



Appendix 4

Business Plan 2010-2013

3 Year Work Programme

Task Completed
High Priority
Medium Priority
Low Priority
Currently On Project Reserve List

Management Plan Action	Management Plan Task With original priority set when first business plan written (09/10)	2010/11 Activity and priority	2011/12 Activity and priority	2012/13 Activity and priority	* Lead Officer
CLIMATE CHANGE - UNDERSTANDING					
CCA1: To encourage, support and analyse research on the impact of climate change on the Cotswolds AONB.	CCT1: Be actively involved in regional fora and other groups researching the impact of climate change.	Identify relevant groups and seek involvement	Contribute to activity of identified groups	Contribute to activity of identified groups	SS
	CCT2: Monitor and analyse climate change research findings and their implications for the special qualities of the Cotswolds AONB:				
	CCT2a) 'Watching brief / coordination' (linked to monitoring and State of the Cotswolds reporting).	Develop list of credible sources & set up monitoring system	Monitor analyse and report	Monitor analyse and report	SS
	CCT2b) 'Impact of climate change and globalisation on farming and forestry' study.				MC
CCA2: To agree an action plan by 2010 to encourage all those involved in the management of the AONB to address climate change issues by adapting land uses and by exploiting new opportunities arising out of mitigation strategies.	CCT3: Promote agreed Climate Change Action Plan to land managers.	Develop and produce Farming and Forestry Climate Change Action Plan (based on the findings of the Farming & Forestry Study)	Develop Climate Change Action Plan. Feed into management plan review	Develop Climate Change Action Plan. Feed into management plan review	MC
CLIMATE CHANGE – MITIGATION					
CCA3: To encourage and support energy conservation measures in order to help meet national and regional targets for energy consumption in order to mitigate the impact of climate change by reducing greenhouse gas emissions.	CCT4: Be active in regional and local fora involved in promoting energy conservation measures.	Identify relevant groups and seek involvement	Contribute to activity of identified groups	Contribute to activity of identified groups	MW
	CCT5: Provide and promote advice on energy conservation measures to reduce the 'carbon footprint' of the Cotswolds compatible with the character and appearance of the landscape.	Produce guidance and promote	Promote guidance	Promote guidance	MW
	CCT6: Develop and implement a carbon footprint reduction action plan in relation to the Board's own activities.	On going action plan implementation and annual review.	On going action plan implementation and annual review.	On going action plan implementation and annual review.	ML
CCA4: To encourage and support appropriate scale renewable energy generation in order to help meet national and regional targets for renewable energy generation to mitigate the impact of climate change by reducing greenhouse gas emissions.	CCT7: Be involved in regional and local fora promoting renewable energy compatible with the character and appearance of the landscape.	Identify relevant groups and seek involvement	Contribute to activity of identified groups	Contribute to activity of identified groups	MW
	CCT8: Provide and promote advice on renewable energy technologies compatible with the character and appearance of the landscape.	Review leaflets and promote guidance, maintain database, assist with local authority LDF renewable energy capacity studies	Promote guidance and maintain database	Promote guidance and maintain database	MW
CLIMATE CHANGE – ADAPTATION (links to CCA2 (Climate Change Action Plan))					
CCA5: To analyse published research by 2010 to better understand and disseminate the implications of climate change on the special qualities of the Cotswolds and by 2013 to agree an action plan to implement measures to adapt to these impacts, and identify the effect of these measures on existing landscape character.	CCT9: Analyse published research into the likely impacts of climate change on the Cotswolds landscape.	Completed as part of Farming and Forestry Study. Develop list of credible sources & set up on going monitoring system	Monitor analyse and report	Monitor analyse and report	SS
	CCT10: Develop and promote adaptation policies as part of a Climate Change Action Plan.	Develop and produce Farming and Forestry Climate Change Action Plan (based on the findings of the Farming & Forestry Study)	Develop Climate Change Action Plan. Feed into management plan review	Develop Climate Change Action Plan. Feed into management plan review	MC
GLOBALISATION					
GLOA1: To analyse published research by 2009 to better understand and disseminate the implications of globalisation on the special qualities of the Cotswolds and by 2010 agree an action plan to implement measures to adapt to these impacts, and identify the effect of these measures on existing landscape character.	GLOT1: Analyse published research into the likely impacts of globalisation on the Cotswolds landscape.	No activity	Assess impact of global oil supply chain	Assess impact of global oil supply chain	MC/SS
	GLOT2: Develop policy responses to mitigate and adapt to the identified impacts of globalisation on agricultural land use.	Develop policy responses following on from Farming & Forestry study.	Incorporate policy responses into the management plan review	Incorporate policy responses into the management plan review	MC

