



# STROUD DISTRICT COUNCIL

Council Offices • Ebley Mill • Ebley Wharf • Stroud • GL5 4UB

Tel: (01453) 754 351/754 321

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2 December 2020

## STRATEGY AND RESOURCES COMMITTEE

A remote meeting of the Strategy and Resources Committee will be held on **THURSDAY 10 DECEMBER 2020** 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](http://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 8 and 20 October 2020.

**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, 7 December 2020**

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](mailto:democratic.services@stroud.gov.uk)

**5 STROUD DISTRICT 2030 STRATEGY – LIMITING, ADAPTING, RECOVERING AND RESPONDING IN A CHANGING CLIMATE**

To seek the views of the Committee on the draft 2030 Strategy, prior to its planned adoption by Full Council.

**6 RECOMMENDATION FROM ENVIRONMENT COMMITTEE – 3 DECEMBER 2020**

To be presented by Councillor Simon Pickering, Chair of Environment Committee.

Community Infrastructure Levy (CIL) Spending Proposals (Agenda Item 8)

To put recommendations on CIL spending allocation from Environment Committee for consideration and, if appropriate, approval by Strategy and Resources Committee.

**7 LITTLECOMBE BUSINESS UNITS**

To increase delegated authority limits for the disposal of long leasehold interests on this development.

**8 MEMBER/OFFICER REPORTS (To Note)**

- a) Investment and Development Panel
- b) Leadership Gloucestershire Update
- c) *Gloucestershire Economic Growth Joint Committee (GEGJC)*
- d) Gloucestershire Economic Growth Scrutiny Committee (GEGSC)
- e) Recovery Strategic Board
- f) Brimscombe Port Redevelopment
- g) Performance Monitoring Report
- h) *Corporate Delivery Plan Progress Update Q2*
- i) *Corporate Peer Challenge Action Plan Progress Update Q2*

**9 WORK PROGRAMME**

To consider the work programme.

**10 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 Keith Pearson  
Councillor Simon Pickering  
Councillor Mattie Ross

Councillor Nigel Cooper  
Councillor Rachel Curley  
Councillor Stephen Davies  
Councillor Nick Hurst

Councillor Tom Skinner  
Councillor Ken Tucker  
Councillor Debbie Young



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## STRATEGY AND RESOURCES COMMITTEE

# 3

8 October 2020

7.00 pm – 9.46 pm

Remote Meeting

### Minutes

#### Membership

<b>Councillor Doina Cornell (Chair)</b>	P	Councillor Keith Pearson	P
<b>Councillor Martin Whiteside (Vice-Chair)</b>	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	P
Councillor Nick Hurst	P		

P = Present A = Absent

#### Officers in Attendance

Chief Executive	Strategic Director of Transformation and Change
Strategic Director of Resources	Strategic Director of Communities
Strategic Director of Place	Interim Head of Legal Services & Monitoring
Head of Community Services	Officer
Accountancy Manager	Property Manager
Canal Manager	Senior Democratic Services and Elections
Democratic Services and Elections Officer	Officer

#### Other Member(s) in Attendance

Councillor Nigel Studdert-Kennedy.

The Chair announced a change to the order of the Agenda, the Committee agreed to take Agenda item 10 after Agenda Item 13.

#### SRC.030

#### APOLOGIES

There were none.

#### SRC.031

#### DECLARATIONS OF INTEREST

Councillor Hurst declared an interest in Agenda Item 10 due to being a shareholder in the company Stroud Water Navigation. The Monitoring Officer advised that Councillor Hurst could remain present during the discussion as there was no decision to be made on the report.

**SRC.032****MINUTES****RESOLVED**

**That the Minutes of the meeting held on 9 and 30 July 2020 are approved as a correct record.**

**SRC.033****PUBLIC QUESTION TIME**

There were none.

**SRC.034****IT STRATEGY AND INVESTMENT PROCESS**

The Strategic Director of Transformation and Change provided a verbal update on the progress on the investment that Committee approved to upgrade the infrastructure for the Council and drew Members attention to Paragraphs 2, 3 and 4. £1.8 million was allocated to a reserve to upgrade the IT infrastructure as this was one of the key areas that was identified as part of the Peer Challenge and Corporate Delivery Plan that needed upgrading to deliver digital ambitions.

Councillor Hurst raised a question regarding where the investment into The Pulse for Disaster Recovery had been spent. It was agreed that a written response was to be provided to Councillor Hurst outside Committee.

The Strategic Director of Transformation and Change answered questions from Members of the Committee confirming the following:

- Provided assurance that those who are not computer literate or do not have access to the internet can still access and operate the Council's services
- A need to review Members ICT and the IT allowance in which an ICT Members Working Group had been created. Any recommendations would go to the Independent Remuneration panel for consideration
- A 5-year Strategy is safe and anything exceeding this wouldn't incorporate any technological advancements
- The Council would be working with its partners and aligning joint outcomes

The report was proposed by Councillor Brine and seconded by Councillor Whiteside.

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

**RESOLVED**

**The Committee RESOLVED to note the report.**

**SRC.035****STROUD CEMETERY CHAPEL**

The Property Manager presented the report and advised that following a decision in October 2016 it was agreed to dispose of the Stroud Cemetery Chapel on the open market. Stroud Town Council was given first refusal to purchase the chapel before it was put on the open market but it decided not to proceed as the costs were too high. The proposed disposal was advertised publically in 2019 and Stroud Preservation Trust came forward with an initial proposal as set out in Appendix B of the report for a transfer of the site to them for £1 which would enable them to commit further time and expenditure on detailed feasibility studies and public consultation.

Councillor Hurst raised a question in relation to access to the site and whether any disposal would be leasehold or freehold. The Property Manager advised that the Chapel has reserved rights over the access road. Councillor Hurst raised a second question in relation to what

the annual maintenance costs would be to the Council. The Property Manager advised that a written response would be provided to Councillor Hurst outside of Committee to confirm the maintenance costs once checked.

The report was proposed by Councillor Pickering and seconded by Councillor Whiteside.

**RESOLVED**            **The Committee RESOLVED to agree terms for a transfer of Stroud Cemetery Chapel to the Stroud Preservation Trust for £1 subject to:**

- a. Detailed feasibility studies
- b. Public consultation
- c. A further report to a future meeting of the Strategy & Resources Committee
- d. Compliance with Section 123 of the Local Government Act by securing the promotion or improvement of the economic, social or environmental well-being of the area.

**SRC.036**                    **GENERAL FUND OUTTURN REPORT 2019/20**

The Accountancy Manager presented the report on the closing financial position for the General Fund, Housing Revenue Account and Capital Programme for 2019/20 and invited members to ask any questions.

Councillor Davies raised a question in relation to the withdrawal of funding from Ecotricity on the Wallbridge Gateway. The Accountancy Manager advised that a written response will be provided to Councillor Davies to confirm the reason for this outside of Committee.

The report was proposed by Councillor Hurst and seconded by Councillor Pearson.

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

**RESOLVED**            **The Committee RESOLVED to:**

- a) note the General Fund Revenue Outturn position for 2019/20, as shown in Table 1.
- b) note the Housing Revenue Account outturn position for 2019/20, as shown in Table 4
- c) to note the transfers to and from earmarked reserves for the year, as detailed in Sections 5 and 8 and Appendix E
- d) to note the Capital Programme outturn position for 2019/20, as shown in Table 10
- e) approve slippage of the Capital Programme budget into 2020/21, as shown in Table 10 and Appendix H

**SRC.037**                    **BUDGET STRATEGY 2021/22 TO 2024/25**

The Strategic Director of Resources presented the report and advised Committee that as a result of the Coronavirus Pandemic the previous report on General Fund Outturn and the Budget Strategy report would normally be considered 4 months apart. The report outlines the budget process and assumptions that would be used to put together the Medium Term Financial Plan. The Strategic Director of Resources also advised that business rates provided an uncertain picture due to the decision the government was going to make about redistributed business rate growth and whether Stroud District Council chooses to continue

with the Gloucestershire Business Rates pool in 2021 but before the deadline of 23 October 2021.

Councillor Young asked a question in relation to what the Financial impact would be in relation to not paying the upfront costs listed in Paragraph 3.6 of the report. The Strategic Director of Resources advised an estimation of an annual saving of £150,000 however a written response would be provided to Councillor Young to confirm the amount. A second question was asked by Councillor Young in relation to what was included in the revenue loss in Paragraph 4.3 as a result of Coronavirus. A response was provided outlining the loss including car parking fees, the Pulse and Planning applications. Stratford Park Leisure Centre is not included as revenue goes to the Operator.

Councillor Davies enquired on the pressures, progress and unknown costs on the Housing Revenue Account in relation to Carbon Neutral 2030. The Strategic Director of Resources advised that the Accountancy Manager was working with Housing colleagues to foresee energy strategies and costings to include in the programme.

The report was proposed by Councillor Curley and seconded by Councillor Pickering.

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

- RECOMMENDED TO COUNCIL**
- a. **Approve the Budget Strategy 2021/22 to 2024/25 as set out in this report and appendices**
  - b. **Continue with the Business Rates pooling agreement, subject to the recommendation of the Section 151 Officer Group**

## **SRC.038**

## **MEMBER/OFFICER REPORTS**

### Performance Monitoring

The member report was circulated prior to Committee. There were no questions.

### Investment and Development Panel

There had not been a meeting yet.

### Leadership Gloucestershire Update

The member report was circulated prior to Committee. There were no questions.

### Gloucestershire Economic Growth Joint Committee (GEGJC)

The Strategic Director of Resources attended the last meeting and advised the items discussed included details of Cheltenham's Golden Valley Development and the launch of their Cyber Central Park and a discussion took place on the work of the economic recovery boards.

### Gloucestershire Economic Growth Scrutiny Committee (GEGSC)

Councillor Pickering provided a verbal update and advised Committee that the last meeting was a joint meeting with the Environment Scrutiny Committee to discuss and receive a presentation on the Local Transport Plan (LTP). There were 1340 responses to the LTP - Stroud 22%, Forest of Dean 18%, Cheltenham 14%, Tewkesbury, Cheltenham and Gloucester. 64% comments were on connectivity and public transport and 14% environment – 14% on cycling, 14% on public transport, 12% on rail, 10% on climate change and 9% on Highways. Gloucestershire County Council is trying to realign the LTP in response to consultation and the Government White Paper.

Brimscombe Port Project Board

The member report was circulated prior to Committee. There were no questions however Councillor Young declared an interest. The Monitoring Officer advised that Councillor Young could remain present during the item as the report is to note only and has no decision.

Corporate Delivery Plan Progress Update Q1

The member report was circulated prior to Committee. There were no questions.

Corporate Peer Challenge Action Plan Progress Update Q1

The member report was circulated prior to Committee. There were no questions.

Covid-19 Engagement Board

The Chair advised Committee that Cllr Lydon represents Stroud District Council on this board and provided an update to Community Services and Licensing Committee on 1 October 2020 alongside his report on the Health and Social Care Scrutiny Committee and in the interim, will report back to the Group Leaders on any issues.

**SRC.039**                      **WORK PROGRAMME**

There were no comments.

**RESOLVED**                      **To note the above updates to the Work Programme.**

**SRC.040**                      **MEMBERS' QUESTIONS**

Members questions were submitted by Councillor Young. They were answered by the Chair, Councillor Cornell. ([Refer to the recording of the meeting](#)).

**SRC.041**                      **LOCAL GOVERNMENT ACT 2000 – EXCLUSION OF PRESS AND PUBLIC**

The Monitoring Officer had advised that the report disclosed exempt information relating to the financial or business affairs of any particular person (including the authority holding that information). It was therefore proposed that, pursuant to the provisions of Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of this item at Agenda Item 10 on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 of Part 1 of Schedule 12A of the Act.

The decision to discuss Item 10 in exempt discussion was proposed by the Chair, Councillor Cornell and seconded by Councillor Pickering.

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

**RESOLVED**                      **That pursuant to the provisions of Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the matter detailed at agenda item 10 on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.**

The Chair proposed a 10-minute adjournment to the meeting before considering the final agenda item. The meeting was adjourned at 9.06pm and Committee reconvened at 9.15pm.



Keith Person left the meeting.

**SRC.042****COTSWOLD CANALS CONNECTED PROJECT (PHASE 1B)  
UPDATE**

The Canal Manger presented the report and advised that the item was being considered under exempt conditions because the Lottery had required this, the decision was strictly embargoed until Friday 16 October.

The report outlined details of the amount of money being offered by the Lottery and the work being done to reconnect the last remaining miles of the restoration project to the National Network as part of the 9-10-mile regeneration corridor through Stroud District. The Canal Manager also advised Members that the project had a number of benefits which included improved Economic, leisure, heritage and biodiversity outcomes.

The project had committed continual support from staff and volunteers in addition to having cross party political support at Stroud District Council since 2008.

The report was proposed by Councillor Whiteside and seconded by Councillor Brine.

On being put to the vote, the Motion was carried with 11 For and 1 Abstention.

The meeting closed at 9:46 pm.

Chair



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## EXTRAORDINARY STRATEGY AND RESOURCES COMMITTEE

# 3

20 October 2020

7.00 pm – 7.58 pm

Remote Meeting

### Minutes

#### Membership

<b>Councillor Doina Cornell (Chair)</b>	P	Councillor Simon Pickering	P
<b>Councillor Martin Whiteside (Vice-Chair)</b>	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	P
Councillor Nick Hurst	P	Councillor Chris Brine	P
Councillor Keith Pearson	A		

P = Present A = Absent

#### Officers in Attendance

Chief Executive	Strategic Director of Communities
Strategic Director of Change & Transformation	Strategic Director of Resources
Interim Head of Legal Services & Monitoring Officer	Head of Community Services
General Manager	Senior Community Services Officer
	Senior Democratic Services and Elections Officer

#### Other Member(s) in Attendance

Councillor Nigel Studdert-Kennedy,

#### Others in attendance

David McHendry - Knight, Kavanagh and Page

The Chair outlined the possibility of the meeting going into private session for Agenda Item 3 if members had any questions on the legal position as the legal advice contained exempt information.

#### SRC.043

#### APOLOGIES

An apology was received from Councillor Pearson.

#### SRC.044

#### DECLARATIONS OF INTEREST

There were none.

**SRC.045****SUPPORT OF THE LEISURE CONTRACT PROVIDER IN STROUD (SPORT AND LEISURE MANAGEMENT) TO RECOVER FROM THE IMPACT OF COVID-19**

The Strategic Director of Communities introduced the above report which set out the financial challenges being by faced by SLM as a result of COVID 19 and the proposal for additional short term financial support. Members were reminded that they had considered a report in July 2020 and the meeting agreed to a proposal for a loan of up £170,000. The loan, which contained a condition of a freeze on redundancies, was declined by SLM.

The closure of the facility between March and July had resulted in a loss of income of £41,000 with a projected loss for the year of around £300,000.

Mr McHendry gave an update on how the centre had been performing since reopening on July 25<sup>th</sup>. There had been a reduced capacity and Table 1 of the report summarised the capacity levels for pre and post COVID-19. The projected forecast showed that income would be down by £1.2m

In response to questions from Members Mr McHendry confirmed that SLM had 61 local authority contracts and 60 of those had agreed some form of financial support.

Members noted that the difference in subsidy provided to the Pulse at Dursley, 54p per visitor and Stratford Park 27p per visitor and if the subsidy were to be equalised, that would equate to around £165,000 which would be close to the sum required for the loan to SLM. A question was raised as to whether any sum advanced to SLM could be repaid over a period of time. Councillor Davies suggested that officers be given the authority to make a grant payment and to have approval to seek a return at some point in the future.

Officers confirmed that they would continue monthly monitoring sessions with SLM to look at performance and to see what services were being delivered and whether the number of users could be increased. It was noted that the number of participants that could be allowed for certain sports activities was governed by National Sporting Bodies.

Members stressed the need to continue to ensure the facility was available for residents of Stroud to enable to maintain their health and well-being particularly during the current time.

A Motion to support the recommendation was moved by Councillor Brine and seconded by Councillor Pickering

On being put to the vote, the motion was unanimously carried.

