



Public Document Pack STROUD DISTRICT COUNCIL

Council Offices • Ebley Mill • Ebley Wharf • Stroud • GL5 4UB
Telephone 01453 766321
www.stroud.gov.uk Email: democratic.services@stroud.gov.uk

05 January 2022

STRATEGY AND RESOURCES COMMITTEE

A meeting of the Strategy and Resources Committee will be held on **THURSDAY, 13 JANUARY 2022** in the Council Chamber, Ebley Mill, Ebley Wharf, Stroud at **7.00 pm**

Kathy O'Leary
Chief Executive

Please Note: The meeting is being held in the Council Chamber at Stroud District Council and will be streamed live on the Council's [YouTube Channel](#). A recording of the meeting will be published onto the [Council's website](#). 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.

Due to current Covid-19 regulations a maximum of 6 members of public will be permitted in the Council Chamber at any one time, if you would like to attend this meeting please contact democratic.services@stroud.gov.uk.

AGENDA

1. **APOLOGIES**
To receive apologies of absence.
2. **DECLARATIONS OF INTEREST**
To receive declarations of interest.
3. **MINUTES (Pages 3 - 10)**
To approve the Minutes of the meetings held on 25 November 2021.
4. **PUBLIC QUESTION TIME**
The Chair of the Committee will answer questions from members of the public submitted in accordance with the Council's procedures.

DEADLINE FOR RECEIPT OF QUESTIONS Noon on Friday, 7 January 2022

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

5. **COMMUNITY INFRASTRUCTURE LEVY (CIL) - SPENDING ALLOCATIONS FOR 2022/2023 (Pages 11 - 20)**

Funding collected from CIL should be used towards providing for any additional demand placed on the local environment and services created by new growth, as supported by adopted planning policy. Environment Committee have reviewed the officers funding recommendations on this year project bids and recommend that the spend allocations detailed within this report are considered and, if appropriate, approved by Strategy and Resources Committee.

6. **THE FAIR PAY AND SENIOR PAY POLICY STATEMENT 2021/22 (Pages 21 - 26)**

The Council is required under the Localism Act 2011 to approve and publish a policy statement on Senior Pay.

7. **COUNCIL TAX SUPPORT SCHEME (Pages 27 - 40)**

To set a Council Tax Support Scheme for the period 01 April 2022 to 31 March 2023.

8. **BUDGET MONITORING REPORT QUARTER 2 2021/22 (Pages 41 - 60)**

To present to the Committee a forecast of the outturn position against the General Fund revenue budget, Housing Revenue Account and capital programme for 2021/22, in order to give an expectation of possible variances against budget.

9. **STROUD CANALS VISION AND STRATEGY (Pages 61 - 142)**

To consider a Draft Canals Strategy for the District.

10. **COUNCIL PLAN AND PERFORMANCE INDICATORS (Pages 143 - 178)**

For the Committee to agree Performance Indicators for activities and projects detailed in the adopted Council Plan.

11. **MEMBER / OFFICER REPORTS (TO NOTE)**

- (a) Leadership Gloucestershire Update (To Follow)
- (b) Regeneration and Investment Board (Pages 179 - 180)
- (c) Brimscombe Port Board (To Follow)

12. **MEMBER QUESTIONS**

See Agenda Item 4 for deadlines for submission.

13. **WORK PROGRAMME (Pages 181 - 182)**

To consider the work programme.

Members of Strategy and Resources Committee

Councillor Doina Cornell (Chair)

Councillor Chris Brine
Councillor Gordon Craig
Councillor Stephen Davies
Councillor Nicholas Housden
Councillor Nick Hurst
Councillor Martin Percy

Councillor Catherine Braun (Vice-Chair)

Councillor Keith Pearson
Councillor Steve Robinson
Councillor Mattie Ross
Councillor Ken Tucker
Councillor Chloe Turner



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www.stroud.gov.uk

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STRATEGY AND RESOURCES COMMITTEE

25 November 2021

7.00 - 9.57 pm

Council Chamber

Minutes

Membership

Councillor Doina Cornell (Chair)

Councillor Chris Brine
Councillor Gordon Craig
Councillor Stephen Davies
Councillor Nicholas Housden
Councillor Martin Percy
Councillor Nick Hurst*

*= Absent

Councillor Catherine Braun (Vice-Chair)

Councillor Keith Pearson
Councillor Steve Robinson
Councillor Mattie Ross
Councillor Ken Tucker
Councillor Chloe Turner

Officers in Attendance

Chief Executive
Strategic Director of Resources
Interim Strategic Director of Transformation
and Change
Monitoring Officer
Head of Planning Strategy

Senior Economic Development Specialist
Senior Policy and Governance Manager
Property Manager
Policy and Projects Officer
Senior Democratic Services & Elections
Officer

SRC.039 Apologies

An apology for absence was received from Councillor Hurst

SRC.040 Declarations of Interest

There were none.

SRC.041 Minutes

RESOLVED That the Minutes of the meetings held on 30 September 2021 were approved as a correct record.

SRC.042 Public Question Time

There were none.

SRC.043 Fit for the Future Programme Update

The Interim Strategic Director of Transformation and Change provided a verbal update on the Fit for the Future Programme. It was confirmed that a mission statement had been created for the team which aligned with the wider council strategy, any suggested improvements that were in line with the intent of the mission statement could go ahead.

There were four workstreams:

- Community Connection being led by the Head of Community Services
- Service Delivery being led by the Corporate Policy and Governance Manager
- People and Organisational Development being led by the Human Resources Manager
- Technology and Digital being led by the Interim Strategic Director of Transformation and Change.

An update on current progress was provided and it was confirmed that a further presentation would be provided for Members to demonstrate the Digital Platform once the contract had been completed.

Councillor Davies asked whether Covid had had any impact on the SILO culture and whether the back-end of IT services would also be improved. The Interim Strategic Director of Transformation and Change confirmed that improvements would be seen with use of the Digital Platform as some business would be contracted end to end using the platform. It was also confirmed that they were working hard to break down any SILO working and that they had deliberately chosen a collegiate approach to help with this.

Councillor Braun asked for further clarification on timescales, the Interim Strategic Director of Transformation and Change advised that the first services would be delivered in the first quarter and would be used as a pilot and that they were working on producing the plan at the beginning of 2022.

In response to a question from Councillor Craig the Interim Strategic Director of Transformation and Change advised that one of their aspirations was to use self-service technology but only for those people who wished to use it, they would not exclude people who did not want to or were not able to use technology.

Councillor Pearson asked whether we could work in conjunction with the County Council, the Chief Executive confirmed that she had recently attended a meeting with the County Council where they explored joined up services.

The Chair, Councillor Cornell, asked for an update on the progress with the Digital Platform. The Interim Strategic Director of Transformation and Change stated that they were in the middle of negotiations with the vendor and would hope to have the contract prepared within the next couple of weeks.

RESOLVED To note the Fit for the Future Programme Update.

SRC.044 Property Update

The Property Manager drew the Members attention to the map included at Appendix 2 which showed examples of Stroud District Council Assets and the full list of Assets which was published on the website and was a requirement of the Local Government Transparency Code. It was advised that a map would also be produced for Members that showed Stroud District Council and Gloucestershire County Council owned properties. The Property Manager informed the Committee that Appendix 1 provided an update on the Asset Reviews and that Covid had led to significant delays to the reviews of public conveniences and the proposed transfer of Kingshill House.

Councillor Craig asked whether playing fields were being offered to the appropriate Parish Councils, it was confirmed that when a lease came up for review the Parish Council would be contacted however they would be happy to be contacted directly by Parish Councils at any time to discuss this.

Councillor Braun asked whether planning permission was sought for all surplus garage and small sites before the Council sold them. The Property Manager advised that a mixed approach was followed with consideration given as to what was appropriate for each individual site.

Proposed by Councillor Ross and Seconded by Councillor Brine.

Councillor Braun stated that she was pleased to see Paragraph 2.2 in the report which indicated their hope to greater align the Asset Management Strategy with the CN2030 aims.

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

**RESOLVED That the current Corporate Asset Management Strategy
is carried forward and reviewed in 2022.**

SRC.045 Performance Management Framework Review

The Senior Policy and Governance Officer advised that most of the information had been available previously but had been in multiple places and this had now been brought together into the framework. It was also confirmed that they were currently reviewing systems used for performance management and would be going out for procurement in 2022. The Senior Policy and Governance Officer stated that an updated performance monitoring template would be brought to the next Committee for review and would include a RAG status, it was further advised that training for Committee Performance Monitors would be carried out.

In response to questions from Councillor Percy regarding Risk Management the Strategic Director of Resources confirmed that there was a report being taken to Audit and Standards Committee in November that set out the current risk management approach and the results from the review from the Internal Audit on the risk management process.

Councillor Braun asked whether service commitments would be tracked and monitored by the Performance Monitors. The Senior Policy and Governance Officer advised that

Agenda Item 3

2021/22

performance monitoring would usually only cover the objectives in the council plan and therefore service commitments wouldn't necessarily be reported in the normal performance monitoring report received by Committees.

Councillor Cornell asked whether this could come back to be reviewed in a years' time so that they could understand what has worked well and look at any changes required. The Senior Policy and Governance Officer confirmed that she would be happy for the Committee to review the framework once it had been embedded.

Proposed by Councillor Braun and Seconded by Councillor Turner.

Councillor Davies stated that Committees have a responsibility to ensure the Key Performance Indicators for the Council Plan were set appropriately to help ensure that the performance monitoring process could be carried out.

Councillor Braun welcomed the report and expressed her support towards a new performance management system which would help to re-engage Officers and Members in the performance management process.

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

RESOLVED To approve the Performance Management Framework.

SRC.046 Revised Social Value Policy

The Policy and Projects Officer presented the policy and advised that it had been revised following the implementation of the Social Value Portal (SVP). Key points were highlighted including:

- The Public Sector (Social Value) Act 2012 sets out public sector organisations responsibilities to consider social value in service contracts which means that local authorities must consider economic, social and environmental wellbeing in connection with public services contracts.
- The SVP would allow the Council to report financial and non-financial data, and measure social value by contract, project, service area, directorate, and the Council as a whole.
- The reports that could be pulled out of the Portal would be used to demonstrate how much social value was being delivered and this would be reported back to committees.
- They were working with the Council's Senior Economic Development Specialist to ensure it linked with the emerging Economic Development Strategy and would ensure that all of the Council documentation referred to prosperity rather than growth.

Councillor Cornell asked for clarification regarding the TOMs, it was confirmed that when a supplier bids for a contract they can select which TOMs related to them, they would need to reach a 10% added social value on top of the contract.

In response to questions from Councillor Davies the Policy and Projects Officer advised that they would be able to provide an example report and that the supplier would pay

2021/22

0.2% of the contract value. The Senior Policy and Governance Officer also confirmed that she could run a report to advise how many contracts there currently were over £75k.

In response to a question from Councillor Pearson examples were provided of adding social value including the employment of local residents from more disadvantaged areas. The Senior Policy and Governance Officer confirmed that it had to be proportionate and relevant to the subject of the procurement and therefore there was still flexibility. The Chair advised that this was a legal obligation and the SVP would help to prove what measures were being taken.

Councillor Turner advised that the environmental and equality implications in the report should have included some positive implications.

Councillor Craig asked whether the framework would put local companies off from bidding. The Senior Policy and Governance Officer confirmed that the threshold had been set quite high at £75k and that they did not want to create a too onerous process for local businesses. The Policy and Projects Officer further confirmed that a suite of recourses would be provided to suppliers and that they would be able to work closely with them if they needed help.

Councillor Percy asked whether they would evaluate and assess how the policy is going. The Policy and Projects Officer confirmed that Officers would be able to pull off reports, an annual corporate report could also be produced which would help them to review progress and supplier feedback would be requested. It was further confirmed that they were in conversation with other local authorities regarding progress with the portal.

Proposed by Councillor Brine and Seconded by Councillor Braun.

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

RESOLVED To approve the revised Social Value Policy.

SRC.047 Economic Development Strategy

The Senior Economic Development Specialist introduced the strategy and highlighted key points including:

- There was a high amount of small and medium businesses in the Stroud District but relatively low salaries compared to neighbouring authorities.
- There was an ageing workforce and a need to look at how to retain young people and the skilled workforce

The economic objectives of the strategy were identified as:

- Improve skills and opportunities and reduce inequalities
- Reduce carbon and ecological impacts
- Boost our market towns and rural vitality
- Support advanced and connected work spaces and communities
- Support inward investment into the local economy

The six key priority areas were identified as:

- The green economy
- Retail and hospitality
- Tourism and the visitor economy
- The arts and culture
- Agriculture, agritech and rural diversification
- Manufacturing and advanced engineering

The Senior Economic Development Specialist confirmed that a public consultation would be carried out on the draft strategy followed by the production of a 10-year action plan.

In response to a question from Councillor Craig it was confirmed that there was a table in the strategy that would identify where the Council would be taking direct responsibility and where it was going to be an enabler/encourager and would work in partnership.

In response to a question from Councillor Braun the Head of Planning Strategy confirmed that the action plan once created would need to be reviewed regularly by the Regeneration and Investment Board and would also need periodic reviews at the Strategy and Resources Committee.

Councillor Cornell asked whether the SWOT analysis could be circulated, it was confirmed that this could be shared.

Councillor Turner raised concerns regarding the farming references being technology focused, the Senior Economic Development Specialist advised that they would be willing to meet with Councillor Turner outside the meeting to ensure the correct areas were covered.

Proposed by Councillor Braun and Seconded by Councillor Brine.

Councillor Pearson advised that he was pleased to see tourism in the strategy and that he hoped that the Canal would help us to become a bigger tourist area. Councillor Cornell also confirmed that discussions had been ongoing with the Market Towns and that it had been agreed that a Tourist Officer post would be funded and would work in conjunction with the Market Towns.

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

RESOLVED To approve the Draft Economic Development Strategy set out in Appendix A for a period of public consultation.

SRC.048 Member/Officer Reports (To Note)

a) Performance Monitoring

The report was circulated prior to the Committee.

b) Gloucestershire Economic Growth Joint Committee (GEGJC)

The report was circulated prior to Committee and it was confirmed that it was likely that an extension to the GEGJC would need to be considered.

c) Gloucestershire Economic Growth Scrutiny Committee (GEGSC)
The report was circulated prior to the Committee.

d) Regeneration and Investment Board
The report was circulated prior to the Committee. The Head of Planning Strategy provided a further update on the Levelling Up Task Force, he confirmed that they had agreed a timetable and key milestones and would be looking to carry out consultation on the bid in February 2022. They had also begun to shortlist some projects and had received feedback on the first round.

e) Brimscombe Port
The report was circulated prior to the Committee and the Chair provided a further update to advise that 32 members of public had attended the Community Drop In Event and that 18 people had signed up to receive updates on the project.

SRC.049 Member Questions

There were none.

SRC.050 Work Programme

RESOLVED To note the Work Programme.

The meeting closed at 9.57 pm

Chair

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STROUD DISTRICT COUNCIL
STRATEGY AND RESOURCES COMMITTEE

13 JANUARY 2022

Report Title	COMMUNITY INFRASTRUCTURE LEVY (CIL) - SPENDING ALLOCATIONS FOR 2022/2023
Purpose of Report	Funding collected from CIL should be used towards providing for any additional demand placed on the local environment and services created by new growth, as supported by adopted planning policy. Environment Committee have reviewed the officers funding recommendations on this year project bids and recommend that the spend allocations detailed within this report are considered and, if appropriate, approved by Strategy and Resources Committee.
Decision(s)	The Committee RESOLVES to note the Community Infrastructure Levy funding recommendations made by Environment Committee and agree to the individual project funding allocations according to the report below.
Consultation and Feedback	<ol style="list-style-type: none"> 1. CIL Bids were passed to Council Officers with a specialist in that particular subject field who were able to pass comment on the contents of bids received and quality of proposed projects. 2. Two informal members' information sessions were conducted through Zoom in November 2021 where the CIL process was explained and project proposals outlined. Answers to members questions were given to Environment Committee.
Report Author	Krista Harris, Senior Community Infrastructure Officer Email: krista.harris@stroud.gov.uk
Options	Options are: <ol style="list-style-type: none"> 1. Approve the proposed CIL spending allocations; or 2. Amend the proposed CIL spending allocations, or 3. Delay the proposed CIL spending allocations for further internal discussion
Background Papers	<p>The following papers have been placed on the Members Hub:</p> <ol style="list-style-type: none"> 1. CIL Strategic Funding Scheme Guidance Notes for applicant organisations 2022/23 2. Copies of all Project Bids received in this years 2021 funding application round 3. Detailed project information to assist with technical questions that had been raised during the members information sessions. <p>An Information Sheet has also been provided to Environment Committee which provides an update on projects approved in previous CIL funding rounds</p>

Agenda Item 5

Appendices	Appendix A – Summary of Funding Recommendations 2022/23 Appendix B - Infrastructure Needs Identified in next 5 years			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	No	Yes

1. INTRODUCTION / BACKGROUND

- 1.1 On the 9th December 2021, Environment Committee considered a report which related to the Community Infrastructure Levy (CIL) Project Spending Allocations for 2022/23. Committee acknowledged that the ‘Members Information Session’ previously held by CIL Officers had helped them to better understand the CIL process, have a more detailed appreciation for the project bids and how the project objectives relate to planning policy.
- 1.2 Environment Committee voted unanimously to support the funding allocations recommended by officers, and for those recommendations to be taken without further amendment to Strategy and Resources Committee for final approval.
- 1.3 This report is based on that information taken to Environment Committee; it covers the results of this year’s bids assessment process and sets out a recommended spend for next financial year 2022/23.

2. MAIN POINTS

- 2.1 The Community Infrastructure Levy (CIL) was introduced by government in 2010 as a mechanism to fund the infrastructure required to deliver new development achieved under Local Plan growth strategies. Stroud District Council adopted and implemented the CIL charge from April 2017. CIL only partially replaces the S106 arrangements which continue to be used only for the very large strategic sites identified in the Local Plan.
- 2.2 Since the Council first started collecting CIL, the Strategic Infrastructure Budget has received £923,485 (April 2017 to March 2021). For the last two years, the Council has invited partner delivery organisations to bid for CIL funding through a formal bidding process which is explained in the schemes Guidance Notes and accompanied by a Bid Proforma.
- 2.3 So far (in 2019 and 2020) £386,050 of strategic CIL has been formally allocated to eligible infrastructure projects; a summary of their progress to date has been provided to Environment Committee.
- 2.3 The projects that CIL can be spent on are broadly grouped into capital infrastructure items such as education, social infrastructure, transport and strategic flood risk. These are outlined in the Councils Infrastructure Funding Statement (IFS) and related Infrastructure Delivery Plan (IDP). Projects must also strongly align with the strategic planning objectives set out in the Councils adopted Local Plan.
- 2.4 CIL income will not be sufficient to meet all the district’s infrastructure needs. Instead, CIL should be viewed as one aspect of a number of infrastructure funding streams available to providers. CIL Strategic funding cannot be used to support current existing funding programmes or deficiencies but instead should mitigate the impact of new development.

- 2.5** Strategic infrastructure providers who deliver these service types were contacted with information on the CIL strategic funding opportunity. These providers included the County Council (for Education, Highways, and Libraries), the Environment Agency, local colleges, Emergency Services, Wildlife and Environmental organisations, and certain service areas within the District Council especially those known to deliver unique capital infrastructure projects.
- 2.6** The added annual income of £400,787 together with amounts purposefully retained from last year, means the Council have a total available Strategic Infrastructure Budget of £537,435 to commit to priority infrastructure projects in this years bid round.
- 2.7** The CIL Funding Scheme Guidance Notes provide a comprehensive overview of the schemes intentions and conditions. In addition to strongly aligning with essential Planning Policy, the Guidance Notes stress the importance of projects being 'strategic' in scope, and that they must be well defined, deliverable and offer value for money.
- 2.8** Following the closing date for Bids in September 2021, the Council received nine formal bids requesting funding for next financial year April 2022- March 2023. A panel consisting of Planning Managers and CIL Officers then scrutinised the bids according to the assessment matrix previously approved by Council in December 2018.
- 2.9** The assessment process also involved consultation with other specialist officers within the Council who were able to further assess the merits of individual applications. Where necessary applicant organisations received requests for further information.
- 2.10** Of these projects, four strongly aligned with priority planning policy, evidenced strategic need and were accompanied by thorough project/business plans. These are all recommended to receive their full funding requests, these are:
- Nailsworth Flood prevention and drainage scheme (£52,500)
 - Archway School 3G AstroTurf Pitch (£150,000)
 - Stratford Park's Outdoor Pool heat exchange (£20,000)
 - Cainscross Cycle Scheme Feasibility Study (request for project variation of last year's £75,000 commitment)
- 2.11** The Nailsworth Flood Prevention and Drainage scheme provides for a critical missing link in what is a huge undertaking by the Environment Agency (EA) and GCC in the Nailsworth Valley area. EA funding primarily focusses on protecting residential dwellings, whereas this CIL funded project (that would otherwise miss out on support), focusses on alleviating key blockages to water drainage within the town centre. Affected businesses, key transport routes, and the communities' ability to access the town centre will be particularly positively affected by these proposed works.
- 2.12** The 3G AstroTurf Pitch at Archway School is a very exciting opportunity not only for the pupils of the school who would greatly benefit, but also for the wider community of Stroud who are invited to use the facility outside school hours. This kind of sports pitch has been identified as a priority need within the Councils Local Plan and Health and Wellbeing Sports Strategies. This state-of-the-art facility is due to benefit from £600k Sports England Funding if a commitment from CIL is secured. This is a time-critical opportunity which would turn what was an 'expression of interest' into a project promising delivery next year.
- 2.13** Stratford Parks Outdoor Pool is a popular and iconic recreational destination for people of the Stroud District, with a visitor reach far beyond Stroud Town. This project will utilise

Agenda Item 5

waste heat from the CHP to help heat the outdoor pool by around 3 degrees. The current temperature of the pool is well known to be very cold, which heavily restricts its use despite interest. This project promises quick delivery and a great value return for the investment.

- 2.14** The Bid for the 'Cainscross Cycle Scheme Feasibility Study' is slightly different in that that is requests the re-purposing of the project Bid approved in last year's CIL funding round. The former Bid requested £75k towards soft cycle segregation measures along Cainscross Road, which is a key travel route but notoriously dangerous for cyclists. Since the Bid was proposal was non-compliant. GCC have requested that the money be used to create a feasibility study which would enable design schemes that could be implemented. After detailed consideration and consultation, it is recommended that this request be approved as it will undoubtedly help unlock solutions to what is a critical area of need and will contribute towards increased cycle use.
- 2.15** Whilst the other 5 Bids were welcomed, the Bids themselves either did not fully meet the Schemes conditions or criteria, or had important elements in need of further development. These included GCC's Educational places at Tilsdown, GCC's Stroud's Fire and Rescue Station Community Hub, GCC's Relocation of Stroud Library, Stroud Subscription Rooms and Stroud Valleys Project Tree Planting. All project groups will be provided with constructive feedback on where the Bids could be improved and will have the opportunity to re-apply next year.
- 2.16** Of course with CIL partially replacing S106 agreements, the County Council has indicated a significant need for investment schools, libraries, highways improvements and sustainable travel provision. There is also a growing need to provide for strategic waste treatment sites, flood risk management infrastructure, social infrastructure, the canal and health and wellbeing projects. A list of these forthcoming investment areas is given at the end of Appendix B. The ability for CIL to accommodate forthcoming priority infrastructure projects will be an important consideration in deciding this year's CIL allocations.

3. CONCLUSION

- 3.1** It is proposed that payments are made to infrastructure providers in accordance with the recommendations made at Appendix A. The suggested CIL project investment for 2022/23 is £222,500, which will come from the secured CIL budget of £537,435 available.
- 3.2** Not all of the available funding is proposed to be spent this year; instead, it is considered prudent to retain £314,935 in recognition of the important projects that have expressed an interest in CIL but are currently in the stages of more detailed development.
- 3.3** Whilst these future infrastructure needs are supported through the Councils Planning Policies, the level of financial support required is likely to be far in excess of what can be collected by Stroud District Council's CIL. Those organisations must understand the limitations of Stroud District Councils CIL income and the need for them to seek additional funding from other sources.

4. IMPLICATIONS

4.1 Financial Implications

There are no direct financial implications associated with this report as the CIL budget is already secured. Any additional match funding by the Council would have to be considered as part of a separate report.

Adele Rudkin, Accountant

Tel: 01453 754109 Email: adele.rudkin@stroud.gov.uk

4.2 Legal Implications

CIL contributions may only be spent on infrastructure projects in accordance with the Community Infrastructure Levy Regulations 2010 (as amended). The levy can be used to fund a wide range of infrastructure, including transport, flood defences, schools hospitals and other health and social care facilities pursuant to Section 216(2) of the Planning Act 2008 and Regulation 59 of the Regulations.

The levy can, therefore, be used to fund a very broad range of facilities such as play areas, open spaces, parks and green spaces, cultural and sports facilities, healthcare facilities, academies and free schools, district heating schemes and police stations and other community safety facilities. This flexibility gives the Council the ability to choose what infrastructure it needs to deliver the Local Plan.

Charging authorities may not use the levy to fund affordable housing.

The levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support development.

Local authorities must spend the levy on infrastructure needed to support the development of their area, and they will decide what infrastructure is needed in line with adopted policy.

One Legal

Tel: 01684 272203 Email: legal.services@onelegal.org.uk

4.3 Equality Implications

CIL funding is based on growth and infrastructure requirements set out in the Local Plan, which has been subject to EIA. Consequently, there are no actions in or as a result of this report that will have a negative impact on Equalities or any groups recognised in an EIA.

4.4 Environmental Implications

The recommended projects invest in infrastructure that promise to bring significant positive benefits to the Environment. Facilities that reduce the need for motorised travel, supporting public transport and promoting clean travel (walking and cycling) and flood management schemes.

There are no perceived negative implications that would directly result from supporting any of the projects and environmental considerations are promoted throughout the scheme.

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Recommended Project Approvals for 2022/23 Financial Year**CIL Strategic Infrastructure Funding Scheme – 2021 Bid round**

Project Name & Applicant Organisation	Brief Description of Project Proposal	CIL Funding Requested	Recommended CIL funding allocation for 22/23
Nailsworth drainage improvement scheme. Applicant Organisation: Gloucestershire County Council	Responding to the flooding in 2020 where 38 businesses and 8 homes were affected due to localised rainfall. This project will upgrade highway infrastructure and provide significant improvements to drainage. It forms a small part of a much wider scheme funded by the Environment Agency and GCC.	£52,500	£52,500
Archway School and Sports Centre 3G Astro turf Pitch. Applicant Organisation: Gloucestershire County Council	The creation of a 3G Astro turf Pitch which is desperately needed in the area as evidenced by planning policy. The pitch has a well-developed Business Plan which includes public use of the facility outside school hours. The CIL funding will help secure considerable funding support from Sports England to help deliver the scheme.	£150,000	£150,000
Stroud Outdoor Pool / Lido. Applicant Organisation: Stroud District Council	Using waste heat from the CHP, an exchange unit will pipe warmed water to the outdoor pool, increasing the water temperature by 2-3 degrees. This slight heating would make a big impact for user comfort and help make the outdoor pool a more useable venue for wider use and increasing opening times.	£20,000	£20,000
Cainscross cycle scheme feasibility study. Applicant Organisation: Gloucestershire County Council	Request to repurpose funding allocated last year to provide for detailed feasibility study to find schemes to resolve cycle safety issues along the Cainscross Road; a key travel arterial route for Stroud. This is required due to a change in National Cycle Legislation making the original proposal non-compliant and solutions remain in urgent need of specialist review.	£75,000	Project Variation Agreement request: Approval Recommended

Project Bids not recommended for funding in 2022/2023

CIL Strategic Infrastructure Funding Scheme – 2021 Bid round

Project Name & Applicant Organisation	Brief Description of Project Proposal	CIL Funding Requested
Additional education places at Tilsdown School Applicant Organisation: Gloucestershire County Council	Contribution to provide additional education place local to the outline planning application known as Tilsdown (15 dwellings, full planning permission is not yet approved so commencement/new residents are a few years away). Actual project works are not defined within the bid which is a requirement of the scheme. This Bid is considered to be slightly premature.	£257,159
Stroud Fire & Rescue Community Hub Applicant Organisation: Gloucestershire County Council	This proposal is to develop a 'Community Hub' at Stroud Fire Station working with other organisations. There are some concerns over possible duplication of services with established Community Hubs at Paganhill and Cashes Green who have not yet been consulted with. Further feasibility works are considered necessary.	£325,000
Relocation of Stroud Library Applicant Organisation: Gloucestershire County Council	Relocation of Stroud Library to Five Valleys Shopping Centre, providing more accessible, spacious facilities and new community initiatives such as flexible workspace. GCC confirmed that negotiations are at an early stage; GCC capital funds have not been finalised and will not be known until February 2022. With funding plans and the funding need for CIL unclear, this bid is considered to be premature.	£339,000
Stroud Subscription Rooms Applicant Organisation: Stroud Town Council	Refurbish and re-equip George Rooms, increase capacity of ball room by renovating balcony, installation of footfall counters. Some concerns how the proposed projects relate to priority infrastructure needs identified within planning policy and relationship to mitigating the impacts of growth. The use of the balcony also raises concerns with SDC licensing Officers on the basis of noise management which is not addressed in the bid.	£70,000
Stroud District Tree Planting Scheme Applicant Organisation: Stroud Valleys Project	Tree planting at multiple sites across the district by the very well regarded Stroud Valleys Project. Despite recognition of the project merits, half of the requested funding is for salary costs which cannot be supported by CIL. The remaining capital funding requirements are not large enough to be considered for the CIL Strategic Infrastructure Scheme. The Bid has been passed to other SDC Service areas to seek other support avenues.	£17,000

Appendix B

Potential future project investment areas for CIL Strategic Funding

as identified through Expressions of Interest forms or Bid related correspondence during the CIL Strategic Infrastructure Funding Scheme Bid rounds.

Project name & Location	Estimated funding need
A419 Golden Valley Cycle Route - Stroud to Chalford	£20 million
B4066 corridor improvements, Berkeley	tbc
Brimmscombe Port Regeneration	£500k
Cainscross Roundabout design	tbc
Cam & Dursley Greenway Capital Delivery	£10 million
Canal Infrastructure	£1 million
Community Tree Planting by Stroud Valleys Project	£20,000
Cycle access improvements Stroud Corridor	tbc
Waste Depot Expansion	£300,000
Electric Vehicle Charging Point Role-Out (GCC Highways)	tbc
Bus Stop Infrastructure works (GCC Highways)	£25,000
THINK Travel Cycle parking / School crossings (GCC Highways)	£30,000
Glos Police Community CCTV	tbc
Kingswood Primary School relocation and expansion	£3.2 million
Leonard Stanley Primary School expansion	£1.4 million
M5 Junctions 12, 13 & 14 capacity improvements	tbc
Merrywalks Roundabout Redesign	£1 million
Nailsworth Roundabout - GCC Highways	tbc
New railway station(s) south of Gloucester, north of Bristol	tbc
Redevelopment of Stroud Library	£50-£100k
River Frome Restoration (Environment Agency and Rivers Trust)	£100,000
Route 45 Cycle Track Improvements	tbc
Rural Suds (annual programme)	£30,000
Standish to Gloucester Greenway	tbc
Strategic Park & Interchange hub scheme for M5 J13 / A419	tbc
Stratford Park Outdoor Pool improvements	£40,000
Stroud Museum in the Park collections centre (SDC)	£5 million
Stroud Station Integrated Transport Hub	£4 million
Stroud Subscription Rooms	£1 million
SVP Development of a new Green Burial Ground	£15,000
The Pulse, Dursley - Pool upgrade	£ millions
Wotton Community Sports Foundations - new pavilion	tbc

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STROUD DISTRICT COUNCIL

STRATEGY AND RESOURCES COMMITTEE

13 JANUARY 2022

Report Title	THE FAIR PAY AND SENIOR PAY POLICY STATEMENT 2021/22			
Purpose of Report	The Council is required under the Localism Act 2011 to approve and publish a policy statement on Senior Pay.			
Decision(s)	The Committee RECOMMENDS to Council that this statement is approved.			
Consultation and Feedback	A copy of this statement has been provided to Unison			
Report Author	Lucy Powell, Head of HR Email: lucy.powell@stroud.gov.uk			
Options	The Council is required to publish a statement by the 31 st March 2022 for the ensuing financial year. The nature and content must adhere to guidelines issued by the then Secretary of State for Communities and Local Government.			
Background Papers	Information on the Council's workforce was extracted from the Council's Human Resources/Payroll system. The remuneration of the individual senior officers is also published in the Council's Statement of Accounts and on the Council's website.			
Appendices	None			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

1. INTRODUCTION / BACKGROUND

- 1.1 This Pay Policy Statement is produced on an annual basis in accordance with Section 38 (1) of the Localism Act 2011. It is made available on the Council's website.
- 1.2 The Council has published information on senior pay for a number of years on its website and in its Statement of Accounts. It has also responded openly and in full to Freedom of Information Act requests for such details.
- 1.3 The Local Government Transparency Code 2015 places additional publication requirements on local authorities to publish data on their websites. This includes the requirement either to publish the data on their website or place a link on their website to such data. Additional requirements of the Code include the requirement for local authorities to publish: -
 - A list of responsibilities of senior staff
 - Details of bonuses and "benefits-in-kind" for all employees whose salary exceeds £50,000

Agenda Item 6

- The pay multiple, defined as the ratio between the highest paid taxable earnings for the given year and the median earnings figure of the whole of the authority's workforce.

