

Cotswolds Conservation Board

Business Plan 2014 – 2017

Appendix 2 - Work Programme (*Actions in italics will only be delivered if additional resources are acquired*)

Business Plan Actions (S.M.A.R.T)			Leads*
2014-15	2015-16	2016-17	
Climate Change Policy: Mitigation and adaptation measures as set out in the Cotswolds Climate Change Strategy are taken to develop resilience to the impact of climate change.			
Due to its cross cutting nature, actions from the Climate Change Strategy are identified throughout the work programme and not just within this section.	Due to its cross cutting nature, actions from the Climate Change Strategy are identified throughout the work programme and not just within this section.	Due to its cross cutting nature, actions from the Climate Change Strategy are identified throughout the work programme and not just within this section.	MC CM
Review delivery of the actions within the Climate Change Strategy annually.	Review delivery of the actions within the Climate Change Strategy annually.	Review delivery of the actions within the Climate Change Strategy annually.	MC CM
<i>Engage a further 35 businesses, and help deliver at least 15 new mitigation and adaptation projects, saving a further 400 tonnes (minimum) of C02 equivalent within the year. Deliver climate change awareness raising at events.</i>	<i>Engage a further 35 businesses, and help deliver at least 15 new mitigation and adaptation projects are completed saving a further 400 tonnes (minimum) of C02 equivalent within the year. Deliver climate change awareness raising at events.</i>	<i>Engage a further 35 businesses, and help deliver at least 15 new mitigation and adaptation projects are completed saving a further 400 tonnes (minimum) of C02 equivalent within the year. Deliver climate change awareness raising at events.</i>	JL CM
Landscape Policy 1: The key characteristics, principal elements, and special qualities (including tranquillity), which form the natural beauty of the Cotswolds landscape are conserved and where possible enhanced.			
Support the development of a Stage I Landscape Partnerships HLF bid for the setting of Bath – submission May 2014	<i>Support the delivery of the programme if the bid is successful.</i>	<i>Support the delivery of the programme if the bid is successful.</i>	MC/SS C&M
Ensure that agencies, authorities and	Ensure that agencies, authorities and	Ensure that agencies, authorities and	MC

practitioners are aware of the Landscape Strategy & Guidance and inform of updates.	practitioners are aware of the LS&G and inform of updates.	practitioners are aware of the LS&G and inform of updates.	CM
Revise tranche 1 of the Landscape Strategy and guidelines.	Revise tranche 2 of the Landscape Strategy and guidelines.	Revise tranche 3 of the Landscape Strategy and guidelines.	MC CM
Establish a topic group to consider how to better use the geological resource of the Cotswolds including the possibility of a Geopark. First meeting held by May 2014.			MC CM
Hold a workshop to explore the long term impacts of climate change and globalisation on the key characteristics of the Cotswolds Landscape.			MC CM
Landscape Policy 2: Development proposals and changes in land use and management, both within and outside the AONB, take account of guidance and advice published by the Board.			
Influence and respond to development proposals in accordance with Board policies guidance and position statements.	Influence and respond to development proposals in accordance with Board policies guidance and position statements.	Influence and respond to development proposals in accordance with Board policies guidance and position statements.	MW LW
Initiate a programme to identify key views to, from and within the Cotswolds to inform the development/expansion of key settlements e.g. Cheltenham and Bath.	<i>Identify key views to, from and within the Cotswolds to inform the development/expansion of key settlements.</i>	<i>Identify key views to, from and within the Cotswolds to inform the development/expansion of key settlements.</i>	MC CM
	<i>Undertake 'Then and Now' study of selected area(s) of the AONB to demonstrate incremental change and</i>		MC CM

	<i>impact of development. Subject to securing sponsorship.</i>		
Rural Land Management Policy 1: Sustainable farming and forestry, which contributes to maintaining the special qualities of the AONB within a buoyant rural economy, remain the principal land uses within the Cotswolds.			
Refresh & appraise the 'Cotswold Choice' report including a review of potential funding mechanisms for a pilot project by September 2014.	Roll out a pilot scheme to test the refreshed reports recommendations.		MC SS CM
Monitor the reported progress of Chalara Dieback of ash and other tree diseases. Keep under review the impact of the disease(s) on the Cotswolds	Monitor the reported progress of Chalara Dieback of ash and other tree diseases. Keep under review the impact of the disease(s) on the Cotswolds	Monitor the reported progress of Chalara Dieback of ash and other tree diseases. Keep under review the impact of the disease(s) on the Cotswolds	MC C&M
Develop and publish a position statement recommending tree species and provenance to use in future planting proposals			MC CM
Cotswold Farming Forum, March 2015.	Cotswold Farming Forum, March 2016	Cotswold Farming Forum, March 2017	MC CM
Support and encourage the development of deer management groups; Cranham and potentially Barrington/Sherborne area. Hold a deer forum.	Support and encourage the development of deer management groups.	Support and encourage the development of deer management groups.	MC CM
Support the development of the Stroud Grazing Project by assisting with the co-ordination of meetings, training days and events			MC CM
Update the 2009 Farming and			MC