**RESOLVED**

- a. **A sum not in excess of £150,000 is ring-fenced from Council reserves to fund monthly payments to SLM to support the continued operation of services at Stratford Park Leisure Centre.**
- b. **Responsibility for the allocation and monitoring of services, outputs and payments to SLM is delegated to the Strategic Director of Communities in consultation with the Strategic Director of Resources and S151 Officer, the chair of Strategy and Resources Committee and the Chair of Community Services and Licensing Committee. All payments will be contingent on full and open access to operational accounts and service activity being provided.**

- c. Authority is delegated to the Section 151 Officer and Head of Legal Services to negotiate and conclude any legal documentation necessary arising from any decision made.**

The meeting closed at 7.58pm

Chair

**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES COMMITTEE**

**AGENDA  
ITEM NO**

**10 DECEMBER 2020**

**5**

<b>Report Title</b>	<b>STROUD DISTRICT 2030 STRATEGY – LIMITING, ADAPTING, RECOVERING AND RESPONDING IN A CHANGING CLIMATE</b>
<b>Purpose of Report</b>	To seek the views of the Committee on the draft 2030 Strategy, prior to its planned adoption by Full Council in February 2021.
<b>Decision(s)</b>	<p><b>The Committee RESOLVES to:</b></p> <p><b>a.) Endorse the draft 2030 Strategy.</b></p> <p><b>b.) Delegate authority to the Strategic Director of Place and Senior Carbon Neutral 2030 Officer, in consultation with the Chair of the Committee, to make any changes to the draft 2030 Strategy arising from the current engagement and consultation process.</b></p> <p><b>c.) Commend the draft 2030 Strategy for adoption by Full Council in February 2021, incorporating any changes made as a result of the consultation and engagement process referred to in b.) above.</b></p>
<b>Consultation and Feedback</b>	<p>Prior to the public launch of the document, the draft 2030 Strategy, the views of all officers and members had been sought. Special workshops and briefing sessions were held, most notably with senior managers on 12 August 2020 and an all members briefing session on 3 September 2020.</p> <p>The draft 2030 Strategy reflects feedback received to date from Council officers and members. As success depends so crucially on action and ownership by a wide range of partners, residents, communities and businesses, it is acknowledged that further changes to the document will likely be required as a result of the external engagement and consultation process that is currently ongoing. A verbal update on key areas of feedback from the public consultation will be provided at the meeting.</p> <p>Members are asked to note that the draft strategy will be coming to all four main committees for consideration and feedback, prior to Full Council in February 2021.</p>

<b>Report Authors</b>	<p>Brendan Cleere, Strategic Director of Place Email: <a href="mailto:brendan.cleere@stroud.gov.uk">brendan.cleere@stroud.gov.uk</a></p> <p>Rachel Brain, Senior CN2030 Officer Email: <a href="mailto:rachel.brain@stroud.gov.uk">rachel.brain@stroud.gov.uk</a></p>			
<b>Options</b>	<p>The draft 2030 Strategy sets an overall route map across a range of priority areas, with a supporting master plan. Collectively, these documents represent an array of options and approaches, based on evidence of key issues and challenges, to achieve the ambition to do everything within the Council's power to achieve a carbon neutral district by 2030.</p> <p>There will be scope to flex our approach through the dynamic action planning process involving communities, partner organisations and businesses that is described in the attached (appended) documents. An open, inclusive and responsive action planning process provides the best possible chance of success in achieving a carbon neutral district by 2030.</p> <p>Taking the above into account, the Committee's options are to accept the draft strategy, ask officers to consider amendments or reject the draft strategy.</p>			
<b>Background Papers</b>	None			
<b>Appendices</b>	<p><b>Appendix A</b> – The 2030 Strategy: Limiting, Adapting, Recovering and Responding in a Changing Climate, Draft for Consultation, Autumn 2020. <a href="#">Strategy Documents – The 2030 Strategy</a></p> <p><b>Appendix B</b> – The 2030 Strategy Masterplan, Draft for Consultation, Autumn 2020. <a href="#">Strategy Documents – The 2030 Strategy Master Plan</a></p>			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

## 1. INTRODUCTION / BACKGROUND

1.1 A 'Climate Emergency' was declared by the Council administration on 16 November 2018, including a pledge to do everything within the Council's power to make Stroud District carbon neutral by 2030. The Climate Emergency was subsequently endorsed by Full Council on 24<sup>th</sup> January 2019, along with the following motion:

- a. To set out a plan of action, including clear targets and transparent reporting, to develop district wide locally determined contributions to complement national determined contributions in line with the Paris Agreement to limit global warming to 1.5C.

- b. To include planning and support in the District for adaptation to the climate change that is already happening.
- c. To develop a strategy for Stroud District Council to play a leadership role in promoting community, public and business partnerships for this Carbon Neutral 2030 (CN2030) Commitment throughout the District, County and region.
- d. To work with partner bodies across the county to ensure that the climate emergency is adequately reflected in the development and implementation of all county wide strategies and plans, including Gloucestershire 2050, the Gloucestershire Industrial Strategy, Gloucestershire Energy Strategy and Gloucestershire Transport Plans.
- e. To investigate all possible sources of external funding and match funding to support this commitment.
- f. To work with key partner organisations within the County and region to secure external funding.
- g. To report back on an annual basis to Council on progress made.

1.2 Since the climate emergency declaration, progress has been made across a number of areas, such as:

- Operational development:  
Environment and Climate central in recovery planning as overseen by recovery board and integrated into officer coordination group; additional staff resource secured realising 2 fte officers dedicated to CN2030 and a shared supporting officer within the wider Corporate Governance Team.
- Own estates:  
£1m secured for Water Source Heat Pumps at Brimscombe Port and Ebley Mill to bolster our existing onsite renewables provision that has already generated in the region of 1.25m kwh of electricity.  
Our fleet has been 'greened' by replacing vehicles with EV and now includes 6 electric vehicles.
- Partnerships: Support to domestic and business sectors continues to realise retrofit measures and carbon savings and services have recently been expanded by successful bids to secure Green Homes Grants (GHG) funding. Alongside this top up funding enables advice provision to extend its reach to the 'Able to Pay' residents to support access to the GHG voucher scheme.

Residents are also well supported and encouraged in their endeavours to recycle more through an award winning partnership with Ubico.

Homes and businesses are being well protected from flooding by nationally recognised Rural Sub-Urban Drainage work.

Ongoing projects with local environmental charities and volunteer groups are realising hugely successful habitat regeneration and creation projects such as our Canal Regeneration work. This work also provides volunteering, apprenticeship and educational opportunities that help communities engage with our environmental ambitions.

A new partnership with Transition Stroud is realising neighbourhood climate action groups in our parishes with 18 groups already active in their communities on a range of projects, sharing experience and ideas.

- Strategy: The Draft Local Plan has been developed with the CN2030 pledge as a key focus and based upon a wide range of evidence including commissioning of experts to advise on planning and land use for maximising on our renewable generation capacity.

The draft 2030 Strategy (Appendix A) outlines more headline achievements so far under the 7 organising themes in the document.

- 1.3 Significantly, alongside the above activities, the Council has also been responding with partners and communities locally and nationally, to the ongoing Covid-19 pandemic. Alongside its pervasive and far reaching impacts on all aspects of society and human health, the Covid-19 pandemic has illustrated very clearly the links between human activity and the health of the environment upon which we all depend. A focus on environment and climate is therefore central to all that we do as we plan for longer term recovery from the Covid-19 pandemic, and this is clearly referenced in the Council's Covid-19 Strategy – *Recover, Reset and Renew*, approved by Strategy and Resources Committee on 18 June, 2020.
- 1.4 The draft 2030 Strategy and supporting Masterplan, attached as Appendices A and B respectively, set out how we intend to fulfil the pledge to 'do everything in the Council's power to make Stroud district carbon neutral by 2030' and reaches beyond this to include our strategy for adapting to and, mitigating against, the effects of changing climate and ecological emergency. The documents address all of the points (a – g) referred to above on para 1.1 and the remainder of this covering report introduces the draft Strategy in more detail.

## **2. THE DRAFT 2030 STRATEGY AND ACCOMPANYING MASTERPLAN**

- 2.1 The strategy and plan have been prepared on the basis of background research and contextual evidence review as well as through informal consultation via networks and groups on community needs and interests in relation to the strategy. It has been prepared by a small officer team and is now in draft form following consultation with the Leadership and Management Team and with the whole of council staff via survey on the intranet. Achieving the targets of the strategy is beyond the council's sole control and depends on action from everyone in the District. It is vital therefore that the strategy has the broadest possible ownership to start generating the 'buy-in' that will be required. The current engagement process, the 'District Dialogue' and the collaborative governance and ongoing action planning process are designed to achieve this. We fully expect changes to be made as a result of the current consultation and engagement.
- 2.2 The strategy establishes the context, requirements and approach to both climate and ecological emergency and takes serious consideration to recovery and future resilience building in the wake of the pandemic. It recognises that there is already a changing climate delivering challenges to our everyday lives and that lack of rapid action has both immediate and far reaching, serious consequences. The strategy sets out a vision for 2030 across 7 organising themes (Built Environment; Energy; Natural Environment; Mobility; Economy; Waste and Community). Six cross cutting themes address practical and social issues common to all aspects. An accompanying document gives the first iteration of a master framework for action including 26 quantified targets and success



measures over a time framed range of commitments for our 2030 Mission. The commitments are framed within the spheres of council influence as: 'Exemplar' – on our own estates; 'Enabler' – through partnership; 'Encourager' – indirect influence to private sectors. The strategy proposes a collaborative, community approach to action planning, delivery and governance and identifies starting points in terms of what the council is already achieving and the 7 next key priorities for each theme e.g. addressing the retrofit challenge; mainstreaming renewables etc.

- 2.3 The strategy and plan are currently in draft format for the purposes of public consultation. Under COVID constrained conditions we are putting effort into active online presence and social media communications to promote the website consultation pages. On these a presentation that gives a detailed overview of the strategy to enable the answering of an online questionnaire can be found. We are also launching the 'District Dialogue'. This is to be an ongoing feature of collaborative governance and planning processes but in this instance seeks feedback on the draft and suggestions for its improvement. District Dialogue events are being hosted by chair persons from our communities and enable people to bring their questions and find out more about the strategy. The consultation is ongoing to mid-December, running in tandem with the strategies progress through all committees leading to February's Full Council. It is recommended that any changes arising from the current consultation are made by the Strategic Director of Place and the Senior CN2030 Officer, in consultation with the Committee Chair and the Chair of Strategy and Resources Committee. Key comments and feedback emerging from the consultation will be reported verbally at Committee.
- 2.4 Since the Strategy is a whole council commitment it will be coming to all committees for consideration and to Full Council for adoption in Feb 2021.
- 2.5 We welcome comments on the whole document and given the remit of the Strategy and Resources Committee, would like to highlight the following: The strategy places responsibility on the council to invest in its own estates and services to become an exemplar in the districts challenge. The strategy therefore has implications for finance and strategic planning across the entire council. Whilst there is a CN2030 budget in place via Environment committee which is playing an instrumental role in developing project and partnership working already; 2030 Strategy and plan calls for the council to develop holistic approaches to investment and partnership building so that all investments are considerate of the CN2030 commitment made.
- 2.6 In addition to comments made by the committee we would welcome councillors to make individual comments on the website Strategy Documents – The 2030 Strategy and encourage friends, relatives and residents in there wards to also fill in the questionnaire as this strategy will have impacts on the whole district for many year to come.

### **3. CONCLUSION**

- 3.1 The draft strategy and plan makes a clear public statement about how completely the council is addressing the need for 'emergency' action to address climate, ecological and recovery emergencies. It is therefore important that consultation provides sufficient opportunity for feedback and that overall the timescale leading to full council adoption is kept tight.

**3.2** It is therefore recommended that this committee commend the strategy and plan to full council at the end of Feb '21 and endorse a process whereby interim changes, arising from the current engagement and consultation process, will be made by the Carbon Neutral Team, overseen by the Strategic Director of Place and, in consultation with the Chair of the Committee and Group Leaders.

## **4. IMPLICATIONS**

### **4.1 Financial Implications**

There is an earmarked reserve for Climate Change of £275k which can be used to meet the initial costs. The ongoing actions needed to implement the strategy will need to be costed and incorporated into the Medium Term Financial Plan. Consideration should also be given for the funding of this additional expenditure needed to reflect the CN2030 commitment.

Lucy Clothier, Accountancy Manager  
Email: [lucy.clothier@stroud.gov.uk](mailto:lucy.clothier@stroud.gov.uk)

### **4.2 Legal Implications**

The overarching legislative context of the draft Strategy and Plan is The Climate Change Act 2008. This Act places a legal duty on central government to set legally binding targets to reduce UK greenhouse gas emissions to net-zero by 2050. The UK legal framework on climate change is also shaped by both caselaw and international agreements.

One Legal  
Tel: 01684 272691 Email: [Patrick.arran@stroud.gov.uk](mailto:Patrick.arran@stroud.gov.uk)

### **4.3 Equality Implications**

An EqIA is not required because the draft strategy and plan does not propose a discrete project, policy or action to be implemented. EqIA will be embedded across all actions within the strategy and will be completed ahead of any specific activity being undertaken.

### **4.4 Environmental Implications**

The following sets out details of significant implications identified by officers:

- Failure to endorse the draft strategy and/or support the process outlined in Decisions (b) and (c) could be seen as a failure to acknowledge the 'emergency' declared and increase the risk of overall failure to deliver on the CN commitment made.
- Delivery of targets within strategy will make a significant positive contribution to reducing the impacts of the changing climate on the district.
- Delivering of the targets with the strategy will make significant contribution to the whole district contribution to meeting the Paris Conference carbon emission reduction targets.

## STRATEGY &amp; RESOURCES

10 DECEMBER 2020

6

<b>Report Title</b>	<b>COMMUNITY INFRASTRUCTURE LEVY (CIL) SPENDING ALLOCATIONS</b>			
<b>Purpose of Report</b>	To put recommendations on CIL spending allocation from Environment Committee for consideration and, if appropriate, approval by Strategy and Resources Committee.			
<b>Decision(s)</b>	<b>The Committee RESOLVES to agree the Community Infrastructure Levy funding commitments as recommended by Environment Committee</b>			
<b>Consultation and Feedback</b>	Please refer to the original Committee report.			
<b>Report Author</b>	Krista Harris, Senior Community Infrastructure Officer Email: <a href="mailto:krista.harris@stroud.gov.uk">krista.harris@stroud.gov.uk</a>  Pippa Stroud, Policy Implementation Manager Email: <a href="mailto:pippa.stroud@stroud.gov.uk">pippa.stroud@stroud.gov.uk</a>			
<b>Options</b>	Council can either 1) accept the recommendations on CIL spending allocations 2) decide to amend the recommendations 3) delay the proposed allocations for further internal discussion			
<b>Background Papers</b>	CIL Guidance Notes for applicant organisations			
<b>Appendices</b>	Appendix A: Funding recommendations Appendix B: Project information			
<b>Implications</b>	Financial	Legal	Equality	Environmental
	Any financial implications will be set out in the original reports.	Any legal implications will be set out in the original reports.	Any equality implications will be set out in the original reports.	Any environmental implications will be set out in the original reports.

- On the 3<sup>rd</sup> December 2020, Environment Committee will consider a report which relates to the Community Infrastructure Levy (CIL) Spending Allocations for 2021/22, the full report can be viewed [here](#).
- Given that the meeting of Environment Committee is only one week before Strategy and Resources Committee, the outcome of their discussions and recommendations is unknown at the time of submitting this paper. It is however necessary to place this matter on the agenda pending the outcome from Environment Committee.

