

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of Q2 2023-2024

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Cancelled	Superseded/cancelled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

Deliver the highest standard of services

Ref.	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q2
SS1	Ensure that road and street cleaning across the district is undertaken proactively and to a high standard, as part of the 'Clean and Green Cotswolds' initiative.	Maintain verges	November 2020	April 2024	Bill Oddy / Simon Anthony	Joe Harris	On Target	Review of Grounds Maintenance Service scheduled to start in November
SS2		Improve road sweeping regimes	November 2020	April 2024	Bill Oddy/ Simon Anthony	Joe Harris	Complete	
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	Costs prepared and provided to CFO in July for replacement in Stow. Awaiting budget agreement as costs exceed budget
SS4		Keep areas of open space tidy	April 2021	April 2024	Andy Barge/Simon Anthony	Joe Harris	On Target	Review of Street Cleansing review and Grounds Maintenance Service scheduled to start in November
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	Latest edition distributed September 2023.
SS6		Deliver programme of engagement for town and parish councils	October 2021	April 2024	Angela Claridge	Joe Harris	On Target	"Spotlight on Planning" Town & Parish Council Forum events held in September in Cirencester and Moreton in Marsh.
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 feasibility 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	19 of the 46 new cycle stands have now been installed as part of round 1 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. Delivery of a further 8 stands is part of phase 2 and discussions continue on a further group of sites for the final stands. 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	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 Evely	On Target	
SS16		Adopt and implement recovery investment strategy	September 2020	Refreshed annually	David Stanley	Mike Evely/Tony Dale	Cancelled	
SS17		Develop and implement an asset management strategy	March 2021	December 2022	David Stanley/Claire Locke	Mike Evely	Off Target, but action being taken to ensure delivery	Cost being finalised with consultant. Broad strategy due to be complete by December then property specific strategy in New Year.
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 FRM team inputted into the Water Summit day held at CDC on the 13th October. The team is continually mitigating against the risk of flooding from new developments by commenting on between 20-30 new applications for minor development per month. The team is overseeing the work of UBICO who maintain the CDC owned watercourses and trash screens. The team also respond to reports of flooding which has so far included only 1 report of internal flooding to a residential property this quarter.
SS19		Roll out the Cotswold Flood Warden Programme	November 2021	November 2022 for the initial pilot year.	Robert Weaver	Lisa Spivey	On Target	The new officer started at GRCC in late July, and over the months since then, has met with officers at the Council and with current flood wardens, undertaking a number of site visits to consolidate relationships with current wardens, and spend some time developing links with other strategic partners at the LRF, Environment Agency and Thames Water. At quarter end, there are 24 wardens recruited, from 13 settlements around the district.
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	No Change
SS23		Develop an ICT enabled proactive approach to planning enforcement	April 2021	April 2024	Charlie Jackson/Phil Shaw	Juliet Layton	On Target	Enforcement project re commenced in September
SS24		Maximise external funding opportunities	December 2020	April 2024	Charlie Jackson/Phil Shaw	Juliet Layton	Complete	
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	No Change
SS26		Maximise opportunities for income generation	April 2021	Ongoing, as an iterative review process.	Charlie Jackson/Phil Shaw	Juliet Layton	On Target	No Change
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	
CCI	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	Mike McKeown	Off Target, but action being taken to ensure delivery	Report approved and Make My House Green scheme launched
CC2		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	Mike McKeown	On Target	