This information is available on the Council's website.

2. Pay Accountability - Senior Pay Policy Statement for Stroud District Council 2021 - 22

- 2.1 Both the Localism Act 2011 and the Transparency Code 2015 require the definition and publication of data on the lowest paid employees, their remuneration and the clarification of the relationship of pay between the lowest and highest paid groups of employees.
- 2.2 The lowest paid employees of the Council are on the Apprentice grade and have a salary at 09/11/2021 of £12,444.00. The highest paid employee has a salary at 09/11//2021 of £118,437.00. This is calculated as a ratio of 1:10 between the lowest and the highest paid employees of the Council. The Government's view is that the salaries ratio in the public sector should not exceed 1:20, so the Council is well within these guidelines. A comparison of Stroud 1 to Stroud 12 produces a ratio of 1:6.
- 2.3 There is only a requirement by the Government to pay Apprentices £4.30 per hour. However, the Apprentice grade at the Council has been based on the National Minimum Wage for 2021 18-20yr olds of £6.56 this will however, rise to £6.83 on 01/04/2022 together with rates for 21-22 age group £8.36 to £9.18 and 23 and over age group £8.91 to £9.50).
- 2.4 Since 2013, the Council has paid the Living Wage Foundation (LWF) living wage to staff on Stroud 1 by way of a supplement to basic pay. As a result of Local Government pay award the STR1 salary is now above the LWF salary and therefore no supplement is required. The Council will continue to monitor the STR1 salary and LWF salary. Our practice has been to increase the Living wage foundation rate on 1st April. So that rate will increase to £9.90 on 01/04/2022.
- 2.5 The pay multiple, defined as the ratio between the highest paid taxable earnings for the given year and the median earnings figure of the whole of the authority's workforce was 4.38.

3. Level and Elements of Remuneration in 2021-2022

The Council pays 'spot' salaries to all employees. There are 13 spot salaries:

Stroud Grade	Salary	FTE	Headcount	FTE Nov 2020	Headcount Nov 2020
STR APP	£12,444.00	1	1	1.00	1
STR1	£18,328.00	6.80	27	3.96	28
STR2	£19,698.00	26.04	57	25.52	51
STR3	£22,183.00	74.38	90	72.60	83
STR4	£27,041.00	73.57	81	71.81	79
STR5	£32,234.00	68.44	76	63.28	70
STR6	£37,890.00	36.29	40	37.78	40
STR7	£43,857.00	26.66	27	22.58	23
STR8	£50,745.00	12.85	14	11.19	12
STR9	£57,096.00	9.60	10	7.80	8
STR10	£75,174.00	0	0	0.00	0
STR11	£82,200.00	4	4	4.00	4
STR12	£118,437.00	1	1	1.00	1
TOTAL		340.64	428* Actual = 417	323.11	401* Actual = 366

* This figure shows employees with contracted hours at each Stroud grade. The 'actual' figure indicates exact headcount, as some employees have more than one post at different grades.

- 3.1 There are no bonuses, annual increments or performance related payments. A salary supplement or honorarium can be paid when an employee carries out a substantial increase in duties and responsibilities.
- 3.2 The actual headcount has increased by 13.93% since last year. This increase is due to a combination of filling vacant posts that were already in the establishment but not filled and also a few new posts as a result of the FFF programme. We also had several maternity leave positions become available throughout the year that required back filling.
- 3.3 The Chief Executive is employed under Chief Executives' Terms and Conditions. All other senior officers are employed under National Joint Council (NJC) for local government services. The Council publishes an Employee Handbook that sets out local terms and conditions of employment. This is available on the staff intranet.
- 3.4 The pay in relation to individual senior officers is shown below;

Chief Executive

- Salary of £118,437.00 subject to any national pay award.
- Employed under the Chief Executives' Terms and Conditions
- Election Fees as Returning Officer as set out in the Gloucestershire Scheme Scale of Fees for District and Parish Elections; Parliamentary, European Parliament, Referendum, Police Area Returning Officer Fees as specified by the Ministry of Justice, the Home Office or the Electoral Commission. The fees vary from year to year depending on the nature and number of elections. This is classed as a separate employment for superannuation purposes.
- Payment of membership of the Society of Local Authority Chief Executives (invoiced direct to the Council)

Strategic Directors (Resources, Place, Communities and Change & Transformation)

- Salary of £82,200 - £87,337.50 (subject to any national pay award)

Agenda Item 6

- Taxable mileage payable in line with HMRC reimbursement rates.
- Payment of membership of one professional body (invoiced direct to the Council)
- Election fees payable to officers as election staff, as determined by the Returning Officer using the appropriate scale of fees prescribed nationally or under the Gloucestershire Scheme Scale of Fees

Heads of Service

- Salary of £57,096 subject to any national pay award
- Taxable mileage payable in line with HMRC reimbursement rates.
- Payment of membership of one professional body (invoiced direct to the Council).
- Election fees payable to officers as Deputy Returning Officer or election staff, as determined by the Returning Officer using the appropriate scale of fees prescribed nationally or under the Gloucestershire Scheme Scale of Fees

Monitoring Officer

- The permanent post is currently vacant and there are interim arrangements in place to cover this role at present.
- Taxable mileage payable in line with HRMC reimbursement rates (for perm role)
- Payment of membership of one professional body (invoiced direct to the Council) (for perm role)
- Election fees payable to officers as Deputy Returning Officer or election staff, as determined by the Returning Officer using appropriate scale of fees prescribed nationally or under the Gloucestershire Scheme Scale of Fees.

Section 151 Officer (This role is covered by Strategic Director of Resources)

- Salary of £85,282.50 (subject to national pay award)
- Taxable mileage payable in line with HRMC reimbursement rates.
- Payment of membership of one professional body (invoiced direct to the Council).
- Election fees payable to officers as Deputy Returning Officer or election staff, as determined by the Returning Officer using appropriate scale of fees prescribed nationally or under the Gloucestershire Scheme Scale of Fees.

Service Managers

- Salaries in range from £37,890 to £50,745 subject to any national pay award
- Taxable mileage payable in line with HMRC reimbursement rates.
- Payment of membership of one professional body (invoiced direct to the Council).
- Election fees payable to officers as Deputy Returning Officer or election staff, as determined by the Returning Officer using the appropriate scale of fees prescribed nationally or under the Gloucestershire Scheme Scale of Fees

4. Remuneration on Recruitment

4.1 Chief Executive

The remuneration would be reviewed prior to advertisement by the Strategy & Resources Committee or its panel under delegated authority from the Council. The Committee's membership is agreed by the Council at its Annual General Meeting and is politically balanced.

The full Council appoints the Chief Executive based on a recommendation from the Committee.

4.2 Strategic Directors, Heads of Service, Service Managers, Monitoring Officer and S151 Officer

Agenda Item 6

The remuneration and allowances are set out in the Employee Handbook and the published salary scales

The Monitoring Officer & Section 151 Officer are reserved by Law and appointed by Full Council.

5. Remuneration on ceasing to hold office/be employed by the Council

5.1 Chief Executive

The Committee would make a recommendation to the full Council.

5.2 Strategic Directors, Heads of Service, Service Managers, Monitoring Officer and S151 Officer

The terms of any redundancy or retirement are set out in the Employee Handbook (Section 3.3).

6. Publication and Access to Information Relating to Remuneration

6.1 This pay policy statement is published on the Council's website located under Open Data at <http://www.stroud.gov.uk/opendata>

6.2 The Council's Constitution and the Council's Statement of Accounts are published at www.stroud.gov.uk

7. IMPLICATIONS

7.1 Financial Implications

Salary budgets are considered as part of the annual budget setting process and there are no additional financial implications from this report.

Tel: 01453 754115 Email: andrew.cummings@stroud.gov.uk

7.2 Legal Implications

The Localism Act 2011 requires relevant authorities to prepare and publish an annual Pay Policy Statement which outlines the local authority's approach to the pay of its workforce and in particular the pay of its senior staff.

The authority is also required to publish specific information on the pay and reward of senior staff earning more than £50,000 on its website in line with the guidance in the Local Government Transparency Code 2015.

One Legal

Tel: 01684 272012 Email: legalservices@onelegal.org.uk

7.3 Equality Implications

There are not any specific changes to service delivery proposed within this approval.

7.4 Environmental Implications

There are no significant implications within this category.

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STROUD DISTRICT COUNCIL
STRATEGY AND RESOURCES COMMITTEE

13 JANUARY 2022

Report Title	COUNCIL TAX SUPPORT SCHEME			
Purpose of Report	To set a Council Tax Support Scheme for the period 01 April 2022 to 31 March 2023.			
Decision(s)	The Committee RECOMMENDS to Council that it adopts the scheme and changes for 2022/23			
Consultation and Feedback	Consultation took place between 15 November 2021 and 31 December 2021.			
Report Author	Simon Killen, Revenue & Benefits Manager Email: simon.killen@stroud.gov.uk			
Options	Council could choose to adopt a local scheme that reduces the Council Tax support that working age claimants receive			
Background Papers	None			
Appendices	Appendix A – Summary of Scheme Appendix B – Changes to Existing Scheme			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	No

1. INTRODUCTION / BACKGROUND

- 1.1** The Welfare Reform Act 2012 abolished Council Tax benefit. Section 10 of the 2012 Act added a new section 13A to the Local Government and Finance Act 1992 so that, in respect of dwellings in England, a person's liability to pay Council Tax is reduced in accordance with the billing authority's Council Tax Reduction Scheme. Liability may be reduced "to such an extent as the billing authority thinks fit." Billing authorities can apply a reduction in particular cases or by determining a class of case. Liability for Council Tax can be reduced to nil.
- 1.2** Each billing authority is required to develop a local Council Tax Support scheme each year for working age people.
- 1.3** Since 2013/14 the Council has adopted the Governments default scheme which has meant no changes or reduction in the support we provide
- 1.4** Council Tax Support is provided to around 6,000 households at an annual cost of £6.5m which includes both working age and pension age claimants. Working age caseload is around 3,200 households, a small % increase since the start of the pandemic.

Agenda Item 7

- 1.5 Within Gloucestershire some of our neighbouring authorities have reshaped their schemes to an income banded scheme whilst others have changed to include a maximum % award.
- 1.6 More recently income tolerance levels have been adopted to simplify the administration process alongside universal credit.
- 1.7 Between 15/11/21 and 31/12/21 a consultation was carried out on the council's website. This was seeking views from residents, as well as interested parties such as Citizens Advice, on the Council Tax support scheme. The consultation provided very little feedback, other than clarification around administration and process.
- 1.8 Residents over state pension age are protected from any changes.

2. MAIN POINTS

- 2.1 Since 2013/14 the funding from central government to support the local working age scheme has continued to reduce in line with other central funding cuts. The council has so far absorbed any shortfall in funding assisted by utilising our local powers to reduce council tax discounts on empty properties, along with a premium charge.
- 2.2 If we were to look to reduce costs to the council, changes would have to be made to the level of support provided to working age claimants.
- 2.3 We need to modernise and make changes to the current scheme so that it works together with the changes that are being made at a national level with the roll out of Universal Credit. People who have made the transition to Universal Credit have their entitlement to this recalculated each month, taking into account any fluctuations in income. As Universal Credit is income for the purposes of council tax support, a change also has to be made to the person's council tax support. This then results in revised changes to council tax instalments every month which can make budgeting very difficult for those claimants.
- 2.4 We receive over 2,000 changes of circumstances each month, which is an increase of 47% on previous years, significantly increasing the administrative work of the team and the inconvenience for claimants. The changes to the scheme will make a major impact on streamlining this process.

3. CONCLUSION

- 3.1 As more people claim Universal Credit or transfer to it, the need to revise the council tax support scheme and simplify the administration, make the claiming process easier and simpler, becomes more pressing.
- 3.2 The report recommends we continue to provide a maximum of 100% support and to adopt the proposed administration changes in Appendix B.

4. IMPLICATIONS

4.1 Financial Implications

Any administrative savings are likely to be in officer time only at this point.

The second proposed change will lead to a small amount of additional income collected, as shown in the appendix, but the SDC share of this will be only around £1k.

Andrew Cummings, Strategic Director of Resources
Tel: 01453 754115 Email: andrew.cummings@stroud.gov.uk

4.2 Legal Implications

The Local Government Tax Support 'LCTS' scheme is required under section 13A of the Local Government Finance Act 1992 ("the Act") (updated in 2012). The Act states that for each financial year, local authorities must consider whether to revise their LCTS scheme or replace it with another scheme.

The prescribed regulations set out the matters that must be included in such a scheme. Before making any changes, the local authority must, in the following order: -

1. consult with any major precepting authorities
2. publish the draft scheme
3. consult other parties likely to have an interest in the scheme

If a local authority does not make/revise a LCTS scheme by the prescribed deadline, a default scheme will be imposed on the authority which will be effective from April 2022.

One Legal
Tel: 01684 272 691 Email: legalservices@onelegal.org.uk

4.3 Equality Implications

The council is committed to equality and the fair application of the policy, ensuring that people receive fair outcomes in the standard of service they receive from the Council, regardless of their race, gender, age, religion or belief, sexual orientation, marital or civil partnership status and/or disability in line with the principles set out in the Equalities Act 2010.

4.4 Environmental Implications

There are no significant implications within this category.

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Council Tax Support Scheme

Summary of the proposed scheme for Pension Credit Age persons and Working Age persons 2022/23

Introduction

The current Council Tax Support Scheme will end on 31st March 2022 and, from 1st April 2022, Councils will put in place (if necessary) a new local Council Tax Support scheme. Stroud District Council is proposing to continue the qualifying criteria from the current Council Tax Support Scheme as our local scheme with changes highlighted in Appendix B but essentially means we will continue to award up to a maximum 100% in support.

A consultation process in relation to this proposal was carried out between 15/11/2021 and 31/12/2021.

The purpose of this document is to give a high level overview of the current scheme, so that it is clear what we are proposing to continue. This document will also highlight any differences between the current scheme and the new local scheme that will take effect from 1st April 2022.

The Council Tax Support Scheme for Pensioners

The Government has protected Pensioners (i.e. those who have reached the age at which Pension Credit can be claimed) from change within local schemes. For Pensioners, the rules under the new local scheme will therefore be very similar to those of the current Council Tax Support scheme. An overview of the three basic types of qualification follows:

To qualify for Council Tax Support the person must:

- a. have attained the qualifying age for state Pension Credit,
- b. not be somebody with a partner of Working Age in receipt of Income Support, income-based Jobseeker's Allowance or income-related Employment and Support Allowance and Universal Credit ,
- c. be liable to pay Council Tax for property in which they are resident,
- d. not have capital and/or savings above £16,000, and
- e. have made a valid application for a Council Tax Support.

The three types of qualification are summarised as follows:

1. Where an applicant meets all of the criteria (a-e above) and receives a level of weekly income which is less than or equal to the living allowance set by Central Government (known as the 'applicable amount'); that person qualifies for 100% reduction on their Council Tax and has nothing to pay. However, this may be reduced if they have another adult living with them who is not their partner (this is known as a Non-Dependant Deduction).
2. Where an applicant meets all of the criteria (a-e above) and receives a level of weekly income which is above their applicable amount; the level of reduction will be calculated by taking 20% (known as the taper) of the difference between the income and the applicable amount away from their weekly Council Tax liability. Therefore, dependant on the level of income, the support could be anywhere between 0% and 100%. Again, this may be reduced if they have another adult living with them who is not their partner (this is known as a Non-Dependant Deduction).

Agenda Item 7

Appendix A

3. Where the applicant meets all of the criteria, apart from the capital limit (a, b, c & e above) and has another adult living with them who is on a low income or on state benefits (who is not their partner and does not pay rent to them); they may qualify for a reduction (known in the current Council Tax Benefit scheme as 'Second Adult Rebate'). Dependant on the level of income received by the 'second adult' this could give a reduction of up to 25%. This may be up to 100% for qualifying student applicants.

The Council Tax Support Scheme for Working Age claimants

As with the current Council Tax Support qualifying criteria, to qualify for Council Tax Support the person must:

- a. be someone who has not reached Pension Credit age, for whom a Council Tax Support claim can be calculated, unless they have a partner who is of working age,
- b. be liable to pay Council Tax for property in which they are resident,
- c. not have capital and/or savings above £16,000,
- d. have made a valid claim for Council Tax Support.

The three types of qualification are summarised as follows:

1. Where an applicant meets all of the criteria (a-d above) and receives a level of weekly income which is less than or equal to the living allowance set by Central Government (known as the 'applicable amount'); that person qualifies for 100% reduction on their Council Tax and has nothing to pay. However, this may be reduced if they have another adult living with them who is not their partner (this is known as a Non-Dependant Deduction).
2. Where an applicant meets all of the criteria (a-d above) and receives a level of weekly income which is above their applicable amount; the level of reduction will be calculated by taking 20% (known as the taper) of the difference between income and applicable amount away from their weekly Council Tax liability. Therefore, dependant on the level of income, the support could be anywhere between 0% and 100%. Again, this may be reduced if they have another adult living with them who is not their partner (this is known as a Non-Dependant Deduction).
3. Where the applicant meets all of the criteria, apart from the capital limit (a, b & d above) and has another adult living with them who is on a low income or on state benefits (who is not their partner and does not pay rent to them); they may qualify for a reduction (known in the current Council Tax Benefit scheme as 'Second Adult Rebate'). Dependant on the level of income received by the 'second adult' this could give a reduction of up to 25%. This may be up to 100% for qualifying students.

Legislation

It is proposed that eligibility under the new local scheme mirrors what is already set out in legislation relating to the previous Council Tax Benefit scheme. Our scheme will mirror any changes made to the HB regulations after the CTB regs ended including.

- Removal of the family premium from 01 May 2016 for new claims and changes of circumstances for existing claimants who have a child or become responsible for a child after 30 April 2016
- Match the removal of allowances for third and subsequent children born after April 2017
- The restrictions in tax credits for two children and the removal of the family element from 2017
- Restrictions for those claimants leaving the UK for longer than one month
- Exception will be that Backdating will be limited to a maximum of three months for all CTS claimants

For reference these regulations are;

- The Social Security Contributions and Benefits Act 1992,
- The Social Security Administration Act 1992,
- The Council Tax Benefit Regulations 2006
- The Council Tax Benefit (Persons who have attained the qualifying age for state Pension Credit) Regulations 2006,
- The Housing Benefit Regulations 2006
- The Housing Benefit (Persons who have attained the qualifying age for state Pension Credit) Regulations 2006.

These regulations set out how Council Tax Benefit was claimed, calculated and paid. The local Council Tax Support scheme will mirror all of these criteria and a summary of the key factors follow:

Applicable Amount

This is the living allowance that determines the financial needs of claimants. These are determined annually by Central Government and the local scheme will use the same figures in line with Social Security benefits. As shown in the detailed qualifying criteria above, they are used to determine your entitlement. Generally, if your income (including benefits and assumed income from capital) is lower than your applicable amount you will receive full support (less any deduction for any non-dependants living in your household). If your income is higher than your applicable amount then you will receive less than 100% support. Applicable amounts are calculated by making allowance for your personal needs, any children in the household, as well as premiums for certain household circumstances; for example if there is a disabled person within the household.

Income and Capital

Income is all of the money that the applicant (and other members of their household) have coming in from earnings, social security benefits, maintenance payments, pensions and other sources. Some forms of income will have what is known as a 'disregard' applied to them. This means that, for the purposes of calculating Council Tax Support, they may be partially or fully ignored.

Any capital that the applicant has (for example savings, shares or other property) will contribute to the calculation as well as their income. The Council will work out an assumed weekly income from the applicant's capital/investments (known as tariff income) and this will be used to calculate a total income figure, so that this can be used to calculate entitlement. Again, some capital will be disregarded within the calculation.

Agenda Item 7

Appendix A

Evidence

The Council will, as with the current Council Tax Support scheme, require all applicants to provide evidence of most forms of income and capital. The Council will also require evidence of applicant's identity upon making a claim for Council Tax Support.

Change of Circumstances

Recipients of Council Tax Support must notify the Council immediately if there are any changes that might affect their right to, or the amount of, Council Tax Support received.

This will include where they live; who they live with; changes in earnings, benefits and capital; the employment status of everyone in the household; a member of the household leaving or going into hospital or prison. Applicants will have a duty to notify the Council of any change of circumstances that they might reasonably be expected to know might affect their Council Tax Support entitlement.

Payment and Notification

All awards of Council Tax Support will be credited direct to the applicant's Council Tax account. Applicants will be notified in writing about their weekly award and how it was calculated or (where they are not entitled) that their claim has been unsuccessful. Where Council Tax Support is awarded the applicant will also receive a new Council Tax bill with their reduced liability (even where they are entitled to 100% support and the bill is zero).

Overpayments

As with the current Council Tax Support scheme, where an applicant has been awarded support and it is later determined that they should not have been entitled, an overpayment will have occurred. In most instances, where this is the applicants error, this overpayment will be added to their Council Tax account and collected as normal. Where this is not possible (for example if the account is now closed because the applicant has moved) normal recovery actions will be undertaken. The Council will be able to get an attachment to that benefit to recover Council Tax; which is possible within the current arrangements.

Claiming

Currently claims for Housing Benefit and Council Tax Support are made on the same form. It is proposed that this will remain the same when the new local Council Tax Support scheme is introduced. Minor adjustments will need to be made to take account of the change in the name of the scheme (for example); however it is anticipated that a very similar form will be used and be available in exactly the same formats as with the current scheme. A shortened claim form has been introduced for use by claimants who are claiming and / or receiving Universal Credit.

Moving Over to the New Scheme

The Council will not be asking existing Council Tax Support recipients to make a fresh claim for Council Tax Support. As the same qualifying criteria will apply, we will simply transfer all Council Tax Support claims in payment on 31st March 2022 to the new scheme.

Universal Credit

Full service was rolled out across the district for a broader range of claimants from 4th October 2018. It has become more widely available for couples and families but only for new claims or where there is a significant change of circumstances.

The impact of Universal Credit will be monitored with a view to introduce a "tolerance level" of income change which would mean we ignore changes of less than a certain per cent or a certain amount.

Agenda Item 7

Appendix A

Where claimants are employed and receiving Universal Credit, their net wage after tax, national insurance and pension deductions will be used in the assessment.

Where claimants are self-employed and are or were receiving Universal Credit, we will follow Universal Credit and use the relevant national minimum wage to make an assessment on their income where they have declared no profit.

It is proposed that eligibility under the new local scheme mirrors what had already been set out in legislation relating to the old Council Tax Benefit scheme, other than the annual uprating of premiums, allowances, non-dependant deductions and any changes to the national pension age scheme that need to be reflected in the local working age scheme.

Our scheme will also mirror any changes made to the HB regulations after the CTB regs ended including:

- Removal of the family premium from 1 May 2016 for new claims and changes of circumstance for existing claimants who have a child or become responsible for a child after 30 April 2016.
- Match the removal of allowances for third and subsequent children born after April 2017
- The restrictions in tax credits to two children and the removal of the family element from 2017
- restrictions for those claimants leaving the UK for longer than one month
- Exception will be that backdating will be limited to a maximum of three month for all CTS claimants.

HBRO = Housing Benefit Run On, an additional award of benefit for the first four weeks of employment where the customer was previously unemployed for a continuous period of 26 weeks

CTS = Council Tax Support

Taper = the rate at which benefit is reduced as income increases

Second Adult Rebate = an award of benefit based on the income a second person in a property

What are the differences between the old Council Tax Benefit Scheme and the new local Council Tax Support Scheme?

There are some things, aside from the name, that will be different under the new local scheme. However, these are factors that will not generally affect the main qualifying criteria.

These differences are:

- **Discretionary Housing Payments** – Where someone did not receive full benefit (Housing Benefit or Council Tax Benefit) and there was the risk of financial hardship; the Council had a discretionary budget that it could use to top up Housing and/or Council Tax Benefit. Under the new local Council Tax Support scheme this discretionary allocation of

money is not available and there will not be any payment of discretionary support. This has not caused wide-ranging difficulties as we have been operating a Council Tax Support Scheme since April 2013.

- **Fraud** – The previous Council Tax Benefit scheme operated under Benefit Legislation and the Council had powers to investigate and prosecute fraudsters accordingly. The new scheme is not a benefit. It is a discount under Council Tax legislation and benefit investigation powers do not apply. However, under the Fraud Act 2006 the Council has very similar powers to investigate and prosecute those that fraudulently claim Council Tax Support.
- **Appeals** – The current appeals system (and processes) changed from those we had in place in relation to Council Tax Benefit. The Valuation Tribunal Service will be responsible for hearing appeals against Council Tax Support.
- **Universal Credit** – The introduction of Universal Credit may change the level of evidence and information that we require from applicants. Currently, for claimants of such benefits as Income Support and Job Seeker's Allowance, we receive information from the Department for Work and Pensions that reduces the duplication for the claimant. The DWP will only tell us of Universal Credit amounts if the claimant gives their permission, otherwise we will need to contact them like any other claimant.

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LOCAL COUNCIL TAX SUPPORT SCHEME – 2022/23

Proposal	Change to the Existing Scheme	Revision to existing wording of the scheme	Number of Households Affected	Impact of Changes
1.	To revise the scheme to limit the circumstances when a change in household circumstances will cause the level of the LCTS scheme to be changed. Specifically limiting changes to households in receipt of Universal Credit where the amount changes by £10 or less per week LCTS is not altered	<p>To introduce wording into the scheme to define a relevant change of circumstances for Universal Credit claims which will limit the circumstance when a new assessment of LCTS will be revised to the following circumstances;</p> <ul style="list-style-type: none"> • There is a change in the UC award of more than £10 or; • There is a move in or out of employment or; • There is a change to the household membership or; • There is a change to the council tax liability 	All LCTS working age households by the end of full UC roll-out	<ul style="list-style-type: none"> • 30 – 50% reduction in the average number of change in circumstances for people in receipt of UC • Limit the number of council tax bills produced annually • Allow action to follow existing automated process in most circumstances

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STROUD DISTRICT COUNCIL
STRATEGY AND RESOURCES COMMITTEE
13 JANUARY 2022

Report Title	Budget Monitoring Report Q2 2021/22			
Purpose of Report	To present to the Committee a forecast of the outturn position against the General Fund revenue budget, Housing Revenue Account and capital programme for 2021/22, in order to give an expectation of possible variances against budget.			
Decision(s)	<p>The Committee RESOLVES:</p> <p>a) To note the outturn forecast for the General Fund Revenue budget.</p> <p>b) To note the outturn forecast for the Housing Revenue Account.</p> <p>c) To note the outturn forecast for the Capital Programme.</p>			
Consultation and Feedback	Budget holders have been consulted about the budget issues in their service areas. The feedback has been incorporated into the report to explain difference between budgets and actual income and expenditure.			
Report Author	Adele Rudkin, Accountant Tel: 01453 754109 Email: adele.rudkin@stroud.gov.uk Jon Coldridge, Principal Accountant Tel: 01453 754030 Email: jon.coldridge@stroud.gov.uk Lucy Clothier, Accountancy Manager Tel: 01453 754343 Email: lucy.clothier@stroud.gov.uk			
Options	None			
Background Papers	None			
Appendices	Appendix A – Other Service Committee Summaries Appendix B – Strategy and Resources Committee Detailed Breakdown Appendix C – Housing Revenue Account Breakdown Appendix D – Covid Pressures			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	No	No	No	No

1. Background

- 1.1** This report provides the second monitoring position statement for the financial year 2021/22. The purpose of this report is to notify members of any known significant variations to budgets for the current financial year, highlight any key issues and to inform members of any action to be taken if required.

Agenda Item 8

2. Summary

- 2.1 The monitoring position for the General Fund at 30 September 2021 shows a projected net revenue overspend of £186k against the latest budget, as summarised in Section 3.
- 2.2 The Housing Revenue Account (HRA) shows a forecasted overspend of £519k, as shown in Section 5.
- 2.3 The capital programme, as detailed in Section 6, shows a forecast spend of £32.943m against a budget of £32.921m.

3. Revenue Budget Position

- 3.1 Council approved the General Fund Revenue budget for 2021/22 in February 2021.
- 3.2 The budget has been revised to include the budget allocations carried forward from 2020/21, as reported to Strategy and Resources Committee in July 2021, as well as the distribution to committees of the additional recovery budget items for 2021/22 which were held centrally in Strategy and Resources in the base budget. There have been two movements between Committees for Quarter 2. Tourism (£10k) has moved from CS&L to Environment (Economic Development), and Car Park Enforcement (£43k) has moved from CS&L to S&R (with car parking income).
- 3.3 The monitoring position for the General Fund at 30 September 2021 shows a **projected net overspend of £186k** against the latest budget, as summarised in Table 1.

Table 1 – General fund Summary

	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Reserve Transfers (£'000)	2021/22 Outturn Variance (£'000)
GENERAL FUND					
Community Services and Licensing	3,010	3,251	3,683	0	432
Environment	6,172	5,917	5,710	6	(201)
Housing General Fund	773	980	990	0	10
Strategy and Resources	8,031	8,184	8,195	(67)	(55)
Accounting Adjustments	(2,058)	(2,058)	(2,058)	0	0
Net Revenue Expenditure	15,927	16,274	16,521	(61)	186
Funding from Govt Grants/Council Tax	(14,867)	(14,867)	(14,867)	0	0
Transfers to/(from) Earmarked Reserves	(1,060)	(1,408)	(1,408)	0	0
Total General Fund	0	(1)	246	(61)	186

3.4 Key areas of variance:

3.5 Covid-19 Impact – (£315k) underspend

A budget allowance of £1,540k was approved by Council in February. This was to be funded, in part, by £804k of Government funding. It is now expected that this will not all be required to fund Covid related costs in 2021/22, with the overall net cost reducing by £392k from Quarter 1, due to increased income expectations.

A full breakdown of the additional pressure relating to Covid-19 are included in Appendix D.

3.6 Housing Benefit - £370k additional expenditure

A pressure is ongoing for Housing Benefit payments for higher cost supported housing, where the additional cost of the charges is only reimbursed by Government at 60%. The remaining 40% is borne by SDC. An additional budget of £200k has been allocated in the MTFP.

3.7 Information and Communication Technology – £211k overspend

The additional spend in IT predominantly relates to an overspend in software costs of £168k, and £43k of staffing costs.

3.8 Waste and Recycling – (£211k) additional income/ overspend

Higher income for garden waste subscriptions (-£88k), collection of bulky waste (£36k), a more buoyant recycling market (-£162k) and higher recycling rates increasing recycling credits from GCC (-£130k) have led to significant additional income. This has been partially offset by additional bin and recycling container purchases (£89k), and additional Ubico costs (£145k) which are being monitored closely. The additional cost relates to an outstanding insurance claim (£50k), theft of diesel from Gossington Depot (£25k) and additional vehicle costs (£24k). An uplift in driver rates, in part due to the national shortage, is expected to cost an additional £45k in 2021/22.

3.9 Minimum Revenue Provision – (£88k) underspend

A reduction to MRP (the amount which must be set aside from revenue as a provision for repayment of borrowing) is lower than budgeted due to slippage in the capital programme lowering the amount borrowed (compared to the budget) in 2020/21.

3.10 Modernisation Savings

3.11 The Medium Term Financial Plan includes a Modernisation savings target. In 2021/22 a £200k savings target is included in the base budget which it is expected will be achieved in year through vacancy savings, pending ongoing savings being found through the Fit for the Future programme.

3.12 The Quarter 2 position includes an estimate of £124k vacancy savings to be achieved during the year, an increase of £37k from Quarter 1. This leaves £76k to be found.

Table 2 - Current estimate of vacancy savings

Service	Vacancy Saving Forecast (£'000)
Car Park Enforcement	16
Monitoring Officer	28
Finance	44
Property Services	18
Museum in the Park	18
Total	124

Agenda Item 8

4. Strategy & Resources Committee Revenue budget

- 4.1 The latest budget for Strategy and Resources Committee is £8,184m. The monitoring position at Quarter 2 shows a projected net overspend of £55k.
- 4.2 The below table gives a summary by service, with narrative given for major variances. Appendix B gives a further breakdown of the Strategy and Resources revenue budget.