## Appendix A

### CIL Strategic Infrastructure Funding Recommendations

SDC Committee December 2020

Project Name	Brief Description of works  (see Appendix B for project details)	Total Project Costs	External Match funding	Amount Requested from CIL	SDC Match (all tbc)	Officer CIL recommendation
<b>Hardwicke Youth Centre</b> (Hardwicke Parish Council in partnership with SDC Youth Services)	Construction of a designated Youth Centre. The area has NO Youth provision is SDC Youth Service confirm it there is significant strategic need for professional youth provision. The new centre will serve local need and that of a number of surrounding parishes.	£90,000	£75,000	£15,000	n/a	£15,000
<b>Cam &amp; Dursley Greenway - Design Phase</b> (GCC Highways)	The Greenway cycle and pedestrian route largely utilises the disused railway line between Dursley and Cam, linking the two settlements to the railway station. This bid will fund design work helping to plan for construction phases particularly that of the central 'missing link'.	£50,000	£0	£50,000	£25,000	£25,000
<b>Cam &amp; Dursley Rail Station Enhancements - Car Parking &amp; Cycle Racks</b> (GCC Highways)	This station is a key commuter Hub with priority need for improvements. CIL funding will create a 25 space car park on GCC owned land (£25k), Cycle Racks (£4k) and passenger shelter (£20k).	£71,050	£0	£71,050	n/a	£71,050
<b>Cainscross segregated cycleway</b> (GCC Highways)	Upgrading of 1.25km of existing advisory cycle lanes to provide light segregation between Lansdown and Cainscross Roundabout, connecting to onward strategic cycle routes.	£75,000	£0	£75,000	£50,000	£25,000
<b>Stroud to Nailsworth Cycletrack Upgrade</b> (GCC Highways)	A key cycle infrastructure route linking Nailsworth to Stroud Town. Funding provides essential refurbishment for Newman Henders Bridge (£125k), without this work the are will become unsafe and Cycletrail will need to close at this point in due course. Remaining funding will go to other essential track improvement works.	£169,000	£0	£169,000	£40,000	£116,000
<b>Frampton Cycle Path</b> (Frampton Parish Council supported by GCC Highways)	The project seeks to create a safe link from the canal to the village in association with the completion of the canal restoration work. existing infrastructure is under increasing pressure from visitors and current provision is inadequate. This part of the project is the second phase of a detailed design where earlier phases have been supported by GCC Highways and Police road safety teams in response to serious accidents.	£57,500	£37,500	£20,000	£10,000	£10,000
<b>In-Cab Technology Provision for Waste Vehicles</b> (SDC Community Services)	Provision of IT infrastructure and associated software within the district-wide Waste Collection Vehicle Fleet. In-cab and handheld devices will revolutionise how waste collections are managed throughout the district, providing multiple financial and environmental efficiencies and service improvements to residents.	£120,000	£0	£40,000	£80,000	£20,000

## APPENDIX B

### CIL STRATEGIC INFRASTRUCTURE FUNDING SCHEME 2020 FOR PROJECTS WISHING TO DELIVER WITHIN 2021/2022 FINANCIAL YEAR

## Project Summaries

<b>Project Name:</b>	<b>Page no.</b>
Hardwicke (New) Youth Centre	2
Cam & Dursley Greenway - Design Phase	4
Cam & Dursley Rail Station Enhancements	7
Cainscross Segregated Cycleway	10
Stroud to Nailsworth Cycle Track Upgrade	13
Frampton on Severn Cycle Path	17
In-Cab Technology for SDC Waste Collection Vehicles	21
List of Known Projects for Possible CIL Support in Future Funding Years – Subject to Application	24

Project Summary for: **Hardwicke Youth Centre:  
New Purpose Built Youth Area / Extension to  
the Village Hall**

**Applicant / Project Delivery Partner:** Hardwicke Parish Council

**Funding Requested:**

£15,000 CIL towards £90,000 total project costs, of which all match funding has been already secured from S106 contributions and from the Parish Council.

**Project Overview:**

Hardwicke has never had a dedicated building or space for young people. GCC's Youth Service delivered some outreach work in the area until 2010, when all youth services were then removed. Hardwicke has had no formal youth provision since then

The youth population of Hardwicke is growing, including that of 10 to 19 year olds (there are 824 10-19 year olds (2019 estimate) which is increasing by around 40 per year. The need for dedicated spaces for young people is growing and with the nearby housing development, this need will only accelerate.

Hardwicke Parish Council (as the local adult stakeholder) have brought commitment to the needs of Hardwicke Youth Forum group by working towards providing designated youth provision. This has taken time, but involving young people and building good relationships has been vital. The conclusion was that Hardwicke's only one real community building the village hall is the best and only option for a new designated youth space. All other options have been fully investigated over many years' exhaustive study and feasibility works.

The growth in housing development in strategic allocation areas nearby in Hunts Grove/ Haresfield adds further pressure. Whilst these soon to emerge communities may in time develop their own youth space, provision within Hardwicke will be essential until such time it can become a satellite centre of any new services that may emerge. Establishing Hardwicke as a starting base for youth facilities in the area will create a culture and ethos of community development for the area. Working as part of the Severn Voice Group of Parishes, there is also a strong indication Hardwicke would provide a hub for the neighbouring parishes of Elmore, Longney and Epney.

SDC Youth Service has been working in the Hardwicke area since 2015 (covered by SDC's formal youth strategy). To safeguard the investment of CIL and ensure good quality standards in provision, SDC Youth Service would offer to be made the default service provider for a minimum of 5 years – funding coming from Hardwicke Parish Council (as they would with any other provider). SDC Youth Service's commitment to young people, enabling positive change and delivering top quality youth work has a well-established award winning reputation.

**Legislative / Policy Requirements:**

Regulation 123 List – Yes

**SDC's Local Plan:**

Recognised the importance of providing Education and Youth services and protecting community facilities. P.75 Hardwicke second bullet point identifies 'addressing the needs of young people'. P.108 of the LP Review; Health and Well Being identified meeting the needs of young people (paras 28,31)

**Local Plan IDP:**

Whilst the IDP does not focus on the capital build side of youth provision, it does recognise the youth provision has been significantly underfunded in recent years.

**Additional evidence/ supporting justification:**

SDC Youth Work Strategy 2020-2024 - statement of strategic youth provision in the Stroud district by Steve Mile Senior Youth Officer and survey undertaken by The Youth Forum. Current Indices of Deprivation (2015) one of the 3 areas of Hardwicke is in the bottom 10% regarding *Income*, and that of *Wider Barriers*. Also features in the bottom 20% regarding *Crime and Disorder; Barriers to Housing and Services; and Income Affecting Children*.

**Funding considerations:**

Hardwicke Parish Council have formally agreed to allocate the £70k from the Mayos Land S106 contribution and funding from their own budgets towards future youth service provision.

**Timescales for project delivery:**

Early 2021 subject to approval of CIL funds

**Officer comments:**

This project has been many years in development and the dedication to exploring options is recognised. Officers are aware of the extensive consultation and examination of feasibility options that have taken place and appreciate that this resulting option will provide the right result for the community. There is a high strategic need in this area being only one of two key areas of serious under provision in the district. The project also offers excellent value for money; £15,000 of CIL Funds is the needed top up to ensuring delivery.

Project Summary for: **Cam & Dursley Greenway - Design Phase**

**Applicant / Project Delivery Partner:** Gloucestershire County Council Highways

**Funding Requested:**

£50,000 CIL and in-kind support from GCC Officers overseeing the project delivery.

**Project Overview:**

This Project Bid Requests £50,000 for design work that will focus on all the sections of the Greenway that are not being provided by developers on the Cam to Dursley section. That will effectively be the on road section (north end of Everlands) and the bridleway link to the north of Tesco.

One particular area is particularly problematic as it cannot be accommodated along the old railway line due to land ownership issues. Often referred to as 'the missing link' (north end of Everlands to the south end of the development at North East Cam) will need to be provided by specialist on-road provision.

This element of the project will allow GCC to fund feasibility works on this section, so find ways for users of the Greenway can integrate with existing sections of public highways safely and design and costs the associated necessary capital works.

The Cam & Dursley Greenway has long been identified by both County and District Councils as a key piece of infrastructure to link communities in the corridor to employment, the railway station and town centre. Identified new housing sites in the area will further increase its importance to the local transport network.

The project is specifically identified in the adopted Stroud Local Plan which recognises sustainable settlements accessible by walking and cycling is an important objective.

Cycling is an increasingly convenient, cheap and environmentally friendly means of transport and exercise, particularly for local journeys. Short journeys by cycle should be facilitated by convenient and safe networks, this can be achieved by minimising the conflict between cycles and motor cycles.



**Legislative / Policy Requirements:**

**Regulation 123 List:**

Yes

**SDC's Local Plan:**

Policy E113 Strategic Objective SO4: Transport and travel. Strategic Objective SO5: Climate Change and environmental limits.

**Local Plan IDP:**

The Cam and Dursley Greenway is identified within the IDP as one of the essential walking and cycling routes.

**Additional evidence/ supporting justification:**

Sustrans report

**Delivery partners support:**

The design works will be commissioned and overseen by Highways Officers at GCC.

**Funding considerations:**

The works will not take place if not funded by SDC. Some funding may be available from SDC's Cycle Budget.

**Timescales for project delivery:**

Design work to be completed in 2021/22 financial year

**Officer comments:**

This project is very strongly supported by planning policy and has many years of excellent partnership working between community groups, the local Town and Parish Council, SDC, GCC, Sustrans, and many more. It promises to be an essential and valued part of the districts sustainable travel network, where it is hoped local trips by car will be reduced and thus bringing many environmental and health and wellbeing benefits. Identifying opportunities to deliver provision on what is currently considered to be a 'missing link' will no doubt place all partners in a good position to proceed with future capital bids for funding delivery.

**Maps / diagrams:**

It has not been possible to include a map on this paper, however Map 2 on the review undertaken by Sustrans shows the relevant section, providing a suggested link from the end of Everlands up to North East Cam. A copy of the report is available on request from SDC's CIL Team [cil@stroud.gov.uk](mailto:cil@stroud.gov.uk)

Project Summary for: **Cam & Dursley Rail Station Enhancements  
(Car Parking & Cycle Racks)**

**Applicant / Project Delivery Partner:** Gloucestershire County Council Highways

**Funding Requested:**

£50,000 CIL and in-kind support from GCC Officers overseeing the project delivery.

**Project Overview:**

Cam & Dursley station is the only Station that offers travel to Bristol and the South West from Stroud district and is therefore a key commuter transport hub. Extensions of the Metro West project to Cam & Dursley would result in increased service frequency to Bristol with a service every half an hour.

The project will consist of 3 elements:

- Car Park Expansion: - £25,000
- Cycle Racks: - £4,000.
- Passenger Shelters: - £20,000

Car parking at the site is restricted which creates issues on the surrounding residential roads, potentially discouraging additional users. The car park expansion can be provided on land owned by GCC which removes any issues relating to third parties. The image below shows the area that can be used to expand the car park and could deliver approximately 25 new spaces.

The provision of additional cycle racks will encourage non-car based trips for short journeys, including those from large settlements within the catchment area of the station, which in turn has additional health and wellbeing benefits for users.

The station itself has little in the way of facilities with limited passenger shelters. This may be a deterrent to some passengers, particularly in poor weather. Providing improved passenger waiting shelters will also help to encourage additional patronage.

Increased service provision will make travel by rail even more viable compared to that of the private motorcar. The railway line is on the same alignment as the M5, so encouraging additional rail use will help to relieve pressures upon the Strategic Road Network.

**Legislative / Policy Requirements:**

**Regulation 123 List:**

Yes

**SDC's Local Plan:**

Policy SO4 Transport and Travel, and SO5 Climate change and environmental limits. Encourage additional station patronage and sustainable regional and national travel. Site Allocation policy SA3 aiming to address passenger improvements at Cam & Dursley Railway station.

**Local Plan IDP:**

The IDP contains a multi-modal approach to improvements with proposals to increase car parking capacity and the provision of cycle parking and the promotion of park and ride. This proposal includes the addition of improved passenger waiting facilities on the station with new shelters.

**Additional evidence/ supporting justification:**

Adopted and emerging Local Transport Plans which both include enhancements to the station as a scheme priority. The Gloucestershire Rail Investment Strategy also recognises the Bristol to Birmingham rail corridor as being economically important.

**Delivery partners support:**

GCC are offering land and officer time to oversee the project.

**Funding considerations:**

This project is unlikely to proceed without CIL funding.  
Timescales for project delivery: Within 2021/22 financial year.

**Officer comments:**

Excellent logical project with immediate deliverables and benefits, heavily supported by numerous important planning Policies, local and regional strategies. Exactly the kind of project we wish to see supported with CIL Strategic Funding.

**Maps / diagrams:**

Additional cycle racks will be similar to those provided at other stations in Gloucestershire with a mix of Sheffield Stands and two tier racking delivering between 10 – 16 new cycle spaces in a secure and covered way. Two passenger waiting shelters will be delivered, one for each platform.



Project Summary for: **Cainscross Segregated Cycleway**

**Applicant / Project Delivery Partner:** Gloucestershire County Council Highways

**Funding Requested:**

£75,000 CIL and in-kind support from GCC Officers overseeing the project delivery.

**Project Overview:**

This scheme would upgrade 1.25km of existing advisory cycle lanes to provide light segregation on a key radial corridor to the west of Stroud town centre along Cainscross Road between Lansdown and Cainscross Roundabout.

The key project delivery stages will involve;

- Design to be completed as soon as possible in the 2020/21 financial year.
- Safety audit & Public consultation – if required
- Results of consultation & terms of working agreed between GCC and SDC
- Works delivered by GCC term contract partners, Ringway by March 2022

Cainscross Road is a very flat but busy, two-way A-road that is served by several bus services along the route, and passes both the Marling Grammar School and Stroud High School. As well as a key radial route into the town, it connects to onward cycle routes to Stonehouse via the National Cycle Network.

The route lies on the Gloucestershire Strategic cycle route as set out in the Local Transport Plan, and is part of the primary cycle network in the preliminary draft Stroud Local Cycling and Walking Infrastructure Plan (LCWIP).

Provision of segregated facilities on this route will make it safer and more comfortable to all cyclists and permanently allocate the road space to the exclusive use of cycles. It is hoped that the resulting project works would create a mandatory cycle lane but that would of course be subject to public challenge to the order. If the order is approved cars would not be able to enter it to drive or park and would be enforceable.

The Propensity to Cycle tool highlights this link as one of the top 10% links in the County to facilitate cycling, with a forecast 75% increase in trips under the Government Target scenario.

**Legislative / Policy Requirements:**

**Regulation 123 List:**

Yes

**SDC's Local Plan:**

EI13 also Ref to walking and cycling routes within the Public Realm Strategy.

**Local Plan IDP:**

Critical, essential or desirable

**Additional evidence/ supporting justification:**

The government's new '[Gear Change](#)' document expects to see segregated cycling lanes across the country to support cycling as a mass transit solution, lowering pollution, easing congestion and improving health

Supporting green economic recovery is also a vital consideration and illustrated in [link to walking cycling economic benefits summary](#). Making Stroud more cycle-friendly help people get to work sustainably and increase visits to the town centre and high streets.

**Delivery partners support:**

GCC Highways are very keen to see these works delivered and are committed to offering all necessary Officer time to overseeing all works.

**Funding considerations:**

Funding has also been sought from the Active Travel Bid however it is believed that there is little likelihood of this project being successful given the amount of work being sought Countywide. That would mean that CIL and SDC Cycle funding would be the only route to ensuring that these works are carried out.

**Timescales for project delivery:**

All proposed project works could be achieved within 21/22 financial year.

**Officer comments:**

GCC officers passionately believe that this scheme would deliver considerable and immediate community benefits as well as offering good value for money. Works can also be implemented relatively quickly. Its connections to supporting infrastructure and planning policy are very strong and it seems logical to support this project and see CIL funding supporting the achievement of those objectives the earliest opportunity.

**Maps / diagrams:**

No map of the project is currently available as this has not progressed beyond the concept stage, but if funding is approved design works and public consultation can start very quickly.



Project Summary for: **Stroud to Nailsworth Cycle Track Upgrade**

**Applicant / Project Delivery Partner:** Gloucestershire County Council Highways

**Funding Requested:**

£169,000 CIL and in-kind support from GCC Officers overseeing the project delivery.

**Project Overview:**

The scheme would enhance the quality of the Stroud Valleys Cycle routes and secure their long term safety by restoring two undertrack bridges;

- **PART 1: Newman Henders Bridge Refurbishment - £125k**

This bridge is located to the rear of the Renishaw Factory. The deck is in very poor condition and it regularly being inspected for safety reasons. The plan is to replace the deck and retain the existing abutments and span over these with a new deck i.e. timber or Fibre Reinforced Plastic Without these works being implemented it will become necessary to close the Cycletrail at this point in due course

- **PART 2: General Upgrade work - £44k**

Significant improvements to the neglected blacktop sections of the cycle path would be achieved by undertaking the following:

- Re-decking the bridge near Paul's Rise £14k
- Inchbrook ramps – dig out and re-form surface £7k
- Additional width at Woodchester (approx. 400m by Dennis Brown's) - £18k (bringing this section up to an acceptable standard)
- Also some important work to make the Ryeford – Dudbridge section cycle path safer - £5k to regrade ramps near west end.

**Newman Henders Bridge Refurbishment:**

B1044 Newman Henders is currently the structure in the worst condition on the Gloucestershire County Council (GCC) highway network with a high critical condition score.

Given the urgency of safety matters, one of the options is to close the bridge and this section of the Cycle Track. Doing this will cost an estimated £50,000 to remove the structure with associated design and planning application, and will undoubtedly be immensely unpopular with the local user community.

