ensure resilience	September 2020	Achieved	Frank Wilson	Juliet Layton	Complete	
SS21		Relaunch our pre-application service	September 2020	June 2022	Charlie Jackson/Phil Shaw	Juliet Layton	Complete	
SS22		Improve communication with residents	January 2021	April 2024	Charlie Jackson/Phil Shaw	Juliet Layton	On Target	Better communication now more embedded in processes. Final phase will be to improve data for monitoring of customer contacts
SS23		Develop an ICT enabled proactive approach to planning enforcement	April 2021	April 2024	Charlie Jackson/Phil Shaw	Juliet Layton	On Target	Enforcement project continues. Process has been reviewed and new forms have been user tested at all three sites and are nearly ready for use. Next stages will be changes to website/self service information
SS24		Maximise external funding opportunities	December 2020	April 2024	Charlie Jackson/Phil Shaw	Juliet Layton	Complete	Additional 100k funding secured from Central Government to assist in heritage and ecology support to DM
SS25	Provide an efficient and competitive building standards service	Compare local markets	March 2021	Monthly, to understand market share	Charlie Jackson/Phil Shaw	Juliet Layton	On Target	Market testing has occurred and is ongoing. Market share is holding up
SS26		Maximise opportunities for income generation	April 2021	Ongoing, as an iterative review process.	Charlie Jackson/Phil Shaw	Juliet Layton	On Target	Fees have been reviewed against the competitors. BC are not legally enabled to make "profits" and so cost recovery is the desired aim.
SS27	Provide modern and clean public toilets	Reviewing our estate	April 2022	September 2022	Jon Dearing/Mandy Fathers	Mike Evely	Complete	
SS28		Explore opportunities for 'comfort partnerships'	April 2021	September 2022	Jon Dearing/Mandy Fathers	Mike Evely	Complete	
SS29		Develop a strategy for the provision of public toilets	April 2022	September 2022	David Stanley/ Jon Dearing/Susan Hughes	Mike Evely	Superseded	
SS30	Review how the Council commissions its Legal Services	Complete the review of legal services	March 2022	May 2022	David Stanley	Joe Harris	Complete	
SS31		Implement Council decision, following review	May 2022	April 2023	David Stanley	Joe Harris	On Target	

## Responding to the climate crisis

Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating		
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	Mike McKeown	On Target	Cotswold Home Solar was launched at the start of September and had strong initial interest. The communications team is working on ways to refresh and sustain a marketing campaign to make sure as many residents as possible can make use of the scheme.
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	Charlie Jackson	Mike McKeown	On Target	
CC3		Promote the opportunity to invest in the Cotswold Climate Investment, CMI, launched in partnership with Abundance Investment	April 2022	June 2022	David Stanley	Mike McKeown	Complete	
CC4		Work with partners to establish a Climate Action Network in the District, to support locally driven initiatives	May 2022	April 2024	Charlie Jackson	Mike McKeown	On Target	
CC5		Prepare and agree an EV Charging Point Delivery Plan	October 2020	Achieved	Rob Weaver Claire Locke	Mike McKeown	Complete	
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 Charlie Jackson	Mike McKeown	Off Target, but action being taken to ensure delivery	The installation at Trinity Road, Cirencester, and Rissington Road, Bourton on the Water, began in late December, with a connection date currently awaited from the DNO. It is anticipated connections will be made by the end of April. Applications are currently being prepared for government funding to contribute towards the cost of installing more charging points across other Council owned car parks. Priority will be given to locations that would provide a good geographical spread of EVCP infrastructure district-wide; however, electrical grid capacity and other external factors may limit the ability to install chargers in some locations.
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	Mike McKeown/Tony Dale	On Target	

