



STROUD DISTRICT COUNCIL

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24 February 2021

STRATEGY AND RESOURCES COMMITTEE

A remote meeting of the Strategy and Resources Committee will be held on **THURSDAY 4 MARCH 2021** at **7.00 pm.**

Kathy O'Leary
Chief Executive

This is a remote meeting in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Venue

This meeting will be conducted using Zoom and a separate invitation with the link to access the meeting will be sent to Members, relevant officers and members of the public who have submitted a question.

Public Access

Members of the public, who have not submitted a question, are invited to access the meeting streamed live via Stroud District Council's [YouTube channel](#).

Recording of Proceedings

A recording of the meeting will be published onto the Council's website (www.stroud.gov.uk). The whole of the meeting will be recorded except where there are confidential or exempt items, which may need to be considered in the absence of press and public.

AGENDA

- 1 **APOLOGIES**
To receive apologies for absence.
- 2 **DECLARATIONS OF INTEREST**
To receive declarations of interest.
- 3 **MINUTES**
To approve the Minutes of the meetings held on 11 February 2021.

4 PUBLIC QUESTION TIME

The Chair of the Committee will answer questions from members of the public, submitted in accordance with the Council's procedures.

**DEADLINE FOR RECEIPT OF QUESTIONS
Noon on Monday, 1 March 2021**

Questions must be submitted to the Chief Executive, Democratic Services,
Ebley Mill, Ebley Wharf, Stroud and can be sent by email to
democratic.services@stroud.gov.uk

5 REDEVELOPMENT OF BRIMSCOMBE PORT

To seek approval to procure a developer partner for the redevelopment of Brimscombe Port.

6 ESTABLISHMENT OF A REGENERATION AND INVESTMENT BOARD

To seek approval to establish a regeneration and investment board as an advisory body.

7 MEMBER/OFFICER REPORTS (To Note)

- a) Support of the Leisure Contract Provider in Stroud (Sport and Leisure Management)
- b) Strategic Recovery Board
- c) Leadership Gloucestershire

8 WORK PROGRAMME

To consider the work programme.

9 MEMBERS' QUESTIONS

See Agenda Item 4 for deadline for submission.

Members of Strategy and Resources Committee 2020/21

Councillor Doina Cornell (Chair)
Councillor Martin Whiteside (Vice-Chair)
Councillor Chris Brine
Councillor Nigel Cooper
Councillor Rachel Curley
Councillor Stephen Davies
Councillor Nick Hurst

Councillor Keith Pearson
Councillor Simon Pickering
Councillor Mattie Ross
Councillor Tom Skinner
Councillor Ken Tucker
Councillor Debbie Young



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STRATEGY AND RESOURCES COMMITTEE

3

11 February 2021

7.00 pm – 9.05 pm

Remote Meeting

Minutes

Membership

Councillor Doina Cornell (Chair)	P	Councillor Keith Pearson	P
Councillor Martin Whiteside (Vice-Chair)	P	Councillor Simon Pickering	P
Councillor Chris Brine	P	Councillor Mattie Ross	P
Councillor Nigel Cooper	P	Councillor Tom Skinner	P
Councillor Rachel Curley	P	Councillor Ken Tucker	P
Councillor Stephen Davies	P	Councillor Debbie Young	A
Councillor Nick Hurst	P		

P = Present A = Absent

Officers in Attendance

Chief Executive	Principal Accountant
Strategic Director of Communities	General Manager
Strategic Director of Change & Transformation	Head of Community Services
Strategic Director of Place	Accountancy Manager
Strategic Director of Resources	Head of Property Services
Monitoring Officer	Senior Democratic Services & Elections Officer
Revenue & Benefits Manager	

SRC.055

APOLOGIES

Apologies were received from Councillor Young.

SRC.056

DECLARATIONS OF INTEREST

There were none.

SRC.057

MINUTES

Councillor Hurst advised that he had not been marked as present in the minutes from the 10 December 2020. It was confirmed that the minutes would be updated to mark Councillor Hurst Present.

RESOLVED

That the Minutes of the meeting held on 10 December are approved as a correct record.

SRC.058**PUBLIC QUESTION TIME**

There were none.

SRC.059**THE FAIR PAY AND SENIOR PAY POLICY STATEMENT 2020/21**

The Monitoring Officer introduced the report and key information regarding the salary ratio, apprentice salaries and that the Strategic Directors are paid on a spot salary basis.

Members requested further clarification on the ratios provided by other neighbouring local councils and asked questions about the Council's target on increasing the staff headcount and whether the figure in paragraph 3.2 included vacant posts. It was agreed that answers would be provided following the meeting.

Councillor Davies enquired about the Council's longer term plan with regards to the Monitoring Officer post. The Monitoring Officer advised Councillor Davies to contact the Chief Executive regarding this outside of the meeting.

On being put to the vote, the Motion was carried.

RECOMMENDED TO COUNCIL **That the statement is approved.**

SRC.060**COUNCIL TAX SUPPORT SCHEME**

The Revenue and Benefits Manager introduced the report which outlined the recommendation to set a council tax support scheme from 1 April 2021 to 31 March 2022 that would mirror schemes set in previous years. Since 2013 the Council had adopted the Government's default scheme which had meant no changes or reduction in the support provided. In 2019 it was agreed at committee that alternative schemes would be explored however this piece of work had not yet been undertaken due to the pandemic. During 2021/22 a full review and modelling would be carried out and new proposals would be brought forward for consideration to change the scheme from 2022/23.

Councillor Pearson gave his thanks to the Revenue and Benefits Service for their work delivering grants across the District and stated that it was important that we continued with the scheme this year because of the impact of the pandemic. Councillor Davies echoed Councillor Pearson, advised that the current scheme should be continued and suggested it should be revisited when the time is right to bring forward alternative options.

The Chair, Councillor Cornell, gave her thanks to the Revenue and Benefits Service for their hard work and advised that she was concerned that once furlough ends there could be a large increase in caseloads.

On being put to the vote, the Motion was carried.

RECOMMENDED TO COUNCIL **That it adopts the current default scheme for 2021/22 keeping the scheme unchanged.**

SRC.061**STROUD DISTRICT COUNCIL CAPITAL STRATEGY**

The Principal Accountant introduced the report which sets out the principles of putting together a capital programme, how capital is financed and how the Council approaches

and manages risks relating to capital. Members were advised that the only main change related to an announcement from Government in November 2020 which stated that access to the Public Works Loans Board (PWLB) was prohibited for any local authority with plans in their three-year capital programme for purchase of assets for yield.