Final Version March 2010

DEVELOPMENT PRESSURES					
PPA1: To encourage and assist Government, regional agencies and local authorities when devising their policies, plans and strategies and implementing them, to understand and take properly into account the purpose of the designation of the Cotswolds AONB.	PPT1: Be actively involved in the preparation of policies, plans and strategies for planning, transport and service provision affecting the AONB.	Promote and develop new position statements; respond to consultations	Promote and develop new position statements; respond to consultations	Promote and develop new position statements; respond to consultations	MW
	PPT2: Produce and promote Position Statements on issues affecting the AONB.	Publish PS on Overhead wires/rural broadband and Water Management (with Conserving and Managing SC) Develop programme for new/revised PS in 2011/12 +	Implement programme	Implement programme	MW
	PPT3: Respond consistently and constructively to consultations on planning and transport matters, using Position Statements as the basis for responses.	Relevant consultations responded to.	Relevant consultations responded to.	Relevant consultations responded to.	MW
LANDSCAPE					
LA1: Rigorously assess development proposals and changes in land management that would have major implications for the Cotswold landscape, both individually and cumulatively, and/or would set an important precedent for future proposals that would adversely affect the special qualities, geology or tranquility of the AONB.	LT1: Respond to all consultations on such proposals for development and land management changes to secure the conservation and enhancement of the landscape.	Relevant consultations responded to. Review effectiveness of Board's consultation responses in relation to planning, transport and land management.	Relevant consultations responded to.	Relevant consultations responded to.	MW/MC
LA2: Encourage the use of published landscape and land management guidance which interprets and applies landscape character assessments.	LT2: Publish, review, monitor and assess the use of Landscape Strategy and Guidelines for all landscape character types in the AONB.	Assess need to review LS&G in light of farming and forestry study and begin phased revision if necessary	Phased revision if necessary.	Phased revision if necessary	MC
	a) Hedgerow Management Guidance	Leaflet/booklet produced			MC
	b) Farmstead Characterisation.		Farmstead characterisation study		MC
LA3: Monitor landscape change at five-yearly intervals commencing at the start of the plan period.	LT3: Secure Geopark status for the most geologically significant part of the Cotswolds AONB.	Pursue enlarged Geopark area with wider partnership and GGT.	Produce a position statement on Geological Conservation subject to outcome of 2010 - 11	Geopark established	MC
	LT4: Set up and implement a landscape monitoring system, including on a parish basis.				
	a) Landscape monitoring system.	Develop and scope a landscape monitoring system. Develop a community tool kit to look at the wider landscape, what is there and how it has changed	Run monitoring system	Run monitoring system	SS/MW
b) GIS.	Continued collation and analysis of data on GIS to monitor AONB and assist Conservation Board activity.	Continued collation and analysis of data on GIS to monitor AONB and assist Conservation Board activity	Continued collation and analysis of data on GIS to monitor AONB and assist Conservation Board activity	Continued collation and analysis of data on GIS to monitor AONB and assist Conservation Board activity	SS/MW
RURAL LAND MANAGEMENT					
RLMA1: Pursue the adoption of land management policies and funding regimes at the national and regional level which reflect AONB priorities.	RLMT1: Take part in regional and local fora to advance policy and practice in the AONB.	Attend appropriate fora	Attend appropriate fora	Attend appropriate fora	MC
	RLMT2: Respond to consultations on new support mechanisms and strategies including any proposals for the revision or replacement of the Environmental Stewardship scheme.	Appropriate consultations responded to	Appropriate consultations responded to	Appropriate consultations responded to	MC
RLMA2: Identify and support opportunities for Cotswold land managers to diversify their businesses in ways that are compatible with AONB objectives.	RLMT3: Provide and promote guidance on farm diversification.	Provide and promote guidance linked to Farming and Forestry Strategy	Provide and promote guidance linked to Farming and Forestry Strategy	Provide and promote guidance linked to Farming and Forestry Strategy	MC/MW
RLMA3: Pursue and support landscape management that takes account of sustainable economic, social and environmental objectives and is supported by advice, grants and strategies.	RLMT4: Provide and promote guidance on sustainable landscape management:				
	a) Deer Management.	Hold a Cotswold Deer Forum	Hold a Cotswold Deer Forum & Develop and produce a deer management Strategy for the Cotswolds including a venison marketing strategy	Implement deer management Strategy for the Cotswolds including a venison marketing strategy	MC
	b) Horse Pasture Management leaflet.	Produce leaflet: Keeping of Horses in the Cotswolds			MC
	c) Ancient woodland project.	Continue project bringing woodlands into management through the EWGS. Review project.	Continue project subject to the outcome of the review.	Continue project subject to the outcome of the review.	MC
d) Higher Level Stewardship Promotion with graduate placement.	Subject to funding package being secured for	Subject to funding package being secured	Subject to funding package being secured	Subject to funding package being secured for	MC

Final Version March 2010

		the year. Contacting and encouraging farmers to enter HLS. Aiming to extend the service AONB wide	for the year. Contacting and encouraging farmers to enter HLS. AONB wide	the year. Contacting and encouraging farmers to enter HLS. AONB wide	
	RLMT5: Take part in regional and local woodland fora.	Attend if able	Attend if able	Attend if able	MC
	RLMT6: Respond to consultations on proposals for new strategies and grant schemes.	Appropriate consultations responded to.	Appropriate consultations responded to.	Appropriate consultations responded to.	MC
RLMA4: Encourage and support actions to protect and manage limestone grassland, ancient and semi-natural woodland, veteran trees and important individual trees.	RLMT7: Provide and promote published guidance on limestone grassland, ancient and semi-natural woodland and veteran tree management.	Promote existing guidance if appropriate	Promote existing guidance if appropriate	Promote existing guidance if appropriate	MC
RLMA5: Encourage and support the development of markets for timber, wood fuel and other woodland products and services and other income generating uses for woodland, including access, which encourages sustainable management and economic viability.	RLMT8: Provide and promote guidance on sustainable woodland product marketing.	No outputs	Research & consult on draft guidance	Publish & promote guidance	MC/SS
RLMA6: Encourage and support tree and woodland planting which is in accordance with landscape character assessments and guidelines.	RLMT9: Revise and promote woodland planting guidance in the light of known climate change impacts.	No outputs	No outputs	Revise Woodland creation guidance	MC
RLMA7: Encourage suitable training provision for land management and building skills where skill shortages are identified, and make such training accessible to all members of the community.	RLMT10: Develop and implement a programme giving opportunities for residents within and around the AONB to obtain rural skills:				
	a) Hedgelaying and Walling Competitions. b) Rural Skills Project.	Annual competitions. Sustain a range of rural skills courses including; walling, thatching, green wood work, hedgelaying, lime mortar and others. 25 courses in all. Additionally investigate setting up background ecology/landscape based courses.	Annual competitions Sustain the programme refining in it the light of previous years experience	Annual competitions Sustain the programme refining in it the light of previous years experience	DM/MC DM
NATURAL RESOURCES					
NRA1: Encourage and support the reduction, reuse and recycling of waste through policies in Waste Local Development Plan Documents, including the local disposal of residual waste where this will ensure reduced traffic impact and will result in no harm to the distinctive characteristics of the AONB.	NRT1: Contribute to the preparation of Waste Local Development Plan Documents.	Promote Minerals and Waste planning position statement; respond to consultations.	Promote Minerals and Waste planning position statement; respond to consultations.	Promote Minerals and Waste planning position statement; respond to consultations.	MW
NRA2: Encourage and support energy conservation measures, more sustainable patterns of development and appropriate scale renewable energy generation in order to help meet national and regional targets for energy consumption and generation in order to mitigate the impact of climate change.	NRT2: Provide and promote guidance on energy conservation and renewable energy generation with particular reference to the need to conserve and enhance the distinctive characteristics of the AONB. 2009/10+:				
	a) Renewable energy guidance. <i>The same as CCT8</i> b) Energy conservation guidance. <i>The same as CCT5.</i>	Review leaflets and promote guidance, maintain database, assist with local authority LDF renewable energy capacity studies Produce guidance and promote	Promote guidance and maintain database Promote guidance	Promote guidance and maintain database Promote guidance	MW MW
NRA3: Encourage and support, through policies in Minerals Local Development Plan Documents produced by Minerals Planning Authorities, the safeguarding of supplies of natural building and roofing stone from sources of appropriate location and scale for historic repair and preservation purposes. Further, to maintain local distinctiveness where no harm is caused to the landscape and traffic is minimised, whilst discouraging the extension of quarrying for crushed rock and aggregates, except where required in the national interest.	NRT3: Contribute to the preparation of Regional Spatial Strategies, Minerals Local Development Plan Documents, and Local Development Frameworks.	Consultation responses ongoing.	Consultation responses ongoing	Consultation responses ongoing	MW