Refurbishing the bridge means a significant amount of environmental and heritage works and negotiations with private landowners being required before a permanent solution can be implemented, during this time there is a risk of the condition of the structure deteriorating further. Delaying a decision to invest in improvements could mean the opportunity for remedial works is lost.

The bridge refurbishment project will assist people to travel sustainably through Stroud District. The route is a key piece of cycle infrastructure linking Nailsworth (and communities in between) to Stroud Town Centre and beyond. Upgrade work will enhance its functionality as a utility route, providing access to schools, employment and key services

**Legislative / Policy Requirements:**

**Regulation 123 List:**

Yes

**SDC's Local Plan:**

The scheme particularly relates to the following Strategic Objectives by encouraging cycling and walking as a means of travel to employment, schools, shopping and for leisure; EO11, SO4: Transport and travel, SO5: Climate Change and environmental limits

**Local Plan IDP:**

The IDP names the Stroud-Nailsworth as one of the districts key walking and cycling routes within Stroud District.

**Additional evidence/ supporting justification:**

The Gloucestershire LTP includes it as part of the Countywide Strategic Cycleway. ATKINS so safety monitoring reports for GCC every 6 months.

**Delivery partners support:**

GCC Officers have expressed their interest to work with officers to ensure this project is delivered. A considerable amount of in-kind time will no doubt be given by GCC

**Funding considerations:**

Due to the poor condition of the structure, Newman Henders has been included on the GCC Structures Capital Schemes Task Order, so there *may* be the potential to negotiate / secure some 'top up' match funding.

**Timescales for project delivery:**

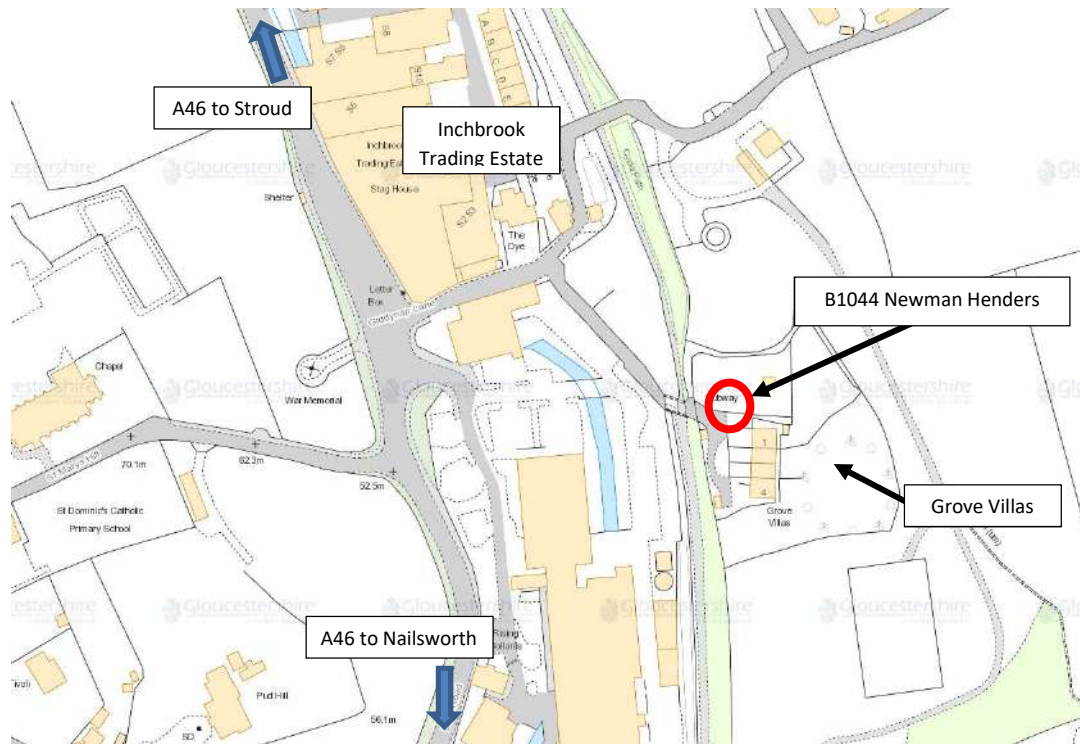
Within 21/22 financial year subject to funding

**Officer comments:**

It is our understanding that it will cost GCC £50,000 to remove the bridge and protect the safety of the public. Investment from CIL would mean that the bridge can be refurbished and remain a feature of this very important cycle route for the district. It's the urgency to secure investment is paramount.

**Maps / diagrams:**

Newman Henders (B1044) is a structure comprising a deck (constructed using reused railway track upturned) supported on stone abutments. The structure is located within the Inchbrook Trading Estate near Nailsworth and has a 2m span which carries a cycleway/footway over a Public Right of Way (PROW) MMH57. The PROW provides access to four properties (Grove Villas) and this is their only access.



Location Plan NSGR: E384407, N201062



The Picture above shows the implementation of emergency gravel bags to hold up the deteriorating bridge wall.

**Project Summary for: Frampton on Severn Cycle Path**

**Applicant / Project Delivery Partner:** Frampton Parish Council in partnership with Gloucestershire County Council Highways

**Funding Requested:**

£20,000 CIL and in-kind support from GCC Officers overseeing the project delivery.

**Project Overview:**

This project requests £20,000 towards Phase 2 works of a much larger project totalling over £57,000.

These Phase 2 works will create improved pedestrian and safer cycle links with the Stroudwater Canal restoration, developing a new footpath on Whitminster Lane from 'Walk Bridge' to the village of Frampton on Severn, and then onwards to the cycle route going south down the Gloucester to Sharpness canal.

The link from the canal to the village will enhance the recreation links for the Stroudwater Canal development, access to green open space within the parish and improve the tourism related economy in the area.

This link will also allow village residents to access a cycle route which links the village to the nearest Tier 1 settlement of Stonehouse, with its strategic facilities, and on to Stroud and thus improve sustainable, low carbon transport for the area.

The parish has become an increasingly popular destination for visitors from adjacent villages and towns, who are using the existing infrastructure. This will be totally inadequate when the canal restoration work is complete and more visitors come to the parish.

Parked cars from visitors are currently an increasing problem. The creation of this safer link from the canal to the village will protect health and reduce accidents for residents and visitors.

Frampton Parish Council have an excellent scheme report undertaken by the consultants SYSTRA in January 2020. This includes a history of the project, photographs, public consultation and recommended routes. This document is available for to view on request.

Phase 1 for improves safety on the Perryway which is known to be a very dangerous road used by local families to reach school and essential services and facilities. Works will also link with other promoted safe promoted walks.

Public transport to and from the village is very poor and the Stroud Transport Plan predicts that this is likely to continue, so access is heavily reliant on car use at present.

There is also potential to develop a bus link from the proposed Stroudwater station and the existing Stonehouse station to the planned canal-side car park at Fromebridge Mill, thus increasing sustainable regional tourism by allowing visits to the village via rail, bus and walking down the towpath and into the village. This could also reduce car parking in the village.

**Legislative / Policy Requirements:**

**Regulation 123 List:**

Yes; Transport, Canal Infrastructure, Health & Wellbeing

**SDC's Local Plan:**

Objective SO4: Transport and Travel; 2.16, Economy and Infrastructure 5.7: *Development in the Stroud Valleys will contribute funds to the restoration of the canals and towpaths, as well as potentially designing in new links across the development sites, thereby improving direct access for surrounding communities as well as those occupying the development. This has the potential to reduce short car journeys, due to the availability of safe, off-road walking and cycling routes.*

*Severn Vale; Communities will also feel the environmental and economic benefits of the restored Stroudwater canal. Saul Junction will become an important visitor 'gateway' to the Cotswold Canals and the wider Stroud District – part of a growing and ever improving network of walking and cycling routes.*

**Local Plan IDP:**

This project is not specifically named within the IDP but there are numerous principles within the IDP that support walking and cycling infrastructure and access to accessible open green space:

**Additional evidence/ supporting justification:**

Natural England promote natural and semi-natural open space alongside new development (Accessible Natural Greenspace Standards (ANGSt)).

Cotswold Canals Project; The project will connect the Stroudwater canal towpath cycle way through Frampton to the Gloucester to Sharpness towpath and cycleway from Splatt Bridge southwards. This increases links to green space in and around the village and canal which already attracts many visitors from surrounding settlements.

Severn Estuary Visitor Mitigation strategy; the new cycle and footpaths will encourage visitors away from the Severn Estuary and designated SSSI / RAMSAR sites.

A Strategic Framework for Green Infrastructure in Gloucestershire (2014); key principle to *“maximise opportunities to improve both strategic green infrastructure and more local green infrastructure, whenever change is being considered”*.

**Delivery partners support:**

Phase 1 has secured match funding from; County councillor fund £5000 (agreed in principle), Highways Community fund £7500, Parish Council £10,000, SDC Severn Estuary Mitigation grant £3000 (agreed in principle).

**Funding considerations:**

A high proportion of match funding has been secured for Phase 1 works. No further funding has been identified for the next phase. CIL funding of £20,000 is necessary to enable Phase 2 of the project to go ahead in 21/22.

**Timescales for project delivery:**

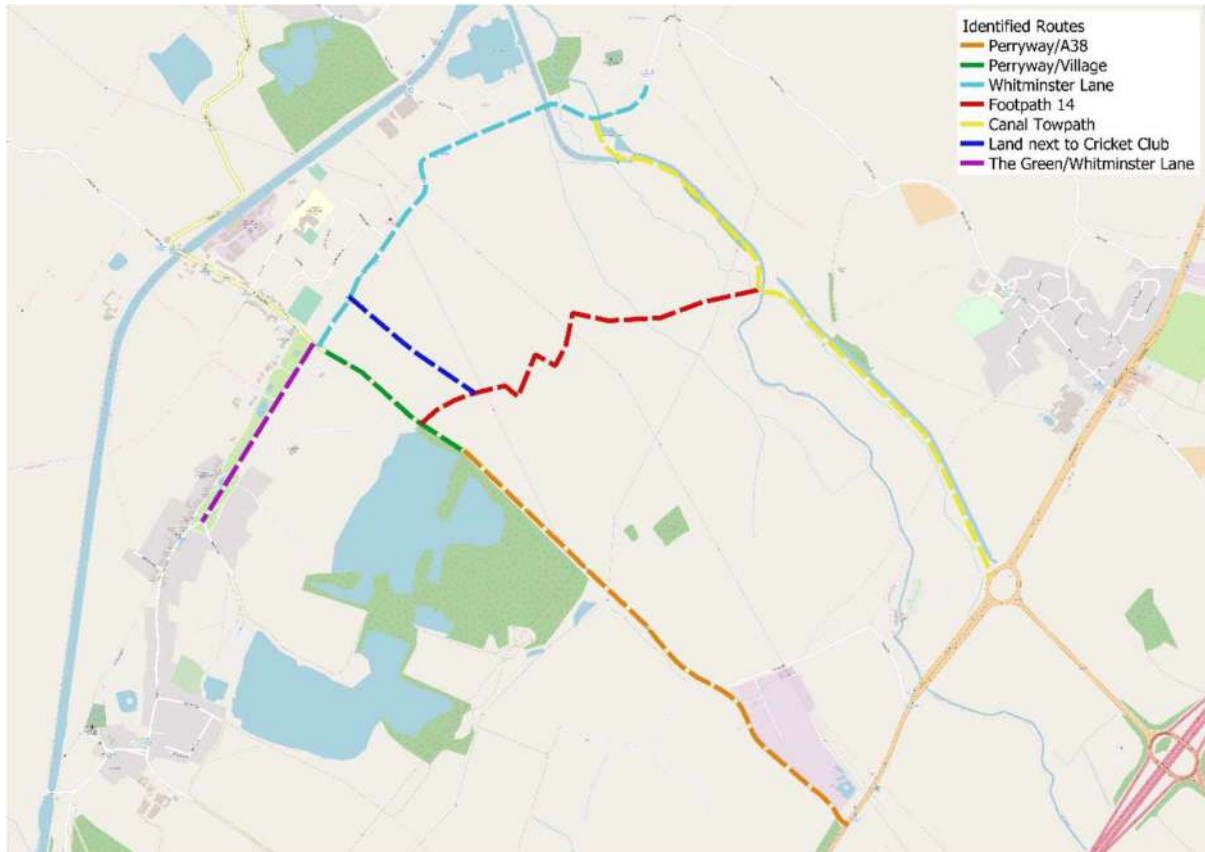
Project delivery is planned to start and be completed within 2021/22 financial year. Exact timings will depend on GCC Highways schedule which depends on approvals from outside bodies, eg police, road safety team.

**Officer comments:**

The consultant’s report demonstrates a very well-considered scheme and design. The project proposal aligns extremely well with planning and infrastructure policy and offers good value for money. We have no reservations in recommending this project for CIL funding support.

**Maps / diagrams:**

The map below shows the **'Identified Routes'** as taken from the Systra Consultancy Report 2020





Project Summary for: **In-Cab Technology Provision for the  
SDC Waste Collection Fleet Vehicles**

**Applicant / Project Delivery Partner:** SDC Community Services

**Funding Requested:**

£40,000 CIL (£20,000 CIL is recommended as detailed below)

**Project Overview:**

As housing grows within the District, there is increasing pressure on waste collection demands. Current service delivery needs are being stretched and SDC need to fully review working practises, in particular looking at areas where improvements can be made.

This project seeks to completely modernise the IT infrastructure that supports efficient Waste collection services by installing a large piece of software and providing hand-held devices within the cabs of waste vehicles.

The implementation supports the whole district and will commence the move to 'self-serve'; a method that maximises resident benefit without being overly onerous on the authority.

There are currently around 20 waste collection vehicles serving the Stroud District. Last year SDC received around 15,000 calls from residents regarding collections last year. This places a large demand on SDC resources using up call centre staff time and follow up work required by community services officers.

Almost a third of calls relate to reported non-collections or where residents believe they have been missed. This failure demand is compounded by the current paper based system, which is ultimately reliant on the correct piece of paper (the rectification notice), going to the supervisor to give to the driver to be acted upon. Any error in this paper chain creates more failure demand.

The new system completely automates every step of the reporting process into a much more streamlined, quicker and reliable mechanism, creating instant improvements to service delivery. The technology cuts paperwork and errors, increases customer satisfaction, reduces complaints and improves performance.

Ubico has a KPI to not exceed 400 missed collection reports per month. Last year the reported figure was approximately 300 per month. This is still a lot of calls to customer contacts and return trips to collect waste.

Refuse Collection Vehicles average 2-3 mpg so not only do extra trips cause considerable financial expense, it also has considerable environmental expense.

Introduction of In-Cab Technology in Oxfordshire reduced missed bin reports by 50%. Residents can easily be challenged with CCTV vehicle screen grabs (via GPS) being used to illustrate bins were not presented when the vehicle passed the property, or that bins were serviced.

Strategic housing growth means that waste vehicle collection round structures must expand quickly. Due to growth alone, there are 3 new rounds to be introduced next year across the various waste streams. The current system methodology is unsustainable and the need for this new software becomes increasingly essential.

### **Legislative / Policy Requirements:**

#### **Regulation 123 List:**

Yes, Strategic Waste and Recycling Infrastructure, Provision of household waste recycling and waste management facilities.

#### **SDC's Local Plan:**

Whilst this project is not identified in the Local Plan, the National Planning Policy Framework (NPPF) states that Local Plan objectives must contribute to the achievement of sustainable development (paragraph 151) where one of the environmental roles is to help 'minimise waste and pollution, and move to a low carbon economy'.

#### **Local Plan IDP:**

The IDP discusses the pressures on current waste management provision and calls for a need for 'remodelled, alternative and/or new waste management facilities over the timeframe of the plan'. The IDP mostly refers to the treatment of waste, not the collection.

#### **Additional evidence/ supporting justification:**

A full business plan is being developed at present and will provide more working detail that will further enhance the importance of this bid.

#### **Delivery partners support:**

The other Gloucestershire districts have already invested in the 'in cab' technology with great success, and SDC have further meetings scheduled with project delivery partners including Cotswold District Council, Publica), UBICO and software providers. Procurement will then be looked into as soon as possible after.

**Funding considerations:**

SDC Finance Director has confirmed that some funding may be available from savings made in the Waste Budget last year. An application is likely to be made to the Government funded 'Recovery Fund' to be allocated by SDC committee.

**Timescales for project delivery:**

The works are needed urgently and can be implemented as soon as funding becomes available.