Following a question from Councillor Hurst, further clarification was provided on the change following the Government's announcement. The Principal Accountant confirmed that the Government were advising that if the Council had any schemes that were purely for yield then borrowing from the PWLB would not be possible. However, since the Council did not have any schemes of that nature, access to the PWLB was allowable.

On being put to the vote, the Motion was carried.

RECOMMENDED TO COUNCIL To approve the Capital Strategy at Appendix A.

SRC.062 GENERAL FUND BUDGET 2021/22, CAPITAL PROGRAMME AND MEDIUM-TERM FINANCIAL PLAN

The Strategic Director of Resources presented the report and provided an update to paragraph 2.2 to confirm that the settlement had now been finalised. This gave more confidence and certainty around the related figures. Members' attention was drawn to the main features of the settlement listed in paragraph 2.1 and the Covid-19 related grants. Members were also advised that they had been quite cautious in their estimate of Business Rates next year due to the uncertainty caused by the pandemic. It was also confirmed that, in line with the Budget Strategy approved by Council in October 2020, Council Tax would be increased by the maximum £5 a year for Band D Properties, which would make the total for Band D £217.52 per year.

The Strategic Director of Resources also highlighted the following areas:

- Additional budget allocations and the Covid-related pressures from paragraph 3.13;
- Allocation of budget to recovery items in Appendix C;
- The request from Environment Committee for additional investment in cycling infrastructure at paragraph 5.3, and
- Statement of the Chief Financial Officer in section 6.

Questions were asked by Members and the following points were discussed:

- The Strategic Director of Resources advised he would provide Councillor Hurst information regarding the grant to support the water source heat pumps.
- In reference to paragraph 3.7, it was confirmed that the Strategic Director of Resources was comfortable with the level.
- The budget allocated towards the Carbon Neutral 2030 aims was to appoint additional Officers.
- In reference to page 84 and 85, it was confirmed that further information would be provided to Councillor Davies to explain the 42% increase in GP Referral charges.
- Regards the Corporate Expenditure & Income listed on page 72, it was confirmed that further information would be provided to Councillor Cooper.

Councillor Davies stated that the budget was unambitious and he would be abstaining during the vote. Concerns were also raised as to the progress of the Council's CN2030 aims. Councillor Davies gave credit to the finance team for careful and prudent management of the Council's money.

Councillor Cooper advised that as a Council, the finances were in a much stronger position than would have been anticipated, in part thanks to the receipt of many Government grants.

Councillor Brine stated that he was proud to see the budget go before Council. The Chair stated it had been difficult to put the budget together this year in the face of a pandemic and uncertainty, however fantastic work had been done to include budgeting against certain proposals, making it a very sensible budget.

Councillor Whiteside advised that the budget included extra provision for staff to help deliver the environmental aims, adding that additional staff would be integral to the delivery of CN2030.

Councillor Pickering advised that he shared Councillor Davies frustration on the lack of progress on some of the CN2030 projects, however the District Council was only directly responsible for less than 1% of the emissions across the District, therefore it was important that the Council were appointing Officers to work with the community and the Council. He also advised that it was important to adopt 'cathedral' thinking to ensure foundations were established to then be built upon.

On being put to the vote, the Motion was carried 7 votes for and 4 abstentions.

RECOMMENDED TO COUNCIL

- a. **To approve the updated Medium-Term Financial Plan as set out in Appendices A-E**
- b. **To increase the council tax by £5 to £217.52 at Band D, an increase of less than 10p per week for the services provided by Stroud District Council;**
- c. **To note the uncertainty around the impact of changes to future local government funding**
- d. **To approve the Capital Programme, as set out in Appendix F**
- e. **To approve the planned changes to the reserves as set out in Section 4 of the report and Appendix G**
- f. **To approve the fees and charges policy and list of Council fees and charges as set out in Appendices H and I.**

SRC.063

HOUSING REVENUE ACCOUNT (HRA) ESTIMATES – REVISED 2020/21 AND ORIGINAL 2021/22 AND HOUSING REVENUE ACCOUNT (HRA) MEDIUM TERM FINANCIAL PLAN 2020/21 – 2024/25

The Accountancy Manager introduced the report. Since the report presented to Housing Committee in December 2020 there had been a small number of changes including a salary uplift in line with the General Fund and the addition of a regeneration and climate change staffing resource. Other key areas were highlighted including:

- A proposed uplift in rent and charges. All social and affordable rents had been increased by 1.5%. The Consumer Price Index of 0.5% was much lower than the assumed 2% Bank of England target rate in the Medium Term Financial Plan, because of lower inflation rates due to the pandemic. In one year this rent reduction represented an impact of £317k loss of income, compounded over the 30-year period to a loss of £13 million income. Over the next 30 years, general reserve levels

were still expected to remain above the recommended minimum, a positive position given the changes.

- Paragraph 4.11 which advised that from April 2021 sheltered housing service charges would be reset, in line with the Older Persons Housing Strategy.
- Paragraph 14.6 regarding the need for increased investment for existing properties in the HRA, in line with the Sustainable Energy Strategy.
- In reference to paragraph 12.2, there was a likely risk that Right to Buy receipts may need to be repaid. The Ministry of Housing, Communities and Local Government (MHCLG) had given an in-year extension for the use of receipts but there was no scope to catch up in time to benefit from this, since many schemes were still in the planning stages. This would result in delays which was disappointing given the causes were out of the Council's control. Talks with MHCLG were ongoing and Housing Committee would be updated in the Q3 Budget Monitoring Report.
- The Major Works Programme had been significantly affected by the pandemic and had been re-profiled. The New Homes Programme had also been affected and amended including a proposal to increase the existing £1.3million budget and scope for the acquisition of properties. This would give an ongoing £2million per year for the purchase of properties to add to the HRA stock, allowing flexibility with consultation and a business case still required for each purchase. Any spend would be funded by a combination of Right to Buy receipts and rental income. There would be no overall impact on the HRA but additional affordable housing could potentially be provided.
- The addition in paragraph 16.6 of a £600k budget for the purchase of properties under the Next Steps accommodation programme, part-funded by government grants and the remainder by borrowing derived from future rental income.