Forestry Study to identify significant changes and trends			CM
Rural Land Management Policy 2: Rural land management, which conserves and enhances natural resources - including biodiversity, landscape character and the historic environment - and which aids public enjoyment of the Cotswolds AONB is supported and rewarded.			
Watch and seek to influence the development of the New Environmental Land Management Schemes	Depending on the extent of targeting within NELMS, identify and promote the NELMS options most appropriate to the Cotswolds and the objectives of the Board.		MC CM
Review opportunities for a new Cotswolds Farm and Woodland Advisory Service.	<i>Implement a new Cotswolds Farm and Woodland Advisory Service subject to new opportunities within the New Environmental Land Management Schemes</i>	<i>Implement a new Cotswolds Farm and Woodland Advisory Service subject to new opportunities within the New Environmental Land Management Schemes</i>	MC CM
Publish a position statement on rights of way and access management and its importance to the Cotswolds by January 2015 (take to Dec Board)			MC CM
Rural Land Management Policy 4: Skills required to care for the landscape and its special qualities are increased, with the opportunities to acquire and develop such skills made available to all.			
Deliver a near self financing programme of rural skills based; open courses, competitions, corporate & community events and accredited courses.	Deliver a programme of rural skills based; open courses, competitions, corporate & community events and accredited courses which operate at a financial surplus.	Deliver a programme of rural skills based; open courses, competitions, corporate & community events and accredited courses which operate at a financial surplus.	DM CM
40 Rural skills courses run including; Walling, Hedge laying, Cotswold slate roofing, gate hurdle making, blacksmithing, coppicing, stone masonry thatching and wool weaving.	45 Rural skills courses run including; Walling, Hedge laying, Cotswold slate roofing, gate hurdle making, blacksmithing, coppicing, stone masonry thatching and wool weaving.	50 Rural skills courses run including; Walling, Hedge laying, Cotswold slate roofing, gate hurdle making, blacksmithing, coppicing, stone masonry thatching and wool weaving.	DM CM

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(based on Rural Skills spreadsheet + 10% course cancellation)			
Hedgelaying competition run in November and dry stone walling competition run in October.	Hedgelaying competition run in November and dry stone walling competition run in October.	Hedgelaying competition run in November and dry stone walling competition run in October.	DM CM
6 corporate or community rural skills events run	8 corporate or community rural skills events run	10 corporate or community rural skills events run	DM CM
6 non walling accredited courses run	8 non walling accredited courses run	10 non walling accredited courses run	DM CM
10 new professional wallers assisted into the profession through the Cotswolds Dry Stone Walling Academy. 10 existing professionals assisted in attaining a nationally recognized accreditation. 2 educational visits ran through the academy 5 dry stone walling accredited courses.	15 new professional wallers assisted into the profession through the Cotswolds Dry Stone Walling Academy. 15 existing professionals assisted in attaining a nationally recognized accreditation. 5 educational visits ran through the academy 5 dry stone walling accredited courses.	20 new professional wallers assisted into the profession through the Cotswolds Dry Stone Walling Academy. 20 existing professionals assisted in attaining a nationally recognized accreditation. 10 educational visits ran through the academy 5 dry stone walling accredited courses. Investigate the extension of the academy to encompass a wider range of rural skills	DM CM
Annual increase in visits to the Rural Skills Website of 10% on the estimated 2013/14 baseline of 10,800. 10 courses promoted through the website by other training providers.	Annual increase in visits of 10% 15 courses promoted through the website by other training providers.	Annual increase in visits of 10% 20 courses promoted through the website by other training providers.	DM EA

Natural Resources Policy 1: Natural resources are used sustainably so as to conserve and enhance the natural beauty of the AONB and support the local economy, as well as developing their contribution and an understanding of their importance.			
	Produce a factsheet clarifying the law and regulations regarding delves for on-farm stone supply and use to reduce the cost of dry stone walling by using stone from small-scale local sources.		MW LW
Natural Resources Policy 2: Carbon emissions within the AONB are reduced by reducing energy consumption, applying energy conservation measures, encouraging more sustainable patterns of development, and utilising renewable energy generation technologies that are of an appropriate type and scale for their siting.			
Review Renewable energy guidance leaflets to take account of new revised Position Statement; permitted development rights and new technologies by December 2014 Promote revised guidance.	Promote revised guidance.	Promote revised guidance.	MW LW
Explore the use of road verge arisings, grasslands etc as an energy feedstock			MC CM
Natural Resources Policy 3: Less waste is produced through waste minimisation and recycling of waste materials generated by residents and visitors, construction and redevelopment, agriculture and tourism providers. Such residual waste is disposed of locally where there is no harm to the distinctive characteristics of the AONB.			
Influence and respond to Waste Core Strategies using Board policies, Position Statement and guidance.	Influence and respond to Waste Core Strategies using Board policies, Position Statement and guidance.	Influence and respond to Waste Core Strategies using Board policies, Position Statement and guidance.	MW LW
<i>Provide business assistance on waste and resource management to 35 businesses and communities, through the climate change advice service.</i>	<i>Provide business assistance on waste and resource management to 35 businesses and communities, through the climate change advice service.</i>		JL CM

Natural Resources Policy 4: Soils are managed sustainably in accordance with best practice to minimise erosion and water pollution and maximise resilience to drought.			
<i>Support the development of at least 4 new soil based adaptation projects through the climate change advice service.</i>	<i>Support the development of at least 4 new soil based adaptation projects through the climate change advice service.</i>		JL CM
Natural Resources Policy 5: Water resources are conserved and their quality enhanced, by appropriate management and use, in order to both to secure aquifer recharge and reduce low flows and flooding.			
<i>Support the development of at least 4 new water resource based adaptation projects through the climate change advice service.</i>	<i>Support the development of at least 4 new water resource based adaptation projects through the climate change advice service.</i>		JL CM
Publish a position statement on water abstraction by July (take to June Board)			MC CM
Historic Environment Policy 1: The historic environment and cultural heritage of the AONB is conserved, managed and recorded.			
Formalise the existing arrangements for practical work between EH, LAs and the Voluntary Wardens and develop into an on-going project for the management and restoration of heritage sites and features.			RJ MC E
Historic Environment Policy 3: Design guidance is used to inform decision making regarding the conservation and management of the historic environment.			
Promote guidance on increasing the energy efficiency of traditional Cotswold stone buildings where considered appropriate.	Promote guidance on increasing the energy efficiency of traditional Cotswold stone buildings where considered appropriate.	Promote guidance on increasing the energy efficiency of traditional Cotswold stone buildings where considered appropriate.	MW LW
Biodiversity Policy 2: A linked large-scale landscape approach is taken to the conservation and expansion of coherent and resilient ecological networks within and adjoining the AONB.			