**Officer comments:**

There has been much debate as to whether CIL is the most appropriate funding stream for this project. Discussions have focussed around whether IT improvements within waste vehicles can be considered to be 'strategic infrastructure'. In addition, planning policy focusses predominantly on the disposal of waste, but not on the collection side of operations. There is some argument that waste disposal cannot be seen as entirely separate to collection, they are interdependent and therefore waste collection should be factored within planning considerations.

Given the complexity of these discussions, officers have suggested that some funding is given from CIL to recognise that strategic housing growth does place additional demands on waste collection services. However, the full request is not being suggested due to the 'grey areas' in relation to adopted planning policy. Members are encouraged to express their views and decide whether this is priority CIL infrastructure for CIL funding.

**Potential projects for CIL funding within the next 5 years:**

<b>Project name &amp; Location</b>	<b>Estimated funding need</b>
A419 Golden Valley Cycle Route - Stroud to Chalford	£20 million
Brimscombe Port Regeneration	£500k
Cam & Dursley Greenway Capital Delivery	£10 million
Canal Infrastructure	£1 million
Community Tree Planting by Stroud Valleys Project (annual programme)	£20,000
Development of new waste treatment site at Frampton	£300,000
Electric Vehicle Charging Point Role-Out (Gloucestershire Highways)	unknown
GCC Highways - Bus Stop Infrastructure works	£25,000
GCC Highways - THINK Travel Cycle parking / school crossing safety	£30,000
Kingswood Primary School relocation and expansion	£3.2 million
Leonard Stanley Primary School expansion	£1.4 million
Merrywalks Roundabout Redesign	£1 million
Redevelopment of Stroud Library	£50-£100k
River Frome Restoration (Environment Agency and Rivers Trust)	£100,000
Rural Suds (annual programme)	£30,000
Stratford Park Outdoor Pool improvements	£40,000
Stroud Museum in the Park collections centre	£5 million
Stroud Station Integrated Transport Hub	£4 million
Stroud Subscription Rooms	£1 million
SVP Development of a new Green Burrial Ground	£15,000
The Pulse, Dursley - Upgrading of main pool	£ millions

Please note that the above list is simply an indication projects known to CIL Officers at the time of writing this report, November 2020. No formal bids have been received for the above so therefore prior eligibility assessment has not taken place. As such the above list does not demonstrate any suggestion of prioritisation, importance or ranking, it simply demonstrates a level of interest in CIL expressed by infrastructure delivery partners.

It is highly likely that the project needs of those identified will change, and many more projects not noted above are likely to come forward in subsequent funding bid rounds.

**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES COMMITTEE**

**AGENDA  
ITEM NO**

**10 DECEMBER 2020**

**7**

<b>Report Title</b>	<b>LITTLECOMBE BUSINESS UNITS</b>			
<b>Purpose of Report</b>	To increase delegated authority limits for the disposal of long leasehold interests on this development.			
<b>Decision(s)</b>	<b>Committee RESOLVES to delegate authority to the Head of Property Services to dispose of the remaining long leasehold interest in the council's business units at Littlecombe, Dursley above the current delegated limit of £250,000.</b>			
<b>Consultation and Feedback</b>	None			
<b>Report Author</b>	Alison Fisk, Head of Property Services Tel: 01453 766321 Email: <a href="mailto:alison.fisk@stroud.gov.uk">alison.fisk@stroud.gov.uk</a>			
<b>Options</b>	Committee could opt to approve any individual disposals itself but this could lead to delays in transactions.			
<b>Background Papers</b>	None			
<b>Appendices</b>	Appendix A – Schedule of lettings and sales of Littlecombe Business Units			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	Yes	Yes	No	Yes

**1. INTRODUCTION / BACKGROUND**

- 1.1 Members will recall that the objective of this project was to bring forward 18,500 sq. ft. units for use by small-medium sized businesses in Cam/Dursley. The units were constructed by St Modwen and practical completion and handover took place in June 2018.
- 1.2 The council's agent, ASH Chartered Surveyors, has been actively marketing the business park on the council's behalf since July 2017 originally on the basis of letting the units on short term leases, in October 2018 members were advised through the Investment and Development Panel that no offers had been received at that point but that there was continued interest from parties wishing to buy.
- 1.3 Whilst a mixed tenure (selling and letting) was always considered, the council originally sought to retain control of the scheme and maintain it as a property investment because it wasn't keen to see an investor benefit if it could secure an ongoing income stream for itself. However, our approach needed to be adjusted and the Council started to market the units either to rent or for sale on a long leasehold basis.

- 1.4 This approach has proved successful and members have been updated on lettings, with ward members receiving an update in February this year. 7 of the 9 units will have been sold rather than let, should the last 3 deals complete.

## 2. MAIN POINTS

- 2.1 The majority of units have now been let or sold on long leaseholds of 150 years (see Appendix A), with values within current delegated authority limits. The exception to this was the letting to Tenant Services in-house repairs service, of the largest unit, where the appropriation was approved by committee.
- 2.2 The last of the units is now under offer for the asking price of £365,000 which exceeds the current delegated limit of £250,000.

## 3. CONCLUSION

- 3.1 In order for the disposal of a long leasehold interest in this unit to proceed, approval is sought to increasing the delegated limits for this development. The approval is not directly linked to this deal, in case it should not proceed, leaving flexibility for any alternative deal to be dealt with under delegated powers.

## 4. IMPLICATIONS

### 4.1 Financial Implications

The Medium Term Financial Plan assumes that all units will be let or sold. Where units are sold the resulting capital receipt is used for the repayment of debt. This generates a revenue benefit through lowering the Minimum Revenue Provision requirement.

Andrew Cummings, Strategic Director of Resources

Email: [andrew.cummings@stroud.gov.uk](mailto:andrew.cummings@stroud.gov.uk)

### 4.2 Legal Implications

There are no significant implications within this category.

The report sets out details of the implications of a switch to sale of long leasehold interests in paragraph 1.

One Legal, Tel: 01684 272691 Email: [patrick.arran@stroud.gov.uk](mailto:patrick.arran@stroud.gov.uk)

### 4.3 Equality Implications

An EqIA is not required because there are not any specific changes to service delivery proposed within this decision.

### 4.4 Environmental Implications

The following sets out details of significant implications identified by officers:

- 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.

- The council has a very limited influence to make changes to privately held buildings that could impact upon emissions compared to those buildings that remain council property.
- The decision to construct (and subsequently lease or sell to local businesses) the businesses units had environmental implications at the time of making that decision. This decision to extend delegated limits does not in of itself create further environmental implications

APPENDIX A  
Schedule of lettings and sales at Littlecombe Business Park

Littlecombe Business Park						
Unit	Size (sq ft)	Availability	Tenant	Commencement date	Term	Rent/Consideration
6a	1,361	Let	Plant MX	07/03/19	Short lease	£10,250 pa
6b	1,347	Under Offer	James Pitt Bespoke Joinery	Solicitors instructed	Long lease	£145,000
6c	1,347	Under Offer	Cobwebs	Solicitors instructed	Long Lease	£145,000
6d	1,344	Sold	Commercially sensitive	03/02/20	Long lease	£145,000
6e	1,361	Sold	4K Systems		Long Lease	£145,000
7a	5,083	'Sold' F/H appropriation	SDC Tenant Services –	01/08/19	Long Lease	£525,000
7b	3,563	Under Offer	Everhot Property		Long lease	£365,000
8a	1,565	Let	Green Thumb	07/05/19	Short term	£12,000 pa
8b	1,565	Sold	Everhot Property	13/02/20	Long Lease	£170,000

As at 23/11/20





## STRATEGY & RESOURCES COMMITTEE MEMBER/OFFICER REPORT

<b>NAME OF ORGANISATION/BODY</b>	Gloucestershire Economic Growth Joint Committee
<b>DATE OF LAST MEETING ATTENDED</b>	18 November 2020

### BRIEF REPORT:

There were a number of update reports presented and one report for decision.

#### **Gloucestershire Skills Agenda Update**

Pete Carr of the GFirst LEP gave an update which covered information and signposting, apprenticeships, unemployment / redundancy support and digital and cyber skills. On information and signposting, the Gloucestershire Careers Hub was launched the same day: <https://www.gloscareershub.com/>. It is designed to bring together businesses and schools, and support young people and the schools and colleges they attend. The skills portal link is at: [www.skillsportalglos.com](http://www.skillsportalglos.com).

This will all be underpinned by up-to-date data, centralised information and collaboration between providers to maximise the use of existing funding and resources and will seek additional resources as required. It will form a workstream of the Gloucestershire Skills Strategy monitored by the Gloucestershire Skills Advisory Panel (GSAP), of which Pete Carr, Cllr. Patrick Molyneux (GEGJC Chair) and Cllr. Steve Lydon are members, reporting to the GFirst LEP and the GEGJC.

#### **Kings Quarter Regeneration Update**

Jon McGinty and Ian Edwards of Gloucester City Council gave an update on the regeneration of the Kings Quarter in Gloucester. The presentation that they gave on 'The Forum' is attached.

#### **Strategic Planning in Gloucestershire Update**

Mike Dawson, CE of Tewkesbury BC, gave an update on the status of the county's local plans and Joint Core Strategy (JCS), and the levels of growth identified and being planned for within them, including major developments. Overall the plans identify the need for 61,500 new homes and 342 ha of employment land in the plan period to 2031.

The update also looked at the impact of proposed planning reforms and in particular the proposed standard methodology for assessing housing need, which would approximately double the amount of housing needed in the county and at the same time reduce the ability to deliver affordable housing by increasing the threshold to 40 or 50 new homes.



## STRATEGY & RESOURCES COMMITTEE

### MEMBER/OFFICER REPORT

A strategic planning framework for Gloucestershire is being taken forward through the preparation of a Statement of Common Ground between the 6 districts, County Council and GFirst LEP, which will be the first step in developing an agreed long-term view of growth in the county to help shape plans.

#### **Gloucestershire Covid-19 Economic Recovery Planning Update**

An update was given in respect of collaboration across Covid-19 economic recovery plans in the county, which the Senior Officer Group had been working on since the emerging plans were reviewed at earlier GEGJC meetings in July and September. Three areas of work were highlighted:

##### Skills

In addition to the Skills Portal reported above, skills activity includes investment from the Get Britain Building Fund:

- £4.48m for the Gloucestershire Applied Digital Skills Centre with Cirencester College
- £1.956m towards the Construction Education Centre with the KW Bell Group Ltd, Cinderford.

##### Visitor Economy

The LEP is co-ordinating the promotion of Gloucestershire as a leisure destination. Partners are working on a three-year Tourism Strategy to be funded by GCC and co-ordinated by the Visit Gloucestershire Partnership.

##### Lobbying

Lobbying Government for freedoms and flexibilities to bring vacant retail units back into use.

In addition, GCC's Road to Economic Recovery strategy was tabled. This is centred around three drivers of recovery:

- People, place and connectivity
- Skills and employment
- Infrastructure, economy and growth.

It sets out short, medium and long-term actions with progress to be measured against economic outcomes around the labour market, business and economic output.

#### **GFirst LEP Update**

Dev Chakraborty gave an update on Recovery activity including:



## **STRATEGY & RESOURCES COMMITTEE MEMBER/OFFICER REPORT**

- £11.3m for the LEP from the Getting Britain Building Fund for the projects identified at Cirencester College and in Cinderford above amongst many others
- The development of the Skills Portal (above)
- Growth Hub Network grants of £500k for businesses
- Inward investment team has switched focus to supporting existing foreign-owned businesses rather than attracting new ones
- Supporting the Public Health team by targeting businesses with key messages around the pandemic
- Think Gloucestershire campaign – staycation, supporting local shops and businesses, keeping business spend local and supporting local shops for Christmas shopping
- Visitor economy and tourism – 3-year tourism strategy (above)
- Survey of businesses to obtain data on current and future working patterns across the county in the light of the pandemic: <https://www.surveymonkey.co.uk/r/LSWQV5L>

An update on Gloucestershire Growth Deal progress and headlines was also given, which included:

- Berkeley GREEN – Gloucestershire Police have opened their new college and conference centre in the Sabrina Building
- Five Valleys – a new ANPR system is being installed in the multi-storey car park to enable monitoring and benchmarking of visitor usage.

### **Business Rate Pool including SEDC funding requests**

Andrew Cummings’ report covered three main points:

1. An update on the Business Rates Pool and the estimated balance. Mid-year monitoring shows an overall pool gain of £3.871m including a transfer of £774k to the Strategic Economic Development Fund (SEDF) administered by GEGJC, but as this may be subject to significant fluctuation due to the impacts of the pandemic, it was advised that this should not be factored into resource allocations at this point.
2. Noting the recommendation of the S151 Officers Group to continue with the Business Rates Pool having assessed the risks and carried out modelling.
3. Agreeing an allocation from the SEDF of £500k for core funding for the LEP. This is based on £250k pa of match funding to support the LEP’s operating costs and allow it to draw down Government funding, for 2 years until the end of 2022/23. GEGJC agreed this.

<b>FUTURE MEETINGS</b>	10 March, 9 June, 15 September and 17 November 2021
<b>REPORT SUBMITTED BY</b>	Kathy O’Leary
<b>DATE</b>	1 December 2020

# Gloucestershire Economic Growth Joint Committee

Wednesday 18th November 2020



# The Forum

## Contents:

1. Site Location
2. Strategic Context and Economic Impact
3. High Quality Design
4. Sustainability
5. The Forge
6. Programme
7. Summary



**SITE LOCATION.**

- **COUNTY** - Strong alignment with the Local Industrial Strategy
- **COUNTY** - Links being established with the Gloucestershire Cyber Tech Business Group to develop the role of the Forum in unlocking the regions full potential.
- **CITY** - No 1 regeneration priority in the City Council's Regeneration and Economic Development Strategy 2016-2021.
- **CITY** - Strong alignment with Gloucester City Council Digital Strategy.
- **REGIONAL** - The Forum will help Gloucestershire lead the way for the Western Gateway by adding to the key digital and cyber business opportunities.

## STRATEGIC CONTEXT



### Cyber Resilience Alliance.

The Cyber Resilience Alliance region has identified by:

- Worcestershire LEP
- G First LEP
- Swindon & Wiltshire LEP
- The Marches LEP

Consisting of some of the UK's brightest minds and cutting-edge technology addressing cyber security challenges every day.