CC8	Reduce carbon emissions from our own operations	Work with Ubico to adopt ultra-low emission vehicle technology	March 2021	April 2024	Rob Weaver	Mike Evey/Mike McKeown	On Target	Driver behaviour modification software has been installed on Council HGV waste fleet (28 vehicles), resulting in a reduction of both fuel consumption and emissions. Quarterly reports on reductions are made to the Environmental Services Partnership Board, the first of which was delivered in December 2023
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	Mike Evey/Mike McKeown	On Target	Solar PV will be installed on the roof of Trinity Road Council offices, subject to Planning approval, early in the New Year.
CC10		Secure energy-efficient, 100% green energy for all Council premises, using renewable energy where possible	March 2021	Achieved	Claire Locke	Mike Evey/Mike McKeown	Complete	
CC11		Complete Public Sector Decarbonisation scheme at our Leisure centres	March 2021	Achieved	Claire Locke	Mike McKeown/Paul Hodgkinson	Complete	
CC12		Provide electric vehicle charging points at all Council premises	September 2020	Phase 1 completion due autumn 2022 April 2024	Claire Locke	Mike Evey/Mike McKeown	Off Target, but action being taken to ensure delivery	EVCPs for pool cars/vans has been installed and will be available once building works is complete. Publically available EVCP are covered by CC6.
CC13	Achieve a reduction in carbon emissions for the district	Adopt our climate change strategy	September 2020	September 2020	Rob Weaver Claire Locke	Mike McKeown	Complete	
CC14		Deliver our climate change action plan	September 2020	April 2024	Rob Weaver Charlie Jackson	Mike McKeown	Off Target, but action being taken to ensure delivery	The Climate Emergency Strategy 2020-30 was adopted 2021. There is a crossover 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 2023/24
CC15	Increase renewable energy generation within the district	Complete an options appraisal of community energy generation	September 2020	April 2024	Rob Weaver Charlie Jackson	Mike McKeown	Off Target and no action has yet been agreed to resolve the situation	Options to support this being considered as part of work to refine priorities over the next four year term
CC16		Secure investment in renewable energy such as photovoltaic farms and electricity generation from our own estate and in partnership with	April 2024	Investment options considered at Council July 2022	Rob Weaver Claire Locken	Mike McKeown	Cancelled	

CC17	Support community-led and community-owned renewable energy projects	September 2020	April 2024	Rob Weaver Charlie Jackson	Mike McKeown	Off Target, but action being taken to ensure delivery	Options to support this being considered as part of work to refine priorities over the next four year term	
CC18	Support neighbourhood-wide climate action	September 2020	April 2024	Rob Weaver Charlie Jackson	Mike McKeown	Off Target, but action being taken to ensure delivery	Options to support this being considered as part of work to refine priorities over the next four year term	
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 Habitat Regulations Assessment (HRA) system is currently operational, demonstrating effective functionality; however, additional efforts are required for the delivery of mitigation and monitoring components. Simultaneously, a paper addressing the upgraded biodiversity duty and its reporting requirements has been prepared. Biodiversity Net Gain (BNG) implementation includes the acquisition of Mycelia software to streamline the process, with ongoing assessment by officers of supplementary guidance released by the government in late November. Defra has confirmed that mandatory BNG will go live on 12 February. From this date, BNG will apply to all major applications. BNG will apply to small sites from 2 April.
CC20	Create a community and wildlife sanctuary at Chesterton Cemetery	December 2021	March 2023	Claire Locke/Andrew Turner	Mike Evemy	Off Target, but action being taken to ensure delivery	There have been some delays but phased delivery has been rescope and agreed with contractor.	
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 2024	Simon Anthony	Mike Evemy	Off Target, but action being taken to ensure delivery	Ongoing - discovery work, particularly with regards to vehicle fuel due to start in Spring 24
CC22	Consider changes to the waste and recycling service	April 2022	June 2024	Simon Anthony	Mike Evemy	On Target	Further modelling work is continuing.	

