

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q4

<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	Superseded/cancelled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 Q4
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	Linked to Clean & Green
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	Linked to Clean & Green
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 Town and Parish Council Forum was held on 7 March as a hybrid event in the Council Chamber and on-line. Headline topics were the Council's budget and the Flood Warden scheme.
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	Complete	Works completed and Cat park opened on 29 March 2023. EVCP to be installed by the end of may 2023, cabling already in place.

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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	New footpath cycle link to Neigh Bridge and associated works are under construction. A review of delivery of Spine Road Crossing will be required following assessment of Safety Audit. COMF funding is being considered for use in initial traffic calming measures to try to reduce speeds as first key step.
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	
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	David Stanley/Claire Locke	Mike Evemy	Off Target, but action being taken to ensure delivery	Information on assets, income and costs provided to S.151 to enable brief to be prepared for consultant appointment. Appointment being led by David Stanley. Procurement has commenced.
SS18	Create maximised flood protection measures for residential and commercial properties	Provide advice and guidance Promote and deliver flood mitigation measures, where appropriate	September 2020	April 2024	Phil Martin/Laurence King	Andrew Doherty	On Target	The recommendations presented in the FRM review report were not supported by CDC which means that the current limitations of the service due to the size of the team will continue in the Cotswolds. There have been discussions at CDC with the FRM officers and planning manager to discuss how the new cooperative working arrangement with Thames Water that is being piloted at WODC can be extended to include CDC. The purpose of the pilot is for the district council to better understand how it can influence the work of Thames Water with a view to reducing spills into watercourses as well as how TW can respond in a more efficient manner to sewerage and flood incidents. The planning consultee service for new developments up to 9 new dwellings continues to reduce the risk from new developments. Additionally, a renewed three year delegated land drainage consent and enforcement agreement has been entered into with GCC.
SS19		Roll out the Cotswold Flood Warden Programme	November 2021	November 2022 for the initial pilot year.	Robert Weaver	Andy Doherty	On Target	There are now 22 registered Flood wardens, from Bibury (2), Bledington, Bourton on the Water (2), Cirencester (6), Evenlode, Fairford, Lechlade, Moreton in Marsh (4), Northleach, Somerford Keynes, Southrop and Upper Slaughter. Further prospective wardens have come forward from Chipping Campden, Lower Slaughter, Naunton, Northleach and South Cerney. In addition to the January Flood Wardens Event, GRCC's lead officer presented the scheme at CDC's Town and Parish Council Forum in early March. The lead officer has since left GRCC, who were in the process of recruiting at the time of writing.
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	Completed. 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 implemented on 1 April 2023
SS22		Improve communication with residents	January 2021	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	The CDC based team has continued the trial of different ways of keeping customers informed. The work of this team coupled with planning officer workloads reducing back towards pre pandemic levels and the greater emphasis being placed on client engagement has substantially reduced the complaints from applicants that they are unaware of what is happening. Whilst not part of the project it would also appear that the concerns previously expressed by other parties that engage with the planning process (consultees, neighbours/Town and Parish Councils etc) have also substantially reduced
SS23		Develop an ICT enabled proactive approach to planning enforcement	April 2021	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	The task for this quarter and the following quarter was to reduce the backlog of outstanding cases such that the team could implement the new processes from a strong starting position. Backlogs have been substantially reduced even though the team has had one post filled by agency staff over this period
SS24		Maximise external funding opportunities	December 2020	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	Pre app charges were amended and the new prices were commenced in April

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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	60% market share over the 4th quarter
SS26		Maximise opportunities for income generation	April 2021	Ongoing, as an iterative review process.	Jon Dearing/Andrew Jones	Juliet Layton	On Target	Local awards are to be presented on 12/5/23 to raise the profile of the service. This includes awards for social housing which will assist in building relationships with providers.
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	

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Responding to the climate crisis