Table 3 – Strategy & Resources Revenue budgets 2021/22

	Para Refs	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Reserve Transfers (£'000)	2021/22 Outturn Variance (£'000)	Covid-19 Pressures (Reported in Covid 19)
Strategy & Resources Committee							
Car Parks	4.3	(687)	(678)	(665)	0	13	235
Commercial Properties	4.4	(152)	(98)	(18)	0	81	1
Communications		163	163	170	0	7	0
Corporate Expenditure & Income	4.5	1,322	795	704	0	(91)	48
Corporate Policy & Governance		1,147	1,147	1,178	0	31	0
Corporate Services (Legal)		437	450	457	0	7	0
Covid-19	4.7	562	721	407	0	(315)	185
Facilities Management	4.8	415	425	426	0	1	68
Financial Services		833	833	841	0	8	0
Human Resources		562	562	550	0	(12)	0
Information & Communication Technology	4.9	1,702	2,116	2,327	0	211	0
Other Properties	4.1	(711)	(718)	(653)	(67)	(2)	11
Pension Lump Sum		1,362	1,362	1,362	0	0	0
Property Services		443	513	518	0	5	0
Senior Leadership Team		629	587	587	0	(1)	0
Youth Councils		3	3	3	0	(0)	0
Strategy and Resources TOTAL		8,031	8,184	8,195	(67)	(55)	548

4.3 Car Parks - £248k income shortfall

(Mike Hammond, xtn 4447, mike.hammond@stroud.gov.uk)

£235k of this variance is a shortfall in Car Park income across the district. In Stroud, there continues to be a distinct split between near full recovery in short stay car parks against the much slower recovery in long stay use. We expect this to take some time to normalise, certainly beyond the end of this financial year. The revenue levels continue to represent a significant income. Additional costs related to Corporate Maintenance have also been forecast.

4.4 Commercial Properties - £82k income shortfall

(Alison Fisk, xtn 4430, alison.fisk@stroud.gov.uk)

Brunel Mall is forecasting a loss of income, this is directly related to Covid as tenants were impacted by lock down and rent holidays were granted to some of the businesses. Littlecombe – the majority of units have been sold rather than let, so capital receipts have been achieved rather than rental income. The last unit sale has been delayed, but is still expected to complete. Deals have slowed during the pandemic impacting on lettings and sales.

4.5 Corporate Expenditure and Income – (£91k) underspend

(Lucy Clothier, xtn 4343, lucy.clothier@stroud.gov.uk)

A reduction to MRP (the amount which must be set aside from revenue as a provision for repayment of borrowing) is lower than budgeted by £88k due to slippage in the capital programme lowering the amount borrowed (compared to the budget) in 2020/21.

4.6 Corporate Policy & Governance – £31k overspend (Hannah Emery, xtn 4383, hannah.emery@stroud.gov.uk)

The overspend is largely a result of the district council elections held in May 2020. Despite these elections being combined and further funding provided by Government to cover costs to ensure the process was safe, the complexity of the elections resulted in additional costs and resource required. A temporary member of staff was recruited into the Democratic Services and Elections team and this cost cannot be claimed from central Government. It has been identified that there was a need for more permanent resource in the Democratic Services and Elections team in order to meet the needs of the service and ensure that critical legal deadlines and statutory responsibilities can be met. As part of the budget setting process for 2022-23 a career-graded post is proposed to be added to the structure to provide this support and increase the resilience of the team.

4.7 COVID 19 – (£315k) underspend (Lucy Clothier, lucy.clothier@stroud.gov.uk)

A budget allowance of £1,540k was approved by Council in February. This was to be funded, in part, by £804k of Government funding. It is now expected that this will not all be required to fund Covid related costs in 2021/22, with the overall net cost reducing by £392k from Quarter 1, due to increased income expectations.

The estimated loss of income the major income areas of The Pulse, Development Control, Building Control and car parking have reduced significantly. This in turn lowers the expectation of grant income from Government to compensate for the lost income.

Additional expenditure is still required for temporary accommodation, the Ubico contract (waste collection, fly tipping and cleaning of public conveniences) as well as additional staffing in The Pulse and the Planning Team.

A full breakdown of the additional pressures relating to Covid-19 are included in Appendix D. This includes where the costs have been met from the recovery reserve and external funding.

4.8 Facilities Management £69k overspend (Brian McGough, Brian.mcgough@stroud.gov.uk)

This variance is predominantly due to lack of income for rental and service charge income in respect of the New Build and Bodley Block Ground in Ebley Mill. Both areas have been vacant all year and we are not actively pursuing the re-letting of these spaces as they are needed to enable more officers to return to the Mill (in order to comply with Government guidelines on Covid safety by avoiding overcrowding of office spaces) and also whilst we consider our long term accommodation strategy as part of the Fit for the Future programme.

Agenda Item 8

4.9 ICT – £211k overspend

(Adrian Blick, adrian.blick@stroud.gov.uk)

The cost of software continues to be higher than budget, with the additional costs reported in 2020/21 continuing into 2021/22. There have also been £81k of additional software costs in this financial year. A considerable amount of work has been undertaken to ensure the accuracy of the budget for 2022-23, which in turn has improved the forecasting for this financial year through the extensive review of costs over the last eighteen months. The budget setting process has now identified those areas where additional budget is proposed.

A £43k variance is also forecast on staffing as a result of the continued extension of a networks/infrastructure contractor due to challenges with recruitment. This should be resolved next quarter subject to references.

4.10 Other Properties – Brimscombe Port

(Alison Fisk, xtn 4430, alison.fisk@stroud.gov.uk)

The Brimscombe Port site has been transferred to Stroud District Council in line with the redevelopment agreement. There will be no impact on the overall General Fund as any running costs (including some major refurbishment works to the Mill already undertaken) will be funded from rental income from the site which has also been transferred to SDC. All remaining funding will be used to fund the redevelopment of the site.

5. Housing Revenue Account Budget Position

5.1 The original net Housing Revenue Account (HRA) budget for 2021/22 is a transfer to reserves of £281k, as approved by Council in February 2021.

5.2 The budget monitoring position for the HRA at Quarter 2 shows a projected net overspend of £519k (2.3% of gross spend) against the current budget, as shown in the below table.

Table 4: HRA Revenue Summary

Housing Committee	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Reserve Transfers (£'000)	2021/22 Outturn Variance (£'000)
Total Income	(23,208)	(23,208)	(22,872)	0	336
Total Expenditure	10,142	10,257	10,417	0	160
Total Other Costs and Income	13,306	12,576	12,599	0	23
Total Net Expenditure	240	(375)	144	0	519
Transfers to/from Earmarked reserves	(521)	94	94	0	0
Transfers to/from General Reserves	281	281	281	0	0
Total Housing Revenue Account	0	0	519	0	519

5.3 A more detailed breakdown of this table can be found in Appendix C.

5.4 Key areas of variance of variance are set out below. Further detail can be found in the Housing Committee report.

5.5 Rents and Service Charges – £393k loss of income

The number of empty (void) properties which are made available for rent and subsequently let to those on our waiting list each week is 31% higher than in the comparable pre Covid period in 2019/2020 (33 properties per month). This significantly improved performance reflects the hard work of the Property Care team. The number of tenants leaving council dwellings has however increased over the last 18 months. This, alongside the residual impact of restricted works during lockdown, and ongoing material and labour market pressures, has resulted in higher number of voids than projected. As a consequence, rental income is under budget.

5.6 Supervision and management – (£372k) underspend

A number of posts are currently vacant and it is expected that the total staffing saving across the year will total £226k. This will fluctuate throughout the year as vacancies are filled. There is also an underspend of £107k on IT software. This predominantly relates to budget available for a new housing system which is now due for implementation later in the year.

5.7 Repairs and maintenance – £480k pressure

Voids costs are expected to be higher than budget due to an increase in council tax of £100k because of the higher void rates.

An additional £250k has been allocated to make good void properties and bring back to habitable use. This will allow the contractors to put additional resource into our properties and help reduce the backlog of void properties more quickly.

There is also an overspend of £167k in Property Care. This largely relates to the use of subcontractors for specialist roles such as roofing and drainage.

6. Capital Programme

6.1 The General Fund capital programme, following the addition of slippage from 2021/22 and a reprofiling of budgets as part of the revised budget for 2021/22 is £11,131k. The current forecast spend is £11,153, a net overspend of £22k.

6.2 This variance is made up of many, including changes in timing in the capital programme as the projects span more than one financial year. There are some areas of forecast slippage, including the Stroud and District cycling and walking plan and Community Buildings Investment (Kingshill House). There is also additional spend on Brimscombe Port where demolition works have been brought forward into 2021/22. These are all only timing differences and will not affect the overall costs.

6.3 The General Fund capital programme has areas of overspend relating to the water source heat pumps at Ebley Mill and Brimscombe Port Mill, and the canal restoration. As has been previously reported the expected cost of the heat pumps is higher than the budget, in part due to the need to upgrade electrical systems which will have wider benefits including the ability to add additional electric vehicle charging points. The project is also expected to have increased Renewable Heat Incentive (RHI) income which will be used to fund the increased cost and so no overall impact is expected on the General Fund.

6.4 The additional cost on the canal restoration relates to the final costs of Phase 1A, and not the current Phase 1B.

Agenda Item 8

- 6.5** There is also a reduction in the Green Homes Local Authority Delivery Scheme (LADS) due to the end of the funding brought forward from 2020/21. The works continues using the allocation from Government for 2021/22.
- 6.6** Following capital slippage from 2021/22 and the addition of the Decarbonisation project, the capital programme has been further reprofiled as part of budget setting for 2022/23 and the revised HRA capital programme has a budget of £21,790k. The current forecast shows no variance against budget. However, this includes some opportunity led pots for land and property acquisition that may not fall in this financial year.

Table 5 – Capital Summary

Capital Schemes	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Outturn Variance (£'000)
Community Buildings Investment	0	117	0	(117)
Stratford Park Lido	30	30	30	0
Community Services Capital Schemes TOTAL	30	147	30	(117)
Canal	6,631	4,814	4,874	60
Market Town Centres Initiative Fund	50	40	40	0
Multi-Service Contract Vehicles	859	1,513	1,513	0
Rural SuDS Project	30	30	20	(10)
Stratford Park Acquisition of Machinery	0	14	14	0
Stroud District Cycling & Walking Plan	200	404	140	(264)
Wallbridge-Gateway	100	0	0	0
Environment Capital Schemes TOTAL	7,870	6,815	6,600	(214)
Affordable Housing-Support to Registered Providers	0	39	50	11
Better Care Fund Projects	0	0	3	3
Disabled Facilities Grant Scheme	330	330	330	0
Green Home LADS Park Homes	950	1,604	1,409	(195)
Health through Warmth Grants	200	200	200	0
Private Sector Housing Loans	15	15	15	0
Temporary Accommodation	500	0	0	0
Warm Homes	0	343	343	0
Housing General Fund Capital Schemes TOTAL	1,995	2,531	2,350	(181)
Brimscombe Port Redevelopment	153	273	646	373
Electric Vehicle Acquisition	0	12	12	0
ICT Investment Plan	400	0	0	0
Subscription Rooms - Refurbishment	0	0	2	2
Water Source Heat Pump-Ebley Mill & Brimscombe Port	0	1,354	1,514	160
Strategy and Resources Capital Schemes TOTAL	553	1,638	2,173	535
TOTAL GENERAL FUND CAPITAL SCHEMES	10,448	11,131	11,153	22
Acquisitions	2,000	5,285	5,285	0
Independent Living Modernisation	358	359	359	0
Major Works	9,317	9,912	9,912	0
New Build and Development	11,249	5,799	5,799	0
Other Capital Works	435	435	435	0
TOTAL HRA SCHEMES	23,359	21,790	21,790	0
TOTAL CAPITAL SCHEMES	33,807	32,921	32,943	22

Agenda Item 8

7. Strategy and Resources Capital Programme

7.1 Table 6 below shows the Capital Forecast position at Quarter 2 for Strategy and Resources Committee and shows a projected outturn of **£2.173m**. This is against a revised budget for 2021/22 which will be included in the proposed budget for 2022/23.

Table 6 – Strategy and Resources Capital Programme

		2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Outturn Variance (£'000)
Strategy & Resources Capital Schemes	Para Refs				
Brimscombe Port Redevelopment	7.2	153	273	646	373
Electric Vehicle Acquisition	7.3	0	12	12	0
ICT Investment Plan	7.4	400	0	0	0
Subscription Rooms - Refurbishment		0	0	2	2
Water Source Heat Pump-Ebley Mill & Brimscombe Port	7.5	0	1,354	1,514	160
Strategy and Resources Capital Schemes TOTAL		553	1,638	2,173	535

7.2 Brimscombe Port Redevelopment

As the demolition is now to be carried out by the Council the budget forecast has changed to £646k and the demolition costs and associated fees have been added to the forecast expenditure for this financial year. This fits within the budget of £2.6 million already allocated to this project.

7.3 Electric Vehicle Acquisition

The remaining capital budget of £12k will be utilised in installing electric vehicle points across the county. The requirements are currently being investigated by the Senior Carbon Neutral Officer in conjunction with the County Council.

7.4 ICT Investment Plan

The remaining funding from the ICT Investment Plan now forms part of the Fit for the Future modernisation programme and has consequently moved to over to this project. It will continue to fund investment in ICT, however this has now been identified as needing revenue funding.

7.5 Water Source Heat Pumps

The water source heat pump installation at Brimscombe Port is now generating heat and final commissioning together with pipe lagging and making good of builder's work is in progress. Practical completion will be achieved by the contract end date of 31st December 2021.

The installation at Ebley Mill is delivering heat to large parts of the building and the remaining areas should have heat on by w/e 11th December and again final commissioning and builder's works will be completed by the end of December.

As has been previously reported, the costs of the project have increased from initial estimates, in part due to additional works needed which will have other wider benefits, including the ability to add additional electric vehicle charging points at Ebley Mill in the future. The forecast of the grant income associated with the scheme has also increased and so the additional cost can be met from the increased income.

8. IMPLICATIONS

8.1 Financial Implications

There are no financial implications arising from this report as it reports on previous financial activities, and expected forecasts.

Lucy Clothier, Accountancy Manager

Email: lucy.clothier@stroud.gov.uk

8.2 Legal Implications

The Council must set a budget in accordance with provisions of the Local Government Finance Act 1992. The Council has a statutory responsibility to set and approve a balanced budget each year. Section 25 Local Government Act 2003 require that the Council, in setting its budget, must have regard to the report of its s151 officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of its proposed financial reserves.

One Legal Tel: 01684 272691 Email: legal.services@onelegal.org.uk

8.3 Equality Implications

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

8.4 Environmental Implications

There are no significant implications within this category.

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Other Service Committee Summaries

Community Services & Licensing Committee

	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Reserve Transfers (£'000)	2021/22 Outturn Variance (£'000)	Covid-19 Pressures (Reported in S&R)
Community Services Committee						
Community Safety	213	207	207	0	0	0
Cultural Services - Arts and Culture	416	426	448	0	22	4
Cultural Services - Community Health & Wellbeing	160	279	276	0	(3)	0
Cultural Services - Sports Centres	(119)	(20)	27	0	47	306
Customer Services	392	392	474	0	82	0
Grants to Voluntary Organisations	336	336	335	0	(2)	0
Licensing	(54)	(54)	(51)	0	3	12
Public Spaces	1,408	1,423	1,408	0	(15)	0
Revenues and Benefits	152	152	451	0	299	80
Youth Services	105	110	111	0	0	0
Community Services and Licensing TOTAL	3,010	3,252	3,684	0	432	402

Environment Committee

	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Reserve Transfers (£'000)	2021/22 Outturn Variance (£'000)	Covid-19 Pressures (Reported in S&R)
Environment Committee						
Canal	379	(120)	(121)	0	(1)	0
Carbon Management	110	173	163	10	1	0
Development Control	197	197	226	0	29	75
Economic Development	101	111	136	(31)	(6)	0
Health & Wellbeing	830	941	929	8	(5)	0
Land Charges & Street Naming	(18)	(18)	(38)	0	(20)	0
Planning Strategy/Local Plan	370	430	423	0	(7)	0
Statutory Building Control	(137)	(137)	(152)	18	3	0
Waste & Recycling: Other	12	12	28	0	16	0
Waste and Recycling: MSC	4,329	4,329	4,118	0	(211)	0
Environment TOTAL	6,172	5,917	5,710	6	(201)	75

Housing Committee – General Fund

	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Amount 21/22	2021/22 Forecast Outturn (£'000)	2021/22 Reserve Transfers (£'000)	2021/22 Outturn Variance (£'000)	Covid-19 Pressures (Reported in S&R)
Housing Committee							
Housing Advice	479	519	(35)	530	0	11	0
Housing Strategy	136	303	74	304	0	1	0
Private Sector Housing	157	157	72	156	0	(1)	0
Housing General Fund Total	773	980	111	990	0	10	0

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Strategy and Resources Committee – Detailed Breakdown

	Para Refs	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Reserve Transfers (£'000)	2021/22 Outturn Variance (£'000)
Strategy & Resources Committee						
Car Parks (Other)		53	52	51	0	(1)
Car Parks (Stroud)		(740)	(730)	(721)	0	9
Car Parks Enforcement		0	43	48	0	5
Car Parks		(687)	(635)	(622)	0	13
Brunel Mall		(68)	(65)	(24)	0	41
Gossington Depot		(57)	(49)	(44)	0	4
Littlecombe Development, Dursley		(27)	(27)	8	0	35
Commercial Properties		(152)	(141)	(61)	0	81
Communications		163	163	170	0	7
Communications		163	163	170	0	7
Corporate Expenditure & Income		1,322	795	704	0	(91)
Corporate Expenditure & Income		1,322	795	704	0	(91)
Democratic Services		104	104	125	0	21
Elections		92	92	102	0	9
Electoral Registration		94	94	93	0	(1)
Executive Support		82	82	81	0	(1)
Members Expenses		364	364	364	0	0
Policy		411	411	413	0	2
Corporate Policy & Governance		1,147	1,147	1,178	0	31
Legal Services		437	450	457	0	7
Corporate Services (Legal)		437	450	457	0	7
Covid-19		562	721	407	0	(315)
Covid-19		562	721	407	0	(315)
Ebley Mill		393	403	404	0	1
Emergency Management		22	22	22	0	0
Facilities Management		415	425	426	0	1

Agenda Item 8

Appendix B

Appendix B		2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Reserve Transfers (£'000)	2021/22 Outturn Variance (£'000)
Strategy & Resources Committee	Para Refs					
Financial Services		833	833	841	0	8
Financial Services		833	833	841	0	8
Human Resources		562	562	550	0	(12)
Human Resources		562	562	550	0	(12)
Information & Communication Technology		1,702	2,116	2,327	0	211
Information & Communication Technology		1,702	2,116	2,327	0	211
Brimscombe Port Business Park		27	27	93	(67)	0
Bus Stations/Shelters		(1)	2	2	0	0
May Lane		4	1	1	0	0
Miscellaneous Properties and Land		(740)	(748)	(750)	0	(2)
Other Properties		(711)	(718)	(653)	(67)	(2)
Pension Lump Sum		1,362	1,362	1,362	0	0
Pension Lump Sum		1,362	1,362	1,362	0	0
Building Maintenance		107	68	68	0	0
Head of Property Services		61	61	61	0	(0)
Property Services		275	384	390	0	5
Property Services		443	513	518	0	5
Chief Executive		164	164	165	0	1
Director of Communities		113	113	113	0	0
Director of Place		120	120	119	0	(1)
Director of Resources		116	116	116	0	(1)
Director of Transformation		117	75	75	0	0
Senior Leadership Team		629	587	587	0	(1)
Youth Councils		3	3	3	0	(0)
Youth Councils		3	3	3	0	(0)
Strategy and Resources TOTAL		8,031	8,184	8,195	(67)	(55)

Housing Revenue Account

	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Reserve Transfers (£'000)	2021/22 Outturn Variance (£'000)
Housing Committee					
Dwelling Rents and service charges	(22,779)	(22,779)	(22,387)	0	393
Other charges and income	(629)	(629)	(686)	0	(57)
Provision for Bad Debt	200	200	200	0	0
Total Income	(23,208)	(23,208)	(22,872)	0	336
Supervision and Management	4,196	4,196	3,825	0	(372)
Repairs and Maintenance	4,482	4,503	4,983	0	480
Independent Living Service	637	637	637	0	0
Other Expenditure	540	540	591	0	52
Independent Living Modernisation	287	381	381	0	0
Total Expenditure	10,142	10,257	10,417	0	160
Support Service Charges from the GF	2,058	2,058	2,058	0	0
Interest Payable/Receivable	3,334	3,334	3,357	0	23
Provision for repaying debt	967	967	967	0	0
Revenue Funding of Capital Programme (Depn & RCCO)	6,947	6,217	6,217	0	0
Total Other Costs and Income	13,306	12,576	12,599	0	23
Total Net Expenditure	240	(375)	144	0	519
Transfers to/from HRA Earmarked reserves	(521)	94	94	0	0
Transfers to/from General Reserves	281	281	281	0	0
Total Housing Revenue Account	0	0	519	0	519

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Appendix D – Covid Pressures

	Budget	Forecast	Recovery /Other Reserve Funding	Grant Funding	Variance
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
LOSS OF INCOME					
Car Parks income	354	235			(119)
The Pulse	518	278			(240)
Museum in the Park	41	4			(37)
Development Control	286	0			(286)
Building Control	48	0			(48)
Rental Income	145	172	(92)		(65)
Other service income	0	48			48
Investment Income	26	12			(14)
Revs & Bens - Enforcement Income	50	80			30
Government Grant - Covid Support	(470)	(470)			0
Government Grant - Sales Fees and Charges	(334)	(133)			201
Income General Fund - Total	664	226	(92)	0	(530)
ADDITIONAL EXPENDITURE					
Housing Advice		60			60
Ubico contract (waste, fly tipping, litter bins and public conveniences)	60	100			40
Additional Staffing (Planning and The Pulse)	12	103			91
Other service expenditure (PPE and IT)		25			25
Elections		50		(50)	0
Recovery - Community resilience		96	(96)		0
Senior Economic Development Specialist		41	(41)		0
Reopening the High Street Safely/welcome back fund		212		(212)	0
Compliance and Enforcement		15		(15)	0
COMF (from GCC)		218		(218)	0
COMF (SDC Allocation)		121		(121)	0
Additional Expenditure - Total	72	1,041	(137)	(616)	216
Total General Fund	736	1,267	(229)	(616)	(315)

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STROUD DISTRICT COUNCIL
STRATEGY AND RESOURCES COMMITTEE

13 JANUARY 2022

Report Title	STROUD CANALS VISION AND STRATEGY			
Purpose of Report	To consider a Draft Canals Strategy for the District.			
Decision(s)	The Committee RESOLVES to approve the Draft Stroud Canals Vision & Strategy set out in Appendices A-C for a period of public consultation.			
Consultation and Feedback	Consultation and discussions have taken place with members of the Strategic Leadership Team, Regeneration and Investment Board, key stakeholders, town and parish councils and members of the public.			
Report Author	Mark Russell, Head of Planning Strategy and Economic Development Email: Mark.Russell@stroud.gov.uk			
Options	Option 1: to do nothing. This is not recommended as it could lead to the Council being without a clearly articulated strategy and objectives for supporting the canals network. Option 2: to agree or make amendments to the draft Strategy.			
Background Papers	None			
Appendices	Appendix A – Stroud Canals Vision & Strategy Appendix B – Canal Strategy Areas, Profiles & Placemaking Frameworks Appendix C – Piloting the Strategy in the Wallbridge Area			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

1. INTRODUCTION / BACKGROUND

- 1.1 The network of canals within the District (the Gloucester & Sharpness Canal running from Hardwicke in the north of the District to Sharpness in the south, and the two Cotswold Canals running from Saul Junction in the west, to Chalford in the east) provide a valuable resource for the area, whether for water borne commercial or visitor activities, as a leisure or travel route for walking and cycling or as an attractive setting for residents and businesses at our towns and villages. The canal corridors also contain a wealth of natural and built environment features, which contribute to local ecology, heritage and our general physical and mental wellbeing.

Agenda Item 9

- 1.2 The restoration of the Cotswold Canals and the wider regeneration and active use of the canal network through the area provide significant opportunities to develop the social, economic and environmental wellbeing of the District and its communities. However, to date, canal related opportunities have tended to be pursued as discrete technical projects, for example, the physical restoration of the canals (e.g. the “missing link” canal restoration project) or site based regeneration projects (e.g. Ebley Mill Wharf and Brimscombe Port regeneration projects).
- 1.3 The recently adopted Council Plan identifies the need to develop a long term vision and strategy to ensure projects maximise opportunities to achieve broader social, economic and environmental objectives: -
 - Social – contributing to developing healthy, active and accessible communities
 - Economic – providing for local jobs, supporting the vitality of our towns and rural hinterlands
 - Environmental – reducing our carbon footprint and conserving and enhancing our distinct natural and historic built environment
- 1.4 A long term strategy will provide the strategic direction for the future and provide a framework for an evolving detailed action plan which will identify short, medium and long term projects to be delivered by the Council, stakeholders and local communities. An effective Canals Strategy with a powerful narrative will also provide the platform to make effective future funding bids to Government and other funding bodies.
- 1.5 Urban design consultants DHUD, working with Hilton Barnfield Architects, were appointed in April 2021 to prepare a whole corridor strategy for our canals network, working with the Council, key stakeholders and local communities.

2. A SUMMARY OF THE CANALS STRATEGY

- 2.1 The Stroud Canals Vision & Strategy (the Canals Strategy) has utilised the Future Place methodology, endorsed by RIBA, DLUHC, Homes England, Historic England, the RTPi and Local Partnerships, to understand and inform the function and identity of the canals corridor throughout Stroud District.
- 2.2 Using this methodology, the Canals Strategy identifies unique and locally distinctive drivers to define an overarching vision for the whole canal corridor; align a series of individual canal strategy areas with these drivers; and establish a catalogue of ingredients to enable the Council to implement this vision. The Canal Strategy documents are set out in Appendices A-C and are supported by a series of background reports.

Drivers for Change

- 2.3 The Canals Strategy identifies 3 overarching ‘Drivers of Change’ by which the canal network can maximise its social, economic and environmental benefits.
 - Continuity – By providing a continuous accessible route the canal can connect communities and create essential links between businesses, services and functions and continuous green infrastructure as a spine through the District
 - Clustering - People, activities and places can unite around the canal as a thoroughfare, an attraction, a centre of activity and unique recreational space. In this

way the canal can catalyse focussed activity as a new junction of trade and a centre for sociability and community

- Crossings - By creating a variety of local crossings and connecting activity on the banks of the canal, more strategic connections can be formed at a district level which see people not only accessing the canal corridor but accessing a variety of district-wide opportunities and in doing so being enabled to cross socio-economic boundaries as well as physical ones

Profiling each Canal Strategy Area

- 2.4 In order to establish how these drivers can benefit each part of the canal network, the Strategy breaks down the canal corridor into 14 Canal Strategy Areas based on a layering of characteristics, function and policy. Each strategy area is profiled against the drivers to identify the types of future interventions ('ingredients') needed to maximise their future roles.
- 2.5 The process of profiling the canal strategy areas acknowledges that the vision for the canal to fulfil its full potential applies in different ways in different locations. Localising the vision by applying it in each canal strategy area avoids the risk of a homogenised approach to the whole canal corridor. The profile established for each of the canal strategy areas represents the individual way in which each area is best able to contribute to the future vision for the canal corridor. Each area will contribute in a unique way to the overall function and identity of the whole canal corridor. The profile established for each area provides the basis for identifying the design priorities and placemaking objectives in each area.

Ingredients of the Future Place

- 2.6 The Canals Strategy includes a catalogue of more specific ingredients of the future place which provide built form and public realm typologies for implementing the vision in each strategy area. These ingredients are proposed to be used in accordance with the drivers of change and their selection as design typologies for any given site is justified on the grounds of the contribution they make to realising the reframed vision of the Future Place. A series of Placemaking Frameworks assist in identifying the spatial priorities in each strategy area.

Piloting the Strategy at Wallbridge

- 2.7 As part of the development of the Canals Strategy, a pilot case study has been produced for the Wallbridge area of Stroud to test and demonstrate how the Strategy can be applied to a specific area. The pilot exercise is intended to be a resource and guide to the use of the Strategy along the whole corridor. In this way the Pilot exercise itself serves as a tool in the implementation of the Canals Strategy across the whole corridor.

3. ENGAGEMENT AND CONSULTATION

- 3.1 Initial engagement with key stakeholders involved an in depth questionnaire focussing on key issues and opportunities for the canals network, which was followed up by 1-2-1 interviews or "clinics" with over 20 organisations.
- 3.2 A stakeholder workshop was held in July 2021 which explored via interactive workshop sessions setting goals for the canals network to be incorporated into the Strategy.

Agenda Item 9

- 3.3 A Town and Parish Council event was held in October 2021 which presented material on progress with the Strategy focussed on the areas represented at the meeting and asked for feedback on a forthcoming public questionnaire survey.
- 3.4 Public engagement commenced in November 2021 with an online survey seeking to find out what people's experiences are of using the canals in the district. Respondents were asked to identify one or more of the 14 separate canal strategy areas which they use most often to focus on specific areas for attention. The results have informed the contents of the Canals Strategy.

4. NEXT STEPS

- 4.1 Following consideration by Committee, it is proposed to publish the Draft Strategy for a formal period of public consultation using methods and processes in accordance with our adopted Statement of Community Involvement. Responses received will be considered and an amended Strategy will be brought back to a future meeting of Environment Committee for approval as a Supplementary Planning Document. This will give the document weight within the planning system and ensure that all future developments within the canals corridor take account of and reflect the contents of the Strategy.
- 4.2 Our consultants have produced recommendations for the structure and contents of a future Action Plan, to identify projects to take forward to deliver the Strategy. Officers will work with key stakeholders to set out key projects for the Action Plan set against short, medium and long term timeframes, identifying the relevant delivery partners and financial resources. This Action Plan will be considered at a future meeting of this Committee.

5. IMPLICATIONS

5.1 Financial Implications

There are no direct financial implications from adopting the Strategy for consultation. Upon consideration of the action plan, financial requirements will be identified and appropriate resourcing decisions made through this committee

Andrew Cummings, Strategic Director of Resources
Tel: 01453 754115 Email: andrew.cummings@stroud.gov.uk

5.2 Legal Implications

Following consultation, it is intended that the amended Canals Strategy will be brought back to a future meeting of Environment Committee for approval as a Supplementary Planning Document (SPD).

SPDs should build upon and provide more detailed advice or guidance on policies in the adopted Local Plan. As they do not form part of the development plan, they cannot introduce new planning policies into the development plan. They are however a material consideration in decision-making. They should not add unnecessarily to the financial burdens on development.

Regulations 11 to 16 of the Town and Country Planning (Local Planning) (England) Regulations 2012 set out the requirements for producing SPDs, including public participation and inviting representations.

One Legal

Tel: 01684 272691 Email: legalservices@onelegal.org.uk

5.3 **Equality Implications**

An equality impact assessment of the contents of the final Canals Strategy will be reported to Environment Committee when the final document is considered for adoption as a Supplementary Planning Document. Equality impact assessments will also be carried out for any projects or other schemes included within the Action Plan that have the potential to impact on communities and/or staff on the grounds of protected characteristics.

5.4 **Environmental Implications**

Maximising the environmental benefits of the canal network is an explicit objective of the Canals Strategy and various tools are used to promote this objective, including the use of a carbon neutrality tool to assess the potential for the Strategy Areas to deliver on our 2030 Strategy. The intention is for the Canals Strategy to be adopted as Supplementary Planning Document to policies contained within the Stroud Local Plan, which is itself subject to full Sustainability Appraisal.

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A Toolkit for Future Placemaking:

1 Tool 1: Drivers for Change

Continuity Crossings Clustering

The Drivers for Change establish a thematic characterisation & build a vision of the future place. They ensure placemaking is implemented in a locally distinctive way.

2 Tool 2: One Place, Many Parts

Define Strategy Areas Placemaking Framework

A tool for recognising the opportunity for contrasting areas of the corridor to play their individual role in the overall distinctiveness and performance of the corridor.

3 Tool 3: Ingredients of the Future Place

A pack and mix of project typologies which enable the implementation of the Vision in each Strategy Area.

4 Tool 4: Pilot Application

The use of the Canals Vision & Strategy has been piloted in the Wallbridge area in order to demonstrate its application. This exercise has set back into the implementation of the Strategy and how it is applied.