### Providing socially rented homes

Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating		
SH1	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	Off Target, but action being taken to ensure delivery	There have been a number of delays, partly due to the MMC contractor going into administration but also with slow progress by the Architects. Drainage designs were received by Bromford Housing Association in late November but they flagged the design was not adoptable. Revised designs have been produced and agreed by the project team and lead Members and a Planning application is due to be submitted in early February.	
SH2	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	Cancelled	

SH3	Explore direct delivery options  Work with partners to increase the supply of social rented accommodation  Investigate the feasibility	September 2020	April 2024	Charlie Jackson/ Claire Locke	Joe Harris	On Target		
SH4	Provide more affordable housing with the emphasis on social rented accommodation	June 2020	Achieved	Rob Weaver Claire Locke	Joe Harris	Complete		
SH5	Maximise the opportunities of the 'housing first' model	July 2020	April 2024	Jon Dearing/Caroline Clissold	Joe Harris	Complete		
SH6	Embed a Housing First approach to tackling homelessness	Acquire the property approved in July 2020, and put this to use	July 2020	Achieved	Jon Dearing/Caroline Clissold	Joe Harris	Complete	
SH7		Participate in a joint Gloucestershire bid for additional government funding	August 2020	Achieved	Jon Dearing/Caroline Clissold	Joe Harris	Complete	
SH8		Examine our existing assets and identify opportunities for housing delivery	September 2020	Achieved	Rob Weaver Claire Locke	Joe Harris	Complete	
SH9	Work with housing providers to improve the affordability and sustainability of developments across the district	Identify opportunities to acquire properties for homeless accommodation	July 2020	April 2024	Claire Locke	Joe Harris	On Target	Ridgeway House acquired in 2022 providing 9 self contained units.
SH10		Identify and consider sites for delivery of affordable housing	July 2020	April 2024	Charlie Jackson	Joe Harris	On Target	
SH11		Explore modern methods of construction in the context of our rural setting	April 2021	First site (Stockwells, Moreton-Marsh) approved December 2021	Charlie Jackson	Joe Harris	On Target	
SH12		Support young people through a 'rent to buy' scheme	April 2021	April 2024	Jon Dearing	Joe Harris	Superseded	

### Make our local plan green to the core

Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	
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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	Charlie Jackson/James Brain	Juliet Layton	On Target	Housing Requirement paper approved by Council, it concludes there has not been a significant change in housing needs since the Local Plan was adopted in 2018 and therefore the LP housing requirement remains up-to-date and does not need updating. The Local Plan continues to identify a sufficient supply of sites to meet total plan needs (by 2031) and shorter term requirements (5YHLS and Housing Delivery Test). The regulation 18 consultation programmed for Jan 2024 will show any additional housing sites.		
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			Revised Timetable approved by Cabinet: Submit in Q2 2025; Examination 25/26; and adoption Q3 2026	Charlie Jackson/James Brain	Juliet Layton	On Target	Draft policies will feature in the regulation 18 consultation document programmed for January 2024.	
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			March 2023	Revised Timetable approved by Cabinet and is now due to be delivered Q2 2025	Phil Martin/Laurence King Charlie Jackson/James Brain	Lisa Spivey	On Target	Sewage workshop undertaken in October 2023, which explores natural interventions.
LP4		Develop a new Cotswold Design Guide - building for the future in the Cotswolds					Charlie Jackson/James Brain Jon Dearing/Phil Shaw	Juliet Layton	On Target	LDA (design consultants) commissioned in October 2023. Project due to complete in July 2024.
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	Charlie Jackson/James Brain	Juliet Layton	On Target	During the summer months the council has commissioned various feasibility studies to aid the preparation of the masterplan e.g. it appointed Systra to assessment parking demand within the town centre and measures to meet needs in the future. A consultation on an emerging draft is scheduled to run alongside the Cirencester NDP (Reg14) and Cotswold District Local Plan (Reg18) consultation document in January 2024.		
LP6		work with Cirencester Town Council to deliver Cirencester neighbourhood development plan			Charlie Jackson/James Brain	Juliet Layton	On Target	Cirencester NDP (Reg14) is programmed to be consulted upon in January 2024		
LP7		Enable appropriate changes of use			Revised Timetable approved by Cabinet and is	Charlie Jackson/James Brain	Juliet Layton	On Target	Policy S1 (cirencester) is being updated and will form part of the partial update.	