Final Version March 2010

NRA4: Support appropriate measures to protect water resources and maintain water quality and minimise flood risk as set out in Catchment Abstraction Management Strategies and River Basin Management Plans and other measures.	NRT4: Contribute to the preparation of Catchment Abstraction Management Strategies and River Basin Management Plans and similar plans.	Produce a position statement on water management including flood alleviation scheme design, farm reservoirs, and abstraction etc Respond to CAMS and RBMP consultations	Respond to CAMS and RBMP consultations	Respond to CAMS and RBMP consultations	MC
NRA5: To support measures to conserve soil quality as set out in Soil Strategy and Action Plan for England.	NRT5: Promote guidance on soil conservation measures.	No action	Promote the connection between climate change and soil conservation using existing guidance if appropriate.	Promote the connection between climate change and soil conservation using existing guidance if appropriate.	MC
HISTORIC ENVIRONMENT					
HEA1: Provide support and assistance for the conservation, restoration and interpretation of significant local features within the AONB.	HET1: Encourage new land management and agri-environment schemes to include measures to encourage the conservation and enhancement of the historic environment.	Produce a position statement on the Historic Environment. Respond to consultations	Respond to consultations	Respond to consultations	MC
	HET2: Work with the Historic Environment Working Group to identify and implement programmes of work in relation to the dissemination of best practice relating to the conservation and enhancement of the historic environment in the AONB.	Convene meeting of Group to discuss requirements and identify action plan to progress. Discuss with EH the proposal for a Farmstead Characterisation Project.	Involve Group in Management Plan Review. Implement Farmstead Characterisation Project	Involve Group in Management Plan Review.	MC (rural) MW (built)
HEA2: Encourage the adequate provision of historic environment advice across the whole of the AONB to ensure adequate protection and recording of any significant remains.	HET3: Encourage English Heritage to accelerate the scheduling of ancient monuments and the review of listed buildings.	No action	Use the management plan review to engage in a dialogue	Use the management plan review to engage in a dialogue	MC
	HET4: Encourage English Heritage and the local authorities to provide an adequate level of historic environment services.	No action	Use the management plan review to engage in a dialogue	Use the management plan review to engage in a dialogue	MC (rural) MW (built)
HEA3: Encourage and support the development of a comprehensive set of Historic Environment Records for the AONB which is maintained in a secure and easily accessible form.	HET5: Work with the Historic Environment Working Group to secure the Historic Environment Record for the Cotswolds AONB.	Convene meeting of Group to discuss requirements and identify action plan to progress	Involve Group in Management Plan Review	Involve Group in Management Plan Review	MC/MW
BIODIVERSITY					
BA1: Encourage and support action during the plan period to prevent any further loss and enhance where possible designated areas and other areas known to contain priority Biodiversity Action Plan habitats and species when identified within, and adjoining, the AONB.	BT1: Work with the Biodiversity Working Group and other partners to develop and implement programmes and projects relating to the priority habitats and species.	Implement Farmland Birds Project. Contacting landowners in the target areas to generate HLS applications featuring options for farmland birds. Discuss project continuation with partners. Involve Group in Management Plan Review	Involve Group in Management Plan Review	Involve Group in Management Plan Review	MC
	BT2: Work with the Biodiversity Working Group to achieve consistency in priority habitats and species in Local Biodiversity Action Plans (LBAPs).	Monitor the LBAP review which should address the issue.			MC
	BT3: Work with the Biodiversity Working Group to identify and obtain the datasets critical to AONB biodiversity management.	Develop and implement programme for collating data.	Develop and implement programme for collating data.	Develop and implement programme for collating data.	SS
BA2: Encourage the improvement of priority habitat and species conservation by extending and improving ecological connections between habitats at an appropriate landscape scale.	BT4: Work with the Biodiversity Working Group and other partners to develop and implement programmes and projects, through the 'Nature Map' and other regional programmes.	Explore support and potential funding for a landscape scale grassland project.	Develop or deliver landscape scale grassland project according to bid success	Develop or deliver landscape scale grassland project according to bid success	SS/MC
BA3: Encourage and support measures, including financial subsidies under agri-environment schemes, targeted towards the protection and enhancement of the AONB's priority habitats and species.	BT5: Work with the Biodiversity Working Group and Farming Forum to make representations to DEFRA and other organisations regarding targeted funding of schemes.	Respond to relevant consultations and pro-actively promote priorities as required.	Respond to relevant consultations and pro-actively promote priorities as required.	Respond to relevant consultations and pro-actively promote priorities as required.	MC
BA4: Encourage the recording of the key priority biodiversity resource within the AONB in an easily accessible form.	BT6: Work with partner organisations through the Biodiversity Working Group to secure better recording and interpretation of the biodiversity resource.	No action	Identify gaps in monitoring schemes & resulting datasets. Develop programmes to fill gaps	Assess new programmes	SS
DEVELOPMENT & TRANSPORT					
DTA1: Promote consistency in decision making on proposed developments throughout the AONB and in surrounding areas, having regard to the criteria in objective DTP1.	DTT1: Provide and promote guidance for decision makers on developments within and affecting the AONB.	Promote position statements. Respond to consultations. Publish position statements on overhead wires/rural broadband, and water management (with Conserving and Managing SC).	Promote position statements. Respond to consultations.	Promote position statements. Respond to consultations.	MW
	DTT1a): Ensure appropriate mitigation of the Wormington to Sapperton pipeline and other major infrastructure.	Devise & deliver mitigation measures	Devise & deliver mitigation measures	Devise & deliver mitigation measures	
	DTT2: Work with the Planning Working Group to achieve consistency of approach to planning matters across the AONB.	Arrange meetings of Planning Working Group to discuss relevant matters	Arrange meetings of Planning Working Group to discuss relevant matters.	Arrange meetings of Planning Working Group to discuss relevant matters.	Arrange meetings of Planning Working Group to discuss relevant matters.