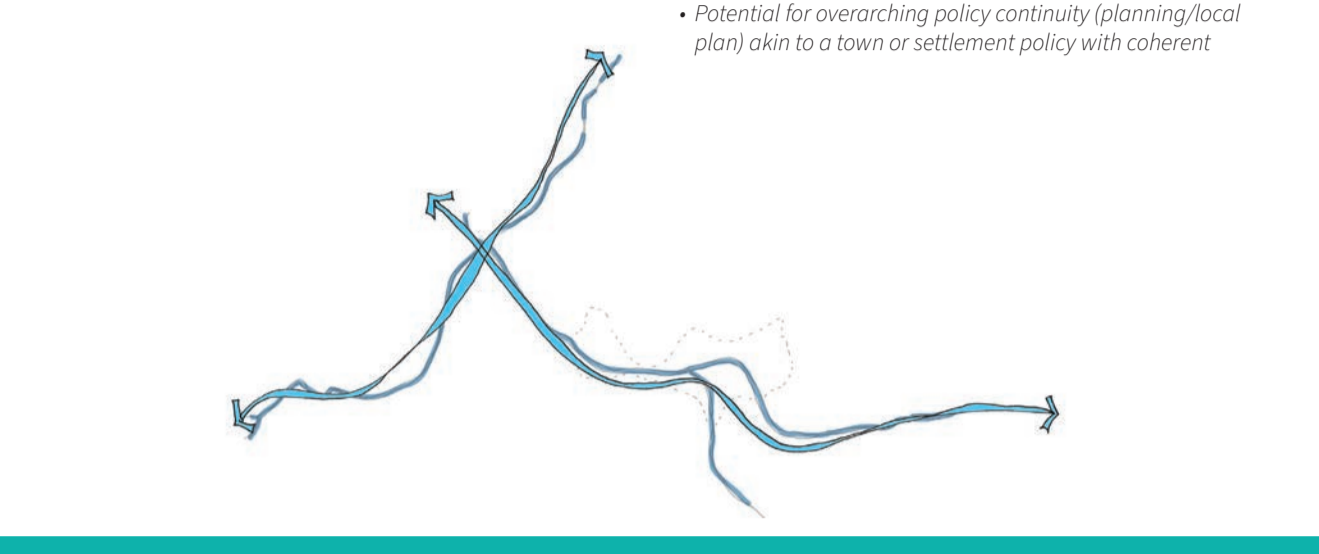
CONTINUITY

Activity and movement across Stroud District have been shaped by geology and natural systems resulting in the River Frome valley landscape which has influenced settlements' form and relationships with one another.

From 1783 the vision to connect the Thames to the Severn with a canal linked to utilise the Frome valley and establish a continuous and accessible route.

Before being identified as an attractive route for the canal, this continuity through the landscape gave rise to the series of mills which utilised the continuity of the river and the road network along and to and from the valley.

Later, the railway also followed this route and the economy and population growth in Stroud has stretched along and out from the valley bottom.



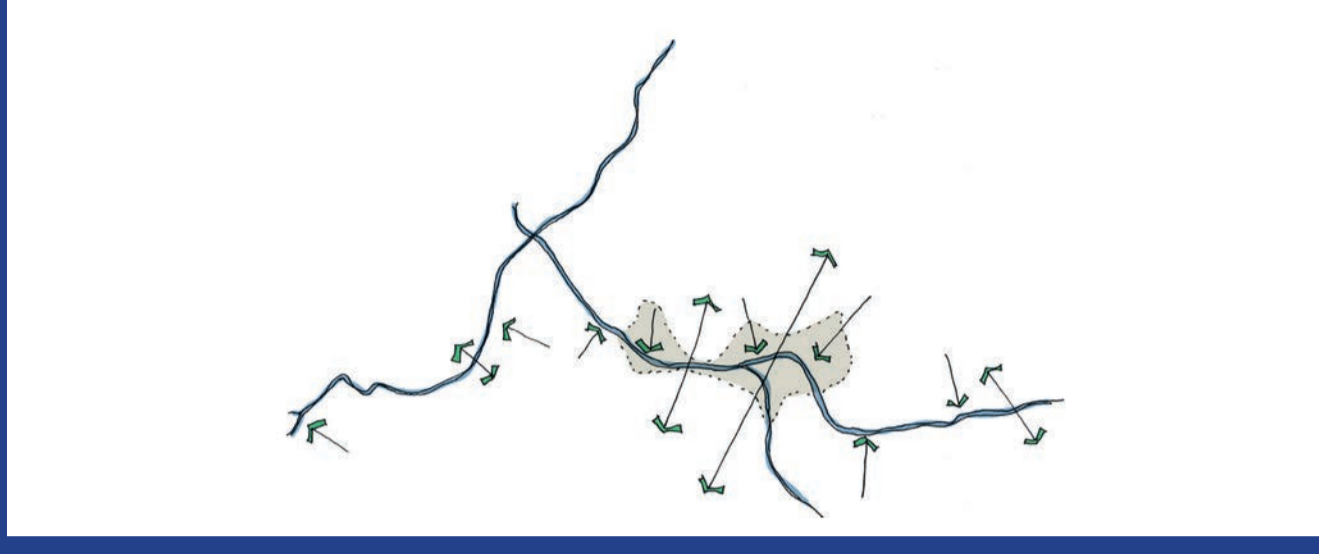
CROSSINGS

Unlike the Roads, the River and the Railway, the canal can become a public space, reuniting the District through access and around mixed utility and identity.

The roads, railways and river form barriers in ways that the canal does not. In being one continuous body of water, the canal joins activities along its banks and connects communities.

The canal is the crossing point between the north and south of the District.

By creating a variety of local crossings and connecting activity on the banks of the canal, more strategic connections can be formed at a District level which see people not only accessing the canal corridor but accessing a variety of District wide opportunities and a dining as being enabled to cross socio-economic boundaries as well as physical ones.



CLUSTERING

Communities and economies grew up around the locations of the variety of mills along the valley. Activity in these locations has been funnelled and concentrated by the topography, influencing patterns of living.

The preference for settlement location and function was first stimulated by demand for resources and the means by which people could access these.

Initially the canal was established as a piece of industrial infrastructure and stopping points, origins and destinations of goods largely hidden as mechanisms of the economy.

Now with the changing role of the canal, people, activities and places can unite around the canal as a thoroughfare, an attraction, a centre of activity and unique recreational space. In this way the canal can catalyse focused activity as a new junction of trade and a centre for sociability and community.



TOOLKIT FOR FUTURE PLACEMAKING

STROUD CANALS VISION & STRATEGY

Hilton Barnfield Architects

1 Drivers of Future Change

CLUSTERING: Community:

- barriers created by roads are broken down with a new focus on connectivity and activity on and around the water
- community buildings and facilities are promoted with an emphasis on active frontages to create vibrant public spaces

CLUSTERING: Diversity:

- active ground floors help to bring life to the public realm and create an active frontage to the canal
- more diverse buildings create interest and help to accommodate different uses and lifestyles

2 Canal Strategy Areas

CLUSTERING: Public Realm:

- existing public space is enhanced with highway space reclaimed where possible
- public realm is re-imagined to have an improved connection and relationship with the canal and towpath

CONTINUITY: People:

- continuity along the canal is promoted through a series of different activities and functions along the canal
- routes along the canal become more diverse and engaging drawing local residents and visitors further along the waterway

3 Ingredients of the Future Place

CROSSINGS: District wide:

- routes, landmarking and wayfinding are improved including the use of green infrastructure to improve legibility
- bridges across the canal are enhanced to prioritise active travel and reduce the dominance of roads and cars

4 Crossings: Bridges:

- a hierarchy of bridges is established with safe routes for all users
- signposting is improved to help navigation to and from the canal with improved access to the water

5 Crossings: Joining Communities:

- communities are connected to and across the canal with improved permeability
- a range of building types and mix of uses bring activity to the canal helping to join communities across the water

6 Continuity: Places:

- the canal and its banks help to improve the links between the main towns and destinations
- development and interventions along the corridor create new relationships with the canal so that it becomes a desirable route

7 Continuity: Nature:

- the canal achieves its full potential as a continuous wildlife corridor
- wildlife barriers are addressed and new development must have a fundamentally integrated approach to supporting nature

1. Identify the Opportunity

A B

Meet strategy goals & avoid costs identified

Feasible solution with criteria of Project Vision & Strategy

2. Validate & Establish:

3. Collaborate:

4. Develop:

5. Incorporate:

Project Delivery Process:
(Informing forthcoming Action Plan)

Refer to Accompanying Spreadsheet

Refer to NOTES in decision making steps

Refer to 'Project Parameters' tab in accompanying spreadsheet which provides a variety of information for assessing projects according to a variety of criteria (time frame, cost thresholds, social outcome and carbon reduction opportunity and to help align with priority objectives across other policy and strategies).

(See also the Project Delivery Process Glossary tab in the spreadsheet for explanation of project parameters criteria).

MOVEMENT:

- 1 Signposting, Navigation & Trail Finding**
A coordinated series of measures which increase the choice and convenience of the canal as a destination, a resource and an active travel route. Some interventions may improve access to the canal from existing surrounding locations (train stations, town centres, residential areas), others integrate the canal into longer distance and multi-modal journeys (existing on long distance footpaths/cycleways, signage along other footpaths/cycleways, signage on public transport stops and stations), interventions could include published and digital maps and coordinated access campaigns.
- 2 Lighting**
A variety of lighting styles serve different purposes along the canal: from security and enabling ongoing seasonal use of the canal as a walking to the creation of features and buildings, and the use of lighting for public art and creating an attraction and event viewing the canal for certain displays and/or times of the year and day. Considered in a coordinated way, individual lighting interventions should be careful to pay attention to impacts on wildlife continuity and the attraction in its own right of dark skies for recreational enjoyment.
- 3 Connections and Interchanges**
The overlapping and interconnectivity of movement, activity and functions is emphasised at key junctions, intersections and gateways along the canal. This improves access to the canal, gives priority to the canal corridor as a sustainable mode of transport and provides breathing space for its flourish. This enables easier movement of wildlife continuity and the attraction in its own right of dark skies for recreational enjoyment.
- 4 Pride in Public Transport**
The provision and accessibility of public transport is front and centre along the canal corridor with ancillary facilities being designed to the highest quality and becoming landmarks themselves. This is achieved through improved interconnectivity between transport modes.
- 5 Less Cars - More People**
An increased focus on the canal for movement and activity provides the support for reduced dependency upon the car, a less dependency on parking and road infrastructure enabled by the enhanced role of the canal allows for buildings to be placed closer together, better framing public spaces. The critical mass to support local centres is created by high density development and an increase in building heights.
- 6 Accessible Townscape**
Connections and permeability are maintained with barriers broken down to create larger and more direct walkable and accessible links to the canal corridor and between destinations nearby to the canal. These connections are created and legible: new development canal areas with distinctive passive signposting.
- 7 Prioritise Active Travel**
Active travel infrastructure becomes much more prominent along the canal with essential vehicular access becoming peripheral. Dedicated routes for pedestrians and bikes are provided and take the place of arterial routes in the canal corridor. Active travel in day-to-day travel the population of the corridor is healthier, more socially and environmentally connected and local services and facilities are sustained.

URBAN FORM:

- 1 Residential Movings**
Future provision of physical and social programmes of integration to enhance inclusiveness and enable a more cohesive community which includes boat dwellers and local residents alike. This may include non-spatial interventions including regulation of residential provision and mediation where communities need help accommodating different needs. Additional physical improvements and provision of particular facilities may also help alleviate pressure on local services and interventions to local communities. Education enabling the celebration of varied lifestyles and learning from different perspectives and experiences.
- 2 Future Canal Building Interventions**
The enhanced role of the canal as a connected public realm and green infrastructure facility and a focus on the canal corridor as a new function in the future of Stroud District there is the opportunity to diversify activity adjacent to buildings and the canal. Buildings are designed to take advantage of these opportunities with active frontages and careful consideration to thresholds with public space and integration with nature.
- 3 Future Canal Building Typologies**
The Future Drivers introduce the potential for new building typologies that are imaginatively designed taking maximum benefit of the opportunities their new context creates: mixed heritage ground floors reflecting increased pedestrian traffic; resilient ground floor design accounting for flood risk and habitat creation; waterside housing facing towards the canal; or mixed development above and between existing single use buildings.

URBAN FORM:

- 1 Park and Move**
A series of strategically positioned transport hubs enable a transition from the reliance on the car. They provide an interchange from arrival by or to sustainable alternative transport along the canal. The Park and Move concept facilitates the interchange between individual car, car share, bus and train to healthy travel and through short term measures requires people to make long term choices affecting behavioural change for generations.
- 2 Reclaim Roads**
A huge amount of highway real estate is reclaimed and repurposed as a result of the enhanced role of the canal corridor for sustainable travel. This space is used to create new public spaces, accommodate alternative means of transport and introduce new buildings and uses. Development uses the opportunities provided by a car free future.
- 3 Connecting the Banks**
Increasing connections and permeability to the banks of the canal with often small interventions (lights, ramps, pathways, bridges, signposting) which affect more strategic accessibility for communities and visitors facilitating larger walkable areas and accessible links between the canal and local centres and neighbourhoods. These connections extend out to rural settlements and surrounding and employ various solutions to overcome topography and promote healthy living.
- 4 Walking on Water**
A variety of measures enable accessibility to the water without the use of, or access to, a boat. Improved connections with the water are achieved through towpath expansion, boardwalks, pavements and piers. Improved capacity for movement along the canal corridor is facilitated by innovative occupation of the water surface where the canal is particularly constrained.
- 5 Canal Side Living**
The reuse of historic buildings, the attractive environment and vacant land along the canal provides the opportunity to create new residential locations which are founded on sustainable behaviour. New housing forms and other opportunities afforded by a relationship with the canal can explore a canal side location to overcome conventional constraints of housing delivery.
- 6 Canal Side Enterprise**
The connected corridor provides the canvas for new and varied enterprises to be established. As well as for recreation and ecological purposes, the canal can serve the needs of many new businesses and service providers, large and small, and in doing so create a mix of activity along the canal making it a vibrant and thriving space.
- 7 Canal Hub: Cultural & Social**
The many crossing and access points along the canal provide the opportunity for social and cultural interactions between people, the environment and the historic surroundings. These locations are hubs of activity drawing other passively or actively on their surroundings to equip new community activity and visitor attractions.
- 8 Diversity Activity**
Many large functions and activities dominate the canal corridor as a legacy of its industrial past. As the canal finds a new function in the future of Stroud District there is the opportunity to diversify activity adjacent to the canal, drawing upon the corridor for movement and access and redefining the canal banks as primary routes and spaces. Mixed activity is mutually beneficial to the spaces and the buildings as people access an increased variety of uses along the canal directly from and along the canal.

URBAN FORM:

- 1 Canal Gateways & Landmarking**
Visual connections and landmarks are key characteristics of the industrial heritage Conservation Area. Views into and along the canal from the town centres to the landscape around and from the walking neighbourhood to the canal and industrial heritage features and other notable landmarks all contribute to the visual cues which help in wayfinding, orientation and sense of place and identity.
- 2 Linking the Canal**
Careful design of the built environment, ensures development facing the canal is active and safe. Buildings provide passive surveillance and framing of public realm and green infrastructure.
- 3 Urban & Rural Identifiers & Transitions**
The canal corridor is made up of many neighbouring communities. Within each future neighbourhood, development creates or reinforces the relationship with the canal and helps integrate historic characteristics to create distinct identities and the transition between these. Reinforcing existing community devices, complements place branding to strengthen the overall character of the canal corridor.
- 4 Public Art**
Public Art may serve a variety of functions in the delivery of other ingredients. Public Art in this way is a vehicle by which signposting, building legibility, open space or water access are made more accessible and enjoyable for a multitude of users. Public Art can be permanent and/or may contribute in more subtle ways to the experience of the canal and its environment with building, public realm and landscape design - resulting in people having a much greater awareness, ownership and familiarity with the variety of roles of the canal.
- 5 Green Infrastructure & Biodiversity:**
 - 1 Linking Canopy**
There is approximately 80km of canal bank extending through Stroud District representing a significant continuous ecological corridor. This could equate to 6000 trees planted in a three way. The planting along connected lengths of the canal would provide a unique contribution to increasing biodiversity, carbon sequestration, improved air quality and localised environmental cooling. The connected ecosystem supported by the extensive continuous canopy would support extensive flora and fauna helping to define the canal's function and identity and forms part of an extended network including the greening of connecting routes and level level streets.
 - 2 Multi-functional Canal Side Public Realm**
Public realm adjacent to and along the canal can accommodate mixed activity and different user groups. The variety is supported by the provision of shelter and furniture, ensuring the public realm is a welcoming and comfortable space to occupy and move through for all users and affording them ownership and a sense of belonging. Surrounding buildings offer a variety of stimuli leading to multi-purpose spaces which may be used and safe throughout the day and calendar.
 - 3 Canal Hub: Connecting with Nature**
In building a role as a repository of continuous green infrastructure, the canal corridor provides a rich resource to connect people back to nature. The canal is a constant, extending through urban and rural areas. A network of strategically placed blue positions along the canal provides the means by which people can access and interact with the canal and where wider engagement with the natural environment can take place. These hubs can be a focus of wildlife conservation initiatives and educational programmes.
 - 4 Building for Nature Interventions**
Within urban and less green areas adaptations to buildings and structures provide valuable ways to maintain the connectivity and continuity of the canal as an ecological asset. New developments, building interventions and installation of structures provide biodiversity gains within the fabric of the built environment ensuring nature is at the forefront of all new development.
 - 5 Natural Wayfinding**
Green space assets to landmark routes and join along the canal, with the creation of new canal-side parks and the integration of ecological and urban green space. Existing heritage, engineering and natural environment assets are revealed and able to perform a strategic function.

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STROUD CANALS VISION & STRATEGY

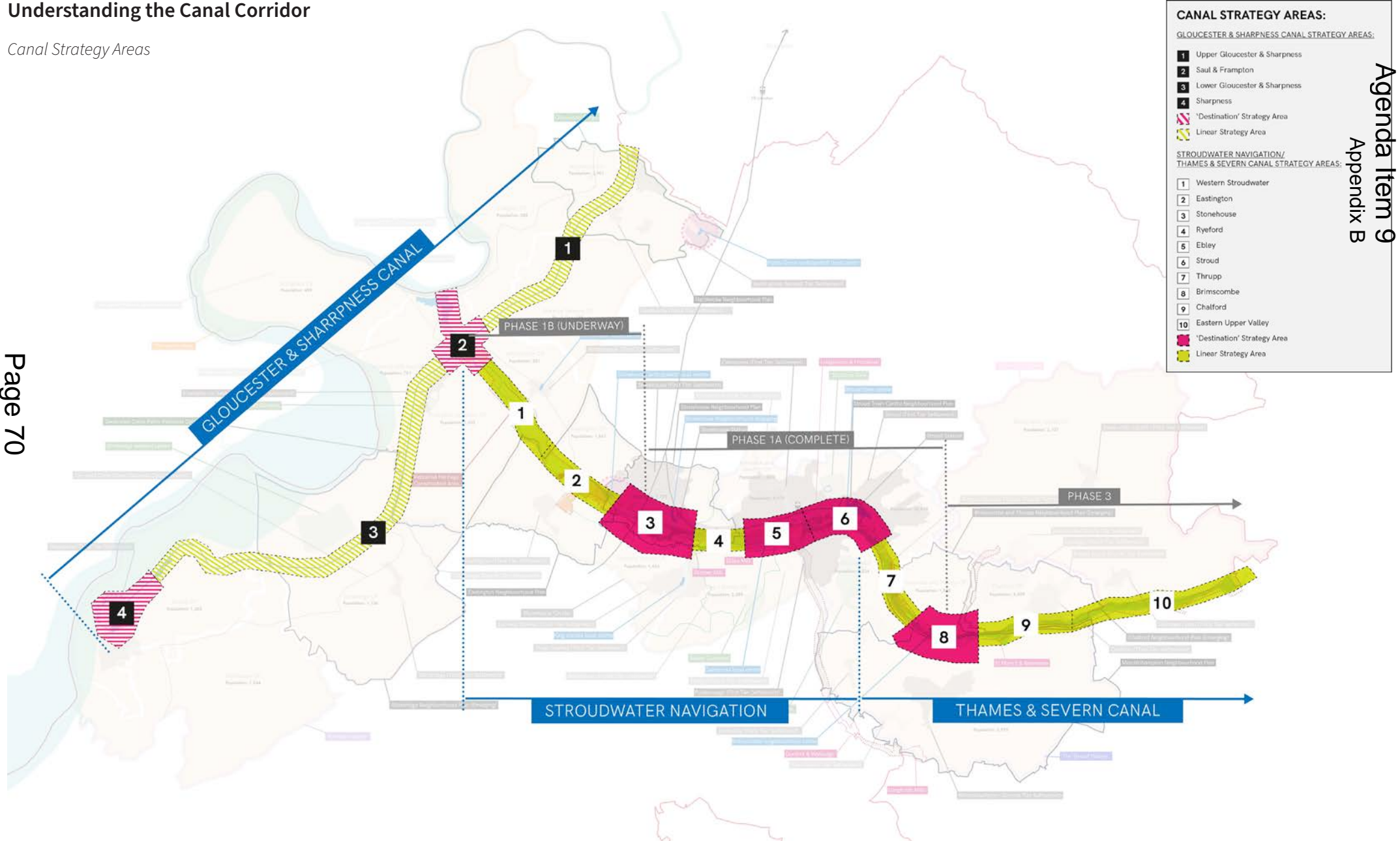
Canal Strategy Areas, Profiles & Placemaking Frameworks



Understanding the Canal Corridor

Canal Strategy Areas

Page 70



CANAL STRATEGY AREAS:

GLOUCESTER & SHARPNESS CANAL STRATEGY AREAS:

- 1 Upper Gloucester & Sharpness
- 2 Saul & Frampton
- 3 Lower Gloucester & Sharpness
- 4 Sharpness
- *'Destination' Strategy Area
- Linear Strategy Area

STROUDWATER NAVIGATION/ THAMES & SEVERN CANAL STRATEGY AREAS:

- 1 Western Stroudwater
- 2 Eastington
- 3 Stonehouse
- 4 Ryeford
- 5 Ebley
- 6 Stroud
- 7 Thrupp
- 8 Brimscombe
- 9 Chalford
- 10 Eastern Upper Valley
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Agenda Item 9
Appendix B

PROFILING CRITERIA

10

The canal is first choice for travel & recreation and a relied upon ecological and engineering resource. It comprises the highest quality, traffic free, designated routes, interlinked habitats and water and energy systems. Now a significant and attractive desire line, activity gravitates to locations within easy reach of the canal. These places are favoured for their connectedness and variety of function.

9

There is good opportunity for travel & recreation along the canal and it offers some ecological and engineering resource. It comprises good shared paths, unique habitats and coordinated historical storytelling. The canal is a significant desire line between locations which are within easy reach of the canal. These places and communities are thriving due to their connectedness and variety of function.

8

Signposting compliments the legibility of buildings/structures and spaces and serves various purposes including travel and recreation. There is localised use of the canal for ecological and engineering purposes. Certain key destinations and communities are connected by the canal and these locations have direct access to the canal. For other wider connections there is a reliance on other modes and routes.

7

Signposting and waymarking to and along the canal helps legibility, mainly serving travel and recreation. There is localised use of the canal for ecological and engineering purposes. Certain key destinations are connected by the canal and these locations have direct access to the canal. For other wider connections other modes and routes are more favourable.

6

Integrated recreational and ecological function provides a rich experience for users of the canal at key locations where the canal functions as a linear park. This multifaceted role facilitates social engagement between communities. There is some direct access to the canal within these areas and to individual destinations when accessed by water, but wider connections are mostly by other modes and routes.

5

Various recreational and ecological functions provide individual experiences for users of the canal at key locations along the canal. There is some direct access to the canal within these areas and to individual destinations when accessed by water, but wider connections are mostly by other modes and routes. The use of the canal for travel conflicts in some cases with its other ecological and engineering functions.

4

Key destinations, pockets of activity and key access points to the canal have become connected by a variety of means (cycle and pedestrian routes/mixed recreation/programmes of activity) and function well together and enabling links between communities to develop. Wider connectivity other than by water for uses alongside the canal is not perceived as possible along the canal corridor.

3

Key destinations, pockets of activity and key access points to the canal have become connected and function well together and this compliments existing links between communities. The canal is not the means by which wider links and associations between places are established and in some cases it frustrates corridor continuity.

2

Use of the canal is localised and generally for single specific purposes (eg. recreation only). The canal allows for good ecological continuity but access for recreation or travel compromises this. Where the canal provides any greater ecological or engineering resource this interrupts the continuity for other purposes such as travel or recreation.

1

Use of the canal is very localised and limited to single specific uses (eg. recreation only). The canal is not the most effective connection to adjacent areas and access to the wider corridor is not direct and requires the use of different modes and routes than just the canal. The canal does not contribute to biodiversity and/or water and energy management.

CONTINUITY

CROSSINGS

CLUSTERING

The canal corridor is accessible and used by people from across the district for a variety of reasons and provision of services. Communities and centres of activity are single entities which bridge the canal physically, economically and socially. Unimpeded north-south movement coupled with movement along the corridor have allowed the district as a whole to thrive, ecologically, economically and socially.

The canal corridor is accessible and has an influence beyond its immediate banks. By joining activity across its banks with a combination of bridges and other crossings the canal has brought communities together. A network of connections to the canal corridor coupled with movement along the corridor have helped link locations across the district with activity within the corridor.

A variety of vehicular, pedestrian and cycle, and green infrastructure crossings, are spread along the corridor, corresponding to activity located either side of the canal, the river and the railway. Use of, and activity along, the canal is encouraged by the regular use of crossings. Community's and business's sustainability and biodiversity and ecological networks are improved for being connected to the wider district.

Preferred vehicular, pedestrian and cycle crossings, are located at key settlement locations along the corridor and correspond to and join activity located either side of the canal, the river and the railway. More localised crossings are dedicated ecological and historic canal crossings. Both groups of crossings are limited in their ability to connect outlying areas of the district.

A variety of canal crossings are mainly located at key settlement locations along the corridor. Although these major north-south thoroughfares bypass activity located at the canal, or within the corridor a series of more local crossings, some dedicated pedestrian and cycle crossings and including dedicated ecological and historic crossings provide alternative (but less legible) ways to link north-south.

A series of primarily vehicular canal crossings are located at key settlement locations along the corridor. These crossings correspond to major north-south thoroughfares and bypass activity located at the canal, or within the corridor. There are few crossings locally, apart from those located in the nearby settlements.

In serving an isolated building/group of buildings, canal crossings catalyse movement to the canal corridor for the public and communities in the wider district. In bridging the canal the perception of the barrier that rail, river and topography cause is reduced.

Canal crossings serve an isolated building/group of buildings. Most of these are not publicly accessible. In some situations crossings bridge activity either side of the canal but any wider north-south connections are prevented by rail and/or river and topographical constraints.

Stretches of canal extending further than walking distance (400m) have minimal crossings. The need to travel to nearby settlements to cross the canal means activity and communities either side are only linked indirectly. However, due to tree cover and the nature of the canal banks ecological links and green infrastructure north-south is in tact.

Stretches of canal extending further than walking or cycling distance (800m) are without any crossings. The lack of crossings and additional barriers like the river and railway mean activity and communities either side are divided and have economic and social function. The nature of the canal in this location also means that north-south ecological links and green infrastructure are interrupted.

The canal is the heart of the place, stimulating a rich mix of uses, it unites employment and living space creating walkable, vibrant neighbourhoods uniquely canal focussed as a resource for movement, recreation, community activity and reconnecting with nature. Buildings and spaces incorporate the canal within their typology embracing it as a catalyst for easily accessible diverse and thriving places. It's obvious when you have arrived and when you are leaving the place.

The canal is located at the heart of the place linking a variety of uses. Buildings and spaces incorporate the canal within their typology. It is obvious when you have arrived and when you are leaving the place. The recipe of the canal and the surrounding buildings and spaces create a distinctive sense of place which is easily accessed as a destination and a focal point for the community.

The canal is an integrated part of the place and easily accessible. It is the reason for a lot of the activity that occurs here but this tends to be for a single specific reason (eg. tourism, recreation or housing). Planned for development is pro-active in integrating the canal for a variety of purposes and built form and open spaces respond positively to the canal.

The canal contributes to the function of the place by linking uses locally. Some of the activity that occurs here is canal focussed but there is limited mix of uses. Planned for development utilises the canal primarily for recreation or movement. There are specific access points to the canal which have good landmarks.

Occasional pockets of localised activity have given rise to this location becoming a destination or a community focus. A single building, open space or engineering feature acts as a landmark along the canal and within nearby areas. Although separate from other built form/settlement centres locally, this location serves a purpose through its links to the nearby settlement.

Few pockets of localised activity area the focus for the local community. A single building, open space or engineering feature acts as a landmark along the canal and within nearby areas. This location serves a purpose on the canal but is remote from other built form/settlement centres locally.

The grouping of buildings and/or spaces at the canal gives rise to localised areas of single use. These can vary from employment clusters, concentrations of houses, to areas of particular natural interest. In some cases a focus of activity is due to features/engineering of the canal itself, such as a lock or mooring location.

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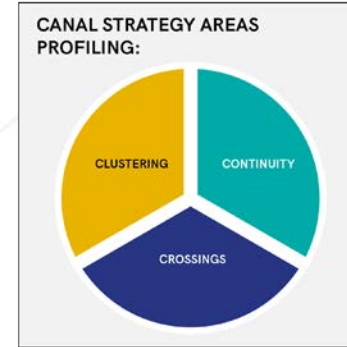
A mix of canal specific activity (eg. boating or wildlife interest) occur due to individual buildings or spaces and limited to single use/types of activity. These areas serve a local need but are passed by in favour of larger more attractive destinations. Separation of localised pockets of activity results in the need for longer journeys required between different uses (eg home/work or work/recreation) which the canal is less able to service.

A single canal specific activity occurs on or near the canal which primarily exists as a location en-route to larger more attractive destinations. Access to the canal and these localised pockets of activity is only for specific reasons.