LP8	Identify sustainable transport options		now due to be delivered Q2 2025	Charlie Jackson	Juliet Layton	On Target	The Sustainable Transport Decarbonisation Strategy identifies a series of carbon reduction interventions in Cirencester and the wider district. During the summer months the Council commissioned Systra to prepare an access and movement study to examine parking needs and opportunities to improve active travel. The council has completed a public transport study that examined the links between Kemble to Cirencester and an assessment of sites to locate a new public transport hub in Cirencester Town Centre.	
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	Charlie Jackson/ James Brain	Juliet Layton	Complete		
LP10	Update our statement of community involvement	Update our statement of community involvement		Charlie Jackson/ James Brain	Juliet Layton	Complete		
LP11	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	Charlie Jackson	Juliet Layton	Off Target, but action being taken to ensure delivery	Regulation 18 Consultation is underway (1 February to 24 March 2024) for the Local Plan update which will partly provide potential opportunities to improve sustainable methods of transport within the District.	
LP12	Deliver a sustainable transport strategy	Work with Gloucestershire County Council to provide better sustainable transport routes and options	September 2020	April 2024 planning and implementation	Charlie Jackson	Juliet Layton	Off Target, but action being taken to ensure delivery	The Assistant Director is currently reviewing resourcing and delivery options.
LP13	Develop a Sustainable Transport Strategy	November 2020	2023, as part of the Local Plan Submission	Charlie Jackson	Juliet Layton	Off Target, but action being taken to ensure delivery	The Sustainable Transport Decarbonisation Strategy identifies a series of carbon reduction interventions in Cirencester and the wider district. The draft report has been received from teh Consultants with a members briefing to be organised in Spring 2024.	

### Support health and wellbeing

Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	
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	Lisa Spivey	Complete	

HW2	Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals	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	Lisa Spivey	On Target	The sixth round of Crowdfund Cotswold closed on 13th September. Four projects were taken forward for decision in November. Of these, one, 'Moreton Cinemarsh', hit its funding target shortly before Christmas. Projects in Bourton on the Water and Ampney Crucis have raised over 90% of their funds, with a further project in Kemble attracting a high number of supporters, but with some distance to travel to its funding target. The spring round will launch in February, but there's already some interest.
HW3		Coordinate an asset based community development approach	September 2020	April 2024	Andy Barge/Jacqui Wright	Lisa Spivey	On Target	<p>The Grow Your Own initiative has taken shape through collaborations between Roots and Seed, Down To Earth, and Cirencester College, resulting in the commencement of the Grow Your Own course starting on January 24. Concurrently, plans for GYO planters at Chesterton Bromford Housing are underway, aiming to establish a community garden space, and efforts are ongoing to develop the GYO area at Chesterton Primary School. Engagements within the Chesterton community have flourished through events such as 'Meet your Community Builder's (CB)' at Chesterton Church, where connections were fostered among The Salvation Army, Bromford Housing, and Chesterton Primary School through activities like carol singing and a crochet club for parents.</p> <p>A weekly Community Hub has been established at Chesterton Primary School to facilitate connections among Chesterton families. Engagements have extended to the broader community through participation in the Cirencester Foodbank Warm for Winter Roadshow in Lechlade and South Cerney, attendance at the Youth and Wellbeing council meeting in Bourton, and 'Meet the CB's' sessions at Upper Rissington to enhance community connections.</p> <p>Noteworthy outreach initiatives include visits to Tetbury Monday Club, participation in the Working 4 Wellbeing Well-being Event, and attendance at The Barn Theatre Launch event. Engagements have further expanded through the 'Meet the CB's' initiative and the NHS Bus collaboration, resulting in over 40 resident engagements in Lechlade and 25 in Fairford.</p>
HW4		Host regular community forums with community groups and community leaders	July 2020	April 2024	Andy Barge/Jacqui Wright	Claire Bloomer	On Target	Cotswold Community Network is now running bi-weekly.
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	Lisa Spivey/Claire Bloomer	On Target	The CSP has drafted its priorities and action plan for 2024/25 which will commence in April 24. The Safer Streets Round 5 Funding (£45k) has been allocated to Cirencester and Moreton in Marsh and the vast majority of the funding will be administered and actions taken forward by the local Council. Round 4 has seen allocations to local councils across the whole district.