Final Version March 2010

			Involve Planning Working Group in Management Plan review.	Involve Planning Working Group in Management Plan review.	
DTA2: Encourage high standards of sensitive siting and design, using traditional building styles, energy conservation and innovation that respects the distinctiveness of character within particular parts of the AONB.	DTT3: Provide and promote design guidance.	Identify gaps in guidance and develop programme of guidance preparation.	Draft guidance. Seek funding for publications.	Guidance published	MW
DTA3: Devise and promote measures for the design, provision, and management of transport infrastructure facilities which respect the special qualities of the Cotswolds AONB.	DTT4: Provide and promote design and maintenance guidance and promote best practice with respect to transport matters.	Promote use of Transport Handbook and monitor results.	Promote use of Transport Handbook and monitor results.	Promote use of Transport Handbook and monitor results.	MW
	DTT5: Work with the Transport Working Group to achieve consistency of approach to transport matters across the AONB.	Promote and monitor Freight Management Strategy and wider roll-out; signage protocols, highways design and management.	Promote and monitor Freight Management Strategy and wider roll-out; signage protocols, highways design and management. Involve Transport Working Group in Management Plan review	Promote and monitor Freight Management Strategy and wider roll-out; signage protocols, highways design and management. Involve Transport Working Group in Management Plan review	MW
DTA4: Encourage the provision of an adequate level of affordable housing within the Cotswolds AONB including for those who care for the landscape.	DTT6: Work with the Planning Working Group to secure consistent affordable housing policies in Local Development Frameworks.	Work through Local Development Framework process to secure consistent local policies in line with position statement.	Work through Local Development Framework process to secure consistent local policies in line with position statement.	Work through Local Development Framework process to secure consistent local policies in line with position statement.	MW
	DTT7: Work with Rural Housing Enablers (RHEs) to identify opportunities for affordable housing.	Determine if there is a role for Board in identifying sites in consultation with Rural Housing Enablers.			MW
DTA5: Encourage and promote the increased use of buses, trains, cycling and walking through Local Transport Plans, Rights of Way Improvement Plans and other measures.	DTT8: Provide and promote guidance and timetables to link public transport with opportunities to explore the Cotswolds. Explore the Cotswolds by Public Transport.	Explore the Cotswolds by Public Transport - produce and distribute 47,000 copies of public transport guide and timetable booklets across year; twice yearly with update of timetables in December. Review Explore guides and amend style/format as required.	Explore the Cotswolds by Public Transport - produce and distribute 47,000 copies of public transport guide and timetable booklets across year; twice yearly with update of timetables in December.	Explore the Cotswolds by Public Transport - produce and distribute 47,000 copies of public transport guide and timetable booklets across year; twice yearly with update of timetables in December.	NG
	DTT9: Develop further and implement a guided walks programme accessible to all and with links to public transport. (see EET4a)	Develop and promote a programme of themed walks and events to link with the International Year of Biodiversity. Identify opportunities for promoting the voluntary wardens service to other organisations. Investigate developing circular cycle routes and promoting cycle hire facilities. Consider a guided cycle ride	Continue Themed walks if successful	Continue Themed walks if successful	RJ
	DTT10: Contribute to the preparation of Local Transport Plans and Rights of Way Improvement Plans.	Ongoing contribution to preparation of plans.	Local Transport Plan 3's will be developed by highway authorities in this year	Ongoing contribution to preparation of plans.	MC MW SS
	DTT11: Work through the Transport Working Group to achieve improvements in public transport services.	Lobby for improvements recommended in Sustainable Transport for Tourism report.	Lobby for improvements recommended in Sustainable Transport for Tourism report.	Lobby for improvements recommended in Sustainable Transport for Tourism report.	MW
	DTT12: Develop and promote opportunities for cycling	Update Kingham and Kemble cycle routes information. Investigate new routes.	Continue to develop & promote cycling routes	Continue to develop & promote cycling routes	NG
DTA6: Monitor proposed changes to services and access to those services and pursue the maintenance of at least the current level of service.	DTT13: Set up monitoring systems with service providers.	No action foreseen at present	No action foreseen at present	No action foreseen at present	MW
	DTT14: Respond to proposed changes in service provision or access to services.	Respond to proposed changes as and when required (ongoing).	Respond to proposed changes as and when required (ongoing).	Respond to proposed changes as and when required (ongoing).	MW
DTA7: Contribute to the formulation of strategies, plans and policies impacting upon communities and their environment within the Cotswolds AONB.	DTT15: Respond to consultations on such strategies, plans and policies.	Respond to consultations as and when required (ongoing)	Respond to consultations as and when required (ongoing)	Respond to consultations as and when required (ongoing)	MW
AWARENESS & APPRECIATION					
AAA1: Take action to promote greater public understanding of the significance of the landscape, its management requirements and the benefits of actively experiencing the special qualities of the AONB.	AAT1: To interpret, provide and promote guidance on the significance of the landscape, its special qualities, opportunities for access, and management requirements.				
	a) Cotswold Lion.	Produce 110,000 copies of the Cotswold Lion newspaper in two editions, distribute to range of outlets across and around AONB; produce and distribute 1,500 copies of Cotswold Grants supplement (once per year). Undertake readership survey with Spring/Summer edition, contact National Park counterparts before designing.	Produce Cotswold Lion, undertaking any changes in light of survey findings.	Produce Cotswold Lion and continue to review and evaluate.	NG
	b) Website.	Maintain website ensuring kept up to date - ensure hosting and mapping fees met.	Continue to maintain and monitor website and keep up to date. Undertake any	Undertake complete review of website and redevelop to reflect changing user	NG