Understanding the Canal Corridor

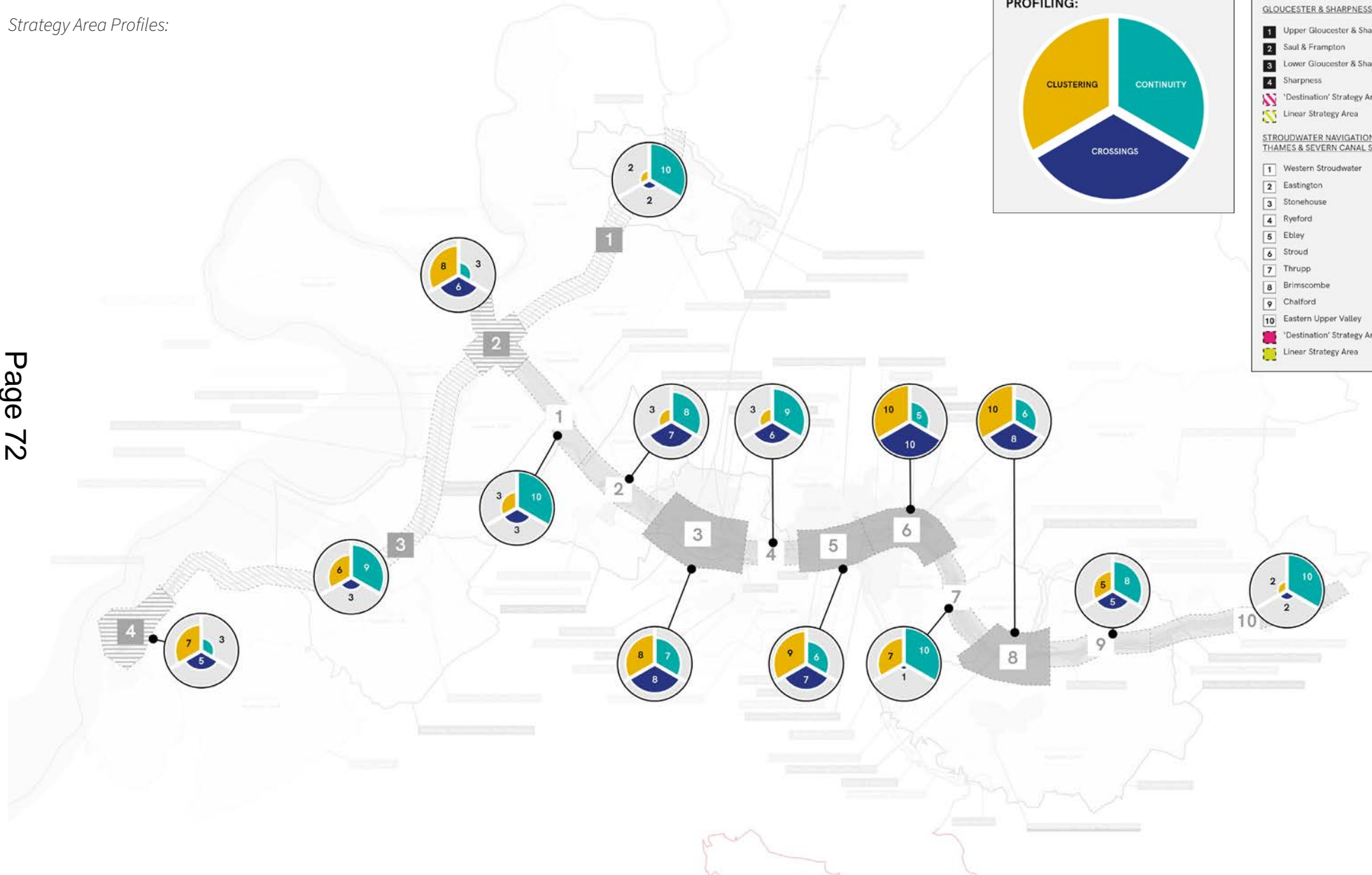
Strategy Area Profiles:

Page 72



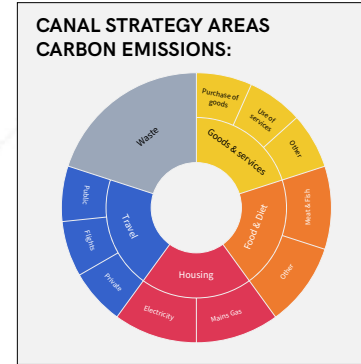
- CANAL STRATEGY AREAS:**
- GLOUCESTER & SHARPNESS CANAL STRATEGY AREAS:**
- 1 Upper Gloucester & Sharpness
 - 2 Saul & Frampton
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 - 4 Sharpness
 - * 'Destination' Strategy Area
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Agenda Item 9
Appendix B

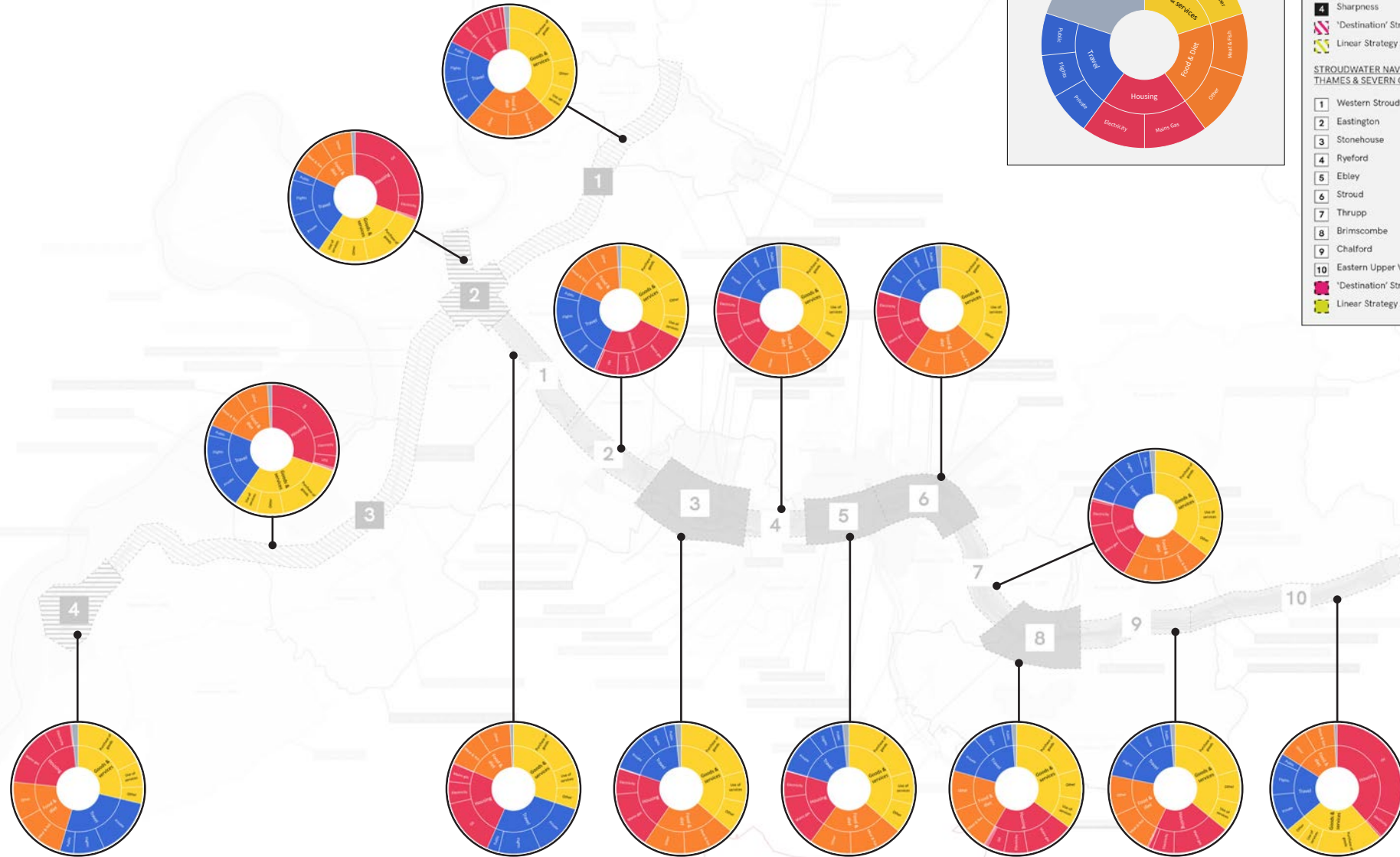


Understanding the Canal Corridor

Strategy Area Carbon Emissions Profiles:
 (See also Carbon Accountability tab in the accompanying spreadsheet)

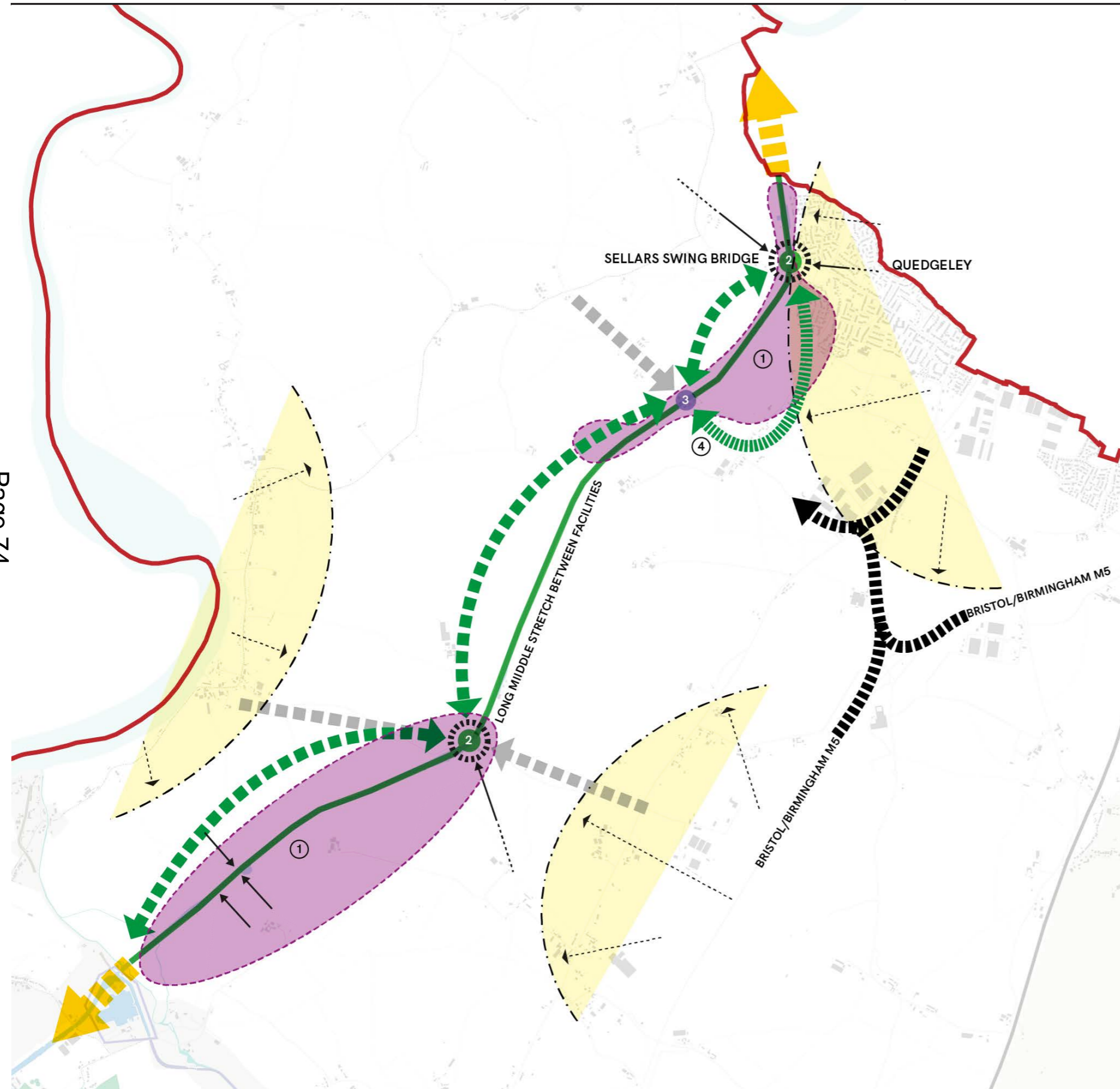


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 - 12 Linear Strategy Area



Upper Gloucester & Sharpness Canal Area:

A mix of canal-specific activities associated with long stretches of rural canal-side where people gravitate towards the few existing crossing points. Communities on either side of the canal are only indirectly associated with each-other but there is a strong relationship between people and the canal for those travelling north or south.



DRIVERS KEY:		STRATEGY AREA PROFILING:		UPPER G&S CARBON PROFILING:		DRIVERS REFERENCE:		
						CONTINUITY	CLUSTERING	CROSSINGS
①	The linear nature of the canal is strongly experienced through there being very few places to cross the canal in this area. Harnessing this aspect to provide a linear, park-like experience, provides opportunity for those living close-by to make more frequent trips to the canal for short excursions. This is as true for the outskirts of Quedgeley as it is for the north of Saul Junction.							MUA
②	Places to access the canal are understated and facilities do not cater for large numbers of visitors who might arrive by vehicle. It is all the more important that journeys to these gateways are integrated and optimised with public transport services to ensure that planning any route along the canal is as efficient and as easy to achieve as possible for visitors.							MUA MUAE
③	A new crossing to the south of Quedgeley would provide recreational and visiting opportunities for destinations around Hardwicke - within walking distance from the canal towpath. The longer distances between facilities and access points along this stretch of the canal means that there are likely fewer visitors to this area compared to others close-by. A crossing here might provide much appreciated optional circular routes for locals who would otherwise not ever contemplate visiting the canal-side due to the lack of a viable circular route.					MA		MUA MUG
④	The canal benefits from a towpath on both banks north of Sellars Swing Bridge. The towpath can become a valuable means of travel for local journeys. Opportunities exist to utilise the existing towpath along with nearby footpaths and lanes in a coordinated way but this will require a wayfinding strategy for the wider area.							MUAG
<p>INDICATIVE SELECTION OF INGREDIENTS ACCORDING TO THE FOLLOWING TYPES/CATEGORIES:</p> <p>M = MOVEMENT U = URBAN FORM A = USES & ACTIVITY I = INFRASTRUCTURE & UTILITIES G = GREEN INFRASTRUCTURE & BIODIVERSITY E = EVENTS, PROGRAMMES</p>								
<p>CARBON REDUCTION OPPORTUNITIES:</p>						<p>MAIN OPPORTUNITY FOR SOCIAL OUTCOME (SDC adopted Social Value Themes):</p>		
①	Awaiting consultant (CSE) input					Social: Healthier, Safer and more Resilient Communities		
②	Awaiting consultant (CSE) input					Growth: Supporting Growth of Responsible Regional Business		
③	Awaiting consultant (CSE) input					Jobs: Promote local skills & employment		
④	Awaiting consultant (CSE) input					Social: Healthier, Safer and more Resilient Communities		

Saul & Frampton Canal Area:

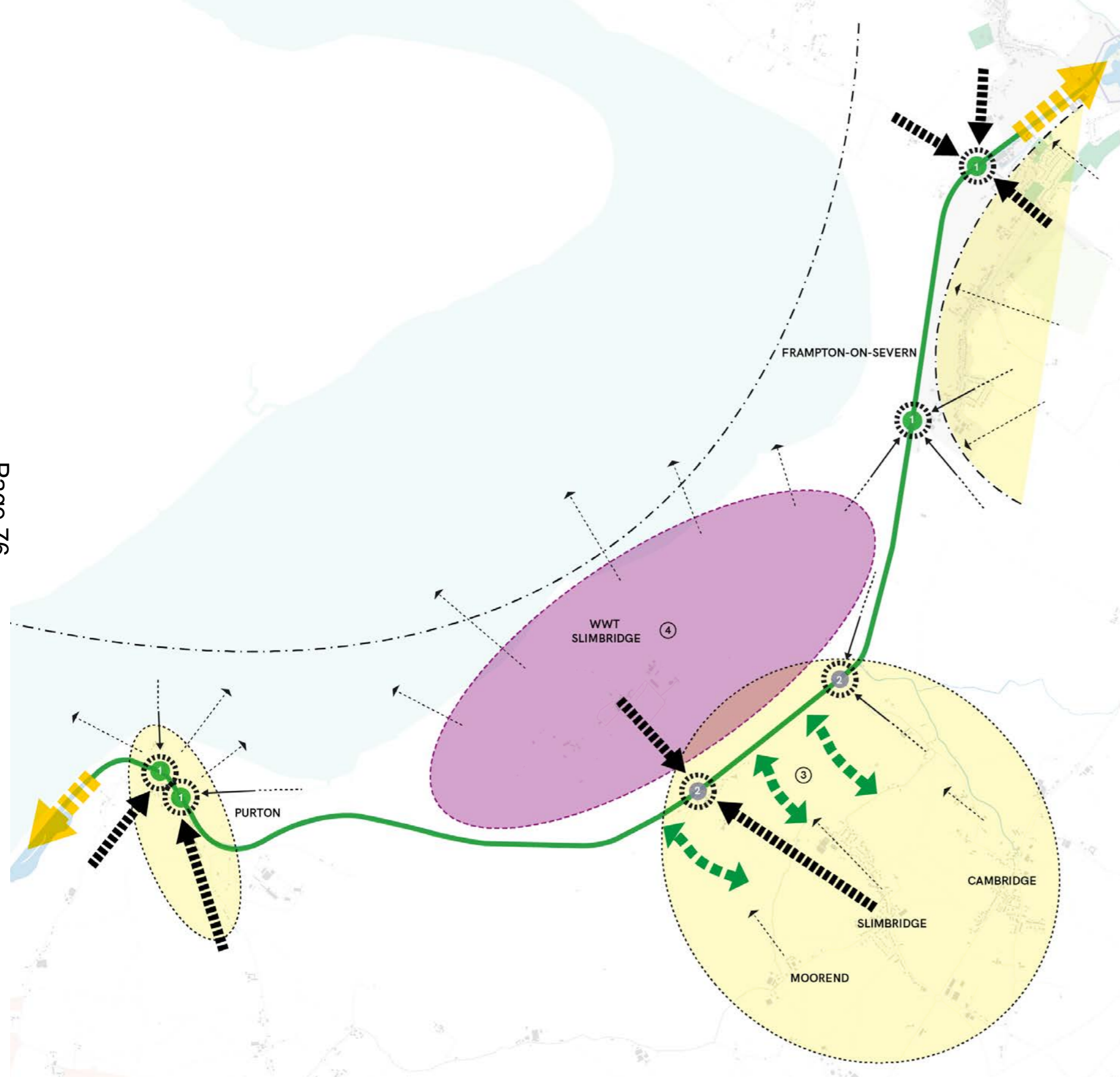
An area of established connections and services offering a variety of activities along the canals and a mix of naturalistic and industrial landscapes form the backdrop to the major canal basin and junction.



DRIVERS KEY:		STRATEGY AREA PROFILING:		SAUL & FRAMPTON CARBON PROFILING:		DRIVERS REFERENCE:		
						CONTINUITY	CLUSTERING	CROSSINGS
①	Access to the area is circuitous via only three rural roads - marking out Saul Junction as an important influence for road traffic levels in the surrounding villages. Addressing this will be an important part of the transport plan, in conjunction with other Canal Strategy Areas through multi-modal transport exchange nodes at strategic places along the District's two canals.						MUA	MA
②	A major canal hub within the District, Saul Junction's mixed use of leisure and commercial enterprises provides the context for continued variety in what it can offer in the locality whilst also providing services for the entire canal network.					MA	A	
③	Rural lanes are an important part of connecting local communities here to the canal, even if meeting places and access points are not actually on the canalside. Saul, Frampton and Whitminster village communities can all benefit from improved access to Saul Junction. Better waymarking at the various meeting points and along public rights of way, whilst providing for walking and bicycle use along lanes, will enhance Saul Junction's status as an accessible destination with lots to offer the local community, and a place from which to explore the canals.					MA	MUA	MA
④	Existing crossings are valuable community assets which require safeguarding to maintain their existing levels of use and quality of service to the wider rural communities. Additional design and access improvements may be required as the balance of different transport modes change and shift in the future.							MA
⑤	Established forested land exists to the east and west and, where appropriate, might be extended to join with other ecologically important areas in the vicinity of this important canal junction. Likewise, the disused length of canal from Saul Junction to the River Severn might also be considered an important ecological corridor worth enhancing for the benefit of wildlife and people.					AG	AG	AG
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<p>CARBON REDUCTION OPPORTUNITIES:</p>						<p>MAIN OPPORTUNITY FOR SOCIAL OUTCOME (SDC adopted Social Value Themes):</p>		
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②	Awaiting consultant (CSE) input					Growth: Supporting Growth of Responsible Regional Business		
③	Awaiting consultant (CSE) input					Social: Healthier, Safer and more Resilient Communities		
④	Awaiting consultant (CSE) input					Innovation: Promoting Social Innovation		
⑤	Awaiting consultant (CSE) input					Environment: Decarbonising and Safeguarding our World		

Lower Gloucester & Sharpness Canal Area:

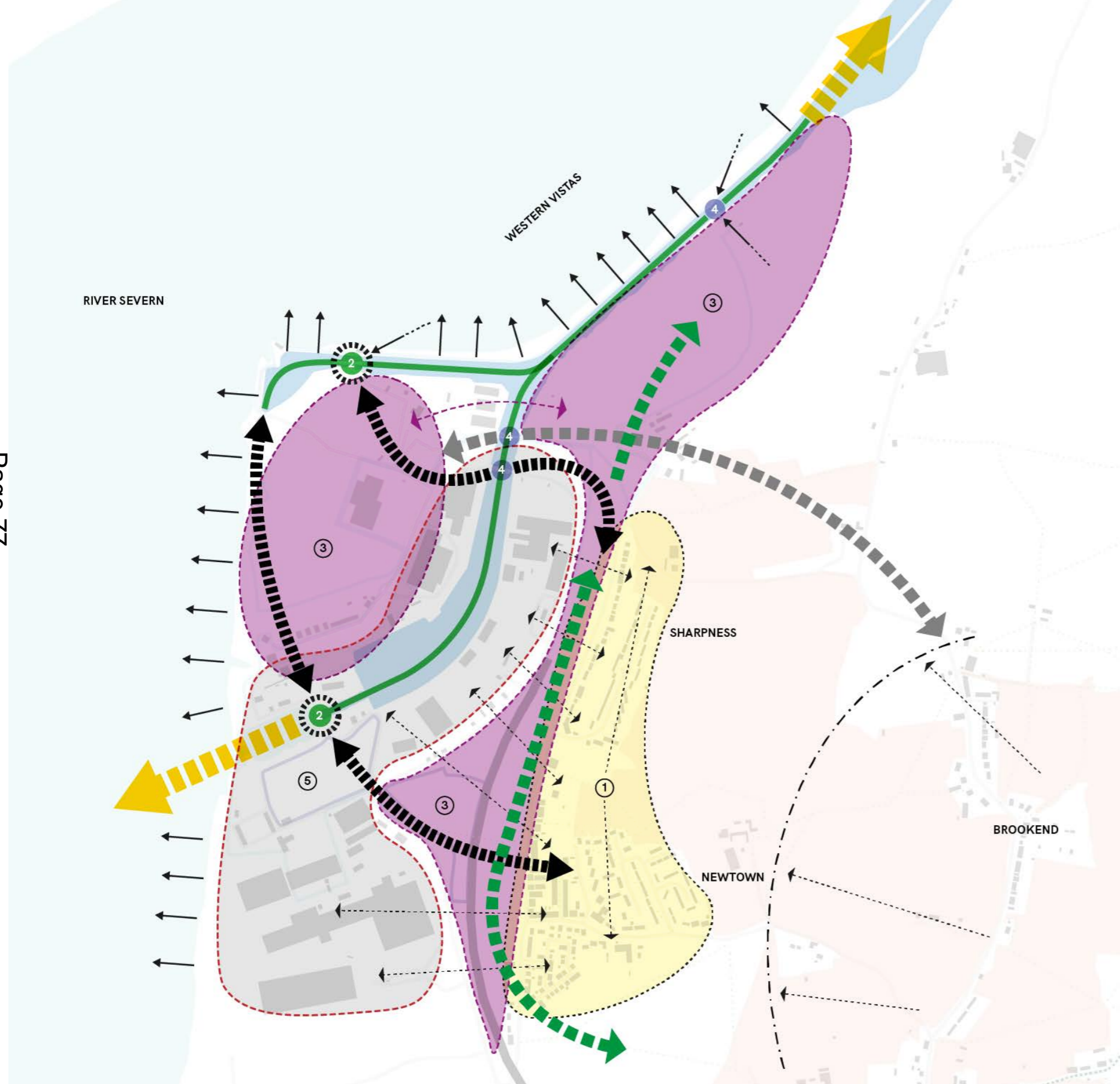
A thriving area ecologically and historically, where the canal offers a communal purpose for activities which tend to be focussed around well-known landmarks or centres. The canal provides cohesion for communities and visitors who otherwise might not have had opportunity to enjoy what is on offer here.



DRIVERS KEY:		STRATEGY AREA PROFILING:		LOWER G&S CARBON PROFILING:		DRIVERS REFERENCE:		
						CONTINUITY	CLUSTERING	CROSSINGS
①	Between the three centres of Frampton, Slimbridge and Purton, there exists a number of popular access places offering a variety of facilities and activities that are sometimes canal-focussed. These diverse service points are more intimately related to the communities of Frampton and Purton due to their proximity to those settlements, with the canal being a locally-enjoyed destination. They can be rich in their use, but they require delicate management too, on behalf of the communities they serve.						MUA	M
②	The relationship of the canal with Slimbridge Village is different to the other settlements because of the distance between them. Crossings in this area can act as conduits of through-traffic to WWT Slimbridge, affecting the character and use of these places.					MA	MAE	MA
③	Canal-side activities can be an important part of life for residents of Slimbridge and the surrounding settlements, even with a physical separation between them. Treating the canal and the nearby settlements as one entity, making more connections between all communities and services, will bring a greater degree of benefit to this area, not just for the well-visited destinations nearby.					E	MUA	MU
④	WWT Slimbridge is a well-known landmark destination in the locality. Canal-based projects to enhance biodiversity for the wider area and enlarge habitats for wildlife might go hand-in-hand with growing canal-focussed activities and recreation outcomes associated with WWT visitors enjoying the wider area along the canal.						MAIGE	MA
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CARBON REDUCTION OPPORTUNITIES:						MAIN OPPORTUNITY FOR SOCIAL OUTCOME (SDC adopted Social Value Themes):		
①	Awaiting consultant (CSE) input					Growth: Supporting Growth of Responsible Regional Business		
②	Awaiting consultant (CSE) input					Growth: Supporting Growth of Responsible Regional Business		
③	Awaiting consultant (CSE) input					Social: Healthier, Safer and more Resilient Communities		
④	Awaiting consultant (CSE) input					Innovation: Promoting Social Innovation		

Sharpness Canal Area:

A major gateway location to the regional canal network that is highly influenced by its industrial activities. Local residents and workers benefit greatly from improved access to the canal's eastern bank, with recreational walkers and canal-users gaining the most from their direct relationship with the canal and its western vistas.



DRIVERS KEY:	STRATEGY AREA PROFILING:	SHARPNESS CARBON PROFILING:	DRIVERS REFERENCE:		
			CONTINUITY	CLUSTERING	CROSSINGS
①	The villages at Sharpness and Newtown are in close proximity to the canal for recreation and leisure activities but residents might greatly benefit from improved access to the canal at all its existing access points.			MAE	
②	Two significant access 'gateways' to the canal, signifying the beginning of the canal network from the Severn Estuary, have immense capability for inclusion as primary destinations in a Sharpness masterplan, with integrated access to them from the east being of particular importance.		A	U	M
③	Harness the existing large swathes of green space for the primary benefit of local residents', providing access for recreation, health and well-being. Raise the profile of the canal for the local communities by incorporating linear and circular routes for walking and cycling.		GE	MI	
④	Improving access onto open 'green spaces' requires new and/or improved crossing points over the canal for visitors and local residents. Heritage trails and educational facilities can harness the varied natural and industrial environments that make up this rich area of Stroud District's heritage.		E	MAIE	MA
⑤	The Industrial core of Sharpness is very much a working landscape and is largely inaccessible in physical and visual terms. The scale of industry is often at odds with other local built form, but this rich mix of land use and activities provides stimulus to a vibrant, but under visited area that is well worth celebrating.			AGE	
INDICATIVE SELECTION OF INGREDIENTS ACCORDING TO THE FOLLOWING TYPES/CATEGORIES:					
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CARBON REDUCTION OPPORTUNITIES:			MAIN OPPORTUNITY FOR SOCIAL OUTCOME (SDC adopted Social Value Themes):		
①	Awaiting consultant (CSE) input		Innovation: Promoting Social Innovation		
②	Awaiting consultant (CSE) input		Growth: Supporting Growth of Responsible Regional Business		
③	Awaiting consultant (CSE) input		Social: Healthier, Safer and more Resilient Communities		
④	Awaiting consultant (CSE) input		Social: Healthier, Safer and more Resilient Communities		
⑤	Awaiting consultant (CSE) input		Jobs: Promote local skills & employment		

Western Stroudwater Canal Area:

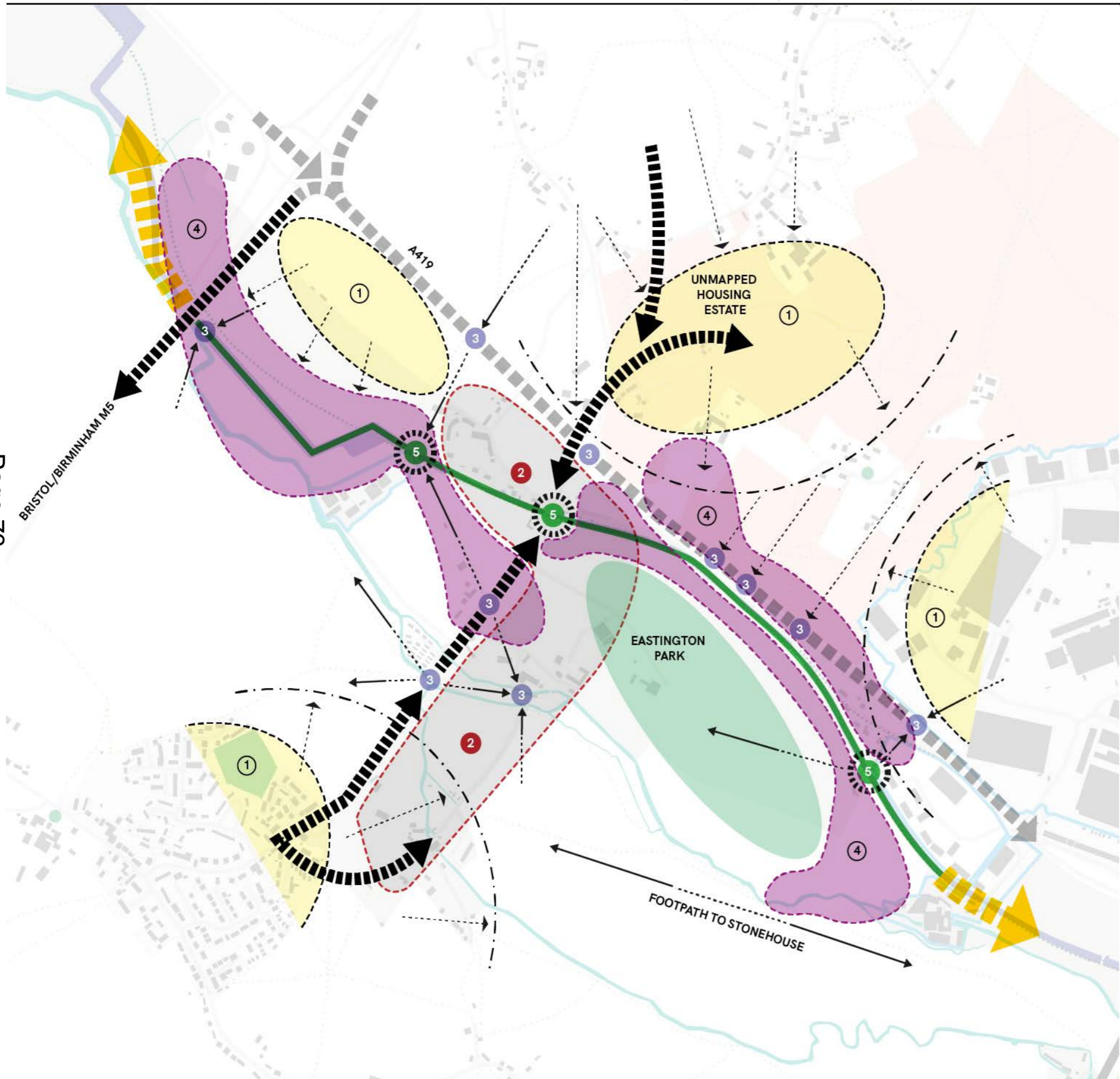
An expansive rural landscape of long vistas and small settlements. Major regional arterial roads service an area that is largely inaccessible by vehicle, but footpaths criss-cross the scene, making it highly desirable as a recreational landscape for locals and visitors alike.