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	Paul Hodgkinson	Complete	
HW7		Deliver the Council's Leisure strategy.	November 2020	April 2024	Rob Weaver / Jacqui Wright	Paul Hodgkinson	On Target	Captured in Active Cotswold Programme
HW8		Deliver capital programme to replace fitness equipment across the Leisure estate	March 2022	September 2022	Bill Oddy/Stuart Wilson	Paul Hodgkinson	Complete	
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	Paul Hodgkinson	Complete	
HW10		Develop a updated Playing Pitch Strategy (PPS) to inform planning and investment in pitch-based facilities	February 2022	December 2022	Jackie Wright/Rachel Biles	Paul Hodgkinson	Complete	Playing Pitch Strategy has been adopted
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	Paul Hodgkinson	On Target	Captured in Active Cotswold Programme
HW12		Use targeted initiatives to tackle both childhood poverty and food poverty in the district, so more children and vulnerable families have access to nutritious food	September 2020	Holiday food scheme from Summer 2021, April 2024	Andy Barge/Jacqui Wright	Claire Bloomer	On Target	<p>During the Christmas Holidays the Council in partnership with World Jungle offered another great HAF programme (Holiday Activities and Food) for children on Free School Meals, in the Cotswold district. 65% of children on Free School Meals were provided with an activity, succeeding our target of 50%. 703 children booked onto 782 activities during the Xmas holiday. We also opened some activities to all school children in the district, but 83% of places went to children on Free School Meals.</p> <p>HAF aims to be as inclusive as possible with 51% of children attending having an EHCP in place, and 28% from the BAME community. Our providers also offered children with special educational needs, 65 places, with extra support in place and offering a system for children to see the venue, meet the staff beforehand, which helps to make the sessions less anxious.</p>

HW13	Improve equal access to quality services across the district	Work with relevant services and organisations to provide more - and better - quality healthcare services	September 2020	April 2024	Andy Barge/Jacqui Wright	Paul Hodgkinson	On Target	
HW14		Continue to invest in dementia-friendly communities, improve understanding and communication, and reduce loneliness and	September 2020	April 2024	Andy Barge/Jacqui Wright	Claire Bloomer	On Target	Dementia Friendly Tetbury - have helped set up a Dementia Café at Kingsley House Care Home with Mind song visiting bi-weekly.
HW15		Work with the Cotswold Youth Network to increase investment in, and support for, youth engagement work	July 2020	March 2023	Andy Barge/Jacqui Wright	Paul Hodgkinson	On Target	
HW16		Work with partners to implement four Changing Places Toilet facilities	September 2021	April 2023	Paul James	Claire Bloomer	On Target	Birdland's facility opened in December 2023, meaning that three out of the four projects are now completed. The design for Cotswold Country Park & Beach has now been approved and is expected to start on site soon.
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	Paul Hodgkinson	On Target	
HW18		Provide targeted mental health campaigns and support	September 2020	April 2024	Andy Barge/Jacqui Wright	Paul Hodgkinson	On Target	