Final Version March 2010

		Undertake any necessary development work; monitor use and effectiveness of website.	necessary development work.	requirements and market trends.	
		Create a grants section on the website to replace the publication of one of the six-monthly grants pages	Create a grants section on the website to replace the publication of one of the six-monthly grants pages	Create a grants section on the website to replace the publication of one of the six-monthly grants pages	NG
	c) Communications Activity.	Continue to develop press and PR work including media relations work, supply of information to Cotswold Life magazine. Organise Board's attendance at shows, exhibitions, etc. Review publications to ensure they are kept up to date and reflect changing needs. Produce and distribute a new publication to increase awareness, understanding and enjoyment of the AONB. Update and reprint cycling route information.	Continue to develop press and PR work including media relations work, supply of information to Cotswold Life magazine. Organise Board's attendance at shows, exhibitions, etc. Develop communications activity to reflect needs of My Countryside project.	Continue to develop press and PR work including media relations work, supply of information to Cotswold Life magazine. Organise Board's attendance at shows, exhibitions, etc. Develop communications activity to reflect needs of My Countryside project.	NG
	d) Annual Review / Updates.	Produce Annual Review and 6 bi-monthly electronic newsletters for key stakeholders and partner organisations.	Produce Annual Review and 6 bi-monthly electronic newsletters for key stakeholders and partner organisations.	Produce Annual Review and 6 bi-monthly electronic newsletters for key stakeholders and partner organisations.	NG
	e) Biennial Forum / Forum for Partners.	Hold Board site visit day Hold two Forum for Partner events	Hold Biennial Forum Hold two Forum for Partner events	Hold two Forum for Partner events	NG
	f) Quantum Sheep kiosks.	Continue programme of featuring Quantum Sheep kiosks at a variety of visitor attractions.	Continue programme of featuring Quantum Sheep kiosks at a variety of visitor attractions.	Continue programme of featuring Quantum Sheep kiosks at a variety of visitor attractions. Undertake review of kiosks.	NG
	g) Visitor Interpretation Centre	Completion, launch and promotion of new centre in Northleach. Open spring to October 2010.	Centre in Northleach open from April to October with ongoing promotional activity. Review effectiveness & develop new plans accordingly	Deliver in accordance with 2011/12 review.	NG
	AAT2: To provide events and outreach opportunities to improve the board's interface with the public.	Being delivered by Wardens and rural skills programmes, further development dependent on the My Countryside bid. Identify opportunities for hosting conferences and events (reactive).	Being delivered by Wardens and rural skills programmes, further development dependent on the My Countryside bid. Identify opportunities for hosting conferences and events (reactive).	Being delivered by Wardens and rural skills programmes, further development dependent on the My Countryside bid. Identify opportunities for hosting conferences and events (reactive).	NG
AAA2: Make people more aware of the opportunities provided by the AONB for enjoyment, appreciation, and active conservation as well as a resource for economic activity.	AAT3: To interpret, provide and promote guidance on the opportunities provided by the AONB for enjoyment, appreciation, and active conservation as well as a resource for economic activity: (Cotswold Lion / website / walks, etc - see AAA1)				
	a) South East Protected Landscapes Sustainable Tourism Project. 2009/10: project approved by SEEDA @ April 2009; project begins @ summer 2009, co-ordinated via project officer at Surrey Hills AONB	Phase 1: Development and marketing of tourism 'products' within SE Region part of the AONB (using funding that doesn't come through the Conservation Board's account).	Development of Phase 2 dependent on further RDPE funding.	Phase 2 dependent on RDPE funding.	NG
AAA3: Promote the dissemination of public information and accessible advice for land owners regarding land management techniques to conserve and enhance the AONB.	AAT4: To work through the Farming Forum and other methods, including the Board's website, to provide information regarding land management techniques. Communications (2009/10) - work with the land management group to target the land management sector on promoting sustainable land management practices.	Hold annual Farming Forum	Hold annual Farming Forum	Hold annual Farming Forum	MC
AAA4: To promote the production and consumption of the products, goods and services that help conserve and enhance the AONB.	AAT5: To provide and promote information regarding the products, goods and services produced in the AONB.	Review the "Eat the View" research and development. Look for opportunities to take forward including a Cotswolds brand &/or the on-line green map model.	Develop according to the review	Develop according to the review	ML
AAA5: Encourage and support inclusive public involvement and commitment to the future planning of communities and the countryside.	AAT6: Provide and support guidance for the preparation of Parish Plans.	Promote position statement / guidance.	Promote position statement / guidance.	Promote position statement / guidance.	MW
AAA6: Provide advice and guidance on local distinctiveness throughout the AONB and encourage provision by others. This will include advice on design in towns and villages, the design of agricultural building conversions, the retention and restoration of locally distinctive features and the promotion of best practice.	AAT7: Provide and promote information about the historic environment for householders, farmers, landowners and land management advisers within the Cotswolds.	Review Archaeology and Farming document and put into PDF format.	Promote guidance	Promote guidance	MC
	AAT8: Maintain contact with organisations involved in managing the historic environment of the area, and facilitate dialogue between them through the Board's Historic Environment Working Group.	Meet if required	Use the management plan review to engage in a dialogue	Use the management plan review to engage in a dialogue	MC
	AAT9: Encourage the production of, and contribute to the development of, strategies, design guidance and Supplementary	Respond to consultations (ongoing).	Respond to consultations (ongoing).	Respond to consultations (ongoing).	MW