## STRATEGIC CONTEXT.



- 1,175 new job opportunities created aimed at the higher value added digital sector.
- £38.9m additional GVA.
- Work with Golden Valley and other County initiatives to increase the digital tech sector 5 year growth projections from +34% to +50%

**ECONOMIC IMPACT**

**THE FORGE**  
The Forge  
26,000 sq ft  
Incubator & Innovation Hub

**THE CLUB**  
Restaurant & Bar  
5,250 sq ft (1st Floor)  
340 Person Capacity  
at 51.8 degrees

**Conference Centre**  
3 Meeting Rooms (150 Seats)

**THE GATE**  
Hotel  
131 Rooms Private  
Courtyard

**Car Park**  
404 Spaces  
10% with electric charge points

**Apartments**  
43 x No 1, 2 & 3 beds

**H2**

**H2 Gym**  
8,000 sq ft (Ground Floor) Gym  
& E-Mobility Cycle Park

**Office**  
7 Floors  
107,000 sq ft

**Retail**  
3,443 sq ft



**HIGH QUALITY DESIGN.**



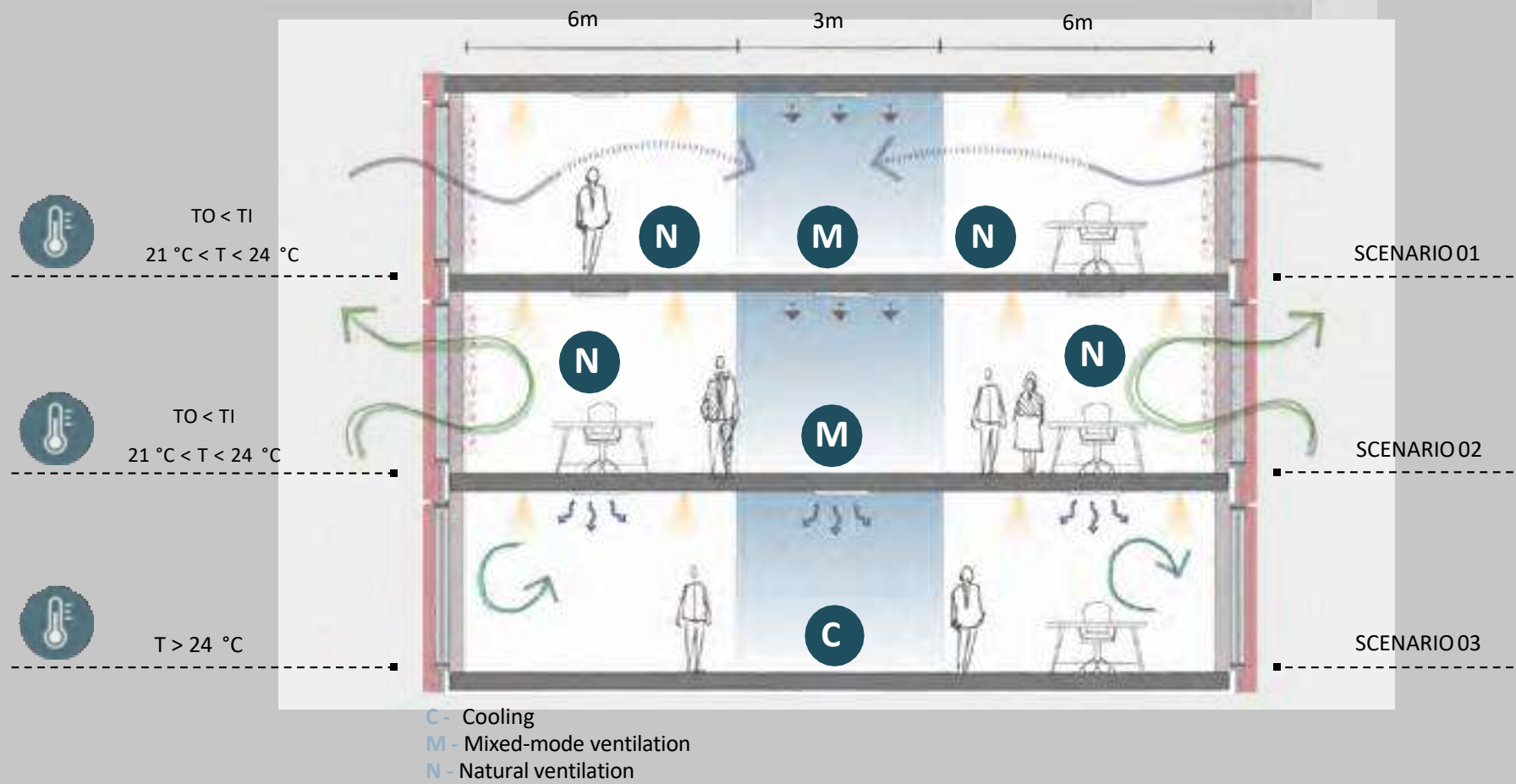








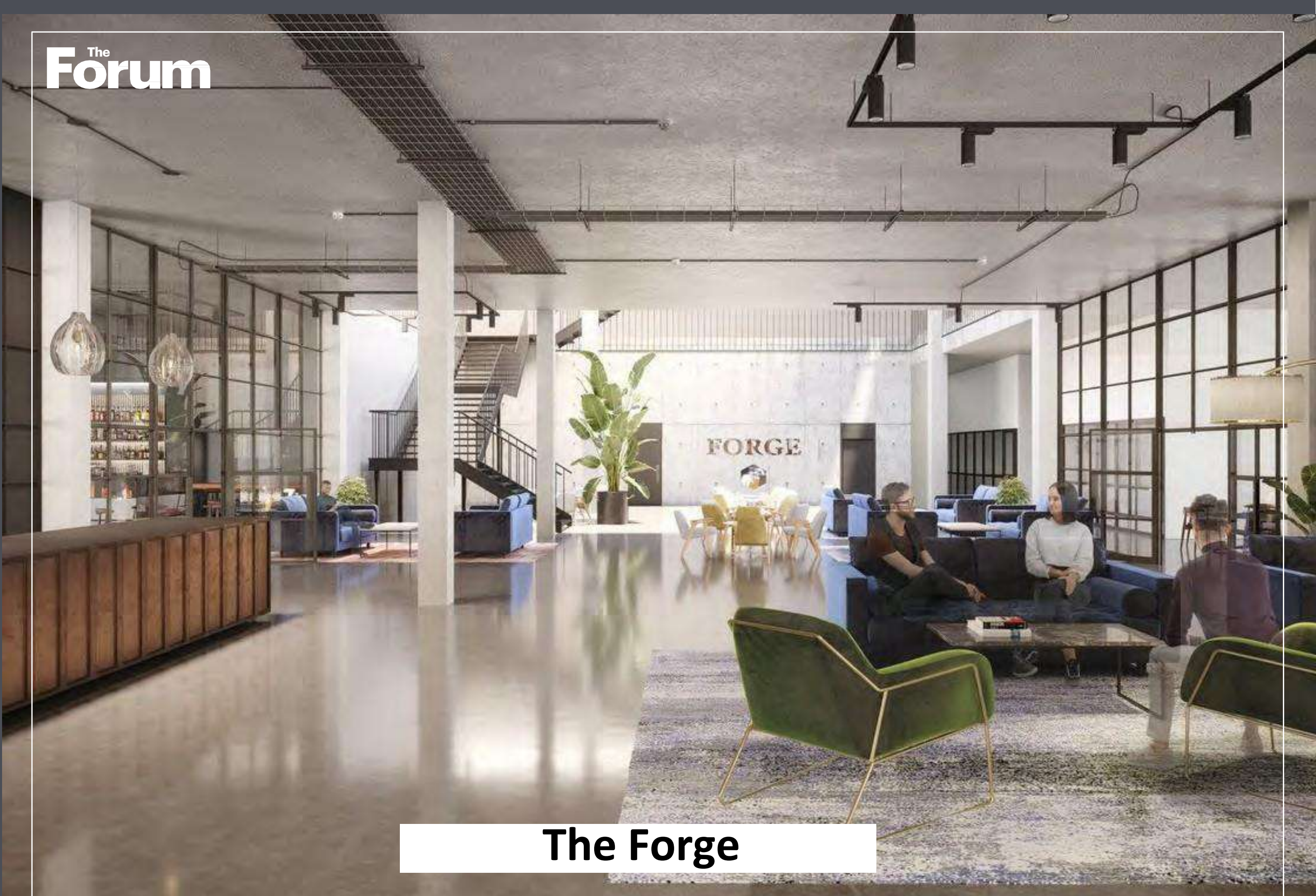




- BREEM 'Excellent' Rating for Office.
- Net Zero Carbon in Operation enabled (UK Green Building Council).
- Naturally ventilated Offices (seasonal).
- Largest green wall in South-West UK.
- Extensive Sustainable Urban Drainage and rainwater capture for landscape.
- Smart Building Technologies to limit energy in use.

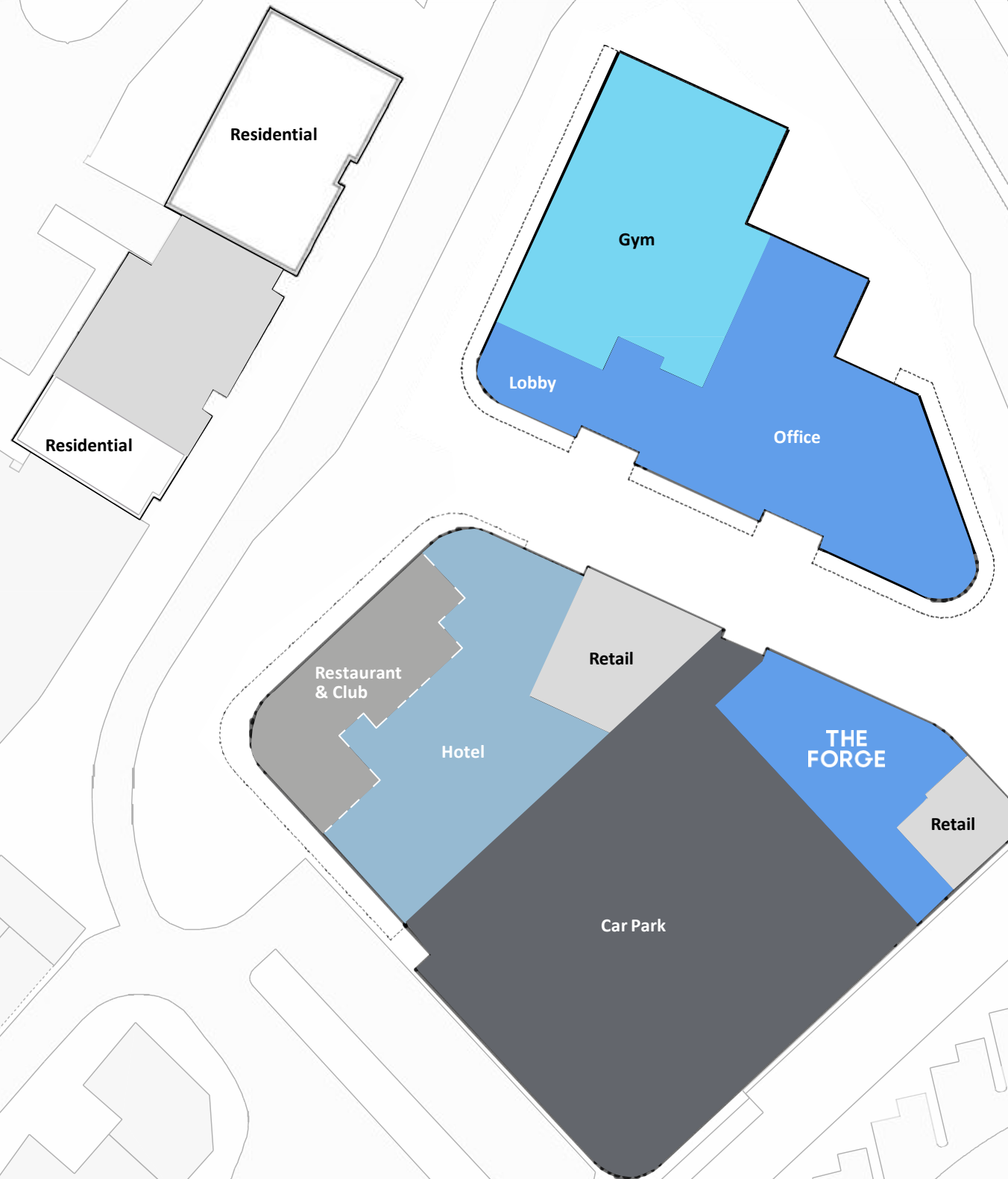
**SUSTAINABILITY.**



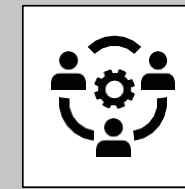


# The Forge

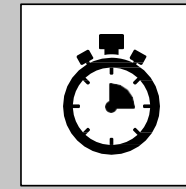
- Centre of digital excellence – providing a physical community space for digital skills training, creativity and enterprise.
- Acting as a local virtual data centre, providing access to HPC, AI, VR, 5G and IoT technologies.
- Allow Gloucester to develop its established digital and cyber security economy, becoming a national centre for cyber and digital groups.
- Promoting innovation and collaboration within the AgriTech, Aviation and Cyber security industries.
- Providing the local community with a dynamic new digitally enabled space for community use.
- Allow local authorities to better capture and utilise regional data to improve public service outcomes, particularly for health and social care.



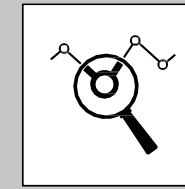
Education and learning spaces



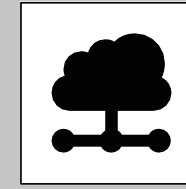
Collaborative co-work space



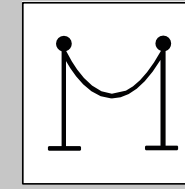
Sports performance labs



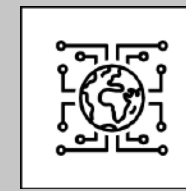
Digital labs



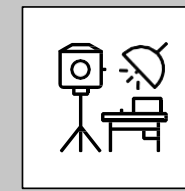
Edge computing facilities



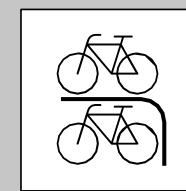
Roof top members club



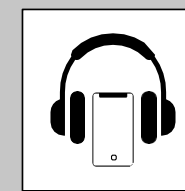
Access to a secure cloud



Creative studios



Cycle parking



Podcast studios



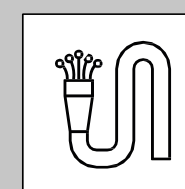
Public café



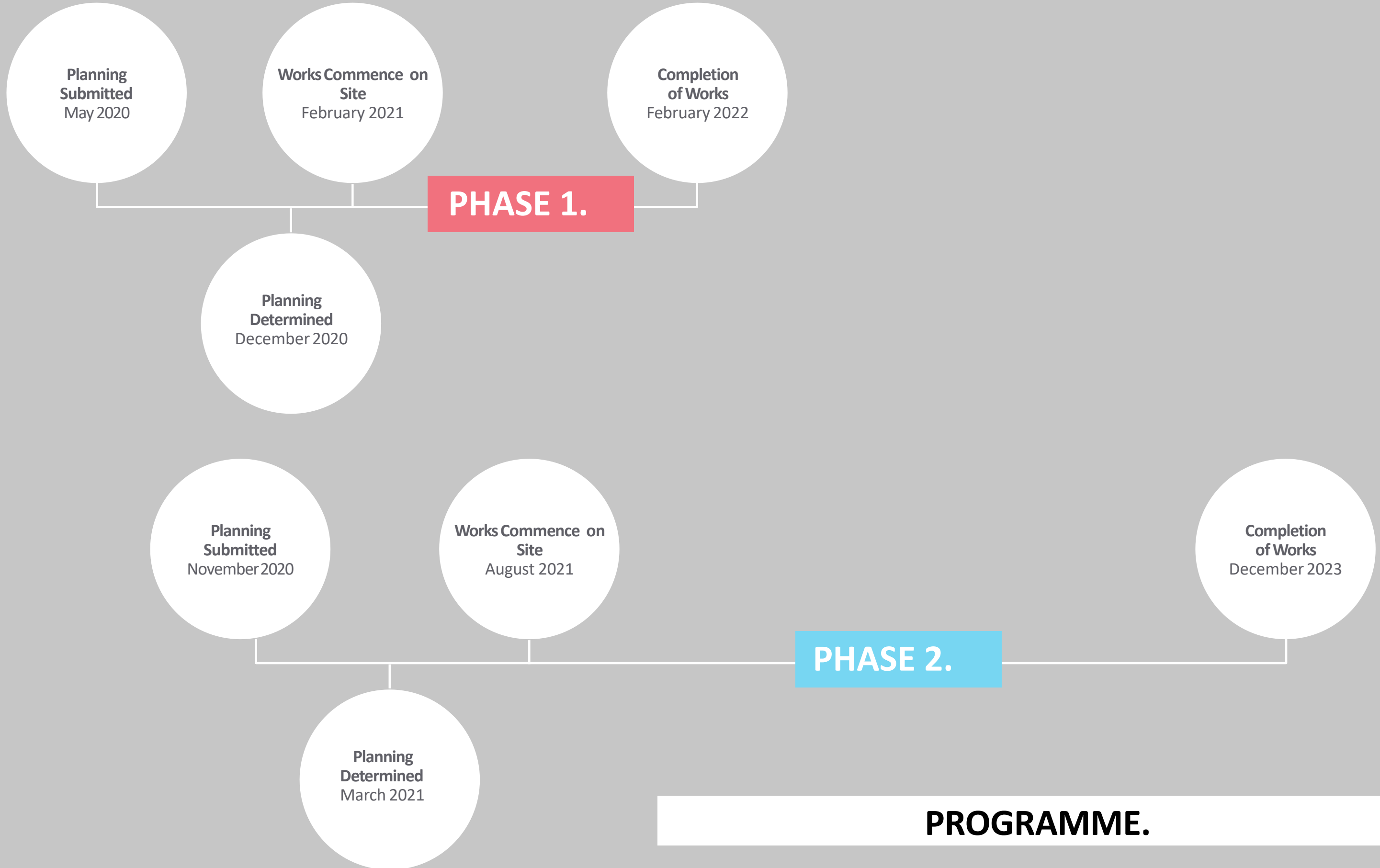
Meeting spaces



Networks



Dark fibre enabled offices



**Planning Determined**  
December 2020

**Planning Determined**  
March 2021

- The Forum will play a vital role in the LIS digital offer of the county, complimenting the Cyber Valley and other LEP funded digital infrastructure projects.
- The Forum will ready the City to spring into action as soon as the current COVID crisis comes to an end providing 915 construction jobs.
- The Forum will secure up to 1175 new higher value jobs for the city in bespoke future proof flexible accommodation.
- The Forum will attract the first new 4- star 116 bed hotel to the City.
- The Forum in tandem with the Forge will create a campus at Kings Quarter which will act as a catalyst to build a sustainable digital economy for the City and the region.