	Our aims	Our actions	Commencement	Date due,Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q4
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	District-wide owner-occupier rooftop PV / battery scheme: Further discussion has been held with the proposed scheme provider ( <a href="https://www.switchd.co.uk/">https://www.switchd.co.uk/</a> ) and further internal procurement checks undertaken as preparation for a Cabinet report in Q1. Support / advice has been given to a local group (Thameshead energy, Somerford Keynes) that is running an 'informal' localised rooftop PV bulk buying scheme, which may expand
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	Budget allocation for part time comms / engagement support has been secured.
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. First investor communication has been sent out; projects funded by the investment are underway. Provisional discussion is being held with county partners regarding other potential focus areas for future CMI fund raises.
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	This links to, and is encompassed by, CC2
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	ORCS grant funding agreed for Rissington Road and Trinity Road. Rissington Road to be installed by the end of May 2023, Trinity Road expected by Q2 2023/24. Better communication has now been established with GCC regarding district-wide installation of on-street charge points.
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	
CC8		Work with Ubico to adopt ultra-low emission vehicle technology	March 2021	April 2024	Rob Weaver Scott Williams/Chris Crookall-Fallon	Andy Doherty/Rachel Coxcoon	On Target	Vehicle technology is not yet viable for rural district use. Situation is being kept under review.
CC9	Reduce carbon emissions from our own operations	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. <b>Due December 2023</b>	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon /Lisa Spivey	On Target	Procurement of PV for Trinity Road and New Brewery Arts is underway. Procurement complete and business cases prepared. Report to be submitted to June Cabinet
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	Trinity Road ORCS funding agreed, expected installation by Q2 2023/24.

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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 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 2023/4
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	HRA work: - Cotswold Beechwoods is proceeding well and the funds for delivering the off-site mitigation have now been promoted. - Progress at North Meadow is very slow, final draft of visitor survey report now submitted; mitigation strategy second rough draft has been produced. The Government has now announced that mandatory BNG will definitely happen in November 2023 for developments of over 9 units or equivalent. Almost no preparation for this has been undertaken. New Assistant Biodiversity Officer appointed, due to start end April.
CC20		Create a community and wildlife sanctuary at Chesterton Cemetery	December 2021	March 2023	Claire Locke/Andrew Turner	Andrew Doherty	On Target	Works 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	Ongoing
CC22		Consider changes to the waste and recycling service	April 2022	March 2023	Bill Oddy/Scott Williams	Andrew Doherty	On Target	Ongoing

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Providing socially rented homes

	Our aims	Our actions	Commencement	Date due,Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q4
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	Second public consultation completed. Planning submission expected in the coming weeks.
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	
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	The initial Support Provider, Aspire have now withdrawn from the project. This element has now been picked up by P3 ensuring the continuation and longevity of the scheme.
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	
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 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 Q4
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. As a result of the emerging planning reforms and updates to the NPPF an update to the Local Development Scheme is required. An item has been added to the Forward Plan for July's Cabinet.
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			Andy Barge/James Brain Jon Dearing/Phil Shaw	Juliet Layton	On Target	
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 and viability assessments of sites will be underway in Spring/Summer 2023. The Access and Movement Study is being procured and a consultant will be appointed by the end of Spring 2023 with the study being completed by the end of Autumn 2023. Key stakeholder engagement is due to commence in Winter 2023 along with a consultation on the draft Masterplan.
LP6		Work with Cirencester Town Council to deliver Cirencester neighbourhood development plan			Andy Barge/James Brain	Rachel Coxcoon	On Target	
LP7		Enable appropriate changes of use			Andy Barge/James Brain	Rachel Coxcoon	On Target	
LP8		Identify sustainable transport options			Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target	
LP9	Create a programme of work that demonstrates our commitment to public consultation and engagement in the planning process	Update our local development scheme	August 2020	SCI updated November 2020; LDS updated on May 2021; Commonplace online consultation system procured November 2021	Andy Barge/James Brain	Rachel Coxcoon	Complete	Completed
LP10		Update our statement of community involvement			Andy Barge/James Brain	Rachel Coxcoon	Complete	Completed
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	
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	
LP13		Develop a Sustainable Transport Strategy	November 2020	2023, as part of the Local Plan Submission	Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target	Cabinet approved framework decarbonisation targets on 13th March 2023. Work now being completed on the final (Phase 3) decarbonisation report. Final Strategy Summary document will then be produced for general distribution - expected completion end May 2023. Implementation strategy then to be produced to follow (TBC - part of new project phase). Tender process for Cirencester Access and Movement Study closed 24th April. Expecting contracts awarded and consultants on board by mid May.