Final Version March 2010

	Planning Documents which promote the conservation and enhancement of the historic environment.				
ENJOYING & EXPLORING					
EEA1: Support strategies for the provision and management of tourism and visitor requirements in ways which are of high quality and are economically, socially and environmentally sustainable, and which fully respect the natural beauty of the Cotswolds.	EET1: To work with the Cotswolds and Forest of Dean DMO and other DMOs to implement elements of those strategies relating to sustainable tourism in the Cotswolds.	Continue to participate with Cotswolds & Forest of Dean DMO sustainable tourism group and implement action plan associated with European Charter. Dependent on successfully securing the European Charter.	Continue to participate with Cotswolds & Forest of Dean DMO sustainable tourism group and implement action plan associated with European Charter. Dependent on successfully securing the European Charter.	Continue to participate with Cotswolds & Forest of Dean DMO sustainable tourism group and implement action plan associated with European Charter. Dependent on successfully securing the European Charter.	NG
EEA2: Research and implement green tourism initiatives.	EET2: To implement an initiative whereby voluntary financial contributions are obtained from visitors for the management of, and access to, the Cotswolds landscape and encourages tourism businesses to achieve Green Tourism Business Scheme (GTBS) accreditation.	Link with European Charter application.	Project implementation	Project implementation	NG
	EET3: Investigate securing European Charter for Sustainable Tourism status for the Cotswolds AONB	Develop and submit application and sustainable tourism strategy and action plan for European Charter by working with DMOs and tourism partnerships across the AONB.	If application successful implement action plan in conjunction with tourism partners	If application successful implement action plan in conjunction with tourism partners	NG
EEA3: To support further opportunities and facilities for quiet recreational activity, public enjoyment and understanding of the special qualities of the AONB, and the improvement of health and well-being for both residents and visitors, and managing those activities which may adversely affect those qualities.	EET4: To maintain and develop further a guided walks and events programme in association with partner organisations to provide access opportunities for all:				
	a) Guided Walks (Voluntary Warden and partner organisations).	Develop and promote a programme of themed walks and events to link with the International Year of Biodiversity. Identify opportunities for promoting the voluntary wardens service to other organisations.	Develop and promote a programme of themed walks and events. Identify opportunities for promoting the voluntary wardens service to other organisations.	Develop and promote a programme of themed walks and events. Identify opportunities for promoting the voluntary wardens service to other organisations.	RJ/NG
	b) Access Conference:	Review Access Conference	Further activity subject to the findings of the review	Further activity subject to the findings of the review	MC
	EET5: To maintain support for the Cotswolds Voluntary Wardens and volunteering for the management of the AONB landscape, and access and interpretation opportunities.				
	a) Voluntary Warden core budget	Provide training, expenses tools and equipment. Service annual conference meetings and mail outs. Produce the wardens newsletter	Provide training, expenses tools and equipment. Service annual conference meetings and mail outs. Produce the wardens newsletter	Provide training, expenses tools and equipment. Service annual conference meetings and mail outs. Produce the wardens newsletter	RJ
	b) Countryside Fund	Provide grants to meet the costs of materials equipment and training for projects which meet the purposes of the AONB	Provide grants to meet the costs of materials equipment and training for projects which meet the purposes of the AONB	Provide grants to meet the costs of materials equipment and training for projects which meet the purposes of the AONB	RJ
	c) Walks on Wheels #2.	Additional walks identified & downloadable walks on the website. If access to nature bid successful review working arrangements.	Additional walks identified. Degree of funding & activity dependent on the access to nature bid.	Additional walks identified. Degree of funding & activity dependent on the access to nature bid.	RJ
	d) Dew Pond Project.	Project design	Project implementation	Project implementation	RJ
	e) Education Project.	Develop the education project to include an education section on the website, downloadable information for schools at Key Stage 2 level and production of education packs for schools to promote access to their local AONB environment. . If access to nature bid successful review working arrangements.	Continue the practical element & further develop the educational element on the website. Degree of funding & activity dependent on the access to nature bid.	Continue the practical element & further develop the educational element on the website. Degree of funding & activity dependent on the access to nature bid.	RJ
	Volunteer Exchange with North Yorkshire Moors National Park Authority	4 Cotswold Voluntary Wardens and 2 relevant staff members (Rebecca Jones and Nicola Greaves) to visit the North Yorkshire Moors Authority to look at volunteer management guided walk programme, working with disabled volunteers, educational and access for all work.			RJ
Develop the Volunteer section of the website	Develop the volunteer section of the website, creating blogs, reviewing links to other volunteer organisations, access for voluntary wardens to material such as forms, training information , policy documents.			RJ/NG	
f) Support existing walking festivals across the Cotswolds.	Wardens provide assistance when asked	Wardens provide assistance when asked	Wardens provide assistance when asked	RJ	