**SUMMARY.**



## STRATEGY AND RESOURCES COMMITTEE MEMBER REPORT

<b>NAME OF ORGANISATION/BODY</b>	Gloucestershire Economic Growth Scrutiny Committee (GEGSC)
<b>DATE OF LAST MEETING ATTENDED</b>	<a href="#">18 Nov 2020</a> <a href="#">21 Oct 2020</a>
<p><b>BRIEF REPORT</b></p> <p>21 October 2020</p> <p>The main item for discussion was presentation the Golden Valley Cyber Central development, presentation can be found on Item 6 <a href="#">here</a></p> <p>Key points</p> <ul style="list-style-type: none"> <li>• Gloucestershire has the largest concentration of cyber businesses in the UK outside London. Gloucestershire had 6 times the normal rate as a county, and 11 times the normal rate in Cheltenham.</li> <li>• Headline impacts if the development were to be delivered, in terms of economic growth, there was a potential for 12,000+ jobs and a GVA upwards of £800m for the Golden Valley sit alone, with considerable further growth countywide.</li> <li>• In addition, our cyber growth plans had strong alignment with the Government’s post Brexit ambition to be a Scientific Superpower and to become a global leader in this sector;</li> <li>• Gloucestershire’s role within the Western Gateway was growing and the more we understood about cyber, the more that role could continue to grow and the more influence we could have.</li> <li>• The whole development is proposed to a be a carbon zero development</li> </ul> <p>The report from GFLEP including reporting on the project being funded by the latest round of Government funding</p> <p>The five projects that will be funded (subject to final approval by Government, due diligence, and LEP board approval) represent a diverse mix of projects:</p> <ul style="list-style-type: none"> <li>➤ The ‘Minster Innovation Exchange’ with Cheltenham Borough Council–this low carbon modular construction will deliver innovative co-working space in central Cheltenham. It will provide a purpose-built performance, event and community venue, and connect to the High Street through upgraded historic linkages from the Cheltenham Minster</li> </ul>	



## STRATEGY AND RESOURCES COMMITTEE

### MEMBER REPORT

grounds. It will also act as a pilot for developments at the Cyber Park –allocated £3.114 million.

- 'The Gloucestershire Applied Digital Skills Centre with Cirencester College–building a new landmark building, modelled on digital industries delivering the skills needed in the Cyber and Digital sectors –allocated £4.48 million.
- 'Cyber Incubation Units' with Gloucestershire College–creating a range of new office space, shared and dedicated laboratories, workshops and co-working facilities designed specifically for high-tech, cyber-based entrepreneurs and innovators, with access to educational facilities –allocated £950,000.'
- The Digital Innovation Farm with Hartpury University-creating new innovation and demonstration workspace for high growth SMEs in the growth phase already operating within the agri-tech sector to explore, test, trial, research and develop products, or enhance existing ones –allocated £1.25 million.'
- A Construction Education Centre with the KW Bell Group Ltd in Cinderford - a brand new multipurpose conference and training facility to be based in the heart of the Forest of Dean. Thoughtfully designed to link the construction industry with education by providing a learning environment that is digitally advanced, safe, interactive and relevant. The Centre will be co-funded by a privately-owned family business, which has been in operation for over 50 years, founded in, and operating within, the Forest of Dean –allocated £1.956 million.

#### Meeting 18<sup>th</sup> November

- The main item on the agenda was presentation on Modern Methods of construction by Mike Craggs from Bromford Housing, presentation can be found on Item 7 [here](#)
- Report on the state of economy in Gloucestershire from Gfirst LEP

<b>REPORT SUBMITTED BY</b>	Councillor Simon Pickering
<b>DATE</b>	2 December 2020





## STRATEGY & RESOURCES COMMITTEE

### MEMBER/OFFICER REPORT

<b>NAME OF ORGANISATION/BODY</b>	Strategic Recovery Board
<b>DATE OF LAST MEETING ATTENDED</b>	21 October 2020

#### BRIEF REPORT:

The Strategic Recovery Board has met on a monthly basis since the approval of the Council's Covid-19 Recovery Strategy – *Recover, Reset and Renew* (S&R Committee 18 June 2020).

The Strategic Recovery Board was established as part of the approved Governance arrangements to facilitate delivery of the Recovery Strategy. As a reminder for members, the approved governance diagram is attached to this note, describing the key roles and responsibilities of the key individuals and groups involved.

Monthly Highlight Reports, summarising progress and key activities forthcoming period, have been included within the Weekly Update for all members. The same Highlight Reports are also published on 'The Hub' site, for all staff.

A selection of key activities and achievements of each recovery work stream is outlined below:

#### **Economy, Market Towns and Rural Vitality:**

- Funding plan agreed to support economic recovery in our market towns, through the national Re-opening the High Streets Safely RHSS) fund. This includes promotional activities (eg Shop Local campaign) as well as practical measures such as signage and temporary road closures.
- Lottery funding of £8.9m announced towards restoration of phase 1b of the Stroudwater Canal.
- Two important bids submitted through the Gloucestershire 'One Public Estate' programme, for 'Zero Carbon Public Estate' and also to support the Brimscombe Port re-development.
- Plans being developed for the Council to play a lead role in the Kickstart scheme, providing work placement opportunities for 18-25 year olds with employers across the district.

#### **Community Resilience and Wellbeing**

- Re-shaping the approach to community grants in line with recovery priorities
- Commissioning a review of leisure and wellbeing



## STRATEGY & RESOURCES COMMITTEE

### MEMBER/OFFICER REPORT

- Supporting the development of Community Hubs – a partnership project to help community response groups develop as a lasting model for community support as we move into recovery

#### Affordable Housing and Homelessness

- New Council Homes Strategy adopted by Housing Committee 22<sup>nd</sup> September
- Next Steps Accommodation Programme bid successful. This covers support workers for OpenHouse until March 2021 and the purchase of 4 flats for former rough sleepers
- Successful bid to BEIS for £1m for Local Authority Delivery Green Homes funding for Park Homes.
- Focus on providing Covid compliant emergency winter provision for homeless people


#### Environment and Climate

- The main focus at present is on the public and stakeholder engagement process for 2030 Strategy. The report is also being considered by all four main committees of the Council. The Strategy is set to come to Full Council in February 2021 for approval, taking account of the consultation feedback.
- Work is set to start over the forthcoming tree planting season, to begin transforming the Council's site at Salmon Springs from a grazed grassland into a rich and diverse woodland habitat. This will be in partnership with the Stroud Valleys Project charity and will provide many opportunities for community and volunteer support.
- A pilot project to retrofit energy efficiency measures within the Council's housing stock is being developed, working with the Gloucestershire Community Energy Co-operative.

With the second wave of the Covid-19 pandemic and subsequent lockdown measures and restrictions affecting our residents, communities and businesses, much of the Council's efforts have been appropriately focused on 'response' rather than recovery related activities.

Therefore, a focus for the Strategic Recovery Board will be to review current recovery plans and prioritise rigorously, concentrating on those areas within each of the four identified work streams where progress is considered most important in the short, medium and longer term.

<b>REPORT SUBMITTED BY</b>	Brendan Cleere – Strategic Director of Place
<b>DATE</b>	2 December 2020

 = Elected member involvement

**Group & Composition**

**Strategy and Resources Committee**  
Membership as currently constituted

**Recovery Strategic Board**  
4-8 elected members with reps from all political groups (to include the Lead Member for each Work Stream), Programme Sponsor, Programme Manager and SLT members. Work stream lead officers may also be required to attend.

**Strategic Leadership Team (SLT)**  
CEO, Strategic Directors and Monitoring Officer

**Officer Co-ordination Group**  
Meetings held as necessary with Lead Officers for each Work-Stream, Programme Manager and Programme Sponsor (Chair).

**Group Description**

Decision making where required in relation to external recovery programme

Political and managerial oversight and steer of recovery programme. Providing a link to, and making recommendations as appropriate to, the relevant Committee(s). Communications

Strategic leadership and co-ordination of recovery programme. Recommendations for member approval

Highlight reporting, risks and issues, requests and recommendations. Communication and collaboration.

**Individual Roles**

**Lead Member for each work stream**  
Identified as the chair (or their nominee) of each of the four main committees (S&R, Environment, Housing and CS&L). They will link with the relevant lead officer for each work stream, providing challenge and support to the development and delivery of work stream

**Recovery Programme Sponsor**  
Strategic Director of Place – Brendan Cleere. Accountable for overall programme development and delivery

**Recovery Programme Manager**  
Programme management support and co-ordination of work-streams. Programme highlight reporting and communications and engagement.

**Lead Officer for each Work Stream**  
Leading the team for the work stream, involving relevant staff across the authority. Collaborating with other authorities and agencies, gathering information, identifying risks, issues, challenges and opportunities, action planning and liaison with lead member for the work stream, particularly around engagement of wider members and key stakeholders.

**Recovery - Work Streams**

1. Economy, Market Towns and Rural Vitality (Lead Officer: Mark Russell)
2. Community Resilience and Wellbeing (Lead Officer: Keith Gerrard)
3. Affordable Housing & Homelessness (Lead Officer: Pippa Stroud)
4. Environment & Climate Change (Lead Officer: Rachel Brain)

*NB The above work streams are external and community facing. A separate but related approach will be made to drive the internal recovery and modernisation of the Council and its own working arrangements*

## STRATEGY AND RESOURCES COMMITTEE INFORMATION SHEET

01/12/20

### The Redevelopment of Brimscombe Port

- 1.1 The purpose of this Information Sheet is to update members on the current position and programme for the redevelopment of Brimscombe Port.
- 1.2 The last update was provided as a Member/Officer Report to the Strategy and Resources Committee on the 8 October 2020. This update is to inform members of the progress made in the last 8 weeks.
- 1.3 **Funding** - A bid to the One Public Estate Programme for Land Release Funding (LRF) was submitted in early November seeking funding towards the abnormal infrastructure costs on this site, the outcome of which is expected in January/early February. This may enable the Council to consider carrying out the infrastructure works ahead of securing a developer partner, if the market conditions delayed the commencement of the procurement process, or to have additional funds to meet any shortfall on the viability when the site is marketed.
- 1.4 **Planning** – Progress has been made with third party statutory consultees for the planning application for the phase 1 infrastructure and the demolition of the existing buildings together with the listed building application for the demolition of the modern extensions to Port Mill and the Port House (submitted in July 2019). Positive responses and discussions have been held and formal responses are being finalised and expected in the next few weeks. Depending on when these are received, the anticipated date for the application to be determined by Development Control Committee could move to February, with a report to Strategy and Resources Committee in March, following the outcome of the LRF bid, for a decision on whether to market the site for a development partner.
- 1.5 **Programme** - the changes to the milestones for the funding agreement with Homes England were agreed and approved by the Homes England Project Executive on 9 September 2020. The milestone for the commencement of developer procurement is extended to the 31 March 2022, only a year on from our current programme. Should the LRF bid be successful, there is a requirement that the land is released for housing by March 2023. It is therefore crucial that work continues to progress the scheme to ensure that these key milestones can be delivered.
- 1.6 **Tenancy Management** – Several of the tenants on site have been negatively impacted by COVID-19 and have received support from Government grants, or directly from the council with rent holidays being granted. In spite of this, 2 businesses have closed and others are still struggling. Grace Network are delivering a range of services (e.g. The Long Table, and Stroud Food Bank) from the site which have been important in lockdown and recovery. The leases for the business park and industrial units have been structured so that vacant possession is achievable from between December this year until the end of March 2021. For some tenants it will be possible and appropriate to extend their leases for a further 3 months until the end of June, without jeopardising the current programme.
- 1.7 **Communication** – A set of FAQs is being prepared as part of the Communication Strategy and these will be published on the Councils' website.

## Performance Monitoring Report: S&R Committee

<b>DATE OF MEETING</b>	1 December 2020
<b>ATTENDEES</b>	<b>Members:</b> Keith Pearson, Nigel Cooper <b>Officers:</b> Andrew Cummings

### PERFORMANCE UPDATE *(please give a brief progress update on the following areas)*

<b>CDP PRIORITIES</b> <i>(see Excelsis)</i>	<p><b>CDP 1 – Continue to allocate funds from the business rates pilot fund in line with the agreed principles</b></p> <p>Officers are producing action plans relating to recovery items for inclusion in the 2021/22 budget. The Business Rates pilot is one of the funds which is likely to be used for that process.</p>
	<p><b>CDP 1.3 – Progress and deliver the redevelopment of Brimscombe Port by securing planning permission and being ready to seek a development partner</b></p> <p>A bid to the One public Estate Programme for Land Release Funding (LRF) was submitted in early November seeking funding towards the abnormal infrastructure costs on this site. Progress has been made with third party statutory consultees for the planning application, with positive responses and discussions held. Formal responses are being finalised and expected in the next few weeks. Depending on when these are received, the anticipated date for the application to be determined by DCC, could move to February, with a report to March's S&amp;R for a decision on whether to market the site for a development partner. This ties in with the outcome of the LRF bid, which is expected in January/early February.</p>
	<p><b>CDP 1.4 – Submit a bid to the National Lottery Heritage Fund by April 2020 to restore the canal link between Stonehouse and Saul.</b></p> <p>Complete - The Bid was submitted on 1st June and the CDP objective is thus complete. It was delayed from April with Lottery's agreement due to COVID. The Lottery Bid was successful and £8.9 million was awarded to the Council.</p>

	<p>Strategy and Resources Committee has agreed that the Council wishes to continue with the project and accept the lottery funding.</p>
	<p><b>CDP 1.6 – Create a strategic approach to building more effective partnerships with parish and town councils.</b></p> <p>There are currently six-monthly Town and Parish Council Information Network meetings. The topics covered range from reports from District inspector Glos constabulary, Fire service report on GFRS interactions with communities, Community safety update, and Environmental protection update. They have also had an intro to the SD of Communities. Next time there will also be a presentation on Waste as a new policy is going through Environment Committee in February.</p> <p>Covid members Updates are now all shared with Town and Parish Councils.</p> <p>As part of their Service Planning the Corporate Policy and Governance Team will be considering work with Parish Councils across the District Council and looking to develop a strategic approach.</p>
	<p><b>CDP 1.7 – Adopt a clear vision and digital strategy which is fit for purpose to deliver good quality, convenient and efficient services for staff, residents and local businesses.</b></p> <p>Interviews have recently been held for two senior posts within the IT team who will form part of the management structure to work on the digital platform. An Infrastructure and Security Manager has been appointed and a Head of Technology is likely to be appointed before the date of the Committee meeting.</p>
	<p><b>CDP 5.2 - Explore the opportunities for income generation to help achieve financial self-sufficiency</b></p> <p>The Budget Strategy has now been agreed by full Council. Financial estimates continue to be updated in light of pandemic impact.</p>
	<p><b>CDP 5.3 – Work collaboratively through partnerships and external stakeholders to achieve greater influence to deliver the Council’s objectives.</b></p> <p>The transfer to One Legal Completed on October 1<sup>st</sup>.</p> <p>The Council has recently been nominated for an APSE award for “Best Collaborative Working Initiative” for the work undertaken on the Green Homes project.</p>

<p><b>PROJECTS / CAPITAL PROGRAMME (if not covered in CDP)</b></p>	<p>The major capital projects for the Committee are the Canal and Brimscombe Port which are included in the actions above.</p> <p>The final units at the Littlecombe Business Park are all now under offer as discussed in a report to this Committee. Consideration is also being given to the remaining employment land on the development.</p>
<p><b>RISKS (see Excelsis)</b></p>	<p><b>CCR 1 Budget Savings 9/16</b></p> <p>Risk has been reviewed in the light of the Covid pandemic. The pandemic increases the uncertainty around the future financial position but at this stage the risk score remains unchanged.</p> <p><b>CCR 4 Business Continuity 16/16</b></p> <p>Following the changes that have come about due to the Covid -19, the delivery of services has changed from the normal delivery of service from the Ebley Mill to working from home. This has proven possible and successful. Further continuity is still being developed within the authority's modernisation plan.</p> <p>In light of this and improvements in digital infrastructure the risk scoring is to be reviewed.</p> <p><b>CCR10 Inability to recruit specialist staff 4/16 – (previous 16/16)</b></p> <p>Work with Ascend (OD Consultancy) has begun to create a people strategy for SDC that staff can relate to. We need to work to build a meaningful set of values and behaviours for the Council that develops our culture, encouraging openness, customer focus and collaboration.</p> <p><b>CCR 16 Inadequate telephony and IT infrastructure 16/16 –</b></p> <p>The scoring of this risk is due for imminent review.</p> <p>A programme of works to both upgrade the telephony infrastructure and rollout of softphones (initial phase) has commenced and is due complete in Dec 2020</p> <p><b>CCR20 – Brexit 16/16</b></p> <p>The UK is now in transitional arrangements having left the EU in January.</p> <p>The transitional period ends in December 2020 and central government has been clear that this will not be extended. This is likely to lead to an increase in no deal preparations as we move through 2020.</p>

	<p><b>Covid-19 pandemic 16/16</b></p> <p>The pandemic is being actively managed as an ongoing risk. It has significant impacts, short and long-term on service delivery and financial position. No specific risks have been recorded re Covid-19 response but SLT are meeting weekly to consider response.</p> <p>Response management and monitoring systems have been in place since March and will be continuing indefinitely. Some mechanisms of response were scaled back or stopped over the summer but have been stepped back again during the second wave.</p>
<b>RELEVANT FINANCE ISSUES</b>	The Council's Statement of Accounts has now been approved by the Audit and Standards Committee. Final sign off is expected shortly from Deloitte as the Council's external auditors.
<b>ANY OTHER ISSUES CONSIDERED AT THE MEETING (eg staffing / resources)</b>	<p>The Council has won apprenticeship employer of the Year at the Gloucestershire Live awards.</p> <p>One of the current cohort of apprentices has won Intermediate Apprentice of the Year at the National Apprenticeship Awards</p>
<b>FOLLOW UP (any issues for consideration at the next meeting)</b>	
<b>PERFORMANCE MEASURES (see <i>Excelsis where applicable</i>)</b>	<p>None available at this point.</p> <p>Performance indicators need to be reviewed as part of future service planning in the next Corporate Delivery Plan.</p>

<b>ANY ISSUES OF SIGNIFICANT CONCERN TO BE REPORTED TO AUDIT AND STANDARDS</b>	
<b>ANY ACTIONS/RECOMMENDATIONS FOR THE COMMITTEE</b>	
<b>REPORT SUBMITTED BY</b>	Nigel Cooper and Keith Pearson
<b>DATE OF REPORT</b>	01/12/2020

Please complete and return to Democratic Services ASAP for circulation to the Committee.