DRIVERS KEY:		STRATEGY AREA PROFILING:		WESTERN STROUDWATER CARBON PROFILING:		DRIVERS REFERENCE:		
						CONTINUITY	CLUSTERING	CROSSINGS
①	The main gateway to this area of the canal is serviced from the A38 and adjoining M5 motorway. The opportunities for appropriate development in a rural setting are many, with recreation being high on the agenda whilst also maintaining a balance away from vehicular travel and engaging in those activities that respect the rural setting, making connections between places.						MAGE	MAE
②	Secondary clustered activities are aligned where paths meet along the canal. A central stretch of canal equally accessible from Whitminster and Frampton provide opportunities to open the canal for educational purposes, particularly for primary school children from both villages. With the canal open to being crossed at multiple points along its length, there are numerous ways to plan a visit to the canal that accommodates all participants' abilities.					E	MAIE	MAE
③	The canal length between the M5 and A38 has capability to hold large ecological projects, from floodplain engineering works to tree-canopy renewal and wildlife foraging corridor opportunities. The physical road infrastructure need not create barriers to linking biodiversity between distinctive areas along the canal, including at the A38 roundabout.					G	IG	
④	The stretches of canalside in a rural setting provide much needed recreational space, with excellent connections from surrounding settlements and further afield, for a variety of walking and cycling opportunities. These opportunities require collaborative and strategic efforts to enhance and maximise connections between places of interest and the District's canal network as a destination in itself.					UAE	A	MA
⑤	A new mooring with crossing point provides new opportunities for clustered activities and walkable routes along the canal and around the main gateway.					M	MAE	M
<p>INDICATIVE SELECTION OF INGREDIENTS ACCORDING TO THE FOLLOWING TYPES/CATEGORIES:</p> <p>M = MOVEMENT U = URBAN FORM A = USES & ACTIVITY I = INFRASTRUCTURE & UTILITIES G = GREEN INFRASTRUCTURE & BIODIVERSITY E = EVENTS, PROGRAMMES</p>								
<p>CARBON REDUCTION OPPORTUNITIES:</p>						<p>MAIN OPPORTUNITY FOR SOCIAL OUTCOME (SDC adopted Social Value Themes):</p>		
①	Awaiting consultant (CSE) input					Growth: Supporting Growth of Responsible Regional Business		
②	Awaiting consultant (CSE) input					Innovation: Promoting Social Innovation		
③	Awaiting consultant (CSE) input					Environment: Decarbonising and Safeguarding our World		
④	Awaiting consultant (CSE) input					Social: Healthier, Safer and more Resilient Communities		
⑤	Awaiting consultant (CSE) input					Growth: Supporting Growth of Responsible Regional Business		

Eastington Canal Area:

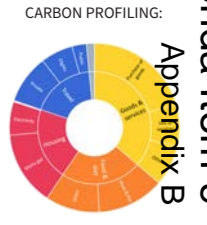
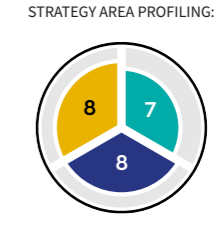
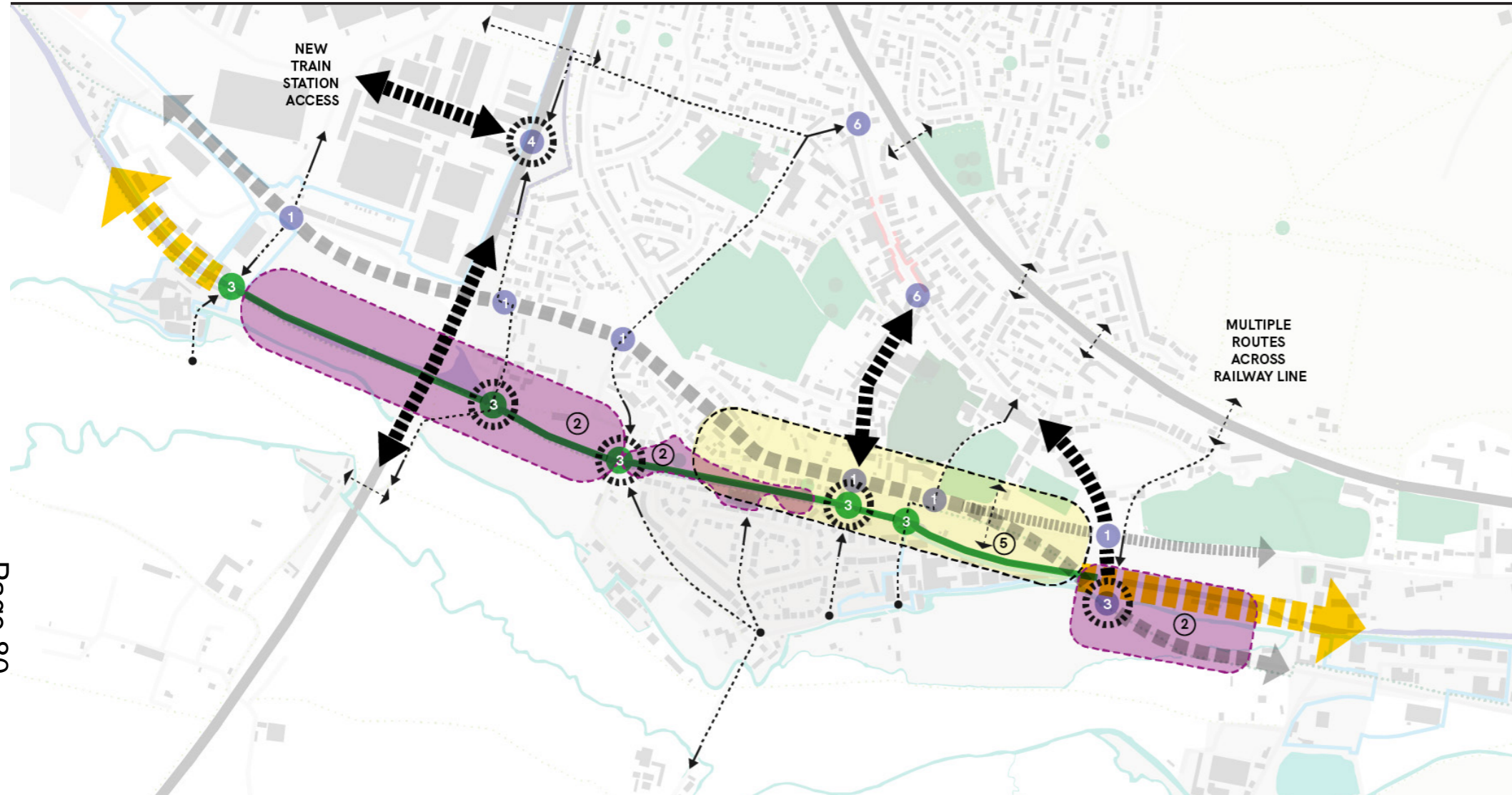
A wider landscape context of broad floodplain characterised by outlying settlement patterns and regional transport connections. Visibly and functionally influenced by road infrastructure, the canal area enjoys a rich mixture of naturalistic landscapes with historic clusters of buildings interspersing the modern housing estates and industrial areas.



DRIVERS KEY:	STRATEGY AREA PROFILING:	EASTINGTON CARBON PROFILING:	DRIVERS REFERENCE:		
			CONTINUITY	CLUSTERING	CROSSINGS
①	Although well-connected to transport links and corridors, the Eastington Canal Area can achieve a coherent identity and sense of place through a coordinated wayfinding and interpretation strategy centred on the canal. There are numerous opportunities for infrastructure improvements to aid walking, cycling and recreational access around and along the canal. Business and residential centres are all set to gain from this provision.		E	MUAIE	A
②	Millend Lane flanks Spring Hill from Eastington and provides an interconnected heritage trail connecting historic places of interest as alternative/recreational North-South routes for residents of Eastington. This heritage aspect requires consideration alongside the wayfinding strategy linking residential areas to the north of the A419, offering diverse experiences of the lower River Frome floodplain landscape centred on the canal as a heritage destination.		E	UA	MGE
③	Maximising opportunities to enhance continuity along the length of the canal lies in connecting the north to the south across the canal at key places. A western crossing near the M5 would connect medium-distance footpath journeys to the northern canal bank, offering circular routes for locals, whereas other opportunities to improve crossings add a variety of identifiable and efficient local routes for residents and tourists alike to enjoy the length of the canal in this area. A number of accessible nodes along the A419 are in close proximity to the canal where key local destinations can be formally signposted for road users and those using different travel modes.		M		IG
④	Biodiversity and habitat enhancements in the floodplain might seek to make linear connections across this canal area, and into others, increasing the naturalistic landscape environment for visitor enjoyment too.		IG	A	M
⑤	Where opportunities exist to offer multi-modal transport exchanges, the canal can provide a gateway to maximising the variety of activities on offer throughout the day or night, weekday or weekend.		E	AE	MUA
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CARBON REDUCTION OPPORTUNITIES:			MAIN OPPORTUNITY FOR SOCIAL OUTCOME (SDC adopted Social Value Themes):		
①	Awaiting consultant (CSE) input		Growth: Supporting Growth of Responsible Regional Business		
②	Awaiting consultant (CSE) input		Innovation: Promoting Social Innovation		
③	Awaiting consultant (CSE) input		Social: Healthier, Safer and more Resilient Communities		
④	Awaiting consultant (CSE) input		Environment: Decarbonising and Safeguarding our World		
⑤	Awaiting consultant (CSE) input		Innovation: Promoting Social Innovation		

Stonehouse Canal Area:

A well-connected canal corridor integrated with its surroundings being both rural and urban in character, serving the surrounding communities and businesses through its many key destinations.



Agenda Item 9
Appendix B

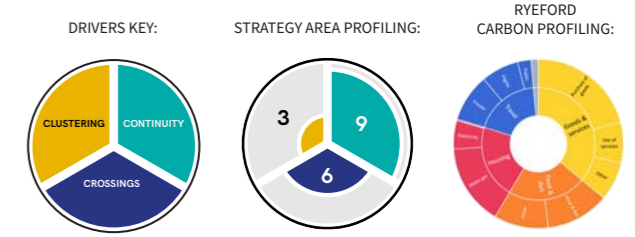
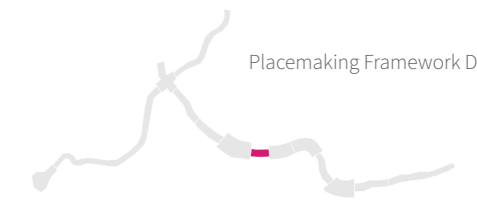
Page 80

	DRIVERS REFERENCE:			CARBON REDUCTION OPPORTUNITIES:	MAIN OPPORTUNITY FOR SOCIAL OUTCOME (SDC adopted Social Value Themes):
	CONTINUITY	CLUSTERING	CROSSINGS		
① Overcoming the road barrier: roadscape management measures along with the potential for more comprehensive public realm measures along the road corridor in order to unite the canal corridor with the "town", drawing together N/S communities across the canal. National Cycle Route 45 flanks the A419 to a large extent, with only a brief relationship to the canal, but therefore has strong commuter capabilities.				M U A E	<i>Awaiting consultant (CSE) input</i> Social: Healthier, Safer and more Resilient Communities
② There is a generous canal margin to enhance habitat biodiversity and East/West connectivity between Eastington and Stonehouse.	GE	AIG			<i>Awaiting consultant (CSE) input</i> Environment: Decarbonising and Safeguarding our World
③ Strengthen movement links to / from / across / onwards from the canal, making them more consistent and legible.	MUE	MUAIE			<i>Awaiting consultant (CSE) input</i> Innovation: Promoting Social Innovation
④ New "Stroudwater" Train Station opportunity to promote new link to potential new train station on N/S route.			MAE		<i>Awaiting consultant (CSE) input</i> Growth: Supporting Growth of Responsible Regional Business
⑤ Development sites along the canal (eg. Ship Inn site & adjacent site) to be considered holistically in context of unifying the town around the canal. Establish a positive and inclusive relationship with the canal along this stretch.	MUA	AGE			<i>Awaiting consultant (CSE) input</i> Innovation: Promoting Social Innovation
⑥ Promote/signpost and improve interpretation for the varied routes between the town and canal.	MUA E				<i>Awaiting consultant (CSE) input</i> Social: Healthier, Safer and more Resilient Communities

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Ryeford Canal Area:

A transit-orientated canal area that offers key links from the built-up areas north of the canal to the wider recreational areas of the south; a longer visit to the canal area will be rewarded with a variety of destinations of ecological and historic value.

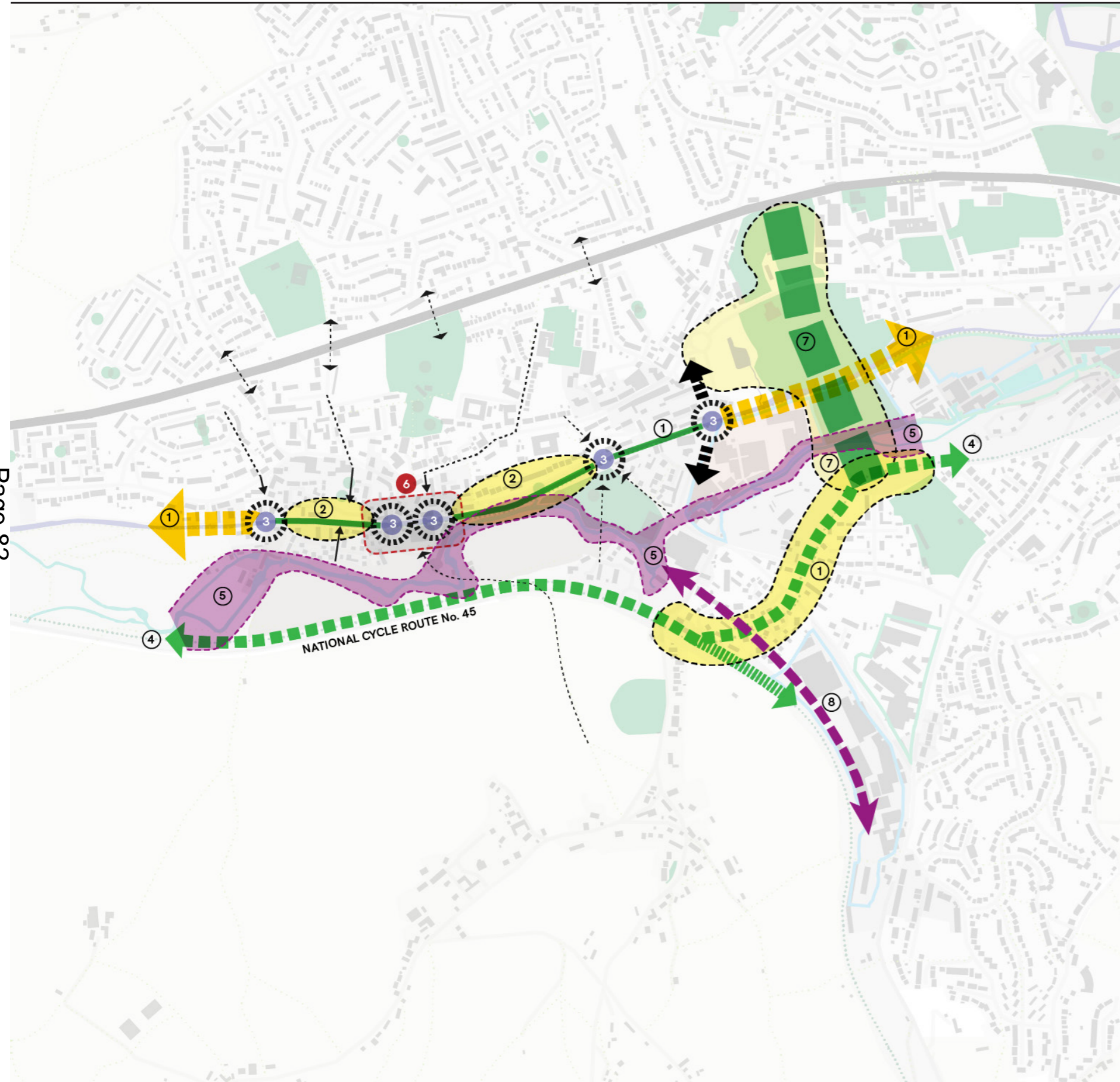


	DRIVERS REFERENCE:			CARBON REDUCTION OPPORTUNITIES:	SOCIAL OUTCOME OPPORTUNITIES:
	CONTINUITY	CLUSTERING	CROSSINGS		
①	GI	M	UAG	Awaiting consultant (CSE) input	Environment: Decarbonising and Safeguarding our World
②	M	E		Awaiting consultant (CSE) input	Social: Healthier, Safer and more Resilient Communities
③	MUE	MUAIE		Awaiting consultant (CSE) input	Social: Healthier, Safer and more Resilient Communities
④	A		M	Awaiting consultant (CSE) input	Jobs: Promote local skills & employment
⑤	ME	A	ME	Awaiting consultant (CSE) input	Growth: Supporting Growth of Responsible Regional Business
⑥		MAE		Awaiting consultant (CSE) input	Social: Healthier, Safer and more Resilient Communities

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Ebley Canal Area:

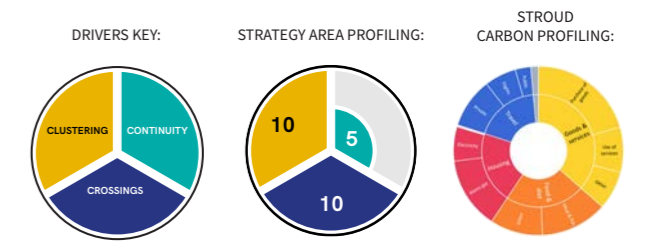
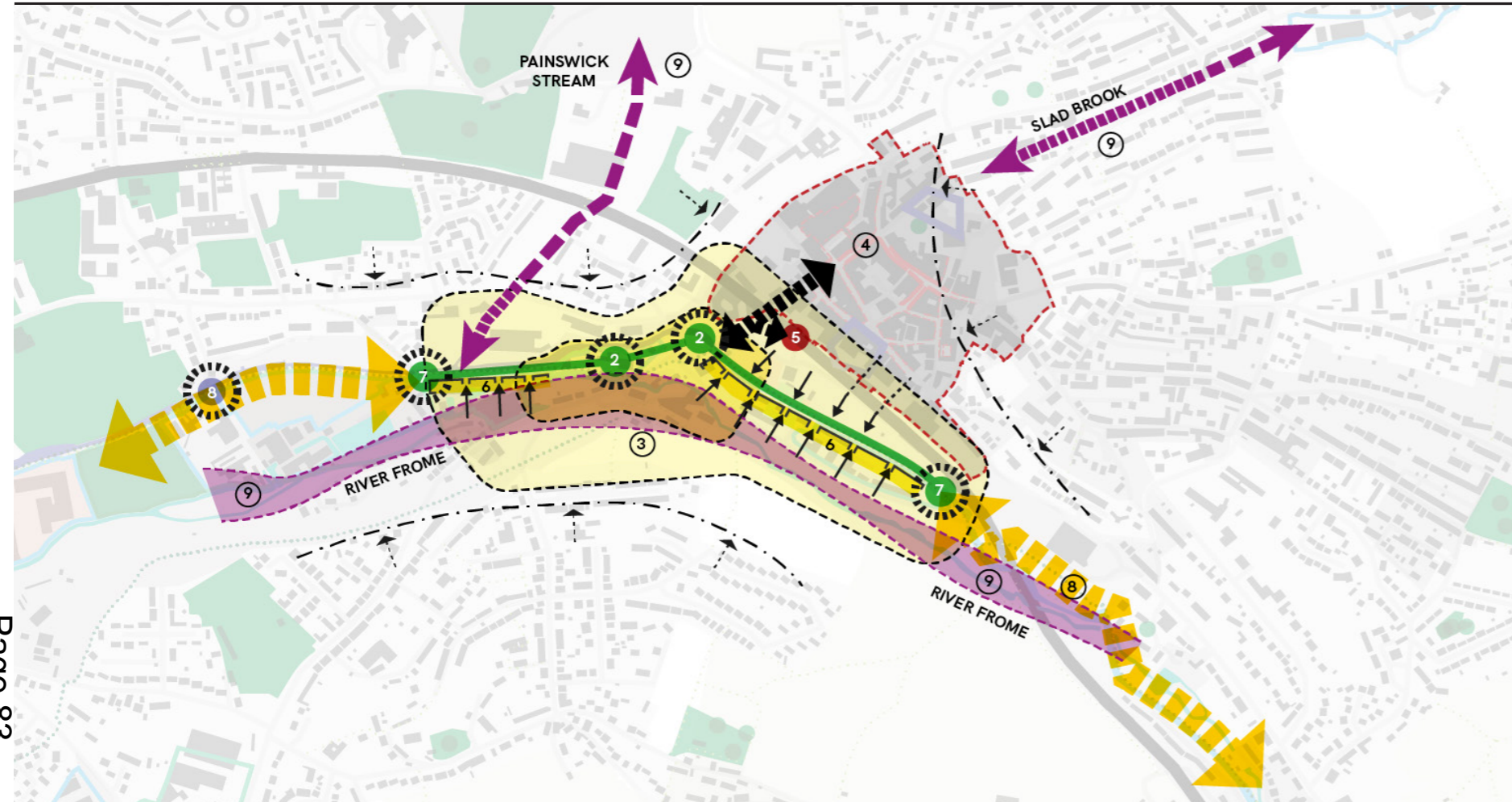
The canal forms a linear social space and destination for locals and visitors alike, with canal-centred activities improving only as much as connections to the canal are improved from outlying areas.



DRIVERS KEY:			STRATEGY AREA PROFILING:			EBLEY CARBON PROFILING:			DRIVERS REFERENCE:		
									CONTINUITY	CLUSTERING	CROSSINGS
1	Focus in this area is concerned with the enhancement of continuity East to West, and connections to the canal where crossings exist.	ME	M	MAE							
2	Proximity of housing to the canal provides opportunities for high-quality public realm, accessible to all, with safe canal-side spaces. Highly-engaged with water activity and connected, strong canal banks.	ME	MUAE	MAGE							
3	Legible links to the canal are important: there are many crossings across the canal but getting to them is circuitous.	ME	MUE								
4	National Cycle Route 45 is complementary to the canal as a fast / commuter cycle route which alleviates the canal from faster cycle traffic. Improve the strategic cycle route link to Stroud and enhance / define the route with onward connection and interpretation with the Stonehouse & Nailsworth Railway Cycle Path.	MAE	AE	M							
5	Explore the River Frome corridor and the canal alongside flood alleviation and biodiversity strategies, notwithstanding points 7 and 8 below.	GE	G								
6	Villages to the south can benefit from better multi-modal connections to the canal through the industrial core along the A419.	E									
7	Opportunity to establish a significant Green Infrastructure Crossing.									IG	
8	Nailsworth Stream is a tributary of the River Frome and worth considering in the wider valley network alongside the canals. The lower stretches of the canal alongside the River Frome are good examples of river/canal working in tandem to alleviate flood risk and more of these examples would be greatly encouraged.	G	G								
<p>INDICATIVE SELECTION OF INGREDIENTS ACCORDING TO THE FOLLOWING TYPES/CATEGORIES:</p> <p>M = MOVEMENT U = URBAN FORM A = USES & ACTIVITY I = INFRASTRUCTURE & UTILITIES G = GREEN INFRASTRUCTURE & BIODIVERSITY E = EVENTS, PROGRAMMES</p>											
CARBON REDUCTION OPPORTUNITIES:						MAIN OPPORTUNITY FOR SOCIAL OUTCOME (SDC adopted Social Value Themes):					
1	Awaiting consultant (CSE) input					Jobs: Promote local skills & employment					
2	Awaiting consultant (CSE) input					Social: Healthier, Safer and more Resilient Communities					
3	Awaiting consultant (CSE) input					Jobs: Promote local skills & employment					
4	Awaiting consultant (CSE) input					Innovation: Promoting Social Innovation					
5	Awaiting consultant (CSE) input					Environment: Decarbonising and Safeguarding					
6	Awaiting consultant (CSE) input					Social: Healthier, Safer and more Resilient					
7	Awaiting consultant (CSE) input					Environment: Decarbonising and Safeguarding					
8	Awaiting consultant (CSE) input					Environment: Decarbonising and Safeguarding our World					

Stroud Canal Area:

A thriving canal-centred resource at the centre of the community, offering a rich variety of activities, spaces and connections for the wider population, highly influenced by movement to and across the canal.



Page 83

	DRIVERS REFERENCE:			CARBON REDUCTION OPPORTUNITIES:	MAIN OPPORTUNITY FOR SOCIAL OUTCOME (SDC adopted Social Value Themes):
	CONTINUITY	CLUSTERING	CROSSINGS		
① Core area around the Wallbridge location which is the canal focus for Stroud.		UE		Awaiting consultant (CSE) input	Growth: Supporting Growth of Responsible Regional Business
② Within this area new activity is encouraged through a new public realm destination where the roads currently cross the canal, and a new watered basin and moorings area at Foundry Lock.	MGE	A	U	Awaiting consultant (CSE) input	Innovation: Promoting Social Innovation
③ Secondary focus area within which permeability is improved and routes are created which provide improved access to the canal.		MA		Awaiting consultant (CSE) input	Social: Healthier, Safer and more Resilient Communities
④ Improved links and a relationship is created with the town centre although the town centre and Wallbridge canal area remain very distinctive from one another.		AE	M	Awaiting consultant (CSE) input	Innovation: Promoting Social Innovation
⑤ Improved links to and from the station and a more prominent and high quality public realm make access to and movement between all areas much easier and enjoyable.			MAUE	Awaiting consultant (CSE) input	Growth: Supporting Growth of Responsible Regional Business
⑥ Lodgemore Mill and the areas lining the canal to the east of Wallbridge offer opportunities to create new relationships between buildings and the canal.		MAUE		Awaiting consultant (CSE) input	Innovation: Promoting Social Innovation
⑦ Enhanced arrival into the Stroud area is achieved by the creation of gateway improvements and potential new development to the west of Lodgemore and to the east of the Jewsons site on Dr Newton's Way.		MAUE		Awaiting consultant (CSE) input	Jobs: Promote local skills & employment
⑧ Beyond these focus areas the canal adopts a more linear function ensuring links along the corridor are intact and legible, improving the quality and priority of crossings for pedestrians.	MIGE			Awaiting consultant (CSE) input	Social: Healthier, Safer and more Resilient Communities
⑨ Painswick Stream and Slad Brook are tributaries of the River Frome and worth considering in the wider valley network alongside the canals. The lower stretches of the canal alongside the River Frome are good examples of river and canal working in tandem to alleviate flood risk and more of these examples would be greatly encouraged.	UIG			Awaiting consultant (CSE) input	Environment: Decarbonising and Safeguarding our World

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Appendix B
Agenda Item 9

Thrupp Canal Area:

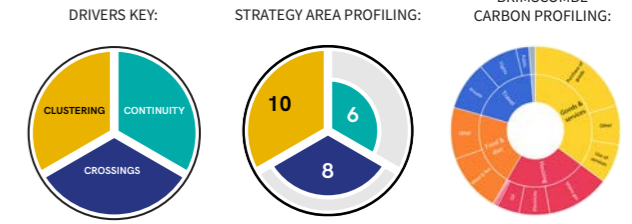
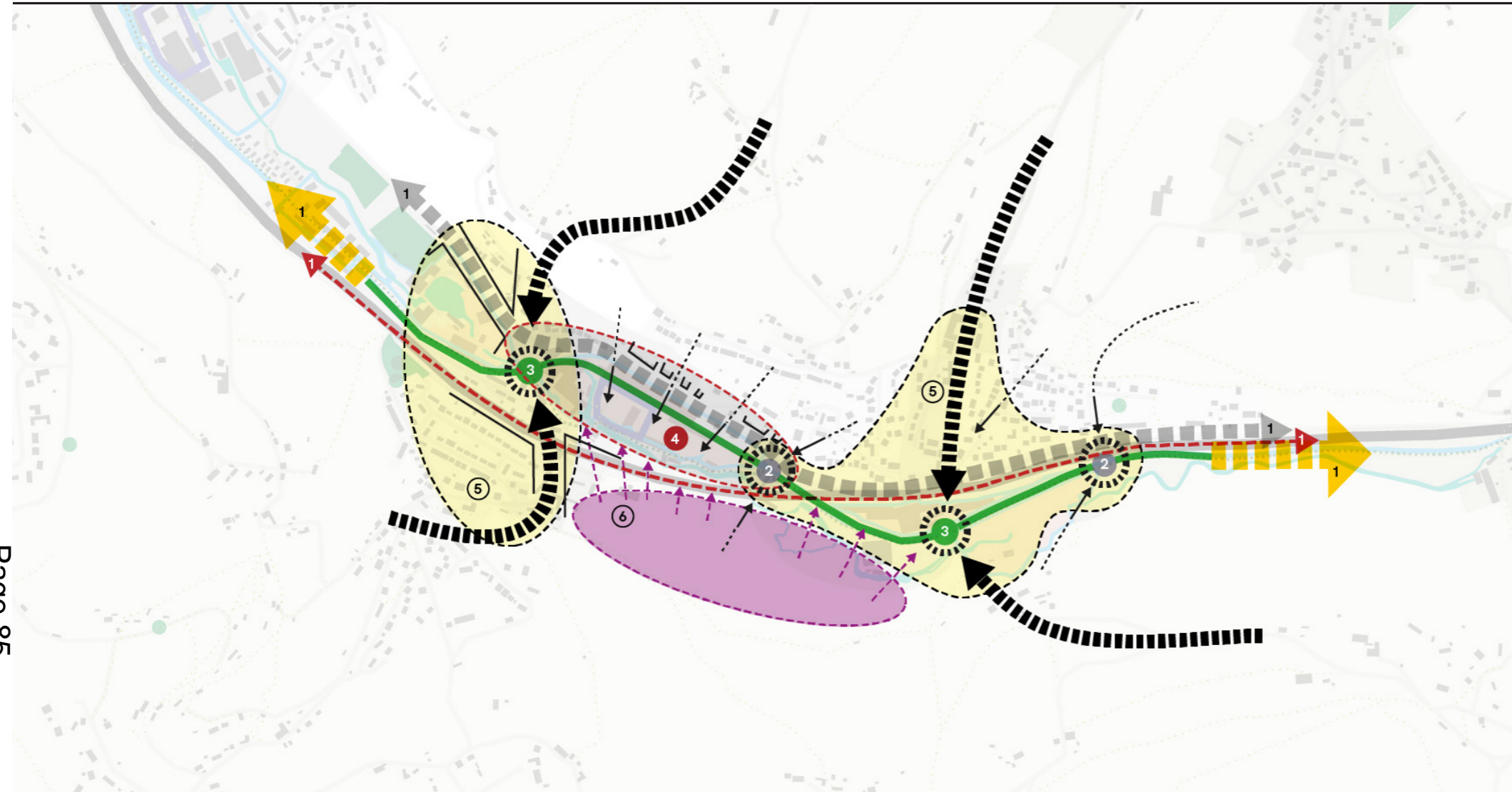
A well-used canal corridor for recreation and travel that would benefit from improved connections and enhanced habitat areas linking across the canal. The built heritage offer and numerous clustered commercial units along the canal warrants a richer and more diverse mix of land uses over time, benefitting the local community.



DRIVERS KEY:	STRATEGY AREA PROFILING:	THRUPP CARBON PROFILING:	DRIVERS REFERENCE:		
			CONTINUITY	CLUSTERING	CROSSINGS
1	Enhance a distinctive canal experience, encouraging visitors to linger, signposting towards mill sites / local areas / parts of the canal.				MUAE
2	The road and the canal act in unison as functional conduits through which the valley's developmental past is interpreted. Key junctions along the road provide opportunities to waymark the adjacent heritage assets of mills and canalside facilities for visitors and local residents alike.		E	MUAE	GE
3	Local active travel is facilitated by road and rail in unison, facilitating access to Stroud Train Station as a regional link. Opportunities to improve the access routes and gateways exist to strengthen this relationship.			MUE	M
4	Thrupp is contained within the valley by local topography which will benefit from management to maintain the contrasting landscape characters between the east and the west of the valley/canal banks.				IGE
5	Opportunities exists to increase biodiversity and enhance existing habitats on larger land-areas alongside the canal and river.		GE	IG	
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G = GREEN INFRASTRUCTURE & BIODIVERSITY E = EVENTS, PROGRAMMES					
CARBON REDUCTION OPPORTUNITIES:			SOCIAL OUTCOME OPPORTUNITIES:		
1	Awaiting consultant (CSE) input		Innovation: Promoting Social Innovation		
2	Awaiting consultant (CSE) input		Social: Healthier, Safer and more Resilient Communities		
3	Awaiting consultant (CSE) input		Jobs: Promote local skills & employment		
4	Awaiting consultant (CSE) input		Environment: Decarbonising and Safeguarding our World		
5	Awaiting consultant (CSE) input		Environment: Decarbonising and Safeguarding our World		

Brimscombe Canal Area:

A walkable, vibrant neighbourhood of mixed employment and living spaces, with the canal being central to the numerous community activities taking place at this distinctive destination.



Page 85

	DRIVERS REFERENCE:			CARBON REDUCTION OPPORTUNITIES:	SOCIAL OUTCOME OPPORTUNITIES:
	CONTINUITY	CLUSTERING	CROSSINGS		
① The three infrastructure corridors of road, rail and canal are intertwined and sometimes intimately aligned, producing nodes of movement and activity along the valley.				M U A E	Awaiting consultant (CSE) input Social: Healthier, Safer and more Resilient Communities
② Activity nodes joining settlements from the north and south to the canal. These require waymarking towards multi-modal options for onward journeys by road or along the canal to destinations further afield.	E	M U A	A	Awaiting consultant (CSE) input	Innovation: Promoting Social Innovation
③ Gateways to the canal have the opportunity to become local provision centres for the surrounding villages, connecting residents north of the A419 to recreational spaces, local services and a variety of destinations along the canal.		M U A E		Awaiting consultant (CSE) input	Social: Healthier, Safer and more Resilient Communities
④ By providing for a variety of accessible travel modes, the much larger cluster of new built form at Brimscombe Port can provide a cohesive destination for surrounding settlements, and beyond. A permeable frontage along the A419 into Brimscombe Port can multiply connections between residents, the road and the canal corridor which in turn strengthens permeability, encourages multi-modal movement, and a variety of development functions.		U A E	M	Awaiting consultant (CSE) input	Innovation: Promoting Social Innovation
⑤ Local settlements exist at the gateways to the canal. These have large catchment capabilities for serving the wider community, with services at the canal being the focus of gathering people together. The Grace Network community centre at Brimscombe Mills and the local CoE primary school, south of the canal, are existing examples of such serving organisations.		A G E	A	Awaiting consultant (CSE) input	Social: Healthier, Safer and more Resilient Communities
⑥ Connections to the canal for local educational needs can be facilitated by enhancing access to canal gateways. Biodiversity and habitat improvement capabilities can be linked physically to the canal, providing a variety of educational opportunities at the water's edge, whilst providing the local community the opportunity to participate in widening nature's influence on the canal to the benefit of local residents (the Grace Network community centre at Brimscombe Mills).	I G E			Awaiting consultant (CSE) input	Innovation: Promoting Social Innovation

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Appendix B
Agenda Item 9

Chalford Canal Area:

An industrial heritage village location with multiple transport corridors influencing the character and accessibility to local amenities. Local settlements benefit from access through Chalford with its important links to the surrounding rural landscape and recreational spaces.