Final Version March 2010

<p>EEA4: To encourage and promote during the plan period the increased use of rights of way by all in a coherent, way through Local Transport Plans, Rights of Way Improvement Plans and other measures.</p>	<p>EET6: To develop and implement a programme linking the AONB with the most deprived wards around the AONB to provide opportunities for access, quiet recreation and landscape conservation.</p>	<p>Will hear outcome of Access To Nature bid. Start project if successful. Explore other options to develop the work if not</p>	<p>Either deliver Access To Nature programme or develop alternative options depending on bid outcome</p>	<p>Either deliver Access To Nature programme or develop alternative options depending on bid outcome</p>	<p>SS/ML</p>
	<p>EET7: To work with transport providers to secure improved links with recreational opportunities.</p>	<p>Commence discussions with the transport working group re approach</p>	<p>Develop and apply agreed approach</p>	<p>Develop and apply agreed approach</p>	<p>MW</p>
	<p>EET8: To be involved in the formulation of consistent Local Transport Plans and Rights of Way Improvement Plans and the promotion and management of the Cotswold Way National Trail.</p>				
	<p>Local Transport Plans.</p>	<p>Respond to consultations</p>	<p>Respond to consultations</p>	<p>Respond to consultations</p>	<p>MW</p>
	<p>ROWIPS. 2009/10+: respond to consultations.</p>	<p>Respond to consultations</p>	<p>Respond to consultations</p>	<p>Respond to consultations</p>	<p>MC</p>
	<p>Cotswold Way National Trail (CWNT)</p>				
	<p>CWNT a) Managing The Trail</p> <p><i>Increased access to the countryside helps to ensure its protection through enhanced and wider understanding, and this is a key feature of the Cotswold Way and other National Trails. With increased access however, comes increased pressure on the fabric of the trails. The Cotswold Way seeks to balance these pressures through proactive and reactive maintenance, information provision and active engagement with trail users, volunteers, landowners and a wide range of other stakeholders. Through this process, the Cotswold Way makes a significant contribution to the understanding, enjoyment and protection of the very special landscape through which it runs.</i></p>	<ul style="list-style-type: none"> Housing: In 2009, Natural England subsequently invited the Conservation Board to continue the arrangements for a further two years to march 2011. Continue to enhance partnership and involvement with the family of National Trails Continue to integrate CWNT management plan into CCB business plan. Monitor outcomes of the NE review and implement recommendations In partnership with Highway Authorities, widen the field of influence of the Trail to improve management and promotion of other promoted routes within the AONB Monitor, review and develop the Trail to National Trail Quality Standards as set out by NE, assessing levels of use and user satisfaction. Continue to liaise with outside bodies to provide a single point of contact, maximise benefits of partnership working, widen the field of influence, and raise the profile of the Trail Complete 3-year strategy for the CWNT 	<ul style="list-style-type: none"> Assess integration of CWNT into the CCB and negotiate with NE for a further two-year period Continue to enhance partnership and involvement with the wider family of National Trails Assess viability of people counters as a tool for monitoring use and seek to expand locations. Review implementation of NE recommendations for trail management Seek to develop standardised approach to promoted route management, with National Trails as the 'gold standard' Monitor, review and develop the Trail to National Trail Quality Standards as set out by NE, assessing levels of use and user satisfaction. Continue to liaise with outside bodies to provide a single point of contact, widen the field of influence, and raise the profile of the Trail Complete year 2 actions from strategy 	<ul style="list-style-type: none"> Develop forward plan for trail management and housing after expiry of two year arrangement. Expand locations of people counters and absorb into suite of tools for accurate assessment of trail usage Monitor, review and develop the Trail to National Trail Quality Standards as set out by NE, assessing levels of use and user satisfaction. Continue to liaise with outside bodies to provide a single point of contact, widen the field of influence, and raise the profile of the Trail Complete year 3 actions from strategy and begin consultation on 2013-16 framework for action 	<p>JB</p>
	<p>CWNT b) Development and Maintenance</p> <p><i>Designation as a National Trail is a symbol of reassurance to walkers from all backgrounds and all walks of life. From experienced ramblers to reluctant amblers, an extremely diverse audience relies on the excellent standards maintained along the Cotswold Way to enable them to safely and enjoyably access some of the country's most beautiful and historic landscapes. The Cotswold Way will continue to live up to the obligations to its varied users and surrounding landscapes through a continual programme of maintenance and development.</i></p>	<ul style="list-style-type: none"> Monitor and review progress with outstanding development alignment and practical works, providing funding and assistance to Highway Authorities. Complete Year 2 actions of three-year development plan, seeking additional resources from NE (not included in budget) and external funding where necessary Continue to administer funds for maintenance of the trail by Highway Authorities, aligned to a costed and accurate formula based on standardised depreciation. Monitor maintenance and depreciation management by Highway Authorities using access management programme, ensuring Quality Standards are met. Respond to customer feedback, wardens' reports and condition surveys, identifying further areas for improvement and ensuring continual development 	<ul style="list-style-type: none"> Monitor and review progress with outstanding development alignment and practical works, providing funding and assistance to Highway Authorities. Complete Year 3 actions of three-year development plan, seeking additional resources from NE (not included in budget) and external funding where necessary Continue to administer funds for maintenance of the trail by Highway Authorities, aligned to a costed and accurate formula based on standardised depreciation. Monitor maintenance and depreciation management by Highway Authorities using access management programme, ensuring Quality Standards are met. Respond to customer feedback, wardens' reports and condition surveys, identifying further areas for improvement and ensuring continual development 	<ul style="list-style-type: none"> Monitor and review post-completion of development programme identifying any missed opportunities Continue to administer funds for maintenance of the trail by Highway Authorities. Monitor maintenance and depreciation management by Highway Authorities using access management programme, ensuring Quality Standards are met. Respond to customer feedback, wardens' reports and condition surveys, identifying further areas for improvement and ensuring continual development 	<p>JB</p>
<p>CWNT c) Volunteer Input</p> <p><i>Maintenance and development of the Cotswold Way is dependant on the input of the Cotswold Warden Service, and in particular the Cotswold Way Voluntary Wardens. Without the continual efforts of each volunteer giving up their time to patrol and monitor individual stretches, the quality of both the trail and the experience it provides</i></p>	<ul style="list-style-type: none"> Build upon the positive working relationship between the trail office and the wardens. Expand voluntary opportunities for involvement in trail maintenance and development, sourcing training where appropriate and ensuring a wider input from a wider demographic 	<ul style="list-style-type: none"> Continue to build upon the positive working relationship between the trail office and the wardens, ensuring a continual two-way flow of information Expand voluntary opportunities for involvement in trail maintenance and development, sourcing training where 	<ul style="list-style-type: none"> Continue to build upon the positive working relationship between the trail office and the wardens, ensuring a continual two-way flow of information Expand voluntary opportunities for involvement in trail maintenance and development, sourcing training where 	<p>JB</p>	