**CORPORATE DELIVERY PLAN PROGRESS 2<sup>ND</sup> QUARTER 2020/21**  
**(UNCOMPLETED ACTIONS ROLLED FORWARD FROM 2019/20)**

**1. BACKGROUND AND FOREWORD**

- 1.1** The Corporate Delivery Plan incorporating Key Actions for 2019/20 was agreed at full Council on 16 May 2019 following a number of officer and member workshops.
- 1.2** With the remote meeting protocol in place this report has been provided as an information sheet rather than as a report for the Committee. It has been prepared to show progress as at the end of the 2<sup>nd</sup> Quarter 2020/21 for those actions which were not completed during 2019/20 due to the impacts of the Covid-19 pandemic.
- 1.3** The postponement of the 2020 elections to May 2021 and the coronavirus pandemic has led to a reassessment of priorities, with the Council now working on a 1-year external Recovery Plan and a 2-year internal Modernisation Plan. These will gradually develop into a longer term renewal strategy which will form the basis for a new Corporate Plan in 2021. However, as the pandemic enters its second wave much of the recovery work has been paused whilst key priorities are being reconsidered.

**2. PROGRESS ON THE KEY ACTIONS FOR 2019/20 ROLLED FORWARD TO 2020/21**

- 2.1** Below, under each of the 5 Corporate Delivery Plan priorities, are the headlines of the progress made for each of the remaining 14 CDP Key Actions as at the end of the first quarter 2020/21.

**ECONOMY: Help create a sustainable and vibrant economy that works for all**

**CDP1.1 Continue to allocate funds from the business rates pilot fund in line with the agreed principles: Supporting Local Businesses; Improving the Council's long-term financial position; Local Wealth Building; Supporting a Zero Carbon District; Reducing inequality.**

- No further funds have been allocated but the reserve now forms part of agreed recovery funding.

**CDP1.3 Progress and deliver the redevelopment of Brimscombe Port by securing planning permission and being ready to seek a development partner.**

**Eka Nowakowska, Policy & Performance Officer**  
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- **Planning:** A meeting has been held with GCC Highways and some minor amendments to the road layout are to be made by Atkins and further details provided. An imminent response is expected from the EA and a meeting has been requested with Natural England to address their comments. Homes England amendments to the project definition and key milestones in the Loan agreement have been agreed with Homes England.

**AFFORDABLE HOUSING: Provide affordable, energy efficient homes for our diverse and changing population**

**CDP2.5 Contribute to our identified local housing need, by building new council homes through:**

- a) **submitting planning applications for 56 units on 6 sites.**
- b) **agreeing an approach to purchase more land.**
- The Development Strategy has been written and was presented to Housing Committee on the 22nd September.

**CDP2.8 Provide high quality, safe temporary accommodation for homeless single people and families within the district.**

- Salvation Army staff have now returned to work. We have held pre-application discussions with Planners who have indicated that they would view a change of use application here favourably.

**ENVIRONMENT: Help the community minimise its carbon footprint, adapt to the changing climate and continue to improve recycling rates**

**CDP3.11 Implement the revised Environment Strategy and develop an action plan with partners to incorporate our commitment to being a Carbon Neutral district by 2030 (CN2030).**

- The 2030 Strategy is in draft. Public consultation and council committee reviews are scheduled over autumn/winter leading to Full Council on the 25th February where it will be proposed for adoption.
- Integral to the Environment Strategy being finalised is a strategy for consultation and ongoing governance with the community. This will be finalised on the basis of both internal and external consultation processes that are being launched at the moment. In the meantime, the internal steering group is established and the network of neighbourhood climate action groups continues to grow.

**CDP3.12 Work with partners to implement the next phase of the cycling and walking strategy, focussing on routes between Dudbridge-Nailsworth; Dursley–Cam-Uley; Wotton-Kingswood-Charfield.**

- Dudbridge-Nailsworth: Resurfacing of the track is now complete.

**Eka Nowakowska, Policy & Performance Officer**

**Ext: 4288**

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- Dursley-Cam-Uley: SDC has earmarked £50k to carry out works on a section of footpath. CDU14 to make it suitable for cycling and re-designate it as a bridleway. The local cycling group have started a public consultation on this proposal, after which we will work with GCC to implement the proposal. Negotiations are ongoing to finalise the northern section of the route through the North East Cam development following a proposal from the developer. A finalised design for the route between Dursley and Uley also needs to be established.
- Wotton-Kingswood-Charfield: Sustrans have commenced the design phase for this project. SDC is contributing £10k for this piece of work.
- Stroud-Chalford: No further spending following a £600 contribution towards creating promotional material for the route to present to the public. We will continue to engage with the group leading the project and potentially make contributions to additional work as the project progresses.

**CDP3.13 In our role as statutory waste collection authority, support community groups to phase out single use plastics; whilst also reducing its use across council services.**

- SDC have asked Stroud District Action on Plastic (SDAP) to contribute to a Christmas message that will be promoted to residents alongside collection alterations over the festive period. This will go in newspapers and be distributed via social media. Drafts are being produced at present.

**CDP3.14 In Partnership with Stroud Town Council and Friends of the Lido submit a bid to National Lottery Heritage Fund for additional funding to refurbish Stratford Park Lido.**

- The project has been delayed as stated in Q1. There is a meeting arranged with the Friends of the Lido and the Strategic Director of Communities.

**HEALTH AND WELL BEING: Promote the health and well-being of our communities and work with others to deliver the public health agenda**

**CDP4.18 Agree a long term investment and management plan for Stratford Park with partners and contractors**

- The Strategic Director has now had committee report approved to appoint consultants to do this work for the review.

**DELIVERY: Provide value for money to our taxpayers and high quality services to our customers**

**CDP5.21 Create a strategic approach to building more effective partnerships with parish and town councils.**

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- The Council continues to work constructively with Town and Parish Councils throughout the pandemic. Twice-weekly Member updates on the pandemic are now shared directly with Town and Parish Councils.

**CDP5.22 Adopt a clear vision and digital strategy which is fit for purpose to deliver good quality, convenient and efficient services for staff, residents and local businesses.**

- Work has been delayed by the pandemic but a vision and digital strategy is now in draft and initial modernisation discussions held with Group Leaders and Strategy & Resources members.

**CDP5.23 Explore the opportunities for income generation to help achieve financial self-sufficiency.**

- The Budget Strategy was approved by Council in October 2020 and includes an assessment of the pandemic impact. Modernisation savings targets have been introduced into the MTFP to move towards balancing in the longer term.

**CDP5.24 Work collaboratively through partnerships and external stakeholders to achieve greater influence to deliver the Council's objectives.**

- The One Legal Transfer is now complete. The Council continues to work with partners on many projects including high profile regeneration schemes like the Canal and a great many areas of pandemic response.

**2.2** In summary, although some progress has been made on these key projects, much of the recovery work is paused as the pandemic enters its second wave. A strategic workshop is planned with members to agree key priorities at this time.

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## **CORPORATE PEER CHALLENGE PROGRESS 2<sup>ND</sup> QUARTER 2020/21**

### **1. BACKGROUND AND FOREWORD**

- 1.1 The Local Government Association (LGA) offers all local authorities the opportunity to participate in a Corporate Peer Challenge every 4 years or so as part of its sector-led improvement programme.
- 1.2 The Council's Corporate Peer Challenge took place between 26 and 29 March 2019. It was conducted by a team of elected members and senior officers from other local authorities together with LGA advisors.
- 1.3 The Peer Challenge team reviewed the Council's self-assessment, key documents. They conducted site visits, interviews and workshops with a wide selection of staff, members, stakeholders and partners, meeting with 107 people and holding 47 meetings during their stay.
- 1.4 The Council received the Peer Challenge team's feedback report in May 2019 and reported it to Council on 16 May 2019. The report set out eight recommendations in respect of areas for development and improvement.
- 1.5 An Action Plan was developed in respect of the 8 recommendations, including timescales and organisational leads. These are recorded on our performance management system – Excelsis.
- 1.6 Three of the recommendations were completed during 2019/20, namely the restructure of the senior leadership team (CRD1); adoption of the Corporate Delivery Plan to May 2020 (CRD2) and regular meetings are now held between Senior Officers and Members both on a formal and informal basis. Officers and members are also involved in strategic conversations with partners from other authorities (CRD5). The remaining actions have been rolled forward to 2020/21.

### **2. PROGRESS ON THE ACTION PLAN**

- 2.1 A summary of progress made in the 2<sup>nd</sup> Quarter 2020/21 is set out below.

**REC 3 (CRD3) Ensure the integrity of the current IT system. Review the progress and suitability of current plans, capability and capacity in respect of this, and beyond that to confirm the emerging plans in respect of ICT development and digital delivery fit with longer term transformational plans.**

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- Excellent progress has been made on replacing and updating the Council's servers, storage and disaster recovery infrastructure in line with the costed delivery plan. Delivery was delayed slightly by the pandemic and the need to speed up the rollout of laptops to all staff to enable home working and the need to facilitate online meetings. Infrastructure work is largely due for completion in August 2020, providing a strong basis from which the Council can develop a new digital platform for service delivery, CRM and improve telephony.

**REC 4 (CRD4) Work with all key stakeholders over the next year to develop a clear vision and priorities for the council aligned to our Medium Term Financial Plan (MTFP), to be agreed in the next iteration of the Corporate Delivery Plan (CDP) and once approved ensure this is communicated effectively to residents, businesses and other partners.**

- Alliance Member workshops focusing on the strategic priorities for the year ahead and beyond were held on 12 November and 1 December and will inform the budget setting process.

**REC 6 (CRD6) Establish effective workforce planning and performance management arrangements so that the Council has a committed and engaged staff group with clarity in terms of the expectations of them and sufficient capacity to deliver its plans. The Council should:**

- **Review its future staffing arrangements, ensuring strategic fit and the development of a 'one council' ethos**
- **Develop core transformation plans and ensure sufficient capacity to enable effective delivery and monitoring. This includes consideration of ICT provision.**
- **Establish appropriate pay and reward arrangements for staff**
- **Ensure consistent compliance with, and outcomes arising from, core HR policies are delivered eg appraisals**
- **Ensure consistent oversight, management and compliance with key performance management practices.**
  - An agreed action plan has been produced with the Organisational Development Consultants. Initial sessions have been held with SLT and LMT. A number of different Member and staff focus groups are planned for the next stage of the process to develop Council wide values and behaviours.

**REC 7 (CRD7) Building on its relatively strong financial position, review how its investment and commercial plans could be enhanced. A key focus of this will be to help deliver the Council's priorities as well as sustain its financial viability into the medium term.**

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- The Council has completed a further £1m investment in Multi-Asset funds. Capital performance in investments during the quarter has been stable.

**REC 8 (CRD8) Consider reviewing governance arrangements to ensure better decision making in order to deliver its revised priorities and plans.**

**As part of this the Council should:**

- **Look to develop better collaboration at an early stage in producing policy or service options, taking account of expertise available from members where appropriate, together with ensuring that operational, financial and legal implications of options are effectively understood**
  - **Seek to build greater political consensus before decision making reports come to members, with greater opportunity for testing and rigour.**
- The CE and Leader hold and plan to hold regular meetings with the Group Leaders, Policy Committee Chairs and Vice Chairs and the Strategic Leadership Team at which proposals can be discussed at a formative stage. The Strategic Leadership Team meets at least weekly and promotes collaborative and strategic working across the Council. This is demonstrated by the rapid and ongoing response to the Coronavirus pandemic.
  - The report preparation process has evolved and there are clear operational, financial and legal implications set out in reports which are discussed with the administration at draft stage. The CE and SLT engage with Group Leaders and Policy Committee Chairs, and in turn they engage with their political groups to help build political consensus.

**2.2** In summary, the impact of the second wave of the Covid-19 pandemic, particularly in having to postpone the local council election until May 2021, has delayed the implementation of some of the recommendations. Alliance Member workshops to help set strategic priorities and inform budget setting have been held. The Council's Organisational Development Programme is now under way with Member and staff focus groups and 121s.

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## STRATEGY AND RESOURCES COMMITTEE

10 DECEMBER 2020

9

## WORK PROGRAMME

Date of meeting	Matter to be considered	Reporting Member/Officer
28.01.21	Member\Officer reports to be circulated prior to Committee: a) Investment and Development Panel b) Leadership Gloucestershire Update c) Gloucestershire Economic Growth Joint Committee (GEGJC) d) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) e) Recovery Strategic Board f) Corporate Delivery Plan Progress Update Q3 g) Corporate Peer Challenge Action Plan Progress Update Q3  Work Programme Budget Reports	Chair Chief Executive Chair & Chief Executive  Councillor Pickering  Strategic Director of Place Policy and Performance Officer Policy and Performance Officer  Committee Strategic Director of Resources
04.03.21	Member\Officer reports to be circulated prior to Committee: a) Performance Monitoring b) Investment and Development Panel c) Leadership Gloucestershire Update d) Gloucestershire Economic Growth Joint Committee (GEGJC) e) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) f) Recovery Strategic Board g) Q3 Budget Monitoring Report  Work Programme Kingshill House Brimscombe Port	Councillors Cooper & Pearson Chair Chief Executive Chair & Chief Executive  Councillor Pickering  Strategic Director of Place  Committee Property Manager Head of Property Services
22.04.21	Member\Officer reports to be circulated prior to Committee: a) Investment and Development Panel b) Leadership Gloucestershire Update c) Gloucestershire Economic Growth Joint Committee (GEGJC) d) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) e) Recovery Strategic Board f) Corporate Delivery Plan Progress Update Q4 g) Corporate Peer Challenge Action Plan Progress Update Q4  Work Programme	Chair Chief Executive Chair & Chief Executive  Councillor Pickering  Strategic Director of Place  Policy and Performance Officer Policy and Performance Officer  Committee



### **Items for Future Meetings**

- Procurement Annual Update – Senior Policy and Governance Officer
- The Changing Future of Play Areas – Head of Housing Services, Community Services Manager
- Review of the Council Tax Hardship Scheme Covid-19 and Discretionary Housing Benefit – Head of Revenue and Benefits
- Asset Review
- Support of the Leisure Contract Provider in Stroud (Sport and Leisure Management) to Recover from the Impact of Covid-19