The Accountancy Manager answered questions from Councillor Hurst, Councillor Pearson and Councillor Davies on the following topics:

- Purchase of new properties and maintenance programme delivery: the majority of purchases were buy backs and maintenance was considered in consultation with Contract Services during decision-making and business case preparation.
- £31million borrowing for the New Homes Programme: this was purely for the new-build scheme. There would be no contribution from this towards the maintenance of existing stock.
- Garage-site Building Programme: this was still under consideration and had been delayed due to Covid-19. Each individual site was considered for the potential to build upon, ahead of any disposal decision being made.
- Savings due to Repairs and Maintenance being taken in-house: none were included to date but savings were expected to be seen in future years. They would be put in earmarked reserves, initially to put against further pandemic costs and eventually used to fund priorities in the HRA.
- Budget for the purchase of properties: properties had been identified for purchase which would provide the HRA an offset to the loss of stock to temporary accommodation. The Ship Inn was highlighted as an example. The whole stretch of the canal at Brimscombe was under consideration at the current time and it was the responsibility of Council to determine what was in the budget year on year.

On being put to the vote, the motion was carried with 7 votes for and 5 against.

**RECOMMENDED
TO COUNCIL**

- a. The revised HRA revenue budget for 2020/21 and original budget 2021/22 are approved
- b. The movement to and from HRA balances and earmarked reserves as detailed in Appendix B and section 9 are approved
- c. That from 1 April 2021:
 - i. Social rents and affordable rents are increased by 1.5%, in line with national rent guidance
 - ii. Garage rents are increased by 1.5%
 - iii. Landlord service charges are increased by 1.5%, except sheltered housing charges which are individually set
 As detailed in Appendix A
- d. That the HRA Capital Programme for 2020/21 to 2024/25, as detailed in Appendix C, be included in the Council's Capital Programme.

SRC.064**MEMBER/OFFICER REPORTS**

- a) Leadership Gloucestershire Update
A report had been circulated. There were no questions.
- b) Gloucestershire Economic Growth Joint Committee (GEGJC)
A report had been circulated. There were no questions.
- c) Gloucestershire Economic Growth Scrutiny Committee (GEGSC)
Councillor Davies had attended the meeting in his County Councillor capacity and provided a verbal update. The Committee discussed Social Mobility and the work being carried out in Gloucester, Taxi Licensing and the decision-making and governance of the GFirstLEP.
- d) Strategic Recovery Board
A report had been circulated. The Chair provided a further verbal update and highlighted the following topics which had been covered in the last meeting:
 - The progress that had been made in becoming a Kickstart Gateway;
 - The specification for appointing someone to work on the Canal Strategy;
 - An update on homelessness;
 - Progress on the Salmon Springs site;
 - The launch of the Community Grants Scheme, and
 - A further successful Green Homes Grant.
- e) Brimscombe Port Redevelopment
A report had been circulated. Councillor Whiteside advised that Officers were currently working to really tight timescales. There had been a further meeting last week and Members were invited to an All-Member Brimscombe Port Briefing on the 17 February 2021. The current planning application for the infrastructure work was due to be taken to Development Control Committee on the 23 February 2021 and a further report would be brought to the next Strategy and Resources Committee.
- f) Corporate Delivery Plan Progress Update Q3
A report had been circulated. There were no questions.
- g) Corporate Peer Challenge Action Plan Progress Update Q3
A report had been circulated. There were no questions.

- h) Support of the Leisure Contract Provider in Stroud (Sport and Leisure Management)
A report had been circulated. Councillor Hurst asked whether there had been any update on support for leisure centres. The General Manager advised that a bid had been submitted and the Council should hear shortly how much support will be provided.
- i) Review of the Council Tax Hardship Scheme Covid-19 and Discretionary Housing
A report had been circulated. There were no questions.

SRC.065

WORK PROGRAMME

The Chair advised that the Kingshill House report had been taken off the March agenda, however an update would be provided in the Asset Review due in April 2021.

SRC.066

MEMBER QUESTIONS

There were none.

The meeting closed at 9.05 pm

Chair

STRATEGY AND RESOURCES COMMITTEE

4 MARCH 2021

5

Report Title	REDEVELOPMENT OF BRIMSCOMBE PORT			
Purpose of Report	To seek approval to procure a developer partner for the redevelopment of Brimscombe Port.			
Decision(s)	<p>Strategy and Resources Committee RESOLVES to:</p> <p>1) Delegate authority to the Head of Property Services to:</p> <p>i. commence the procurement of a developer partner for Brimscombe Port using the competitive dialogue procedure with the final selection of the partner to be presented to Committee for approval at the completion of the process.</p> <p>ii. in consultation with the Strategic Director of Resources and Chair and Vice Chair of this committee to:</p> <p>a. proceed when necessary with the demolition of buildings on the site prior to a partner being selected, subject to planning conditions being met, for any of the reasons set out in section 3.23 of this report.</p> <p>b. enter into grant terms and conditions and other documentation as necessary in respect of the Land Release Fund if awarded to the Council.</p> <p>2) Note the agreed amendments to the funding conditions with Homes England</p>			
Consultation and Feedback	The Ward Councillor is the Chairman of the Project Board. Brimscombe and Thrupp Parish Council has approved the Output Specification and the design of the infrastructure for the planning application. Stroud Valleys Canal Company has approved the design of the infrastructure.			
Report Author	Leonie Lockwood, New Homes and Regeneration Manager Email: leonie.lockwood@stroud.gov.uk Alison Fisk, Head of Property Services Email: alison.fisk@stroud.gov.uk			
Options	The Council could choose to not proceed with the procurement of a partner at this stage.			
Appendices	Appendix 1 – Key Milestones Appendix 2 – Member Involvement in Procurement			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

1. INTRODUCTION / BACKGROUND

- 1.1 One of the Council's key corporate priorities is the redevelopment of Brimscombe Port, the destination at the eastern end of the canal with a vision to deliver a sustainable new residential-led mixed use community that meets the needs of both existing and future residents. By responding to the site's unique characteristics with innovative and inspiring design, the Council aspires to create an exemplar scheme that integrates with the existing surroundings and expands upon the site's constraints and opportunities to enhance the residents' daily lives. The scheme will respond to the district's post-COVID economic recovery strategy and its ambition to be carbon neutral by 2030.
- 1.2 The redevelopment of the Port has been the subject of various reports to this Committee over the last few years as the Council has proceeded to de risk the site to deliver a viable opportunity to the market and maximise the interest from potential partners.
- 1.3 With delegated authority to grant planning permission given on the 23 February 2021 for the key infrastructure to take the site out of the flood plain, by the reinstatement of the canal and basin, this report is to seek approval to take the next important step to procure a developer partner to work alongside the Council to progress the redevelopment of the Port.