Work with the Cotswolds Ecological Networks Forum to coordinate existing and seek new resources to progress the Cotswold scarp and Cotswold Rivers NIAs to link and extend grassland and woodland by habitat restoration and creation	Work with the Cotswolds Ecological Networks Forum to coordinate existing and seek new resources to progress the Cotswold scarp and Cotswold Rivers NIAs to link and extend grassland and woodland by habitat restoration and creation	Work with the Cotswolds Ecological Networks Forum to coordinate existing and seek new resources to progress the Cotswold scarp and Cotswold Rivers NIAs to link and extend grassland and woodland by habitat restoration and creation	MC/SS CM
Seek to ensure the inclusion of the AONB Management Plan and the Scarp and Rivers Nature Improvement Areas in biodiversity offsetting strategies			MW/M C LW
Biodiversity Policy 3: The biodiversity resource of the Cotswolds AONB is sufficiently understood to guide the successful conservation of the characteristic habitats and species.			
Saving Our Magnificent Meadows programme running. Grassland habitat and species recording underway. 23 volunteer recorder days. 2 training events.	Saving Our Magnificent Meadows programme running. Grassland habitat and species recording underway. 32 volunteer recorder days. 2 training events.	Saving Our Magnificent Meadows programme running. Grassland habitat and species recording underway. 38 volunteer recorder days. 2 training events.	MC CM
	Develop and roll out a project engaging the public in recording key indicator species.		SS CM
Produce a guidance note on scrub management in the Cotswolds by September			MC CM
Organise two road verge management seminars for parish councils and other stakeholders.			MC CM
Biodiversity Policy 4: Targeted action is taken for the recovery of characteristic species and the enhancement of characteristic habitats.			

Saving Our Magnificent Meadows programme running. Grassland habitat management and restoration. 6 volunteer conservation tasks. 3 demonstration events 2 land manager champion events 30 advisory site visits	Saving Our Magnificent Meadows programme running. Grassland habitat management and restoration. 12 volunteers conservation tasks 3 demonstration events 2 land manager champion events 35 advisory site visits	Saving Our Magnificent Meadows programme running. Grassland habitat management and restoration. 12 volunteer conservation tasks 3 demonstration events 2 land manager champion events 40 advisory site visits 131 Ha existing lowland calcareous grassland brought into management since April 2014 1,125 Ha lowland calcareous grassland restored since April 2014	MC CM
Development & Transport Policy 1: All Local Plan documents, neighbourhood planning, and planning decision-making processes should have regard to the statutory AONB Management Plan, and Position Statements, Landscape Strategies and Guidance issued by the Board in determining the acceptability of a proposed development in the Cotswolds AONB. (Detailed criteria for this policy are outlined in the AONB Management Plan)			
Secure reference to the AONB Management Plan in Local authority Core strategies/Local Plans and other strategic documents.	Secure reference to the AONB Management Plan in Local authority Core strategies/Local Plans and other strategic documents.	Secure reference to the AONB Management Plan in strategic documents.	MW LW
Influence and respond to strategic planning, Neighbourhood plans and development proposals in accordance with Board policies and advice.	Influence and respond to strategic planning, Neighbourhood plans and development proposals in accordance with Board policies and advice.	Influence and respond to strategic planning, Neighbourhood plans and development proposals in accordance with Board policies and advice.	MW LW
Promote AONB Management Plan	Promote AONB Management Plan	Promote AONB Management Plan	MW E
Development & Transport Policy 2: Only development meeting the criteria in the Management Plan (under Development & Transport Policy 1) which supports the local economy, improves access to local services and increases the opportunity for people to live and work in their local community will be promoted in Local Plans, unless required for some clearly identified national interest.			
Influence and respond to strategic planning proposals in accordance with Management Plan policies,	Influence and respond to strategic planning proposals in accordance with Management Plan policies, Position	Influence and respond to strategic planning proposals in accordance with Management Plan policies, Position	MW LW

Position Statements and guidance.	Statements and guidance.	Statements and guidance.	
Identify and promote good examples of appropriate sustainable economic development within the AONB.			NG LW
Development & Transport Policy 3: The special qualities of the AONB are fully respected in the planning, design, provision and management of all types of transport and associated infrastructure to address road safety and congestion issues.			
Influence and engage with highway authorities through Transport Working Group	Influence and engage with highway authorities through Transport Working Group	Influence and engage with highway authorities through Transport Working Group	MW LW
Inform and respond to highway management proposals using agreed Highways guidance.	Inform and respond to highway management proposals using agreed Highways guidance.	Inform and respond to highway management proposals using agreed Highways guidance.	MW LW
Prepare and publish a public edition of the Board's highways guidance by December 2014			MW LW
Development & Transport Policy 4: Affordable housing is provided to meet identified local needs.			
Influence and respond to affordable housing proposals in accordance with Management Plan policy and Position Statement.	Influence and respond to affordable housing proposals in accordance with Management Plan policy and Position Statement.	Influence and respond to affordable housing proposals in accordance with Management Plan policy and Position Statement.	MW LW
Investigate what is being done elsewhere to ensure that affordable market housing is provided for local people.			MW LW
Development & Transport Policy 6: Issues of importance for the management of the AONB landscape are fully reflected in strategies and plans produced by other agencies.			
Influence and respond to strategic planning and development proposals in accordance with Management Plan	Influence and respond to strategic planning and development proposals in accordance with Management Plan	Influence and respond to strategic planning and development proposals in accordance with Management Plan	MW LW