	DRIVERS REFERENCE:			CARBON REDUCTION OPPORTUNITIES:	SOCIAL OUTCOME OPPORTUNITIES:
	CONTINUITY	CLUSTERING	CROSSINGS		
①	M	A		Awaiting consultant (CSE) input	Jobs: Promote local skills & employment
②	M	A	UA	Awaiting consultant (CSE) input	Growth: Supporting Growth of Responsible Regional Business
③		UA		Awaiting consultant (CSE) input	Innovation: Promoting Social Innovation
④	E	UA		Awaiting consultant (CSE) input	Social: Healthier, Safer and more Resilient Communities
⑤	M	UAE		Awaiting consultant (CSE) input	Social: Healthier, Safer and more Resilient Communities
⑥	M	UA		Awaiting consultant (CSE) input	Innovation: Promoting Social Innovation

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Eastern Upper Valley Canal Area:

Interlinked yet distinctive ecologically rich areas towards the tupper reaches of the River Frome catchment form the backdrop to nucleated human activities that bring people to the canal. National and regional walking routes and local recreation/tourism is on offer to those who seek it out above other nearby destinations.



Page 87

	DRIVERS REFERENCE:			CARBON REDUCTION OPPORTUNITIES:	SOCIAL OUTCOME OPPORTUNITIES:	
	CONTINUITY	CLUSTERING	CROSSINGS			
①	Local crossings mark the journey up and down the valley as a series of distinctive ecological areas, whereby visitors to the canal are able to enjoy the natural habitats or the engineering heritage along the canal in a mostly traffic-free environment.	MA	IG	M	Awaiting consultant (CSE) input	Innovation: Promoting Social Innovation
②	The Wysis Way is a regional walking route starting at Monmouth which finishes at Kemble, not more than 6 miles from Sapperton Village. It follows the canal towpath from south of Oakridge Lynch to Sapperton Village. Implementing walking and green infrastructure along the canal in ways that is appropriate to the ecological and river catchment context can offer a series of opportunities to provide not only educational outcomes but ecologically beneficial results for all residents within the River Frome catchment.	E	MU	A	Awaiting consultant (CSE) input	Innovation: Promoting Social Innovation
③	Towpath improvements will provide better local multi-modal travel options and connectivity between Chalford and Sapperton along the length of the canal. There are opportunities to harness the location of Sapperton for better public transport connections for residents who would use the canal towpath to then travel onwards to larger centres like Cirencester (East), Gloucester and Cheltenham (North) from Sapperton.	M	AE		Awaiting consultant (CSE) input	Social: Healthier, Safer and more Resilient Communities
④	Landuse management of the River Frome catchment, even at this high point in the valley, requires innovative and collaborative initiatives to safeguard the ecological aspects of the valley as a whole, and to harness the canal as a conduit for ecological enhancement and water management in collaboration with all stakeholders. This might be achieved through horticultural, engineering or green infrastructure interventions in this area for the benefit of the wider region.		G		Awaiting consultant (CSE) input	Environment: Decarbonising and Safeguarding our World
⑤	The unique ecological and heritage qualities of this upper valley area are selling points for the landscape character and tourism experiences on offer. The canal's story through the valley might start here, but the River Frome begins about 10km to the north of Sapperton, with large tracts of forestland linking this area northwards to Miserden Estate on the River Frome, for example. Were this to be harnessed correctly and sensitively, the area could inherit regional acclaim; akin to being an eastern partner-landscape to the WWT Slimbridge landscape in the west.	MAE			Awaiting consultant (CSE) input	Growth: Supporting Growth of Responsible Regional Business

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Appendix B
Agenda Item 9

Implementing the Vision: Ingredients of the Future Place

Indicative Ingredient selection and phased implementation for each Canal Strategy Area:
 (Ingredient selection should not be considered definitive as opportunities may change over time. Project Delivery Process Guide allows for regular Action Plan review).

CANAL STRATEGY AREAS:

GLOUCESTER & SHARPNESS CANAL STRATEGY AREAS:

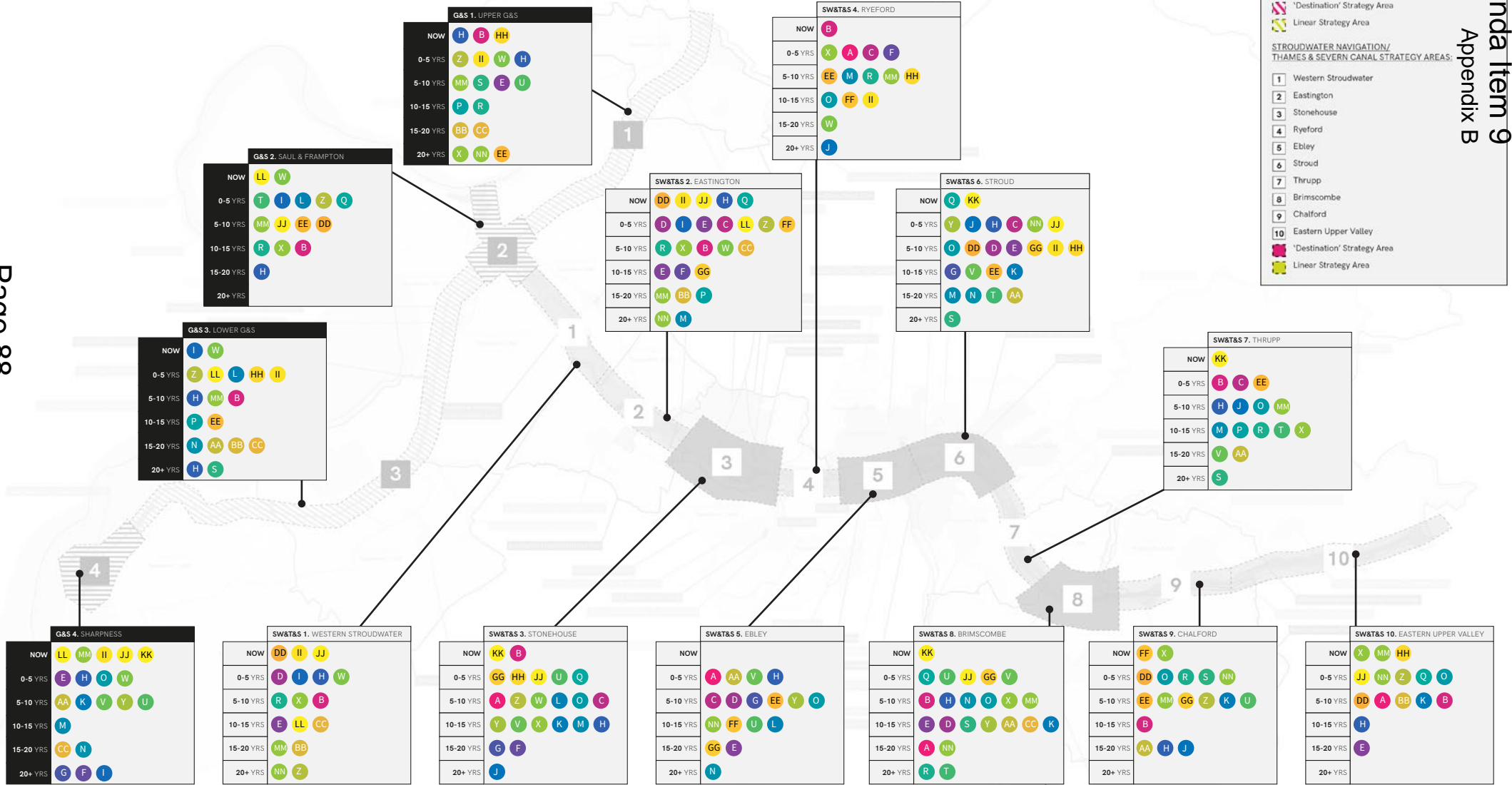
- 1 Upper Gloucester & Sharpness
- 2 Saul & Frampton
- 3 Lower Gloucester & Sharpness
- 4 Sharpness

'Destination' Strategy Area
Linear Strategy Area

STROUDWATER NAVIGATION/ THAMES & SEVERN CANAL STRATEGY AREAS:

- 1 Western Stroudwater
- 2 Eastington
- 3 Stonehouse
- 4 Ryeford
- 5 Ebley
- 6 Stroud
- 7 Thrupp
- 8 Brimscombe
- 9 Chalford
- 10 Eastern Upper Valley

'Destination' Strategy Area
Linear Strategy Area



DRAFT

STROUD CANALS VISION & STRATEGY: PILOTING THE STRATEGY IN THE WALLBRIDGE AREA

a **TOOLKIT**
for **FUTURE**
PLACEMAKING



for:




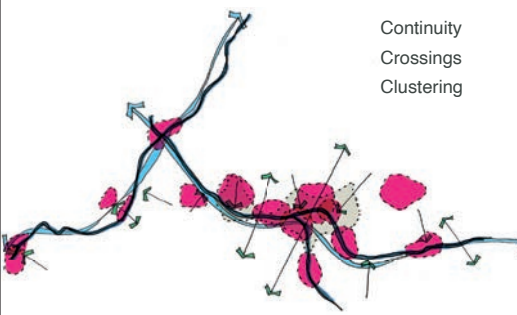
by:

Hilton Barnfield Architects

DHUD*





1 *Tool 1:
Drivers for Change* 



Continuity
Crossings
Clustering


The Drivers for Change establish a thematic characterisation & build a vision of the future place. They ensure placemaking is implemented in a locally distinctive way.









2 *Tool 2:
One Place, Many Parts* 




Define Strategy Areas Area Profiles Placemaking Frameworks

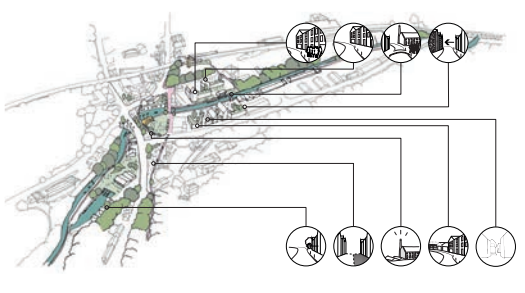
A tool for recognising the opportunity for contrasting areas of the corridor to play their individual role in the overall distinctiveness and performance of the corridor.

3 *Tool 3:
Ingredients of the Future Place* 

 Continuous Canopy	 Natural Wayfinding	 Future Building Typologies	 Canal Gateways & Landmarks
 Multi-functional Public Realm	 Pride in Public Transport	 Connecting the Banks	 Flanking the Canal
 Energy Generation	 Distinct Identities	 Floats my Boat	 Diversifying Uses

A pick and mix of project typologies which enable the implementation of the Vision in each Strategy Area.

4 *Tool 4:
Pilot Application* 



The use of the Canals Vision & Strategy has been piloted in the Wallbridge area in order to demonstrate its application. This exercise has fed back into the refinement of the Strategy and how it is applied.

THE STROUD CANALS VISION & STRATEGY AND THE PURPOSE OF THIS PILOT STUDY REPORT

Stroud Canals: Future Place

The Stroud Canals Strategy has utilised the Future Place methodology to understand and inform the function and identity of the canals corridor throughout Stroud District. This methodology is developed from the Toolkit for Future Placemaking - part of the national Future Place programme (RIBA & partners) - a tried and tested method of visioning and strategic placemaking endorsed by RIBA, MHCLG, Homes England, Historic England, the RTPI and Local Partnerships.

This toolkit identifies the 'Drivers for Change', spring boarding the imagining of 'Future Districts' and provides the 'Ingredients of the Future Place'. Using these tools, the Canals Strategy identifies unique and locally distinctive drivers to define an overarching vision for the whole canal corridor; align a series of individual canal strategy areas with these drivers; and establish a catalogue of ingredients to enable Stroud District Council to implement this vision.

The resulting Canals Strategy is based on an assessment of the ways in which the canal areas can fulfil their potential (socially, economically and environmentally) and identifies each part and the corridor's relationship with its surroundings.

The piloting of the Canals Strategy in the Wallbridge area of Stroud rehearses how the Strategy can be applied to a specific area. In undertaking this pilot and reporting here on its process, this document describes fully how the Strategy has been applied and describes the process and the outputs. The Pilot exercise is intended to be a resource and guide to the use of the Strategy along the whole corridor. In this way the Pilot exercise itself serves as a tool in the implementation of the Canals Strategy across the whole corridor.

The Toolkit for Future Placemaking

The Future Place methodology brings together a series of top down/bottom up tools into a Toolkit for Future Placemaking, satisfying the need for locally derived, future focussed design. Many visions, strategies, design guides and reports have at their heart an attempt to universally improve design. They bring much needed general awareness of design process and basic principles to be applied everywhere, but few are able to be employed systemically or are suitable for use in the early stages of placemaking and plan formation. Neither do they provide the procedural

means by which locally distinctive and place specific strategies can be achieved and remain intact from vision through to delivery.

The methodology used in developing the Stroud District Canals Strategy is built upon the following stages of the Future Place methodology which has tried and tested application in a variety of situations and scales:

Drivers of Change

The Future Place methodology identifies a series of drivers of change unique to each place: a series of themes which frame the projection of a net zero carbon vision of the future place which is born out of its distinctive identity and function.

Canal Strategy Areas

As places transition to a net-zero-carbon future, the neighbourhoods and districts which people identify with, and function within, will adapt as will the ecological systems around them. The Future Place methodology facilitates an understanding of how different areas of the canal corridor are influenced by the pressures exerted by this transitioning. The drivers of change provide a bench mark of the future place identity against which each area's role in this future can be established. Applying this methodology helps equip each component part to play its unique role in the overall function and identity of the corridor.

Ingredients of the Future Place

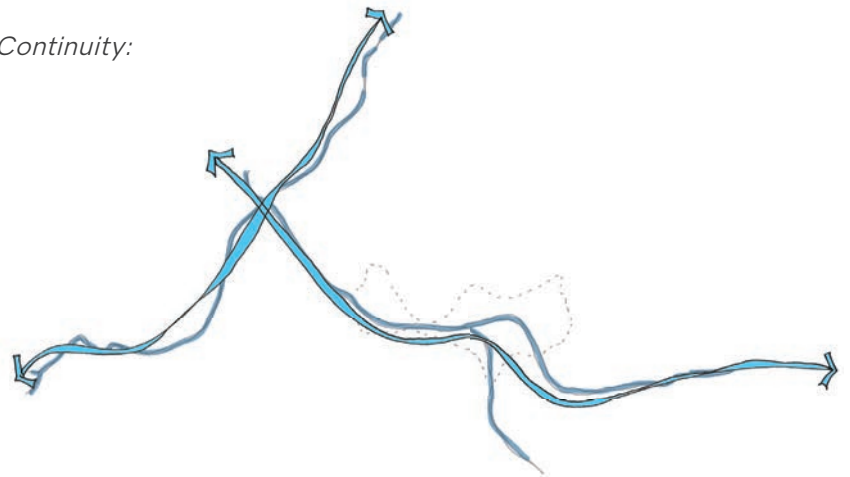
The Canals Strategy includes a catalogue of more specific ingredients of the future place which provide built form and public realm typologies for implementing the vision in each strategy area. These ingredients are proposed to be used in accordance with the drivers of change - their selection as design typologies for any given site is justified on the grounds of the contribution they make to realising the reframed vision of the Future Place. A series of Placemaking Frameworks assist in identifying the spatial priorities in each strategy area.

Agenda Item 9

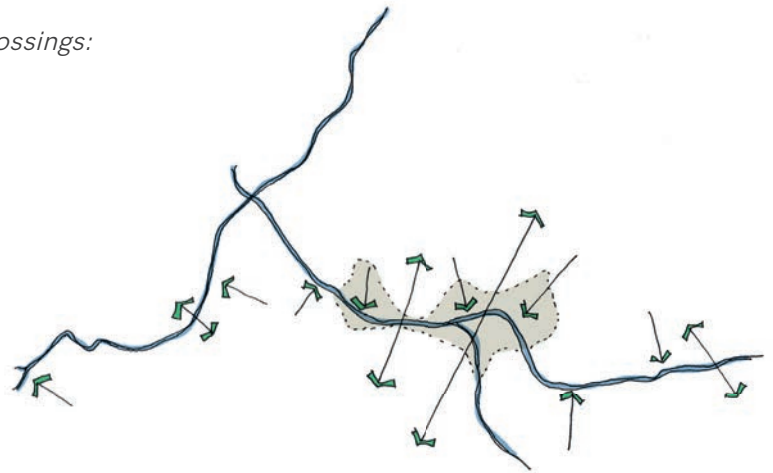
Appendix C

3 Future Drivers:

Continuity:



Crossings:



Clustering:



THE STROUD CANALS VISION & STRATEGY

FUTURE DRIVERS

3 Future Drivers

The Canals Strategy identifies 3 overarching Drivers of Change:

Continuity:

Activity and movement across the district have been shaped by geology and natural systems resulting in the River Frome valley landscape which has influenced the form of settlements and the relationships between settlements.

From 1783 the vision to connect the Thames to the Severn with a canal looked to utilise the Frome Valley and establish a continuous and accessible route.

Before being identified as an attractive route for the Canal, this continuity through the landscape gave rise to the series of mills which utilised the continuity of the river and the road network along, and to and from, the valley.

Later, the railway also followed this route and the economy and population growth in Stroud has stretched along and out from the valley bottom.

From Sapperton to Saul and then connected to the north and south along the Gloucester & Sharpness Canal, the Stroud Canals provide the continuity required in a predominantly linear landscape form. By providing access in a variety of ways, the Canal can connect communities and create essential links between businesses, services and functions and continuous green infrastructure as a spine through the District.

Crossings:

Communities and economies grew up around the locations of the variety of Mills along the valley.

Activity in these locations has been funnelled and concentrated by the topography, influencing patterns of living.

The preference for settlement location and function was first stimulated by demand for resources and the means by which people could access these.

Initially the Canal was established as a piece of industrial infrastructure and stopping points, origins and destinations of goods largely hidden as mechanisms of the economy.

Now with the changing role of the Canal - People, Activities and Places can unite around the Canal as a

thoroughfare, an attraction, a centre of activity and a unique recreational space.

In this way the Canal can catalyse focussed activity as a new junction of trade and a centre for sociability and community.

Clustering:

Unlike the Roads, the River and the Railway, the Canal can become a public space, reuniting the district through access and around mixed utility and identity.

The roads, railways and river form barriers in ways that the Canal does not. In being one continuous body of water, the Canal joins activities along its banks and connects communities.

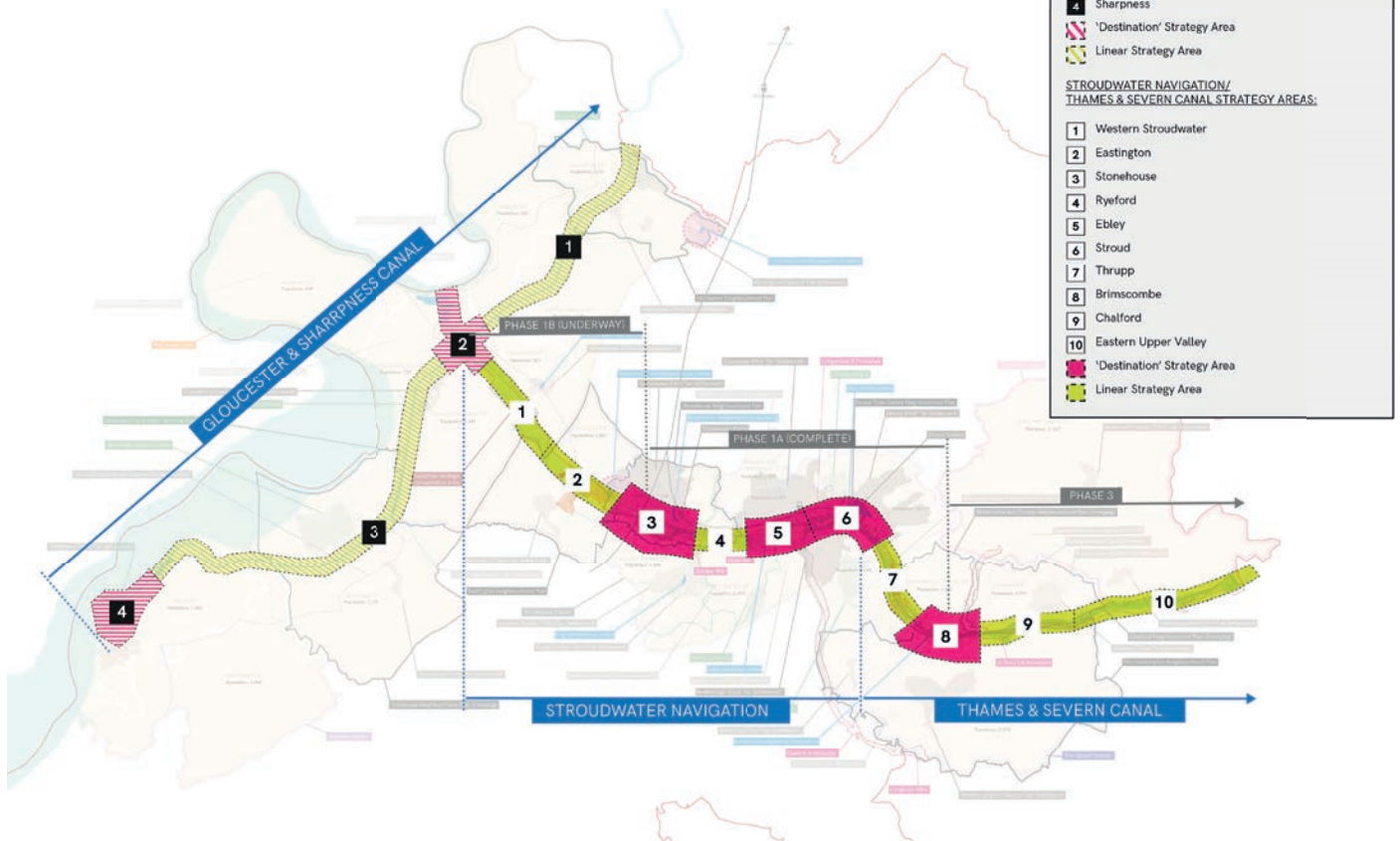
The canal is the crossing point between the north and south of the district.

By creating a variety of local crossings and connecting activity on the banks of the canal, more strategic connections can be formed at a district level which see people not only accessing the canal corridor but accessing a variety of district-wide opportunities and, in doing so, being enabled to cross socio-economic boundaries as well as physical ones.

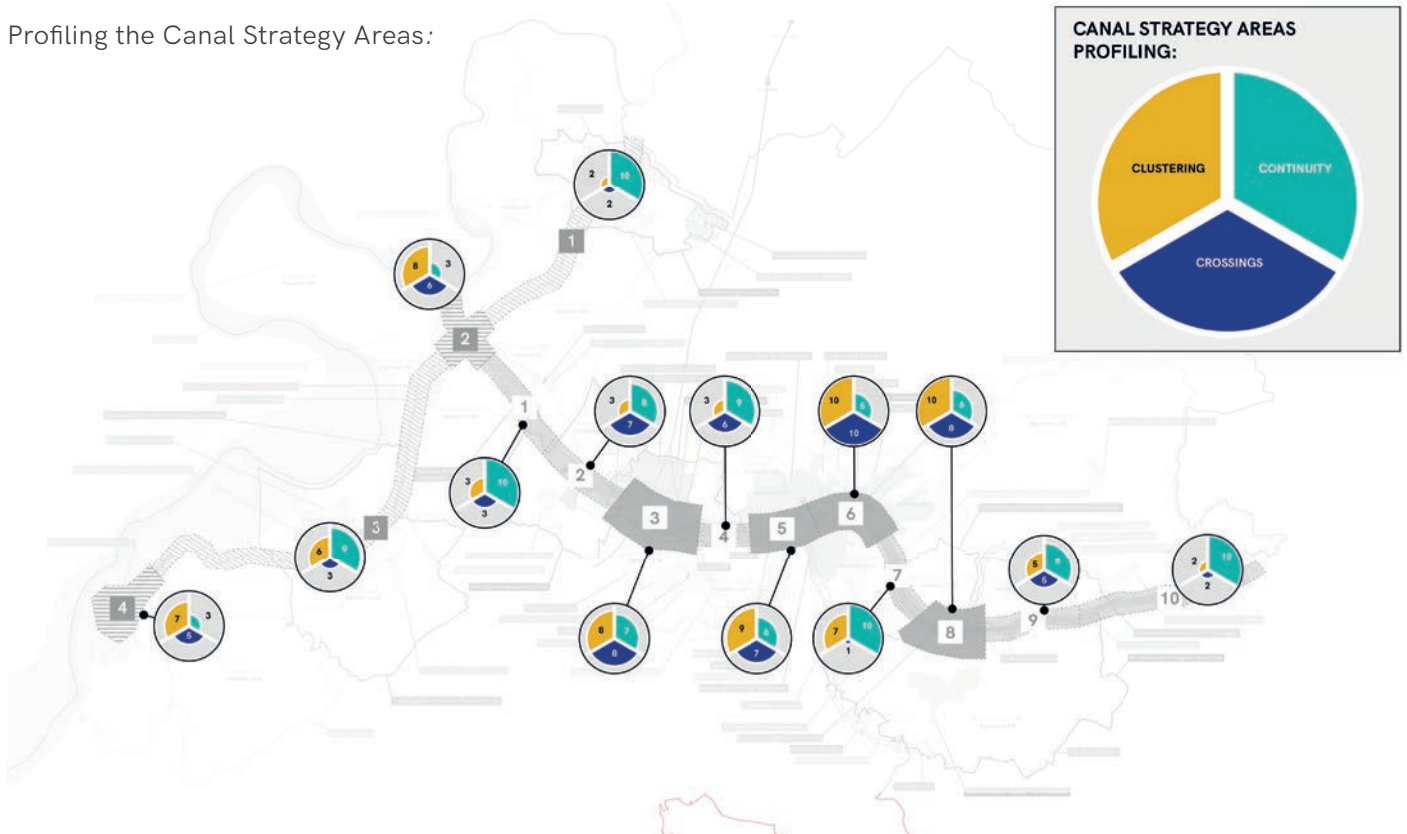
Agenda Item 9

Appendix C

Canal Strategy Areas:



Profiling the Canal Strategy Areas:



THE STROUD CANALS VISION & STRATEGY

CANAL STRATEGY AREAS

14 Canal Strategy Areas

The Canals Strategy identifies 3 overarching Drivers of Change: Continuity, Crossings and Clustering:

The following layers contribute to the definition of the Canal Strategy Areas:

- Industrial Heritage Conservation Area Character Areas
- Conservation areas
- Stroud District Council Local Plan Parish Clusters
- Parish Areas
- Neighbourhood Plan areas: Hardwicke, Stroud, Stonehouse, Eastington, Slimbridge, Brimscombe & Thrupp, Chalford, Minchinhampton.
- Functional walking and cycling catchment analysis
- Accessible local centres
- Public transport hubs, buses and train stations
- Strategic local plan allocations and contribution to sense of place
- Spatial visions for Stroud district from Local Plan 2015 and review
- Settlement hierarchy and retail centres

Profiling the Canal Strategy Areas

Criteria, Drivers descriptions.

The process of profiling the Canal Strategy Areas acknowledges that the vision for the canal to fulfil its full potential applies in different ways in different locations. Localising the vision by applying it in each Canal Strategy Area avoids the risk of an homogenised approach to the whole canal corridor.

The profile established for each of the Canal Strategy Areas represents the individual way in which each area is best able to contribute to the future vision for the canal corridor. Each area will contribute in a unique way to the overall function and identity of the whole canal corridor. The profile established for each area provides the basis for identifying the design priorities and placemaking objectives in each area.

Agenda Item 9
Appendix C

THE STROUD CANALS VISION & STRATEGY AND THE WALLBRIDGE AREA, STROUD

As a combination of tools, the Future Place methodology moves from a vocabulary of 'growth and quantity' to 'quality and thriving economies and communities'; from 'delivery and phasing' to 'transitioning to a net zero carbon existence'; from 'reactive and piece meal' to 'systematic and proactive'; from 'site and policy areas' to 'regional, economic and landscape positioning'.

It looks past existing procedural constraints and systems to shape a vision of the future. In doing so it establishes tools which can be employed at a strategic level which help create much greater accountability between vision and delivery and create a foundation of local distinctiveness for both.

As a manifestation of the Toolkit for Future Placemaking, the Canals Strategy assembles the tools by which SDC and its partners can consider area and site masterplans and interventions in a strategic way, providing the ability to easily couple any proposal across the whole canal corridor to those characteristics which make it distinctive. But it also purposefully includes ingredients for the consideration of design in further detail. These are the innovations and typologies which will set apart any design as contributing to the future function and identity of the canal corridor.

The Wallbridge area of Stroud has been chosen for piloting the use of the Canals Strategy due to the variety of opportunities in the area and the lack of any existing strategy to harness these opportunities.

Following a review of a comprehensive evidence base of local and regional documentation, together with interview clinics with technical specialists in Stroud District Council, the application of the Strategy in the Wallbridge area begins with the identification of the drivers relevant to the area.

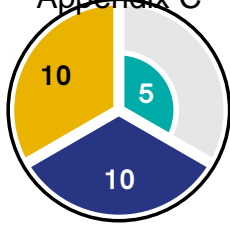
The Wallbridge site area lies within the Stroud Canal Strategy Area. It is not a Canal Strategy Area in its own right. Using the Strategy Area Profiling and cross-referencing with the criteria established for each of the Drivers (see pages 9-10), the future potential of the Strategy Area can be identified.

The Wallbridge site area contributes to implementing this vision for the whole Canal Strategy Area and the design process for the site area involves identifying what contribution the site area can make to the overall Canal Strategy Area. The Stroud Canal Strategy Area Placemaking Framework also provides a spatial representation of the Drivers profile and can be used to help identify the design priorities for the Wallbridge site area.

This combined intelligence is then used to design, identify and apply a selection of ingredients that reveal how proposals can be made that are site specific and local as well as true to the identity of the region.

Agenda Item 9

Appendix C



PROFILING CRITERIA	CONTINUITY
10	The canal is first choice for travel & recreation and a relied upon ecological and engineering resource. It comprises the highest quality, traffic free, designated routes, interlinked habitats and water and energy systems. Now a significant and attractive desire line, activity gravitates to locations within easy reach of the canal. These places are favoured for their connectedness and variety of function.
9	There is good opportunity for travel & recreation along the canal and it offers some ecological and engineering resource. It comprises good shared paths, unique habitats and coordinated historical storytelling. The canal is a significant desire line between locations which are within easy reach of the canal. These places and communities are thriving due to their connectedness and variety of function.
8	Signposting compliments the legibility of buildings/structures and spaces and serves various purposes including travel and recreation. There is localised use of the canal for ecological and engineering purposes. Certain key destinations and communities are connected by the canal and these locations have direct access to the canal. For other wider connections there is a reliance on other modes and routes.
7	Signposting and waymarking to and along the canal helps legibility, mainly serving travel and recreation. There is localised use of the canal for ecological and engineering purposes. Certain key destinations are connected by the canal and these locations have direct access to the canal. For other wider connections other modes and routes are more favourable.
6	Integrated recreational and ecological function provides a rich experience for users of the canal at key locations where the canal functions as a linear park. This multifaceted role facilitates social engagement between communities. There is some direct access to the canal within these areas and to individual destinations when accessed by water, but wider connections are mostly by other modes and routes.
5	Various recreational and ecological functions provide individual experiences for users of the canal at key locations along the canal. There is some direct access to the canal within these areas and to individual destinations when accessed by water, but wider connections are mostly by other modes and routes. The use of the canal for travel conflicts in some cases with its other ecological and engineering functions.
4	Key destinations, pockets of activity and key access points to the canal have become connected by a variety of means (cycle and pedestrian routes/mixed recreation/programmes of activity) and function well together and enabling links between communities to develop. Wider connectivity other than by water for uses alongside the canal is not perceived as possible along the canal corridor.
3	Key destinations, pockets of activity and key access points to the canal have become connected and function well together and this compliments existing links between communities. The canal is not the means by which wider links and associations between places are established and in some cases it frustrates corridor continuity.
2	Use of the canal is localised and generally for single specific purposes (eg. recreation only). The canal allows for good ecological continuity but access for recreation or travel compromises this. Where the canal provides any greater ecological or engineering resource this interrupts the continuity for other purposes such as travel or recreation.
1	Use of the canal is very localised and limited to single specific uses (eg. recreation only). The canal is not the most effective connection to adjacent areas and access to the wider corridor is not direct and requires the use of different modes and routes than just the canal. The canal does not contribute to biodiversity and/or water and energy management.

DRIVERS OF FUTURE CHANGE

DRIVERS CRITERIA AND STROUD AREA PROFILE

CROSSINGS

The canal corridor is accessible and used by people from across the district for a variety of reasons and provision of services. Communities and centres of activity are single entities which bridge the canal physically, economically and socially. Unimpeded north-south movement coupled with movement along the corridor have allowed the district as a whole to thrive, ecologically, economically and socially.