2. PREVIOUS APPROVALS

- 2.1 Over the last three years, members of the Strategy and Resources Committee have approved the approach to the delivery of the project and the key documentation for the tender process, as follows:

12 April 2018

- Approved a further allocation of capital funding of £1.6 m towards the infrastructure costs to give developers confidence in bidding to redevelop the site.
- Agreement to continue with the redevelopment of the Port and deliver the outputs of a canal, basin, homes, jobs and a community centre by obtaining planning permission for all of the infrastructure, including the road and bridge works, but at this stage to fund the infrastructure for the Port only (Phase 1).

4 October 2018

- Approved the delivery strategy for the redevelopment of Brimscombe Port by means of seeking a development partner/s subject to a further report to Committee;
- Authorised the submission of a detailed planning application for the infrastructure for phase 1 and 2 of the redevelopment of the Port (Submitted 12 July 2019);
- Delegated authority to agree amended terms for the £2m loan from Homes England (proposed revisions agreed by Homes England in September 2020)

11 July 2019

- Approved the Output Specification (sets out our vision for the site), the Value for Money Protocol and the Commercial Principles Paper for the procurement of a development partner;
- Delegated authority given to make minor amendments to these documents prior to finalising the documents for the launch of the procurement process.

17 December 2019

- Approved the Supplier Questionnaire (SQ) questions and the Tender Evaluation Matrix;
- Delegated authority to make minor amendments to these documents;
- Approved the procurement of a contractor for the infrastructure for phase 1 of the project and to transfer the package over to the development partner to coordinate, manage and deliver.

3. CURRENT POSITION

Planning

- 3.1 Delegated authority to grant planning permission was given by Development Control Committee (DCC) on the 23 February 2021 for the demolition of units 1, 2a, 2b, 3, 4 and the Port House on the Brimscombe Port Business Park and units, 1, 2, 3, 4a, 4b, 6, 7 and 8 on the Industrial Estate, to enable the construction of the infrastructure for the future redevelopment of the Port. This includes the reinstatement of the canal from Bourne Mill to Goughs Orchard lock and a new basin, a new access road off the A419 and bridge works on Brimscombe Hill to enable a canal and river crossing. (S.19/1502/FUL)
- 3.2 At the same meeting DCC Members resolved to grant listed building consent for the demolition of the modern industrial buildings attached to Port Mill and the demolition of the Port House, which, whilst not listed in its own right, sits within the curtilage of Port Mill and therefore is a curtilage listed building and hence needed consent. (S.19/1503/LBC)
- 3.3 The design of the infrastructure is the result of close liaison by the Council's engineers (Atkins) with GCC Highways and the Environment Agency to deliver a scheme that addresses the various constraints across the site and, fundamentally, takes the site out of the flood plain to enable development to take place. It is also the result of consultation with Brimscombe and Thrupp Parish Council and Stroud Valleys Canal Company (SVCC). SVCC has formally approved the design and will become the owner of the reinstated canal and basin, once this has been completed.

Appraisal and funding

- 3.4 As the scheme has been de risked, various appraisals and soft market testing has taken place to assess both the viability of the scheme at each stage and to assess the appetite of the market to the opportunity.
- 3.5 **Funding:** The appraisal has been updated again in February including refreshed sale values. The appraisal includes the following public investment:

Table 1: Current investment

Source	Investment	Expenditure to 2021/22
SDC Capital	£2.6m	
HE Loan	£2.0m	
*SDC Revenue to end of 2020/21	£0.275m	
Total investment	£4.875m	
Less expenditure		£1.440m
Public Investment available		£3.435m

* *Revenue funding has decreased since the commercial values paper was approved due to essential work and modernisation of the Port Mill. A cautious approach has been taken and no further income is assumed in the current funding estimates.*

3.6 The Council has also bid through the One Public Estate programme (via One Glos.) to the first phase of the Land Release Fund (LRF) for a grant of £776K. The outcome of this funding was not known at the time of drafting this report, but may have been announced by the Committee date. This would further assist with the viability of the site and create confidence by enabling the Council to contribute a total of £4.2m.

Table 2: Investment available with successful LRF bid

Investment available (Table 1)		£3.435m
LRF	£0.776m	
Total Investment	£5.651m	
Less Expenditure		£1.440m
Available Public Investment		£4.211m

3.7 **Appraisal (Gleeds):** The updated sales values have resulted in a net increase in the gross development value of the redevelopment proposals, which is positive news. Whilst the values of the houses have reduced overall the flat values have increased with the commercial values down overall and retail space understandably performing poorly due to the pandemic.

3.8 The values are not immune from sensitivity as the long term impact of the pandemic on the economy, jobs, affordability etc. are all considerations.

3.9 With regard to construction costs, there has been little if any build cost / tender price inflation since the last review. The future is very difficult to predict. In the medium term, costs are projected to rise, largely as a result of the impact of Brexit on labour and materials costs. To the extent there is an economic slowdown, this may soften pricing. However, if there is a continuation of infrastructure funding / levelling up, this demand could outstrip supply, hardening prices. The costs have not therefore been increased from the appraisal carried out in Sept 2019 but do include a 10% contingency.

3.10 The Design and Build contract that is to be procured for the infrastructure for phase 1 will firm up this element of the costs.

3.11 The updated appraisal currently shows the scheme is viable and may deliver a positive value of £1 million on the viability. The appraisal is to assess the current viability of the site. The Council is not planning at this stage to carry out the infrastructure itself (other than potentially, the demolition). If costs increase the risk is around the assessment of the viability by developers and how far the investment that the Council is putting into the project will contribute towards the infrastructure costs for phase 1. This will become apparent once final bids are submitted.

3.12 With regard to the risks to the Council, as the Commercial Principles Paper sets out, the Council is willing to:

- Invest its landholding into a partnership and receive a return on its investment. This return can be re-cycled into future phases or go towards paying off the HE loan, depending on HE's view at the time;
- Invest the secured public sector funding into the partnership;

- Share development risk where appropriate with bidders in so far as this is limited to the value of the Council's land investment.

3.13 The risks of increased costs and reduced sales values rests with the developer.

3.14 The programme shows that the site will not be developed for two years due to the time to procure a partner and for the detailed planning application to be submitted for the redevelopment. Values and costs will change in this time and it will be for the developer to assess the market at that stage and reflect it in their bid.