policies, Position Statements and guidance.	policies, Position Statements and guidance.	policies, Position Statements and guidance.	
Development & Transport Policy 7: Opportunities are taken to promote walking, cycling and public transport, pilot innovative schemes and provide an alternative to private car use where possible.			
Influence and engage with highway authorities through Transport Working Group to promote consistent approach and share best practice.	Influence and engage with highway authorities through Transport Working Group to promote consistent approach and share best practice.	Influence and engage with highway authorities through Transport Working Group to promote consistent approach and share best practice.	MW LW
Investigate the provision of car hire facilities at key AONB gateway locations.			MW LW
Seek to ensure both ends of the Cotswold Way and key gateways are accessible by public transport. <i>Ensure ends and key gateways of other long distance paths are accessible by public transport.</i>	Seek to ensure both ends of the Cotswold Way and key gateways are accessible by public transport <i>and have improving links to nearby transport hubs. Ensure ends and key gateways of other long distance paths are accessible by public transport.</i>	Continue to improve public transport accessibility to both ends of the Cotswold way and key gateways. <i>Ensure ends and key gateways of other long distance paths are accessible by public transport.</i>	JB EA
Awareness and Understanding Policy 1: Awareness and appreciation of the special qualities of the AONB is improved for all who live, work in and visit the Cotswolds.			
Continue to enhance and promote the range of educational resources available for teachers and support educational days and events. <i>Seek opportunities for funding to employ a full time project officer to oversee development of educational programme and Youth Ranger Service. Attempt to integrate outreach educational work across the AONB from the Old Prison site into its HLF bid.</i>	Continue to enhance and promote the range of educational resources available for teachers and support educational days and events. <i>Continue to seek opportunities for funding to employ a full time project officer to oversee development of educational programme and Youth Ranger Service. Attempt to integrate outreach educational work across the AONB from the Old Prison site into its HLF bid.</i>	Continue to enhance and promote the range of educational resources available for teachers and support educational days and events. <i>Continue to seek opportunities for funding to employ a full time project officer to oversee development of educational programme and Youth Ranger Service.</i>	RJ JB SS EA

Develop and promote the 'Escape' centre to increase the number of visitors and donations by 15% pa. Escape becomes self-financing by March 2015.	Develop and promote the 'Escape' centre to increase the number of visitors and donations by 10% pa. <i>Estimated minimum 20,000 visitors pa subject to Heritage Lottery Fund funding & realisation of the vision for the site</i>	Develop and promote the 'Escape' centre to increase the number of visitors and donations by 10% pa. <i>Estimated minimum 20,000 visitors pa subject to Heritage Lottery Fund funding & realisation of the vision for the site</i>	NG EA
Development of a Heritage Lottery Fund bid to develop the visitor Centre at the Northleach site. Stage 1 bid submitted in April 2014.	<i>Development stage of a HLF bid to develop the visitor centre at the Northleach site. Stage II bid submitted</i>	<i>First year of the delivery of a HLF programme to develop the visitor centre at the Northleach site.</i>	SS E&A
Develop a new range of retail and promotional merchandise for the AONB and the Cotswold Way for sale via the online shop and 'Escape' centre. Increase products available via online shop by 50%	Continue to develop and promote the range of retail and promotional merchandise for the AONB and the Cotswold Way for sale via the online shop and 'Escape' centre and to include in educational packs.	Continue to develop and promote the range of retail and promotional merchandise for the AONB and the Cotswold Way for sale via the online shop and 'Escape' centre and to include in educational packs.	NG
<i>Subject to the findings from a feasibility study. Progress an arts and culture based campaign celebrating the Cotswolds AONB 50th anniversary through the employment of a project officer</i>	<i>Depending on the securing of funding, continue to develop and implement plans for celebrating the 50th anniversary of the Cotswolds AONB designation.</i>	<i>Implement plans for celebrating the 50th anniversary of the Cotswolds AONB designation.</i>	NG EA
Continue to provide visitor information centres with information and materials about enjoying and exploring the Cotswolds AONB	Continue to provide visitor information centres with information and materials about enjoying and exploring the Cotswolds AONB	Continue to provide visitor information centres with information and materials about enjoying and exploring the Cotswolds AONB	NG JB EA
Produce two issues of the Cotswold Lion newspaper, aiming to secure sponsorship revenue of £3k and	Produce two issues of the Cotswold Lion newspaper, aiming to secure sponsorship revenue of £3k and	Produce two issues of the Cotswold Lion newspaper, aiming to secure sponsorship revenue of £3k and	NG E