CC3	Develop, facilitate and deliver an exemplar public engagement programme in relation to carbon reduction and climate change	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	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	Chris Crookall-Fallon	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	Phase 1 complete, phase 2 due for completion Q3 2023/24	
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	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 /Chris Crookall-Fallon	Mike Evemy/Mike McKeown	Off Target and no action has yet been agreed to resolve the situation	Vehicle technology is not yet viable for rural district use. Situation is being kept under review.
CC9			Improve energy efficiency of council premises	March 2021	Phase 1 complete - higher efficiency gas boilers installed at Trinity Rd, LED lighting completed at Moreton Area Centre. Due December 2023	Claire Locke/Chris Crookall-Fallon	Mike Evemy/Mike McKeown	On Target	The project team are currently preparing a financial appraisal report for the CFO to review and approve.
CC10	Secure energy-efficient, 100% green energy for all Council premises, using renewable energy where possible		March 2021	Achieved	Claire Locke/Chris Crookall-Fallon	Mike Evemy/Mike McKeown	Complete		
CC11	Complete Public Sector Decarbonisation scheme at our Leisure centres		March 2021	Achieved	Claire Locke/Chris Crookall Fallon	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 Evemy/Mike McKeown	Off Target, but action being taken to ensure delivery	See CC6	
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	Mike McKeown	Complete		
CC14		Deliver our climate change action plan	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Mike McKeown	Off Target, but action being taken to ensure delivery		
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	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 others	April 2024	Investment options considered at Council July 2022	Rob Weaver Claire Locke/Chris Crookall-Fallon	Mike McKeown	Cancelled		
CC17		Support community-led and community-owned renewable energy projects	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Mike McKeown	On Target	As for CC15	
CC18		Support neighbourhood-wide climate action	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Mike McKeown	Off Target, but action being taken to ensure delivery	As for CC15	
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 mitigation strategies in place for Cotswolds Beeches and North Meadow, however further work is required to deliver these and to update them. Briefing note on HRA issues across Publica circulated to management. Work on BNG continues, with interim guidance for developers finalised (currently being made accessible for the web) - partnership project with other LPAs in Gloucestershire.	

CC20	recovery in the Cotswolds	Create a community and wildlife sanctuary at Chesterton Cemetery	December 2021	March 2023	Claire Locke/Andrew Turner	Mike Evely	On Target	Work has commenced and is projected to take a number of months due to the planting cycles.
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 Evely	On Target	Ongoing
CC22		Consider changes to the waste and recycling service	April 2022	March 2024	Simon Anthony	Mike Evely	On Target	Options presented to the Cabinet Transformation Working Group in September and further modelling working being undertaken.

Providing socially rented homes

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	
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	On Target	Drawings approved by members with the Planning application due to be submitted by November.
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	Cancelled	
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	Charlie Jackson/ 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	
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	Complete	
SH6		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	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	
SH9		Identify opportunities to acquire properties for homeless accommodation	July 2020	April 2024	Claire Locke	Joe Harris	On Target	
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	
LPI		Identify and allocate land for future housing and businesses.			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	Develop an updated local plan that delivers our corporate priorities and promotes both carbon neutral development and infrastructure	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.	July 2020	Submit in 2023; Examination 23/24; and adoption 23/24	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 district			Phil Martin/Laurence King Charlie Jackson/James Brain	Lisa Spivey	On Target	Sewage workshop scheduled for 13 October 2023, which will explore natural interventions. Water Cycle Study due to be completed by the end of the year.
LP4		Develop a new Cotswold Design Guide – building for the future in the Cotswolds	March 2022		March 2023	Charlie Jackson/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	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
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			Charlie Jackson/James Brain	Juliet Layton	On Target	Policy SI (cirencester) is being update and will form part of the partial update.
LP8		Identify sustainable transport options			Charlie Jackson/Hannah Fountain	Juliet Layton	On Target	The Sustainable Transport Decarbonisation Strategy is due to be completed by the end of October and a member briefing will be organised in the run up to Christmas. The 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. The decision to pause recruitment to the Sustainable Transport post remains.
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	Charlie Jackson/James Brain	Juliet Layton	Complete	
LP10		Update our statement of community involvement			Charlie Jackson/James Brain	Juliet Layton	Complete	
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	Charlie Jackson/Hannah Fountain	Juliet Layton	Off Target, but action being taken to ensure delivery	See LP8.
LP12		Work with Gloucestershire County Council to provide better sustainable transport routes and options	September 2020	April 2024 planning and implementation	Charlie Jackson/Hannah Fountain	Juliet Layton	Off Target, but action being taken to ensure delivery	See LP8.
LP13		Develop a Sustainable Transport Strategy	November 2020	2023, as part of the Local Plan Submission	Charlie Jackson/Hannah Fountain	Juliet Layton	Off Target, but action being taken to ensure delivery	See LP8.