Homes England - Loan Agreement

3.15 The Loan agreement entered into in 2015 is based on Homes England's standard terms but with the project definitions and milestones tailored to this specific development. It was important to redefine the project to SDC's phase 1, rather than retain a commitment to deliver all of the infrastructure including the new bridge and canal /river cross-over which adds £5m to the viability gap. The milestones also needed to reflect the current programme.

3.16 These changes have been agreed and approved by HE, summarised below, and the loan agreement needs to be formally varied to reflect these. They also include the offer of assistance to SDC in taking the development forward.

- a) To vary the Milestones in the 2015 Funding Agreement (now in default) relating to the regeneration of Brimscombe Port for 150 homes, associated canal and infrastructure works in order to facilitate the delivery of the scheme.
- b) To vary the Outputs in the 2015 Funding Agreement to reduce abnormal costs associated with the scheme. This will include the omission of the new road bridge as this is not required to facilitate the development.
- c) Homes England to provide support to Stroud District Council on the tender process for the essential infrastructure to ensure value for money and the best opportunity for future repayment of the principal sum and any overage.
- d) Homes England to engage in the developer procurement process being run by Stroud District Council to maximise the potential commercial return from the development and therefore securing repayment of the principal sum and any overage.
- e) Introduce an obligation within the Funding Agreement for Stroud District Council to secure best consideration for the site recognising bids will need to be compliant with planning policy and based on deliverable schemes.

Programme

3.17 Attached at Appendix 1 are the key milestones for the project together with the long stop dates for the Homes England and LRF funding, should the Council be successful with its bid for the latter.

3.18 This demonstrates the need to proceed with the project as proposed to comply with these long stop dates or risk having the funding withdrawn.

Procurement

3.19 As approved by Members, the procurement process for the selection of a developer partner is to follow the Competitive Dialogue route. Competitive Dialogue is a public-sector tendering option that allows for bidders to develop alternative proposals in response to a client's outline requirements. Only when their proposals are developed to sufficient detail are tenderers invited to submit competitive bids. The aims are to increase value by

encouraging innovation and to maintain competitive pressure in bidding for complex contracts.

- 3.20 As the programme shows, the process will take approximately 9 months to conclude and a further report will be presented to Members to seek approval to the selected partner.
- 3.21 At Appendix 2 is a paper that sets out how members are involved in the procurement process. This was presented to Investment and Development Panel on the 2 September 2019 and is a useful reminder for members of the process that is proposed to be followed.
- 3.22 The Government is currently consulting on changes to the procurement rules following Brexit but it is not expected that this process will change, albeit that the UK's new "Find a Tender" service for publishing contract notices will go live on 1 January 2021, replacing the Official Journal of the European Union. The UK joined the WTO Agreement Government Procurement on the 1 January 2021 opening up tender opportunities across 48 countries.

Tenancies/ Demolition of units

- 3.23 All of the remaining tenancies of the buildings required to be demolished, to facilitate the infrastructure works, expire at the end of June 2021. This is to provide the Council with the maximum flexibility in progressing the redevelopment. It may be necessary for the Council to procure the first stage of the works and demolish empty units on the site to:
- avoid further delays once a development partner is procured;
 - reduce NNDR/ security costs etc. which will eat into the management account and limit the ability for the Council to accrue any more surpluses;
 - enable the installation of car charging points to improve the ongoing management and desirability of the Mill for current and prospective tenants;
 - reduce the risk of anti-social behaviour and improve the aesthetics of the site (as units continue to deteriorate, some being at end of life);
 - give the council the option of proceeding with the infrastructure works as a worst case scenario if a developer partner isn't procured.
- 3.24 Many of the businesses on site have had to close due to COVID -19 restrictions. The council has extended tenancies for as long as practicable, without prejudicing its ability to regain possession of the units and continues to support tenants both whilst on site, through rent holidays, and to relocate.

4. CONCLUSION

- 4.1 The Council's (most recent) journey to this point, began in 2015 with the successful bid to Homes England for funding. It has committed significant capital sums and officer and member time to the project to de-risk the site since that date, working with key stakeholders and the local community to unlock the site for development. The successful design of the key infrastructure for the site and this section of the canal, and securing planning permission will be a huge leap forward.
- 4.2 The recent update to the viability testing is very positive, in spite of the pandemic. Whilst the future is particularly uncertain, the confidence and interest of government funders in this site, the council's determination to unlock its potential and the continuing informal approaches from developers is such that officers recommend that the council now proceeds to market the site to procure a developer partner.

5. IMPLICATIONS

5.1 Financial Implications

The decision in this report is in line with previously agreed funding levels and the capital programme in the Budget Setting report at Council on 25 February.

The amended agreement with Homes England is very positive, and allows the continued use of the £2m loan towards the project.

Unfortunately, there has been a reduction in revenue income from the Brimscombe Port site, predominantly loss of rental income relating to the Covid-19 pandemic. This is not currently expected to materially impact on the viability of the development, but should be reviewed regularly.

The overall financial position will need to be monitored closely by the project board through the next stages of the project.

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5.2 Legal Implications

The proposed competitive dialogue procurement process will require careful management to ensure compliance with the requirements of the Public Contracts Regulations 2015 and it may be necessary to seek specialist legal support.

Legal advice will be available on any terms and conditions in respect of the Land Release Fund if awarded to the Council.

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5.3 Equality Implications

An EqIA has been carried out and confirms that some protected groups could be negatively impacted from the loss of some of the businesses and social enterprises currently occupying the site if they can not, or do not wish to, find alternative premises. This is being mitigated by the council supporting these tenants through the pandemic and to find suitable alternative premises locally. Also by allowing tenants to remain on site for as long as possible without jeopardising the redevelopment programme. The Output Specification for the site (development brief) includes the provision of a new social enterprise centre, commercial and retail space, affordable homes, a reinstated canal and basin with towpath and de culverted river; providing new opportunities for outdoor recreation, social enterprises and employment on the site.

5.4 Environmental Implications

- The greatest proportion of carbon emissions for Stroud District, in common with elsewhere, is the built environment. The key challenge on delivering our 2030 Carbon Neutral commitment is that about 85% of these built environment emissions are in private control. By taking the partnership approach to the delivery of the redevelopment of the Port, the Council will remain in control and, whilst acknowledging that the

demolition and construction will have an impact, we can ensure that the scheme responds to its commitments.