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advertising revenue of at least £1,500	advertising revenue of at least £1,500	advertising revenue of at least £1,500	
<p>Undertake a review of the AONB website and implement the necessary changes to grow the number of visits by 10% pa from the current figure of 66,000.</p> <p>Maintain and develop the Escape website to grow the number of visits by 10% pa from the current figure of 140,000.</p> <p>Maintain and develop the Cotswold Way website and promote as a one-stop shop. Respond to customer enquiries. Increase individual users from 105k pa to 110k pa.</p> <p>Seek to secure £3000 of sponsorship from our suite of websites.</p> <p>10% increase in the number of walks and events being uploaded to the Escape website by external organisations by March 2015.</p> <p><i>Develop a website for the Old Prison (intern project)</i></p>	<p>Maintain and develop the AONB website to grow the number of unique visits by 10% pa.</p> <p>Maintain and develop the Escape website to grow the number of unique visits by 10% pa.</p> <p>Improve quality and usability of the Cotswold Way website and promote as a one-stop shop. Increase individual users from 110k pa to 115k pa.</p> <p>Increase our online sponsorship revenue by 10% pa</p> <p>10% annual increase in the number of walks and events being uploaded by external organisations.</p>	<p>Maintain and develop the AONB website to grow the number of unique visits by 10% pa.</p> <p>Maintain and develop the Escape website to grow the number of unique visits by 10% pa.</p> <p>Improve quality and usability of the Cotswold Way website and promote as a one-stop shop. Increase individual users from 115k pa to 120k pa.</p> <p>Increase our online sponsorship by 10% pa</p> <p>10% annual increase in the number of walks and events being uploaded by external organisations.</p>	<p>NG JB E</p>
<p>Develop the Board's digital marketing activities including the production of a short video on the AONB for use by accommodation providers.</p>			<p>NG AE</p>
<p>Continue to build social media activity</p>	<p>Continue to build social media activity</p>	<p>Continue to build social media activity</p>	<p>NG JB</p>

for AONB and Cotswold Way and increase the number of followers via facebook and twitter to 1,000 and 5,000 respectively by March 2015	for AONB and Cotswold Way and increase the number of followers via facebook and twitter by 10%pa.	for AONB and Cotswold Way and increase the number of followers via facebook and twitter by 10%pa.	E
Secure positive media and press coverage for the Board, AONB and Cotswold Way through proactive PR activity and the distribution of 12 press release stories.	Secure positive media and press coverage for the Board and AONB through proactive PR activity and the distribution of 12 press release stories.	Secure positive media and press coverage for the Board and AONB through proactive PR activity and the distribution of 12 press release stories.	NG E
Awareness and Understanding Policy 2: An understanding and appreciation of the purposes of the designation, and the positive benefits of helping to conserve and enhance the AONB, is fostered in businesses, organisations, landowners and policymakers.			
Organise the Board's Annual Forum March 2015. Aiming to attract 80 attendees. Topic – Planning and Development in the AONB.	Organise the Board's Annual Forum March 2016. Aiming to attract 80 attendees.	Organise the Board's Annual Forum March 2017. Aiming to attract 80 attendees.	NG E
Publish and distribute the Annual Review in July. Publish and distribute e-newsletters in March, June, Sept & Dec. Grow the e-newsletter database by 10%.	Publish and distribute the Annual Review in July. Publish and distribute e-newsletters in March, June Sept & Dec. Grow the e-newsletter database by 10%.	Publish and distribute the Annual Review in July. Publish and distribute e-newsletters in March, June Sept & Dec. Grow the e-newsletter database by 10%.	NG E
Awareness and Understanding Policy 3: A co-ordinated and consistent approach to information and interpretation is achieved in partnership with others to improve opportunities for enjoying and experiencing the AONB.			
Review and update interpretation boards at Bath Avoncliff.	Review and update interpretation boards at Cutsdean.	Review opportunities for further interpretation boards.	NG EA
Maintain the public profile of the Policy & Guidance Library through the update, Lion and on-line media.	Maintain the public profile of the Policy & Guidance Library through the update, Lion and on-line media.	Maintain the public profile of the Policy & Guidance Library through the update, Lion and on-line media.	NG E
<i>Work with local partners and groups to provide a marker at northern end of</i>	<i>Work with local partners and groups to provide a marker at northern end of the</i>	<i>Work with local partners and groups to provide a marker at northern end of the</i>	JB EA

<i>the Cotswold Way.</i>	<i>Cotswold Way.</i>	<i>Cotswold Way.</i>	
Exploring and Enjoying Policy 1: Residents, visitors and particularly hard-to-reach groups are encouraged to access and enjoy the Cotswolds countryside.			
Develop the promotion of the guided walks programme to attract a wider audience, including visitors, young families and urban dwellers through the targeted promotion of walks included shorter walks delivered by other organisations.	Develop the promotion of the guided walks programme to attract a wider audience, including visitors, young families and urban dwellers through the targeted promotion of walks included shorter walks delivered by other organisations.	Develop the promotion of the guided walks programme to attract a wider audience, including visitors, young families and urban dwellers through the targeted promotion of walks included shorter walks delivered by other organisations.	NG EA
Seek increased provision of low cost accommodation. An additional camping facility (including in grounds of existing accommodation providers), bunkhouse or camping pod.	An additional camping facility (including in grounds of existing accommodation providers), bunkhouse or camping pod.	An additional camping facility (including in grounds of existing accommodation providers), bunkhouse or camping pod.	JB EA
Explore the viability of a 'Cotswold Way on a Bootstring' guide as a pilot for the wider AONB.	<i>Publish and promote 'Cotswold Way on a Bootstring' guide. Develop Cotswolds on a Bootstring guide.</i>	<i>Publish and promote 'Cotswolds on a Bootstring' guide.</i>	JB EA
Develop sites to house for-hire off-road mobility scooters and signed routes: <i>total number of sites increased to two.</i>	Develop sites to house for-hire off-road mobility scooters and signed routes: <i>total number of sites increased to three.</i>	Develop sites to house for-hire off-road mobility scooters and signed routes: <i>total number of sites increased to four.</i>	JB EA
<i>Provide one led route for mobility impaired users and improve accessibility of one existing circular route</i>	<i>Provide one led route for mobility impaired users and improve accessibility of one existing circular route</i>	<i>Provide one led route for mobility impaired users and improve accessibility of one existing circular route</i>	JB EA
Expand and promote the circular route network to encourage increased use by visitors and residents from all backgrounds. Provide one (<i>two</i>) new circular route(s)	Expand and promote the circular route network to encourage increased use by visitors and residents from all backgrounds. Provide one (<i>two</i>) new circular route(s)	Expand and promote the circular route network to encourage increased use by visitors and residents from all backgrounds. Provide one (<i>two</i>) new circular route(s)	JB EA