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Support health and wellbeing

	Our aims	Our actions	Commencement	Date due,Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q4
HW1	Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals	Review and revise our community grants scheme to focus on our priorities	May 2020	Agreed September 2020 Launched February 2021	Rob Weaver Andy Barge/Joseph Walker/Jacqui Wright	Jenny Forde	Complete	Spacehive launched. Further review programmed for 2023
HW2		Continue to support, develop and communicate the Crowdfund Cotswold Spacehive programme.	September 2020	Programme launched February 2021	Rob Weaver Andy Barge/Joseph Walker/Jacqui Wright	Jenny Forde	On Target	The last project from the autumn round, Fairford Skatepark, successfully hit its target in March. This is the largest project so far, with a campaign target of almost £100,000. The Spring round launched with an online workshop on 1 March, with a deadline of 26th April.
HW3		Coordinate an asset based community development approach	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	We have successfully recruited to our second Community Builder (CB) post in March. Cotswold Connected Community and Food programme has had 7 applications so far, all of which have been successful. For example, the team supported the start up of the first community pantry in Cirencester, a community food programme for families in and around Cirencester as well as three more courses for the Digital Inclusion Training in Bourton. The team has also supported the set up of 'Teen Cafe' in Northleach. We continue to collaborate with Bromford neighbourhood coaches and community groups in Northleach and Cirencester with door knocking planned for spring/summer. Works in the argos alley way have commenced. The community payback team have started painting the walls and railings with masonry paint and anti-graffiti top coating in March and will complete their work in May. In Q1 new lighting will be installed as well as floor art and two big plant pots.
HW4		Host regular community forums with community groups and community leaders	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	This is ongoing. We are hosting biweekly meetings called the Cotswold Community network. At each meeting we are inviting a guest speaker from either public or voluntary sector to talk about their services/initiatives
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	CSP has applied for an secured £50k of the Government's Safer Streets funding (administered by the OPCC). The funding aims to improve feelings of safety. We have launched a community consultation in March that was live for two weeks asking residents to tell us about areas in the district where they may feel unsafe and why. A panel has been formed to look at proposals, do site visits, engage with local communities and organisations and to decide which of the proposed areas will receive a 'makeover' using the funding. The CSP has also applied for and secured £6.8k for community engagement activities from the same fund. A sub group will be planning three events between may and September which will be 'family fun days' that will include representation from the CSP and emergency services to showcase partnership work and to increase confidence in public services. The events will be accompanied by a community consultation mainly researching perception/fear of crime, fraud and how to report crime/ASB. The CSP is going to review its priorities in Q1 of 23/24 following the strategic needs assessment of Safer Gloucestershire and their refreshed priorities.

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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	Complete	Procurements for Leisure and Culture complete and contracts being finalised with preferred bidders.
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	Final Stage D has taken place, final comments on strategy to be included. Due to receive final completed version by June 2023.
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	This priority needs to be reframed as the focus won't be on referrals but implementing new community based PA opportunities. We have successfully engaged and negotiated a district membership with Mr Motivator so that local community groups and people from disadvantaged backgrounds can have access to his content for free. Mr Motivator will also hold a live event in June/July to launch our partnership. We have developed an launched a 'Community Fit Kit' which has so far been taken up by a Bromford resident group in Cirencester as well as the Friendship cafe in Tetbury and the Churn project. Kate, our Community Support Officer for PA is approaching and is being invited by various groups to trial seated exercise classes and to offer equipment that groups can use on their own after an introduction on how to use it safely. This way, we are getting people moving that are not currently exercising at all. We have planned a series of six outdoor exercise classes in Fairford for June/July, if the community is interested then these classes can continue. The aim is to implement those classes elsewhere going forward. Working with Cirencester College on delivering free Dementia and Parkinson's classes in Cirencester in Q1.