- The redevelopment, as set out clearly in the Output Specification, is to deliver an exemplar scheme with high levels of energy efficiency that exceed the Council's current Local Plan and will be in line with the proposals set out in the draft Local Plan. Building with Nature accreditation is a requirement for the scheme.
- The Environmental Statement (ES) that has been published as part of the planning application demonstrates that overall there are no significant adverse effects which will result from the proposed development. The approach undertaken as part of the ES and subsequent ES Addendum has led to the inclusion of a number of mitigation measures which have accounted for the likely impacts associated with proposed development and reduced their respective effects to within acceptable levels.
- The planning conditions ensure that ecology, contamination and flood risk are addressed as part of the infrastructure works.

Brimscombe Port – Key Milestones - Feb 2021

Appendix 1

	Activity	Date	Est. timescale	Status
a)	Planning decision for infrastructure across all phases	23 Feb 2021		Delegated to grant permission
b)	Decision announced on LRF bid	Feb 2021		Awaited
c)	Strategy and Resources Committee – seek approval to proceed to procure the developer partner	4 March 2021		Subject to market conditions being right.
d)	Marketing of development opportunity/ commencement of procurement for developer	May/June 2021		Assumes market conditions favourable.
e)	Procurement of the infrastructure contract	June – August 2021		
f)	Break date for vacant possession of buildings	June 2021		
g)	SQ evaluation to derive shortlist of potential partners	Sept 2021		
h)	Earliest date for demolition *See more detailed programme	August 2021		Once tender completed and conditions satisfied
i)	Competitive dialogue process	Oct/Nov 2021		
j)	ITFT submissions and evaluation	March 2022		
k)	HE Milestone (Long Stop date) – Commence procurement of a partner	March 2022		
l)	Strategy and Resources Committee – approval to appoint developer partner	April 2022		
m)	Contracts completed	May 2022	1 month	
n)	Prep of detailed planning application for development	May 2022 – Dec 2022	7 months	
o)	Pre-app consultation	July 2022		
p)	Submission of detailed planning application	Dec 2022		
q)	HE Milestone (Long Stop date) - Enter into Development Agreement	March 2023		
r)	LRF requirement - Release of the land for housing	March 2023		

The dates are subject to change due to reliance on third parties.

Brimscombe Port – Key Milestones - Feb 2021

Appendix 1

s)	Planning approval for residential	Sept 2023		
t)	Construction mobilisation and completion of development	Sept 2023 to Sept 2025	2 years	
u)	HE Milestone (Long Stop date) Start on site (infrastructure only)	31 Dec 2023		
v)	HE Milestone (Long Stop date) Submit planning application	30 June 2024		
w)	HE Milestone (Long Stop date) Secure planning consent	30 June 2025		
x)	HE Milestone (Long Stop date) Start on site (housing)	31 Oct 2025		
y)	HE Milestone (Long Stop date) Project Target Date. Port Basin, Canal and associated Canal/river works and new London Road access and third party access way to be completed	31 Oct 2026		
z)	HE Milestone (Long Stop date) Practical Completion	31 Dec 2031		

The dates are subject to change due to reliance on third parties.

Process for member involvement in the procurement of a developer partner for Brimscombe Port

Introduction

1. The procurement process for the selection of a developer partner for Brimscombe Port is to follow the OJEU compliant competitive dialogue route. Competitive dialogue is a public-sector tendering option that allows for bidders to develop alternative proposals in response to a client's outline requirements. Only when their proposals are developed to sufficient detail are tenderers invited to submit competitive bids. The aims are to increase value by encouraging innovation and to maintain competitive pressure in bidding for complex contracts.
2. The rules for the process are set out in the Public Contracts Regulations 2015 and need to be adhered to closely as any divergence could leave the Council open to legal challenge, which can be very expensive and time consuming to respond to. The process must adhere to the core principles of fairness, transparency, non-discrimination and proportionality.
3. As we are procuring a partner to work with over a number of years on a key corporate project for the Council, members need to have confidence that the right partner has been selected. The information set out below details the proposed process for the involvement of members in the selection.

Process for involvement by members

4. The main principle is that members approve the tender documentation and set the evaluation criteria, which are weighted to reflect the Council's priorities. Officers and the Council's consultants then score the criteria, which is a technical process. Each question needs to be scored objectively against the set criteria by the specialists in that area in order that the final decision can be clearly justified. Feedback must be made available to all bidders in their respective bids and the full scoring documentation made available should there be a legal challenge.
5. The governance of the project has enabled members to be involved from the outset via a project board, comprised of officers and members, receiving briefings from officers on progress, and regular updates provided to Investment and Development Panel with approvals granted by Strategy and Resources Committee. Officers will continue to keep members up to date on progress throughout the process by providing regular verbal reporting to project board on a confidential basis, to avoid the risk of leakage between bidders, and using this forum to provide oversight of the bidding process.
6. The process follows three key stages; SQ stage, competitive dialogue and final submission of tenders.

SQ stage – Initial short listing

- The opportunity to bid to be a developer partner will be published and interested parties can express their interest by completing the Selection Questionnaire which includes pass and fail questions and specific questions around past relevant experience and will have been approved by members at Strategy and Resources Committee.
- Officers who specialise in the subject areas and the Council's consultants will then score the responses based on the set criteria to create a shortlist of bidders to take through to the next stage.

- This shortlist will be presented to members of the project board, who are able to audit the scores based on the objective evaluation criteria set by reviewing the full scoring documentation prepared by the specialist. Scores can be adjusted if there is clearly an error in the evaluation process. However, the overriding say on the final scores rests with the specialist carrying out the evaluation for each question.
- The shortlist will be confirmed to Investment and Development Panel.

Competitive Dialogue Process

- The shortlisted bidders will then be taken through a competitive dialogue process where officers and the Council's consultants will hold a series of individual meetings with each bidder across various topics to enable their proposals to be developed prior to the final submission of their tenders.
- A bidder and the Council can establish through the dialogue process that their visions are not aligned and can agree to not continue further with the process and the Council would then continue the dialogue with the remaining shortlisted bidders.
- Project board will receive regular verbal updates with any information anonymised at this stage. It will be used as a sounding board for any issues that are raised in the dialogue meetings that need further consideration by the Council, taking into account the publicised timetable for the dialogue process and the need to respond within set timescales to any requests.