Exploring and Enjoying Policy 2: The cultural significance and heritage of the Cotswolds is widely recognised by all who live and work in or visit the area.			
<i>Realise new opportunities to interpret the Cotswolds landscape, e.g. geology, habitats, history and industrial heritage. Provide one new interpretive resource.</i>	<i>Realise new opportunities to interpret the Cotswolds landscape, e.g. geology, habitats, history and industrial heritage. Provide one new Provide one new interpretive resource.</i>	<i>Realise new opportunities to interpret the Cotswolds landscape, e.g. geology, habitats, history and industrial heritage. Provide one new interpretive resource.</i>	JB EA
Create and publish the first of a new series of publications aimed at the general public, which interpret the special features of the AONB. First issue based on wildflower grasslands.	Create and publish the second of a new series of publications aimed at the general public, which interpret the special features of the AONB. Second issue is based on the built heritage.	Create and publish the third of a new series of publications aimed at the general public, which interpret the special features of the AONB. Third issue is based on history of the landscape.	NG EA
Exploring and Enjoying Policy 3: There is greater use of more sustainable methods of travel to and around the Cotswolds for enjoyment and recreation.			
Produce and distribute 15,000 copies of the Explore the Cotswolds by Public Transport guide and online information. Secure £1,000 advertising pa.	Produce and distribute 15,000 copies of the Explore the Cotswolds by Public Transport guide and online information. Secure £1,000 advertising pa.	Produce and distribute 15,000 copies of the Explore the Cotswolds by Public Transport guide and online information. Secure £1,000 advertising pa.	NG EA
Work with operators and local authorities to promote and enhance the Cotswolds Discoverer scheme. Grow the scheme to 600 tickets sold pa by March 2015.	Work with operators and local authorities to promote and enhance the Cotswolds Discoverer scheme. Grow the scheme to 700 tickets sold pa by March 2016.	Work with operators and local authorities to promote and enhance the Cotswolds Discoverer scheme. Grow the scheme to 800 tickets sold pa by March 2017.	NG EA
Work with Sustrans and other partners to ensure provision of publicised and signed link routes to increase appropriate access to the Cotswold Way and other promoted routes by bicycle, <i>including</i>	Work with Sustrans and other partners to ensure provision of publicised and signed link routes to increase appropriate access to the Cotswold Way and other promoted routes by bicycle, <i>Development of 'Cycle to the</i>	Work with Sustrans and other partners to ensure provision of publicised and signed link routes to increase appropriate access to the Cotswold Way and other promoted routes by bicycle, <i>Development of 'Cycle to</i>	JB EA

<i>identification of funding for a 'Cycle to the Cotswold Way' guide</i>	<i>Cotswold Way' guide.</i>	<i>Walk' guide for wider Cotswold access opportunities.</i>	
Exploring and Enjoying Policy 4: There is an improved co-ordinated approach to the management of public access and quiet recreational activities compatible with the conservation of the landscape.			
Undertake and publish a gap analysis for routes promoted by bodies with an ability to maintain them. <i>Consider extending the analysis to named routes which do not have this enhanced maintenance support.</i>	Utilise the gap analysis to improve provision, particularly for horse riders and cyclists. <i>1 route created or improved.</i>	Revisit gap-analysis to account for new routes. <i>1 route created or improved.</i>	JB EA
Develop a promoted access forum as a sub-committee of the Cotswolds Trails and Access Partnership	A user-focused system of quality standards for all promoted routes in the Cotswolds developed by the forum, measured against the new standards for National Trails revised in 2012/13.	Implement Cotswold-wide promoted access quality standards to cover both physical and interpretive standards	JB EA
Deliver a programme of route condition surveying and maintenance. Cotswold Way surveyed monthly. <i>Promoted routes surveyed annually. Review Cotswold Way Coordinators approach to ensure continuity of standards across the trail</i>	Deliver a programme of route condition surveying and maintenance. Cotswold Way surveyed monthly. <i>Promoted routes surveyed annually. Investigate application of coordinators approach to other promoted routes with existing voluntary support.</i>	Deliver a programme of route condition surveying and maintenance. Cotswold Way surveyed monthly. <i>Promoted routes surveyed annually.</i>	JB EA
Maintain the Cotswold Way and associated circular routes to locally interpreted National Trail Standards. Assess and quantify any decline in standards and <i>increase the quality on one standard.</i>	Maintain the Cotswold Way and associated circular routes to locally interpreted National Trail Standards. Assess and quantify any decline in standards and <i>increase the quality on one standard.</i>	Maintain the Cotswold Way and associated circular routes to locally interpreted National Trail Standards. Assess and quantify any decline in standards and <i>increase the quality on one standard.</i>	JB EA
Create one new Cotswold Way circular route & one (<i>two</i>) new AONB circular routes.	Create one new Cotswold Way circular route & one (<i>two</i>) new AONB circular routes.	Create one new Cotswold Way circular route & one (<i>two</i>) new AONB circular routes.	JB NG EA