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HW12	Improve equal access to quality services across the district	Use targeted initiatives to tackle both childhood poverty and food poverty in the district, so more children and vulnerable families have access to nutritious food	September 2020	Holiday food scheme from Summer 2021, April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	<p>The Holiday Activity and Food programme will run activities again during the Easter Holidays and offer families Co-op food boxes in addition to the supermarket vouchers that they will receive from GCC.</p> <p>We are currently planning a legacy project for the HAF for which funding will potentially cease in 2025. We would like to take our learning and formed partnerships to continue supporting families in the district beyond 2025.</p> <p>We are working with partners like The Long Table, Feeding Gloucestershire and the Food bank to develop a Cotswold Food Network. We are currently developing the networks aims and objectives and a joint launch event with Feeding Gloucestershire is being planned for 22nd June.</p> <p>Cotswold Connected Community and Food programme is already supporting a number of community food and learning initiatives for families that will take place in 2023 throughout the district.</p>
HW13		Work with relevant services and organisations to provide more – and better – quality healthcare services	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	<p>The ILP engagement sessions have resulted in planning and delivering healthy eating cooking classes for disadvantaged families that have been very successful. The group is looking at continued community engagement in this area, more healthy eating cooking classes, Create surveys that can be distributed at events to capture people's feedback at events and community groups, Generate community buy in and identify a community champion, Empower the community, Identify what collected resources we have available, Link in with Tesco and other supermarket community champions, Engage local businesses to see how they can support, Explore opportunities at Cirencester college, Explore opportunity to host activities at Cirencester hospital.</p> <p>We have bid for and secured £149,995 from the ICB (Strengthening Local Communities) and will work with the ILP in Q1 to plan how the funding will be used.</p>
HW14		Continue to invest in dementia-friendly communities, improve understanding and communication, and reduce loneliness and isolation	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	<p>The Dementia friendly Bourton group has grown and is planning a range of activities going forward. They are also planning on engaging with other towns in the North of the district to share their learning. A district-wide alliance is still work in progress mainly due to lack of resources and capacity in the system.</p>
HW15		Work with the Cotswold Youth Network to increase investment in, and support for, youth engagement work	July 2020	March 2023	Andy Barge/Jacqui Wright	Jenny Forde	On Target	<p>We are in regular contact with the youth network and youth activity providers working in our district. We are currently working with 'The Door' to look at how holistic support for families and young people can be funded and implemented in our district.</p>
HW16		Work with partners to implement four Changing Places Toilet facilities	September 2021	April 2023	Paul James	Jenny Forde	On Target	<p>Cotswold Farm Park now completed. Abbey Grounds, Cirencester has works underway. The remaining two (Birdland and Cotswold Country Park and Beach) are less well-advanced but will be delivered during the current financial year.</p>

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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	On Target	A newsletter with a range of information on mental health advice, support and resources has been sent out to Town and Parish Councils. We are currently preparing comms for mental health awareness week in May to be shared with local communities.
HW18		Provide targeted mental health campaigns and support	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	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	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	On Target	The commissioning process for the Rural DA Champions network is almost completed. Due to a restructure at Stroud DC, CDC is now taking the lead for the contract and the project will start in Q1 23/24.
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	Completed

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Enable a vibrant economy

	Our aims	Our actions	Commencement	Date due,Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q4
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	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	Several potential opportunities for Trinity Road being considered. Position with the Old Station and OMH as per Q3.
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 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	
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.
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. Business Engagement visited continue, although paused during the pre-election period. They will recommence post-election.

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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	Farm491 funding for new offices agreed from UKSPF. Proposals for a Centre for Sustainable Aviation appear to be gathering momentum. Rural England Prosperity Funding has now been agreed, so will create more opportunities.
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 from Q3. Steadings employment land planning application still to be determined. 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	Andy Barge/James Brain	Tony Dale/Rachel Coxcoon	On Target	
VE13		Support businesses to enhance their digital presence	July 2020	March 2022	Andy Barge/Paul James	Tony Dale	Complete	£30k allocated from VWelcome 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	As Q3. County Council Digital Household Scheme has gone out to tender.
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	Preparatory work underway. Construction will start later in the year.
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	Cirencester College T level building being opened later in April. Discussions being held with Cirencester College about linking with sustainable aviation businesses in the district in terms of skills and training.
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. It is anticipated that for the north of the district, the Moreton Area Office will be used as a base.
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, 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. <a href="https://www.digitaldivides.co.uk">https://www.digitaldivides.co.uk</a>