Final tender submission

- Once the bids have been developed to sufficient detail, tenderers will be invited to submit competitive bids by providing responses to the Council's tender evaluation criteria. Again these will be scored by officers with specialist knowledge in those topic areas together with the Council's consultants. This will result in a preferred bidder.
- As with the SQ stage, the scores will be presented to members of the project board who are able to audit the scores based on the objective evaluation criteria set. Scores can be adjusted if there is clearly an error in the evaluation process. However, the overriding say on the final scores rests with the specialist carrying out the evaluation for each question.
- A report will then be prepared for Strategy and Resources Committee and presented by the Chair of the Project Board to confirm the process taken, the outcome of that process, details of the preferred bid and its recommendation of that bidder for approval.
- In addition there will be a presentation by the preferred bidder to Strategy and Resources Committee so that members can be introduced to the Council's proposed partner prior to them approving the appointment.
- Should members not be supportive of the selected partner the only option available would be to not approve the award of a contract. The whole process would have to be started again with a significant risk of not being able to attract bidders next time.

STROUD DISTRICT COUNCIL
STRATEGY AND RESOURCES COMMITTEE

**AGENDA
ITEM NO**

4 MARCH 2021

6

Report Title	ESTABLISHMENT OF A REGENERATION AND INVESTMENT BOARD			
Purpose of Report	To seek the Committee's approval for the establishment of a Regeneration and Investment Board, to shape the Council's regeneration priorities and help to realise the Council's wider place ambitions for the district.			
Decision(s)	<p>The Committee RESOLVES to:</p> <p>a. Establish a Regeneration and Investment Board, following the approach and principles set out in this report.</p> <p>b. Agree the terms of reference of the Board as set out in Appendix A</p>			
Consultation and Feedback	The proposal has been discussed with, and supported by, the Strategic Recovery Board as well as the Council's Strategic Leadership Team and other senior officer colleagues.			
Report Author	Brendan Cleere, Strategic Director of Place Email: brendan.cleere@stroud.gov.uk			
Options	<p>The option of not establishing a Board has been considered.</p> <p>This is not recommended because it would not allow the Council to address the findings of the internal audit as set out in the background of this report. Not establishing the Board would also hinder the Council in pursuit of its aspiration to be an 'exemplar leader of place'.</p>			
Background Papers	None			
Appendices	Appendix A - Draft Terms of Reference (attached)			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	No	No	Yes

1. BACKGROUND

- 1.1 Members of the Committee will be aware that an Investment and Development Panel (IDP) existed previously, with a remit to look at priority capital and investment projects across the Council.

- 1.2 The IDP comprised a number of members drawn from S&R Committee, as well as senior officers of the Council. No formal Terms of Reference existed and the IDP has not met for at least 12 months. However, discussions with officers and members have confirmed that meetings had tended to focus almost exclusively in later meetings on the Brimscombe Port Regeneration Project, rather than the cross Council remit that was originally intended.
- 1.3 The internal audit of the Brimscombe Port Project (Aug 2020) noted that the Council's Corporate Delivery Plan has a continued focus on regeneration projects as it looks to build upon the conclusion of the LGA Peer Review (2019) that it could be an 'exemplar leader of place'. The audit recommendation was that the Council should:
- “Review and consider the Panel's status within the council's governance structure to ensure that the arrangements remain fit for purpose for the future delivery of the council's key projects. Subsequently document and ratify respective Terms of Reference as appropriate”. (Deadline: March 2021)*
- 1.4 Over the past year, the Council's commitment to regeneration has strengthened further. A number of major projects, such as the Canal Restoration Project and the Redevelopment of Brimscombe Port, are at key stages of planning and/or delivery. A Canal Corridor Strategy is also being commissioned to identify wider regeneration opportunities that will arise from the restoration of historic canal links within the district.
- 1.5 The commitment to regeneration also features strongly within the Council's Covid-19 Recovery Strategy, and significant additional capacity has been allocated within the 2021/22 budget to drive the delivery of priority regeneration projects and opportunities across the district.
- 1.6 Building on the Internal Audit recommendation above, and the Council's renewed commitment to regeneration, this report now proposes the establishment of a **Regeneration and Investment Board**.

2 PURPOSE AND ROLE OF THE REGENERATION AND INVESTMENT BOARD

- 2.1 The proposed Regeneration and Investment Board will act as a non-decision making advisory body to the Strategy and Resources Committee, shaping the Council's regeneration priorities and programme, helping to drive delivery and realise the Council's place ambitions for the district. A draft Terms of Reference is attached as Appendix A.
- 2.2 Although some time will be dedicated to routine project monitoring and reporting type activities, the Board will predominantly be a space for creative thinking and discussion of ideas, opportunities and ways to overcome challenges.

3. MEMBERSHIP OF THE BOARD AND GOVERNANCE

- 3.1 As mentioned above, the proposed Board will act as an advisory body to the Strategy and Resources Committee. Any items requiring decision will be taken by the Strategy and Resources Committee and the Board will be expected to make recommendations for discussion and approval at Committee.
- 3.2 The proposed Board will be established as a Member/Officer advisory group. Elected members of the Board will be drawn from the membership of the 'parent' Committee - in this case Strategy and Resources. Elected membership is proposed as comprising:
- The four Political Group Leaders, or their nominated representative from S&R Cttee.
 - the four main committee chairs, or their nominated representative
 - One additional member of the main opposition party from S&R Cttee, to be nominated by the main opposition Political Group Leader
- 3.3 The Chair and Vice-Chair of the Board will be appointed by the Chair and Vice Chair of S&R Cttee
- 3.4 Officers of the Board will comprise:
- Appropriate members of the Strategic Leadership Team
 - Head of Property Services
 - Head of Planning Strategy
 - Head of Development Management
 - Canal Strategy Manager
 - Regeneration Lead (to be appointed, as per 2021/22 budget proposals)
 - Any other officers as required

4. OFFICER SUPPORT AND MEETING FREQUENCY

- 4.1 The Strategic Director of Place (Brendan Cleere) will be the SLT sponsor for regeneration, accountable for overall delivery of the priorities agreed by the Board and S&R Cttee.
- 4.2 Promoting a 'one council' approach, an officer working group, drawn from key service areas across the Council, has recently been established to support the regeneration priorities of the Council and the work of the Board (when set up). The Officer Working Group is chaired by the Strategic Director of Place, and he will call upon the capacity, expertise and skills of all officers involved to drive forward the Council's regeneration agenda.
- 4.3 The Regeneration Lead within Property Services (when appointed) will act as Programme Delivery Manager and he/she will be supported by Project Managers for each identified priority scheme.
- 4.4 Overall strategy development and the management and maintenance of the Council's pipeline of schemes will be led by the Head of Planning Strategy, working closely with

other members of the Officer Working Group. Close links and alignment between strategy and delivery will be maintained through the work of the Group.