Work with partners and improve the website to make circular walks easier to find. Ensure enhanced promotion of circular routes on new National Trails website	Work with partners and improve the website to make circular walks easier to find	Work with partners and improve the website to make circular walks easier to find	JB EA
<p>Coordinate promotion of strategic recreational routes, making it easier for potential users to find the information they need.</p> <p><i>Publish revised edition of the long distance path guide</i></p> <p>Encourage more towns across the AONB to seek Walkers are Welcome status.</p>	<p>Coordinate promotion of strategic recreational routes, making it easier for potential users to find the information they need. Increase information on Escape and CW sites by new routes as they are created</p> <p>Cotswolds Walking Festival coordinated by Cotswolds Promoted Access Forum</p>	<p>Coordinate promotion of strategic recreational routes, making it easier for potential users to find the information they need. Increase information on Escape and CW sites by new routes as they are created</p>	JB EA
<p>Health and Well Being Policy 1: Opportunities are taken to improve residents’ and visitors’ health, well-being and quality of life through creation, use and improvement of recreational facilities, including woodland and access land. (Note – throughout this plan ‘health’ refers to both mental and physical health.)</p>			
Publish condensed version of the Board’s health and wellbeing position statement as an evidence-based promotional tool	Compile and distribute a ‘healthy countryside digest’ summarising developments and emerging evidence of links between health and countryside access	Compile and distribute a ‘healthy countryside digest’ summarising developments and emerging evidence of links between health and countryside access	JB EA
Coordinate a ‘Cotswolds health and countryside group’ to map existing opportunities and identify gaps in provision	Coordinate a ‘Cotswolds health and countryside group’ to map existing opportunities and identify gaps in provision	Coordinate a ‘Cotswolds health and countryside group’ to map existing opportunities and identify gaps in provision	JB EA
Link into referral schemes and health-walk partnerships to promote the physical and mental benefits of active	Link into referral schemes and health-walk partnerships to promote the physical and mental benefits of active	Link into referral schemes and health-walk partnerships to promote the physical and mental benefits of active	JB EA

volunteering – provide ‘health based practical volunteering’ activities and ‘prescription walks. <i>Develop a pilot programme, investigate funding for a 3-year health/ access project covering Gloucestershire and Cotswolds</i>	volunteering – – provide ‘health based practical volunteering’ activities and ‘prescription walks.	volunteering – – provide ‘health based practical volunteering’ activities and ‘prescription walks.	
‘Health by stealth’ – promote lead walks and self guided walking from local communities as an excellent leisure activity and not overtly as ‘healthy’.	‘Health by stealth’ – promote lead walks and self guided walking from local communities as an excellent leisure activity and not overtly as ‘healthy’.	‘Health by stealth’ – promote lead walks and self guided walking from local communities as an excellent leisure activity and not overtly as ‘healthy’.	JB EA
Participation Policy 1: Active public participation in the management of the Cotswolds AONB is supported by the provision of community and voluntary activity including the acquisition of new knowledge and skills.			
Maintain and support the Boards primary in-house volunteering group the Cotswold Voluntary Wardens <ul style="list-style-type: none"> • Training • Meetings • Mail outs • Recruitment • Tools and equipment • Website Co-ordination and HR	Maintain and support the Boards primary in-house volunteering group the Cotswold Voluntary Wardens <ul style="list-style-type: none"> • Training • Meetings • Mail outs • Recruitment • Tools and equipment • Website Co-ordination and HR	Maintain and support the Boards primary in-house volunteering group the Cotswold Voluntary Wardens <ul style="list-style-type: none"> • Training • Meetings • Mail outs • Recruitment • Tools and equipment • Website Co-ordination and HR	RJ E
Strengthen and expand parish warden coverage & activity.	Strengthen and expand parish warden coverage & activity.	Strengthen and expand parish warden coverage & activity.	RJ E
Complete review of the Wardens health & safety practice			RJ E
Organise and hold annual wardens’ conference.	Organise and hold annual wardens’ conference.	Organise and hold annual wardens’ conference.	RJ E

Offer opportunities for 1-2 interns,	Offer opportunities for 1-2 interns	Offer opportunities for 1-2 interns	SS E
Saving Our Magnificent Meadows programme running. Community & volunteer engagement in grasslands. 2 community champion events – 6 champions. 4 Wildflower Walks 2 public events 12 talks	Saving Our Magnificent Meadows programme running. Community & volunteer engagement in grasslands. 2 community champion events – 6 champions. 6 Wildflower Walks 2 public events 14 talks	Saving Our Magnificent Meadows programme running. Community & volunteer engagement in grasslands. 2 community champion events – 6 champions. 6 Wildflower Walks 2 public events 16 talks	MC E&A
Tourism Policy 1: The tourism sector is aware of and understands the benefits of conserving and enhancing the special qualities of the AONB and the need to communicate this to visitors and residents.			
Develop the network of tourism businesses in the AONB through continued support of the Our Land project. Hold at least one themed event for tourism businesses.	Support a network of tourism businesses in the AONB through continued support of the Our Land project. Hold at least one themed event for tourism businesses.	Support a network of tourism businesses in the AONB through continued support of the Our Land project. Hold at least one themed event for tourism businesses.	NG EA
Cotswolds visitor giving scheme in operation securing £2000 in contributions	Cotswolds visitor giving scheme in operation securing £4000 in contributions.	Cotswolds visitor giving scheme in operation securing £8000 in contributions.	SS E&A G
Tourism Policy 2: There is more collaborative working between public sector tourism organisations across the AONB, enabling greater overall efficiency and use of resources.			
Continue to support and develop the AONB Sustainable Tourism Partnership to help deliver the AONB Sustainable Tourism Strategy & Action Plan Support the delivery of a single destination management plan for the Cotswolds with tourism partners.	Continue to support and develop the AONB Sustainable Tourism Partnership to help deliver the AONB Sustainable Tourism Strategy & Action Plan. Undertake a review of the sustainable tourism strategy and action plan with key partners and tourism businesses.	Publish the revised AONB Sustainable Tourism Strategy & Action Plan. Support the delivery of a single destination management plan for the Cotswolds with tourism partners.	NG EA