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	Paul Hodgkinson	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	Lisa Spivey/Claire Bloomer	On Target	The DA Champions Coordinator has started their role and existing DA Champions have been contacted. Some have moved on but there are still some active champions remaining. New training sessions have been planned: Part 1 of the first training session for new champions will be 10-12 Thursday 22nd February 2024 with Part 2 on Thursday 29th February 10-12.
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	Paul Hodgkinson	Complete	Excess space at Trinity Road can be rented out once necessary works have taken place. A number of parties are interested in taking space.
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	Charlie Jackson/James Brain/Sophia Price	Juliet Layton	On Target	
HW23		Develop design codes that focus on climate change and protect people from overheating risk	October 2020	April 2023	Charlie Jackson/James Brain/Chris Crookhall Fallon/Sophia Price	Juliet Layton	On Target	
HW24		Develop policies for dementia-friendly homes	February 2021	April 2023	Charlie Jackson/James Brain	Juliet Layton	On Target	
HW25		Review local plan policies to facilitate healthy place shaping	October 2020	April 2023	Charlie Jackson/James Brain	Juliet Layton	On Target	
HW26		Deliver health and wellbeing initiatives through the local plan	October 2020	April 2023	Charlie Jackson/James Brain	Juliet Layton	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 Evemy	Complete

## Enable a vibrant economy

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	
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 Jamesn	Tony Dale	Cancelled	
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	
VE3		Invest in local projects and development opportunities	September 2020	April 2024	Andy Barge/ Paul James	Tony Dale	On Target	Investment opportunities, including in Cirencester town centre, continue to be looked at 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	Excess space at Trinity Road can be rented out once necessary works have taken place. A number of parties are interested in taking space.
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	
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	
VE7		Increase tourism's contribution to the economic, social and environmental sustainability of our	April 2021	April 2024 19 Training videos created April 2021 Business survey February 2022, to inform actions in	Andy Barge/ Chris Jackson	Tony Dale	On Target	
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	Cabinet approved funding for the Growth Hub in March 2023. The legal agreement with them requires them to focus on start-ups and provide an outreach service across the District and includes a target for the number of new businesses created. Monthly monitoring meetings are held with the Growth Hub.
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 monthly. Several Business Engagement visits have taken place in recent months with photos/videos taken for social media use.

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	Farm491 funding for new offices agreed from UKSPF and have now been completed. Proposals for a Centre for Sustainable Aviation at Cotswold Airport are moving forward. The Rural England Prosperity Fund Business Grant applications have now closed. A number of grants have been agreed for projects which will create jobs.
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	No significant update. Steadings employment land planning application awaiting resubmission to take into account the comments from planning officers. RAU Innovation Village moving forward but still some way from delivery.
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	Charlie Jackson/James Brain	Tony Dale/Juliet Layton	On Target	
VE13		Support businesses to enhance their digital presence	July 2020	March 2022	Andy Barge/Paul James	Tony Dale	Complete	
VE14		Develop a 'shop local' campaign to encourage residents to support local businesses	July 2020	April 2024	Andy Barge/Paul James	Tony Dale	Complete	
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	County Council Digital Household Grant scheme is now live. Officers continue to liaise with Fastershire and the main infrastructure companies like Openreach and Gigaclear to bring forward improvements in the district.
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	No Change
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	On Target	Cirencester College T level building now completed. UKSPF funding includes provision in Year 3 (2024/25) to support those furthest from the labour market and for green skills. Officers are liaising with key contacts in the County Council about this.
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	Legal agreement for UKSPF funding for Growth Hub requires them to operate an outreach service covering the whole district. A Business Navigator is now in post to help provide this service. For the north of the district, the Moreton Area Office will be used as a base and the first event there, a marketing workshop, is being held on 20th February.
VE19		Establish needs	October 2020	December 2020	Andy Barge/Paul James	Tony Dale	Complete	

VE20		Identify partners that can deliver improvements	January 2020	March 2021	Andy Barge/Paul James	Tony Dale	Complete	
VE21	Ensure the benefits of the internet and digital technologies are accessible to everyone in the district	Develop and implement an action plan to improve digital inclusion	June 2021	April 2024	Andy Barge/Paul James	Tony Dale	Off Target, but action being taken to ensure delivery	<p>Work is progressing through partnership activity, although there is limited collective capacity to make headway. 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.</p> <p><a href="https://www.digitaldivides.co.uk">https://www.digitaldivides.co.uk</a></p>