- 4.5 Administrative support (agenda setting, action points etc) for the Regeneration and Investment Board and Officer Working Group will be provided.
- 4.6 It is proposed that the Regeneration and Investment Board meets on a six weekly basis. Meetings may be held more often should the need arise, or be cancelled if there is not sufficient business, by agreement with the Chair.

5. IMPLICATIONS

5.1 Financial Implications

There are no financial implications arising from this report.

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5.2 Legal Implications

- 5.2.1 There are no direct legal implications arising from the recommendations in this report. It is perfectly permissible for non-decision making advisory boards to be established. The activities of the board will be private and there will be no requirement for papers to be published or that there be public access to meetings.
- 5.2.2 As mentioned in the report, any issue requiring a formal decision will be taken to the parent committee.

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5.3 Equality Implications

- 5.3.1 There are not any specific changes to service delivery proposed within this decision. However, equality impact assessments may be carried out in the future, based on activities and recommendations of the proposed Board.
- 5.3.2 As described in Appendix A, the proposed Board will ensure that the overall approach to regeneration reflects and promotes the Council's modernisation programme, its vision and values and its wider strategic commitments, including climate change, nature recovery, equality and diversity, housing, community resilience and well-being, culture, economic recovery and sustainable travel.

5.4 Environmental Implications

- 5.4.1 There are no significant environmental implications at this time, arising from a decision to establish a Board. However, the activities and recommendations of the proposed

Board will be likely to have environmental implications which will be assessed at the appropriate time.

- 5.4.2 As described in Appendix A, the proposed Board will ensure that the overall approach to regeneration reflects and promotes the Council's modernisation programme, its vision and values and its wider strategic commitments, including climate change, nature recovery, equality and diversity, housing, community resilience and well-being, culture, economic recovery and sustainable travel.

Appendix A
Regeneration and Investment Board
Draft Terms of Reference

Purpose

The proposed Regeneration and Investment Board will act as a cross party and non-decision making advisory body to the Strategy and Resources Committee. Its role is to shape the Council's regeneration priorities and programme, helping to drive delivery and realise the Council's place ambitions for the district.

Functions

The Board will carry out the following functions:

- Sharing information and learning about projects and opportunities – existing and potential.
- Shaping overall regeneration strategy and developing, monitoring and maintaining a prioritised 'pipeline' of regeneration schemes and opportunities, aligning with wider Gloucestershire, regional and national priorities where appropriate.
- Ensuring that the overall approach to regeneration reflects and promotes the Council's modernisation programme, its vision and values and its wider strategic commitments, including climate change, nature recovery, equality and diversity, housing, community resilience and well-being, culture, economic recovery and sustainable travel.
- Discussing and agreeing the nature of interventions and investments required to unblock constraints and accelerate delivery of priority projects and schemes.
- Steering and supporting the submission of bids for external funding for priority schemes and opportunities
- Identifying new opportunities to realise our place ambitions.
- Steering efforts to promote our priorities to a wider audience (eg Government agencies and departments) to gain necessary support.
- Making recommendations to Strategy and Resources Committee, where any decisions resulting from any of the above functions are required.

Membership

The Board will be cross-party, comprising the following elected members:

- The four Political Group Leaders, or their nominated representative from S&R Committee.
- the four main committee chairs, or their nominated representative
- One additional member of the main opposition party from S&R Committee, to be nominated by the main opposition Political Group Leader

Officers on the Board will comprise:

- Appropriate members of the Strategic Leadership Team
- Head of Property Services
- Head of Planning Strategy
- Head of Development Management
- Canal Strategy Manager
- Regeneration Lead (to be appointed, as per 2021/22 budget proposals)
- Any other officers as required

The Chair and Vice-Chair of the Board will be appointed by the Chair and Vice Chair of S&R Committee.

Confidentiality

The Board's meetings will be confidential and all papers and minutes will be treated as exempt from publication.

Meeting Frequency and Papers

- The Board will meet on a six weekly basis. Meetings may be held more often should the need arise, or be cancelled if there is not sufficient business, by agreement with the Chair.
- An agenda and supporting papers will be issued in a timely manner, ideally one week in advance of the meeting



STRATEGY & RESOURCES COMMITTEE MEMBER/OFFICER REPORT

NAME OF ORGANISATION/BODY	Strategic Recovery Board
DATE OF LAST MEETING ATTENDED	18 February 2021
BRIEF REPORT:	
<p>The last meeting of the Strategic Recovery Board took place on 18 February 2021.</p> <p>Key items discussed included:</p> <p>Community Hubs – The Board discussed the crucial role that community hubs have played, particularly in response to the Covid-19 and how the approach could be strengthened even further and widened as we move into recovery. Keith Gerrard and Emma Keating-Clark will be working with members to further develop thinking and next steps with this.</p> <p>Economic Development Strategy – The Board had an early formative discussion about how the district's Economic Development Strategy should take shape in the coming months. Senior Economic Development Specialist (Amy Beckett) will be developing the strategy in collaboration with members, colleagues and a wide range of external stakeholders, and a draft will come to S&R Committee later this calendar year.</p> <p>2030 Strategy – Rachel Brain (Senior Carbon Neutral Officer) shared the headline messages from the recent consultation on the draft strategy and the key changes that would be made as a result. The final draft strategy will come to Full Council on 18 March and will be an important milestone on our journey, as we seek to do all in our power to achieve a carbon neutral district by 2030. We will act as an <i>exemplar</i> council in those areas where we can directly control, such as our own energy usage. Our strategy also sets out how we will maximise our influence and impact as an <i>enabler</i> and <i>encourager</i> of action by partners, communities, residents and businesses to tackle the climate emergency that is upon us.</p> <p>Regeneration and Investment Board – The creation of a new advisory board was discussed, to shape the Council's regeneration priorities and help to realise the Council's wider place ambitions for the district. A separate report on this appears on this agenda (S&R Cttee: 4/3/21)</p> <p>Monthly Highlight Reports on Recovery work, summarising progress and key activities for the forthcoming period, will continue to be included within the Weekly Update for all Members.</p>	
FUTURE MEETINGS	March (date TBC)
REPORT SUBMITTED BY	Brendan Cleere – Strategic Director of Place
DATE	23 February 2021