Support health and wellbeing

Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	
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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	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. At the point of writing, four projects are actively campaigning for community contributions, and a further three are undergoing verification. These projects promise a good thematic and geographical spread, covering North and South Cotswolds and interventions from climate change to children's play provision. A number of projects supported in earlier rounds are completing works, with the launch of Bledington Play area on 1 October.
HW3	Coordinate an asset based community development approach	September 2020	April 2024	Andy Barge/Jacqui Wright	Lisa Spivey	On Target	Following on from the successful CHEQ's (Coln St Aldwyns, Hatherop, Eastleach, Quenington and Southrop) community event, the Community Builders (CB's) held another very well attended 'Meet & Greet' at Upper Rissington as part of an Autumn/Winter plan to engage with more villages, find out what residents would like to see happen in their communities, reduce isolation, support people to take action and signpost to relevant groups/organisations in the district. We are supporting Digital Inclusion groups in Bourton and Tetbury to help older residents, both of these are well attended and have given excellent feedback. Both CB's have linked in and attended a number of planned events such as HAF, Foodbank and Fun Days to speak with as many residents as possible.
HW4	Host regular community forums with community groups and community leaders	July 2020	April 2024	Andy Barge/Jacqui Wright	Lisa Spivey/Claire Bloomer	On Target	The Cotswold Community Network is going strong with 115 members from 65 different organisations. We have had Guest Speakers present on subjects such as Fraud Awareness, Community Connexions Transport, Adult Education, Healthy Lifestyles, Mental Health resources and more. Many links and collaborative working continues to stem from the network.
HW5	Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals						<p>Safer Streets Funding: Majority of shortlisted areas have been visited.</p> <p>Crime Perception Survey: The CSP held a Crime Perception Survey in March using the same engagement platform under the Safer Streets Cotswold branding. The three funded engagement events that took place this summer were used to ask people to complete the short survey. The survey received 115 responses. The main findings can be viewed on request. The data shows, that there is an overall feeling of safety. However, crime as well as ASB is perceived to have increased over the last 3 years. The majority of people seem to be confident in knowing how to report crime. However, too many residents are not confident, and some are not sure. This is an area that the CSP needs to look into. The contributions were generally rather positive and the majority of residents that have completed the survey are feeling safe in their local areas with low levels of perceived crime and ASB.</p> <p>Engagement events: Cotswold CSP has applied for and received £6.8k from the OPCC for community engagement activities. In 2023 the CSP has organised 3 engagement events: Cirencester 31st March, Upper Rissington 29th August and Tetbury 30th August. These events were family events with free activities for children and young people. CSP members like Trading Standards, GDASS, Fire service, Neighbourhood Policing Team, Bromford Housing, Cotswold Friends, The Churn project and others attended and supported the event with valuable information for residents. All events were successful and very well attended and valuable conversations with residents about community safety perceptions were held.</p> <p>CSP Action Plan: The CSP has reviewed its Action Plan and drafted an updated plan for 2024/25. A report will be presented at the October O&S committee to update on the CSP's achievements as well as to present the new Action Plan. Reporting times for the plan will change to align with the financial year, hence the new plan will go live in April 2024.</p>
HW6	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 / Jackie 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	Promote healthy lifestyles, fun and self-care for all ages	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	Off Target, but action being taken to ensure delivery	Report for adoption going to Cabinet in November 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	Paul Hodgkinson	On Target	Updates are captured as well in Active Cotswold Action Plan. Joined the Ramblers Wellbeing Walk scheme in partnership with West Ox with the first Walk Leader Training undertaken in September. Officers attended various groups to talk about 'Live Longer Better' and to demonstrate resistance band workouts. Further FIT KITS have been donated to South Cerney, Bourton, Morton in Marsh making a total of 6 distributed. Successful Active Cotswold Live Event with Mr Motivator on Sunday 1st October at Bingham hall in Cirencester with great participation in all activities and very positive feedback. Motivation Club has been set up in September. Meeting held with Freedom Leisure about joint working on Active Cotswold program. Agreed in principle to deliver all community based activities under the Active Cotswold branding and to work together on this as one team.
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	Claire Bloomer	On Target	Have run another successful HAF programme this summer with the number of attendants doubling in comparison to last year. Bloodhound continue to be our Community Connectors, providing excellent support to families with both digital support in making bookings, and providing transport to allow children to attend provision across the district. Cotswold Food Network Cotswold Food Network has launched with a steering group having been brought together consisting of CDC officers from economic development, benefits/welfare, community wellbeing and climate action as well as feeding Gloucestershire aiming to improve food equity holistically A workshop is planned in November to discuss community growing.
HW13		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	The ILP held a workshop with service providers from both statutory and voluntary sector, with two more to follow in October. The workshops are exploring how partners can work together to provide better support to young people and families and in areas of high need. Chipping Campden Working with our community in Chipping Campden to discuss the challenges of delivering services in our rural towns and villages. Discussions highlighted two main areas of concern; accessing mental health support when it's needed and support for young people with diminished youth services, initially regarding drug and alcohol issues. CGL and Gloucestershire Police have plans to work together in the area, to raise awareness of drug and alcohol in the town. We're also exploring several funding options to provide counselling for young people on long waiting lists.