Final Version March 2010

	<i>would rapidly decline. Coupled with monitoring, practical maintenance and presenting an approachable public face on the ground, the Wardens play a central and indispensable role in the delivery of the National Trail.</i>	<ul style="list-style-type: none"> Enhance the contribution of the volunteer resource, playing to the strengths of existing wardens and expanding the skills base Facilitate volunteer workparties in line with management system, ensuring they have the correct tools, training and supplies for the job. Seek to maintain the integration of the Cotswold Way Wardens into the wider Cotswold Wardens Service, whilst ensuring a continual flow of new volunteers sourced externally. 	<p>appropriate and ensuring a wider input from a wider demographic</p> <ul style="list-style-type: none"> Enhance the contribution of the volunteer resource, playing to the strengths of existing wardens and expanding the skills base Facilitate volunteer workparties in line with management system, ensuring they have the correct tools, training and supplies for the job. 	<p>appropriate and ensuring a wider input from a wider demographic</p> <p>Facilitate volunteer workparties in line with management system, ensuring they have the correct tools, training and supplies for the job.</p>	
	<p>CWNT d) Promotion Communication and Understanding</p> <p><i>The success of a National Trail relies upon its potential users being fully aware of its existence, and existing users being fully aware of all it has to offer. There is a vast unfulfilled potential for the many facets of a trail and its corridor to be communicated to a local, national and international audience, and barriers to its extended use and enjoyment to be broken down. As it enters the next stage in its life, the Cotswold Way will seek to expand these opportunities for promoted access and increased enjoyment, whilst capitalising on its inherent potential for diverse and sustainable access to the Cotswolds.</i></p>	<ul style="list-style-type: none"> Carry out review of CWNT website in order to increase usability and effectiveness as single resource for information on the trail for users and partners alike. Begin development of marketing plan and strategy in partnership with DMO, including review of publications In partnership with the wardens, complete development of on-line education resources to tie in with and support educational activities on the ground. Aimed at KS2, resources will be split into lesson plans for teachers and self-guided follow-up activities for children and parents Complete start/ finish marker project at Bath Abbey and monitor success Carry out audit of existing interpretation along the trail and develop two-year action plan for improvement Carry out disability access audit for the trail and develop three-year action plan to increase accessibility by more diverse audiences Continue to seek funding for the Cotswold Way Geology Trail Develop phase two of the circular walks project, creating a further 12 trails Carry out environmental impact assessment of the trail and its use and develop sustainability policy and action plan for improvement Review economic impact assessment carried out in 2009-10 and promote benefits to partner organisations and local businesses 	<ul style="list-style-type: none"> Implement findings of website review and monitor improvements Complete marketing plan and implement findings Monitor and review education project, implementing improvement where highlighted by consultation/ market research Begin consultation and development for start/ finish marker at Chipping Campden Implement phase 1 of interpretation action plan Implement phase 1 of accessibility action plan Monitor circular walks management and promotion to ensure continual improvement Implement sustainability action plan Develop strategy for promotion and use of the Cotswold Way to improve health and well-being of visitors to the area and local communities 	<ul style="list-style-type: none"> Monitor marketing and promotion of the trail, to ensure continual improvement and adjustment to changing trends in tourism and leisure Continue to update education resources to reflect changing needs of teachers and parents, whilst ensuring the resources remain fresh and up-to-date Complete start/ finish marker project for Chipping Campden Implement phase 2 of interpretation action plan and monitor success Implement phase 2 of accessibility action plan Monitor and review sustainability action plan highlighting areas for improvement Implement health and well-being strategy in partnership with local groups and health service providers 	JB
CROSS-CUTTING ACTIONS NOT SPECIFIC TO ONE THEME / ACTION / TASK					
Management Plan		No activity	Undertake Review	Review completed. Plan adopted March 2013	MW
Business Plan		Undertake annual review & update of rolling 3 year business plan. Report on progress against the plan quarterly	Undertake annual review & update of rolling 3 year business plan. Report on progress against the plan quarterly	Undertake annual review & update of rolling 3 year business plan. Report on progress against the plan quarterly	SS
SDF		Dependent on annual budget round. Issue grants that support sustainable living within the AONB	Dependent on annual budget round. Issue grants that support sustainable living within the AONB	Dependent on annual budget round. Issue grants that support sustainable living within the AONB	DM
Friends of the Cotswolds		Provide admin and office support	Provide admin and office support	Provide admin and office support	ML
CORPORATE GOVERNANCE					
Establish Adequate Reserves	Build sufficient reserves into Business Plan.	Current view is that the board has adequate reserves in line with its policy. Maintain reserves through budgetary discipline.	Current view is that the board has adequate reserves in line with its policy. Maintain reserves through budgetary discipline.	Current view is that the board has adequate reserves in line with its policy. Maintain reserves through budgetary discipline.	ML
Resolve FRS17 Issue	Work with DEFRA and DCLG to effect change in regulations to enable the FRS17 adjustments to be treated in the same way as local authorities.				ML
Widen and strengthen the Board's funding base	Secure clarity on existing funding and achieve additional funding sources.	Strengthen awareness of our costs & current income streams. Continue looking for	Strengthen awareness of our costs & current income streams. Continue looking for	Strengthen awareness of our costs & current income streams. Continue looking for	ML

Final Version March 2010

		opportunities to realise new income.	opportunities to realise new income.	opportunities to realise new income.	
Address minor issues arising from External Audit report on Statement of Accounts 2007/08.	Undertake actions as outlined in the previous years auditors report.	Undertake actions as outlined in the previous year's auditors report.	Undertake actions as outlined in the previous year's auditors report.	Undertake actions as outlined in the previous year's auditors report.	RT
Adopt equality policy	Publish a Disability Equality Scheme and Action Plan.	Plan published early in the year. Move on to delivery	Action plan delivery and review	Action plan delivery and review	ML
Adopt environmental performance policy	Publish an environmental performance policy to guide the development and delivery of an environmental management system.	Develop and publish policy. Implement environmental management system	Implement and review environmental management system	Implement and review environmental management system	ML

*Legend

DM	David Molloy	Rural Skills and Grants Officer
JB	James Blockley	Cotswold way National Trail Officer
RJ	Rebecca Jones	Volunteer Co-ordinator
MC	Mark Connelly	Land Management Officer
ML	Martin Lane	Director
MW	Malcolm Watt	Planning Officer
NG	Nicola Greaves	Information & Interpretation Officer
RT	Reg Talbot	Financial Officer
SS	Simon Smith	Project Development/Business Planning Officer