	Support the delivery of a single destination management plan for the Cotswolds with tourism partners.		
Tourism Policy 3: The impacts and patterns of tourism across the Cotswolds are understood and sustainably addressed.			
Undertake a visitor survey to assess visitor profiles, patterns, trends and awareness of the AONB.			NG EA
Cross Cutting Actions not specific to one theme/action/task			
Influence and respond to strategic documents produced by other agencies	Influence and respond to strategic documents produced by other agencies	Influence and respond to strategic documents produced by other agencies	MW MC L&W C&M E&A
Investigate the potential for pooling LA historic environment and ecological, heritage advice across the AONB.			ML/MC E
£40,000+ distributed through grants from the Sustainable Development Fund. Secure £6,000 in sponsorship.	£40,000+ distributed through grants from the Sustainable Development Fund. Secure £6,000 in sponsorship.	£40,000+ distributed through grants from the Sustainable Development Fund. Secure £6,000 in sponsorship.	DM G
Continue to develop the dataset for the state of the AONB monitoring system.	Continue to develop the dataset for the state of the AONB monitoring system.	Continue to develop the dataset for the state of the AONB monitoring system.	SS MW E
Track EU programme development and build links with local partners. Bid into programmes (e.g. Life &/or Leader) or influence the design of partner led programmes.	Track EU programme development and build links with local partners. Bid into programmes (e.g. Life &/or Leader) or influence the design of partner led programmes.	Track EU programme development and build links with local partners. Bid into programmes (e.g. Life &/or Leader) or influence the design of partner led programmes.	ML SS E
Focus on working directly across different sectors and also encourage	Focus on working directly across different sectors and also encourage	Focus on working directly across different sectors and also encourage	ML MC E

Local Nature Partnerships, Local Enterprise Partnerships and Health and Wellbeing Boards to look at their work from a Cotswolds perspective.	Local Nature Partnerships, Local Enterprise Partnerships and Health and Wellbeing Boards to look at their work from a Cotswolds perspective.	Local Nature Partnerships, Local Enterprise Partnerships and Health and Wellbeing Boards to look at their work from a Cotswolds perspective.	
		Commence review of the AONB Management Plan	MW E
	Launch a corporate partnership offer including the licensing of the AONB brand		SS/NG
Corporate Governance			
Quarterly reporting against 2014/15 business plan budget and work programme. Adoption of 2015/18 business plan by 31 st March 2015	Quarterly reporting against 2015/16 business plan budget and work programme. Adoption of 2016/19 business plan by 31 st March 2016	Quarterly reporting against 2016/17 business plan budget and work programme. Adoption of 2017/20 business plan by 31 st March 2015	SS E
Produce a compliant Statement of Accounts by 30 th June 2014	Produce a compliant Statement of Accounts by 30 th June 2015	Produce a compliant Statement of Accounts by 30 th June 2016	ML E
Undertake a corporate governance review and add resulting actions to the work programme in quarter 4	Undertake a corporate governance review and add resulting actions to the work programme in quarter 4	Undertake a corporate governance review and add resulting actions to the work programme in quarter 4	ML E
Provide DEFRA with an evidence base outlining the successes and failures of public bodies in fulfilling their section 85 duties. Start by reviewing their annual reports.	Provide DEFRA with an evidence base outlining the successes and failures of public bodies in fulfilling their section 85 duties.	Provide DEFRA with an evidence base outlining the successes and failures of public bodies in fulfilling their section 85 duties.	MW SS E
Provide DEFRA with a comparative analysis of their funding of protected landscapes.	Provide DEFRA with a comparative analysis of their funding of protected landscapes.	Provide DEFRA with a comparative analysis of their funding of protected landscapes.	SS E

Draft 4

Monitor Government arrangements for the Red Tape Challenge and explore opportunities if they arise. – Ongoing	Monitor Government arrangements for the Red Tape Challenge and explore opportunities if they arise. – Ongoing	Monitor Government arrangements for the Red Tape Challenge and explore opportunities if they arise. – Ongoing	ML E
Market test the IT support contract	Monitor contract	Monitor contract	ML E
Agree a deadline with CDC by which the support services SLA for the delivery of personnel, legal and monitoring services will be signed.	Monitor SLA	Monitor SLA	ML E
Agree a formal timetable with CDC for the completion of the review and issue of the staff handbook			ML E
Review the risk management framework for committee and Board reports			ML E
Resolve Health & Safety Support issues with GO Shared Services and complete the annual safety audit.	Complete the annual safety audit	Complete the annual safety audit	ML E
	Publish an Environmental Performance Policy		ML E

* Leads

Note – Where more than one officer or committee is listed the initials listed first are those of the lead. This is the officer and committee who will be primarily responsible for reporting on this activity.

Lead Officers

DM	David Molloy	Rural Skills and Grants Officer
CP	Claire Parker	Administration Officer
JB	James Blockley	Trails and Access Officer
JL	James Lloyd	Climate Change Adviser
MC	Mark Connelly	Land Management Officer
ML	Martin Lane	Director
MW	Malcolm Watt	Planning Officer
NG	Nicola Greaves	Information & Interpretation Officer
RJ	Rebecca Jones	Volunteer Co-ordinator
RT	Reg Talbot	Financial Officer
SS	Simon Smith	Project Development/Business Planning Officer

Lead Committees

C&M	Conserving and Managing Sub Committee
E	Executive Committee
E&A	Enjoying and Appreciating Sub Committee
G	Grants Sub Committee
L&W	Living and Working Sub Committee