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	Claire Bloomer	On Target	no update	
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	The youth network has identified a gap in provision for Cirencester in particular due to the increasing issue of ASB, concerns from schools and street gangs. The town would benefit from targeted youth support which is being considered by the ILP (row 112) as well as a funding application that is being put in to the Big Lottery by the Youth Network. Other needs include: mobile youth provision to reach isolated areas, where youth clubs are not viable due to small numbers, youth provision in Chipping Campden. Both themes are also being looked at by the ILP as well as being included in the funding application.	
HW16		Work with partners to implement four Changing Places Toilet facilities	September 2021	April 2023	Paul James	Claire Bloomer	On Target	Abbey Grounds, Cirencester now complete. Birdland due to start this month and Cotswold Country Park and Beach should also be onsite soon.	
HW17	Promote both mental and physical health equally, to increase awareness of mental health issues and improve the community response to people in crisis	Increase the number of people trained in mental health first aid and suicide prevention	September 2020	March 2023	Rob Weaver Andy Barge/Jacqui Wright	Paul Hodgkinson	On Target	No Change	
HW18		Provide targeted mental health campaigns and support	September 2020	April 2024	Andy Barge/Jacqui Wright	Paul Hodgkinson	On Target		
HW19		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 Rural Domestic Abuse Champions network Coordinator has been recruited successfully by GDASS. Once the postholder has settled, work across all the rural districts will commence and will include setting up training workshops for professionals as well as community leaders, opportunities to network, as well as targeting specific groups like farmers and the beauty industry. As part of our work trying to increasingly look at preventing DA in the first place, we are currently researching how much knowledge on healthy relationships, Domestic Abuse etc. is being shared at Secondary Schools in the district.
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		
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/Hannah Fountain/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 Evely	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 James/Chris Crookall-Fallon	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	
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. 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	
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. Work on this was due to start in October. Proposals for a Centre for Sustainable Aviation at Cotswold Airport appear to be gathering momentum. The Rural England Prosperity Fund has now opened for applications 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. 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 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	Help our town centres recover from COVID-19 and in the face of changing shopping habits	Support businesses to enhance their digital presence	July 2020	March 2022	Andy Barge/Paul James	Tony Dale	Complete	Completed.
VE14		Develop a 'shop local' campaign to encourage residents to support local businesses	July 2020	April 2024	Andy Barge/Paul James	Tony Dale	Complete	Completed.
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	Off Target, but action being taken to ensure delivery	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 new Business Navigator is now in post to help provide this service. 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. https://www.digitaldivides.co.uk