The canal corridor is accessible and has an influence beyond its immediate banks. By joining activity across its banks with a combination of bridges and other crossings the canal has brought communities together. A network of connections to the canal corridor coupled with movement along the corridor have helped link locations across the district with activity within the corridor.

A variety of vehicular, pedestrian and cycle, and green infrastructure crossings, are spread along the corridor, corresponding to activity located either side of the canal, the river and the railway. Use of, and activity along, the canal is encouraged by the regular use of crossings. Community's and business's sustainability and biodiversity and ecological networks are improved for being connected to the wider district.

Preferred vehicular, pedestrian and cycle crossings, are located at key settlement locations along the corridor and correspond to and join activity located either side of the canal, the river and the railway. More localised crossings are dedicated ecological and historic canal crossings. Both groups of crossings are limited in their ability to connect outlying areas of the district.

A variety of canal crossings are mainly located at key settlement locations along the corridor. Although these major north-south thoroughfares bypass activity located at the canal, or within the corridor a series of more local crossings, some dedicated pedestrian and cycle crossings and including dedicated ecological and historic crossings provide alternative (but less legible) ways to link north-south.

A series of primarily vehicular canal crossings are located at key settlement locations along the corridor. These crossings correspond to major north-south thoroughfares and bypass activity located at the canal, or within the corridor. There are few crossings locally, apart from those located in the nearby settlements.

In serving an isolated building/group of buildings, canal crossings catalyse movement to the canal corridor for the public and communities in the wider district. In bridging the canal the perception of the barrier that rail, river and topography cause is reduced.

Canal crossings serve an isolated building/group of buildings. Most of these are not publicly accessible. In some situations crossings bridge activity either side of the canal but any wider north-south connections are prevented by rail and/or river and topographical constraints.

Stretches of canal extending further than walking distance (400m) have minimal crossings. The need to travel to nearby settlements to cross the canal means activity and communities either side are only linked indirectly. However, due to tree cover and the nature of the canal banks ecological links and green infrastructure north-south is in tact.

Stretches of canal extending further than walking or cycling distance (800m) are without any crossings. The lack of crossings and additional barriers like the river and railway mean activity and communities either side are divided and have economic and social function. The nature of the canal in this location also means that north-south ecological links and green infrastructure are interrupted.

CLUSTERING

The canal is the heart of the place, stimulating a rich mix of uses, it unites employment and living space creating walkable, vibrant neighbourhoods uniquely canal focussed as a resource for movement, recreation, community activity and reconnecting with nature. Buildings and spaces incorporate the canal within their typology embracing it as a catalyst for easily accessible diverse and thriving places. It's obvious when you have arrived and when you are leaving the place.

The canal is located at the heart of the place linking a variety of uses. Buildings and spaces incorporate the canal within their typology. It is obvious when you have arrived and when you are leaving the place. The recipe of the canal and the surrounding buildings and spaces create a distinctive sense of place which is easily accessed as a destination and a focal point for the community.

The canal is an integrated part of the place and easily accessible. It is the reason for a lot of the activity that occurs here but this tends to be for a single specific reason (eg, tourism, recreation or housing). Planned for development is pro-active in integrating the canal for a variety of purposes and built form and open spaces respond positively to the canal.

The canal contributes to the function of the place by linking uses locally. Some of the activity that occurs here is canal focussed but there is limited mix of uses. Planned for development utilises the canal primarily for recreation or movement. There are specific access points to the canal which have good landmarks.

Occasional pockets of localised activity have given rise to this location becoming a destination or a community focus. A single building, open space or engineering feature acts as a landmark along the the canal and within nearby areas. Although separate from other built form/settlement centres locally, this location serves a purpose through its links to the nearby settlement.

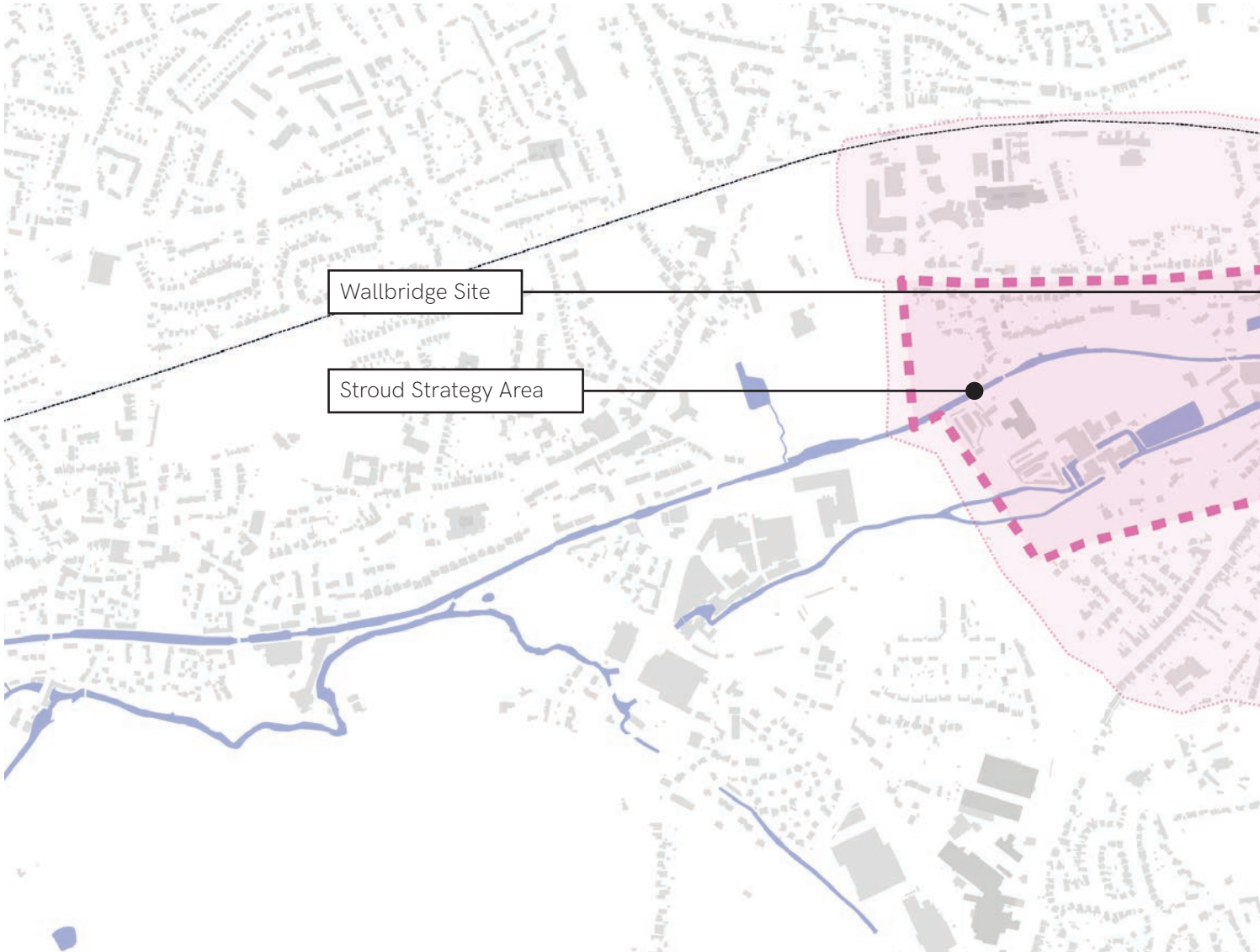
Few pockets of localised activity area the focus for the local community. A single building, open space or engineering feature acts as a landmark along the the canal and within nearby areas. This location serves a purpose on the canal but is remote from other built form/settlement centres locally.

The grouping of buildings and/or spaces at the canal gives rise to localised areas of single use. These can vary from employment clusters, concentrations of houses, to areas of particular natural interest. In some cases a focus of activity is due to features/engineering of the canal itself, such as a lock or mooring location.

The grouping of buildings and/or spaces at the canal gives rise to localised areas of single use. These can vary from employment clusters, concentrations of houses, to areas of particular natural interest. In some cases a focus of activity is due to features/engineering of the canal itself, such as a lock or mooring location.

A mix of canal specific activity (eg. boating or wildlife interest) occur due to individual buildings or spaces and limited to single use/types of activity. These areas serve a local need but are passed by in favour of larger more attractive destinations. Separation of localised pockets of activity results in the need for longer journeys required between different uses (eg home/work or work/recreation) which the canal is less able to service.

A single canal specific activity occurs on or near the canal which primarily exists as a location en-route to larger more attractive destinations. Access to the canal at these localised pockets of activity is only for specific reasons.



A North
Viewing the north boundary from left to right, the edge is drawn to exclude private houses while including the businesses that neighbour the canal.



B
It then continues to following the desire lines of the railway, including the train line, underpasses and station with Stroud centre being excluded.

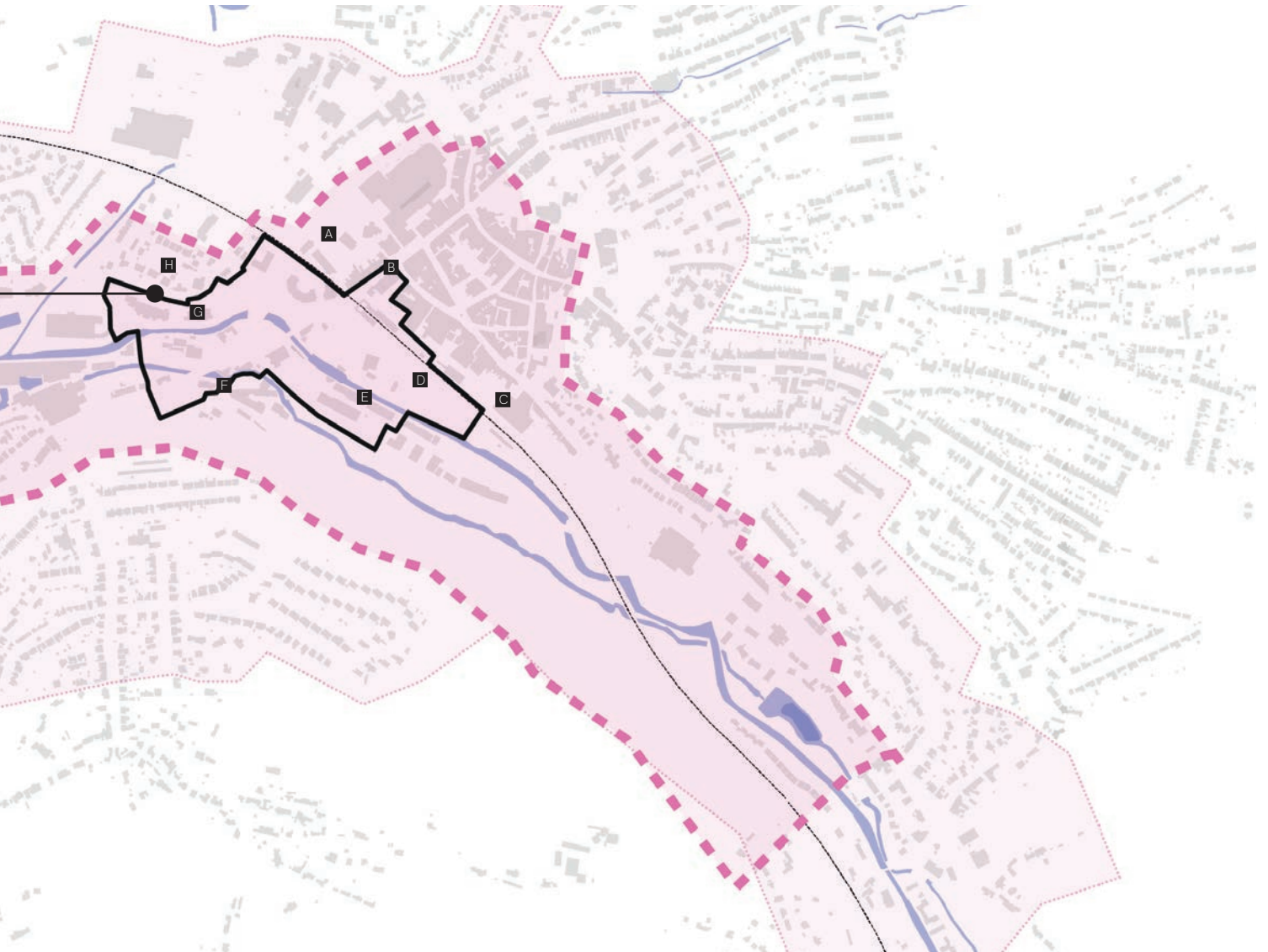


C East
The East boundary begins by incorporating the train station and Cheapside car parks, drawing the boundary along their edges.



D
It then continues to include the Travis Perkins industrial site while excluding the businesses that follow along the canal edge.

DEFINING THE SITE WALLBRIDGE



South

To the South the boundary follows the edges of the road to the east then aims to include the buildings which face towards the canal.



To the West the boundary purposefully includes the point at which the Nailsworth to Stroud cycle route finishes.



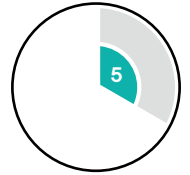
West

Looking West the boundary includes but is limited to the builders yard and sewage pumping station.



Continuing then include the retirement homes and land situated to the left of the building but excluding the Homebase and car parking areas.

STROUD PLACE MAKING STRATEGY CONTINUITY

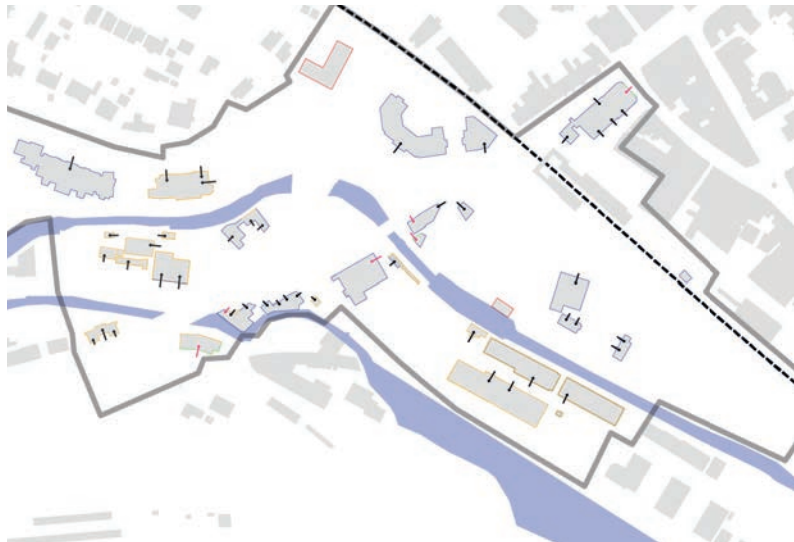


Profile:

Various recreational and ecological functions provide individual experiences for users of the canal at key locations along the canal. There is some direct access to the canal within these areas and to individual destinations when accessed by water, but wider connections are mostly by other modes and routes. The use of the canal for travel conflicts in some cases with its other ecological and engineering functions.

ANALYSIS OF WALLBRIDGE CONTINUITY CONSTRAINTS

Building Access



The conditions along the canal edge vary according to: path provision, standard and width, and are in part, a result of access to and from, mix of uses and activity in the surrounding area.

There are very few buildings which are accessed from the or have frontage along the canal edge. As a result, the backs of buildings or blank facades line the canal through the area.

As a result there is limited activity and minimal overlooking of the towpath or spaces adjacent to the canal leading to the perception of the canal being an unsafe environment.

- Abandoned
- Blank interface
- Visual interface
- Active frontage
- ← Public Access Point
- ← Private Access Point

Opportunity Sites



The lack of direct access to the canal combined with several underdeveloped adjacent sites means there is limited activity near or alongside the canal. Legibility along the route of the canal is compromised by these vacant adjacent sites.

Natural green areas line the canal in some locations which have the potential for providing greening and biodiversity along the canal edge. However many of these are neglected causing the canal environment to appear uncared for and in turn encouraging anti-social behaviour and vandalism.

- Natural Areas
- Development Sites (Stroud Neighbourhood Plan)
- Opportunity Sites (Stroud Neighbourhood Plan)

Conditions Along the Canal Edge

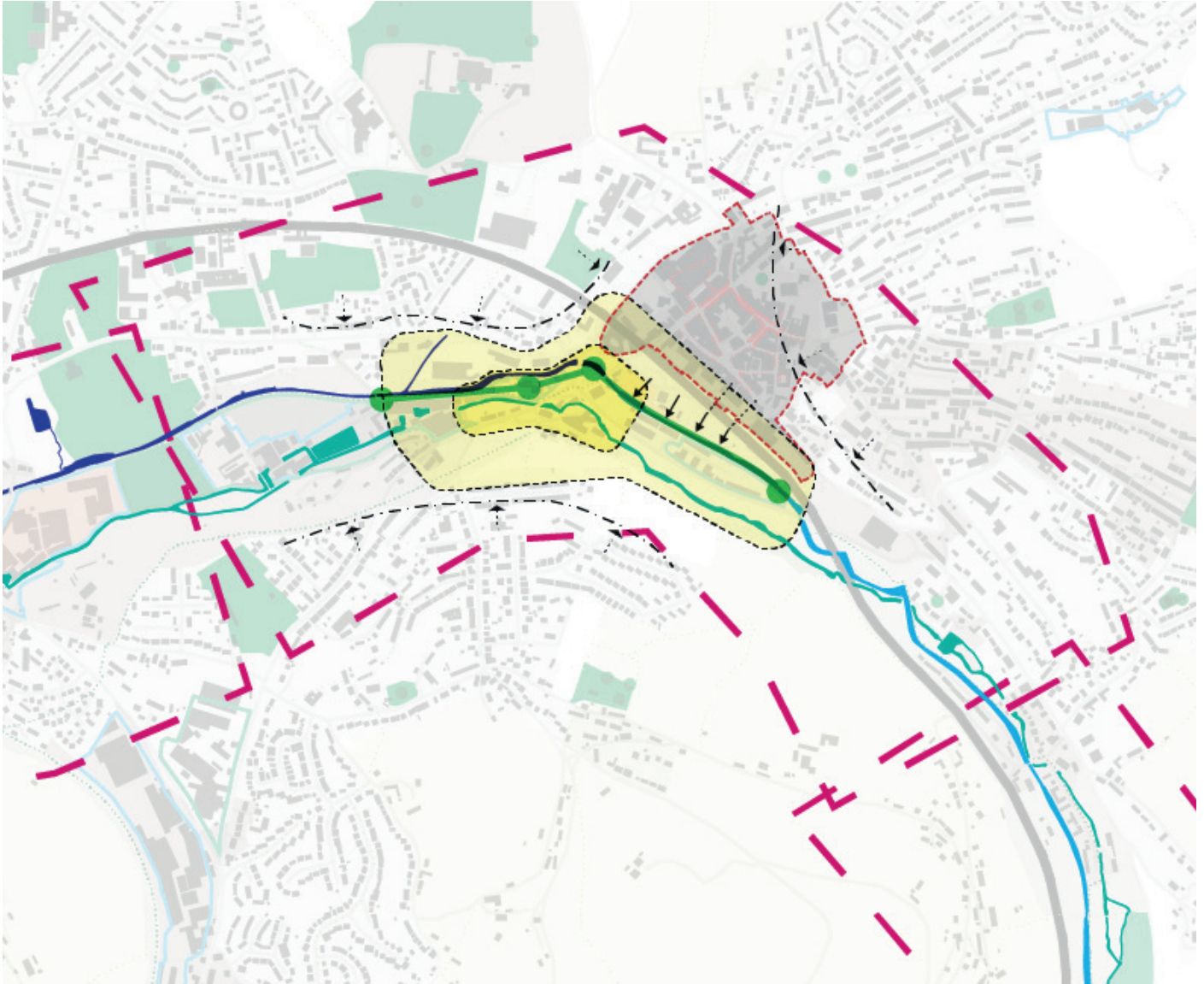
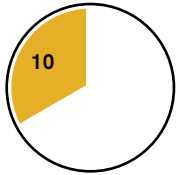


The towpath runs continuously east to west through the area providing uninterrupted walking connections with the provision of underpasses under major roads.

Although the towpath is continuous, minimal lighting in the two underpasses creates a dark and unsafe environment which combined with the lack of activity means the canal edge often attracts anti-social behaviour and drug use.

- ← Access Points to Canal
- Unaccessible Edge
- Canal Edge Pathway

STROUD PLACE MAKING STRATEGY CLUSTERING



Profile:

The canal is the heart of the place, stimulating a rich mix of uses, it unites employment and living space creating walkable, vibrant neighbourhoods uniquely canal focussed as a resource for movement, recreation, community activity and reconnecting with nature. Buildings and spaces incorporate the canal within their typology embracing it as a catalyst for easily accessible diverse and thriving places. It's obvious when you have arrived and when you are leaving the place.

ANALYSIS OF WALLBRIDGE CLUSTERING CONSTRAINTS

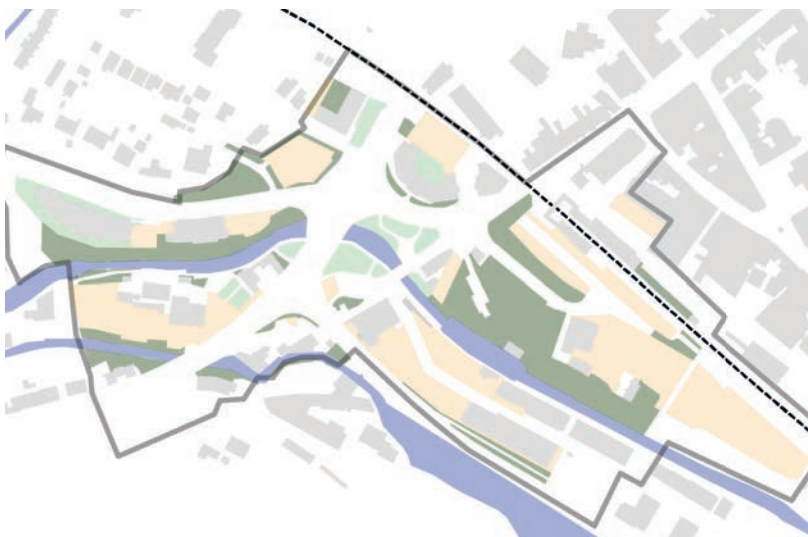
Area Types (According to Stroud Neighbourhood Plan)



The Stroud Neighbourhood Plan identifies several area types within the Wallbridge area: The Canal-Frome, including the river valley and the Fromeside Industrial Estate; The Railway (Network Rail & Stroud District Council) and; The Hill comprising a mixed area of housing and commercial use.

The majority of land within the Wallbridge area lies within the Canal-Frome area type. Sandwiched between the river and the canal, land uses here are a legacy of a more industrial past and the canal and railway as primary modes of transportation.

Land Use



Many of the open spaces in the area are dedicated to car parking with the railway's lack of accessibility creating demand. Additional private land is given over to business's on-site parking.

There are some attractive, maintained green spaces, but these lack purpose meaning they are often underused and therefore unappreciated.

There is a large amount of natural unmaintained green space. These space are in need of management to fulfil their potential as part of a wider ecological network.

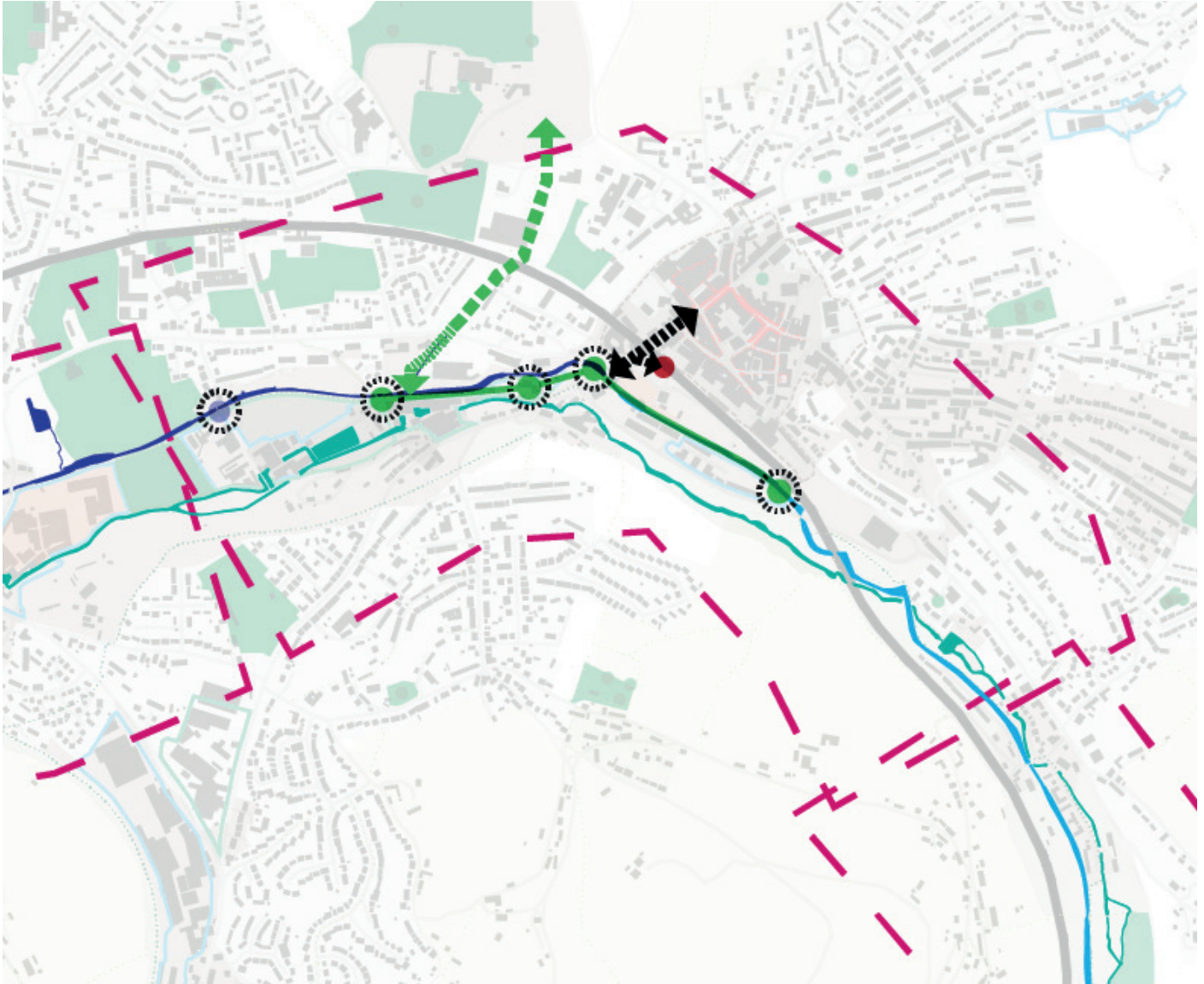
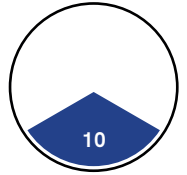
Building Use



Around the Wallbridge area there is a prevalence of previous industrial use. Residential and office uses have typically come later. Overall the area lacks active uses. The Lock Keepers Cafe and Cotswold Canal Trust Visitor Centre are an exception to this.

There is a distinct lack of provision in the area for young people with a lack of open space or uses directed towards their needs. This has the overall effect of attracting anti-social behaviour as adolescents don't have a constructive reason to visit the Wallbridge area.

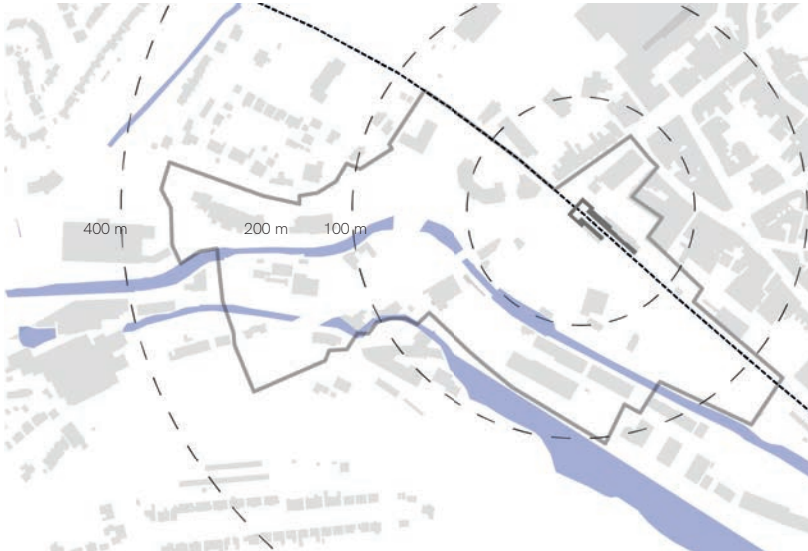
STROUD PLACE MAKING STRATEGY CROSSING



The canal corridor is accessible and used by people from across the district for a variety of reasons and provision of services. Communities and centres of activity are single entities which bridge the canal physically, economically and socially. Unimpeded north-south movement coupled with movement along the corridor have allowed the district as a whole to thrive, ecologically, economically and socially.

ANALYSIS OF WALLBRIDGE CROSSING CONSTRAINTS

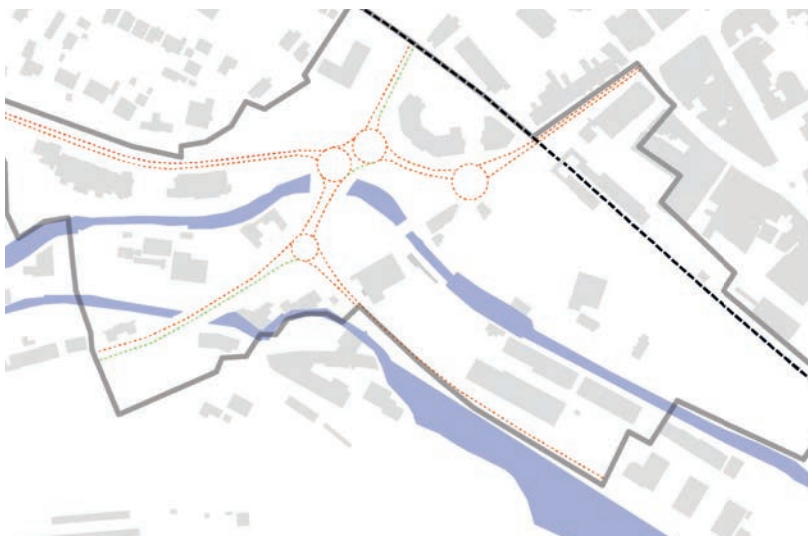
Stroud Train Station and Walking Distances



Wallbridge is a well-connected location, with two primary routes into Stroud Town Centre and the station, major road corridors and the route of the canal all offering significant means of entry to the area and providing a sense of arrival for visitors.

The station, while an important public transport asset to the town, is hidden and inaccessible despite being within 400m walking distance of Stroud town centre and whole of the Wallbridge area. The station could be better connected to its surroundings. Access arrangements are not easy for those with limited mobility. The accessibility, prominence of the station and the quality of the public realm are a barrier to sustainable travel.

Road Network Traffic



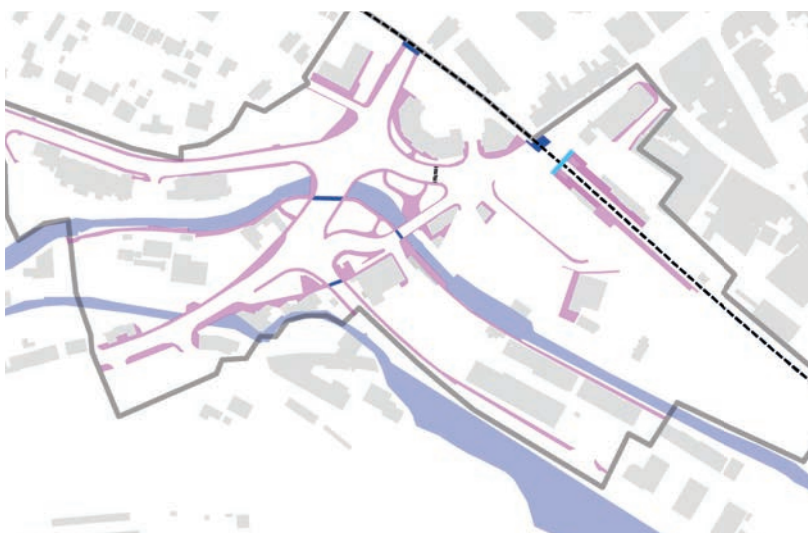
Wallbridge consists of several major road crossings which provide the primary connection between communities to the south of the canal, the town centre and areas to the north of the town.

A major route into Stroud from all directions, the A46 is a preferred route for accessing the centre by car. As a result the roundabout (B) is often congested and the area becomes dominated by vehicular movement.

Based on average traffic at 3:30pm on Mondays

- Fast Moving Traffic
- Steady Moving Traffic
- Slow Moving Traffic

Pedestrian Pathways



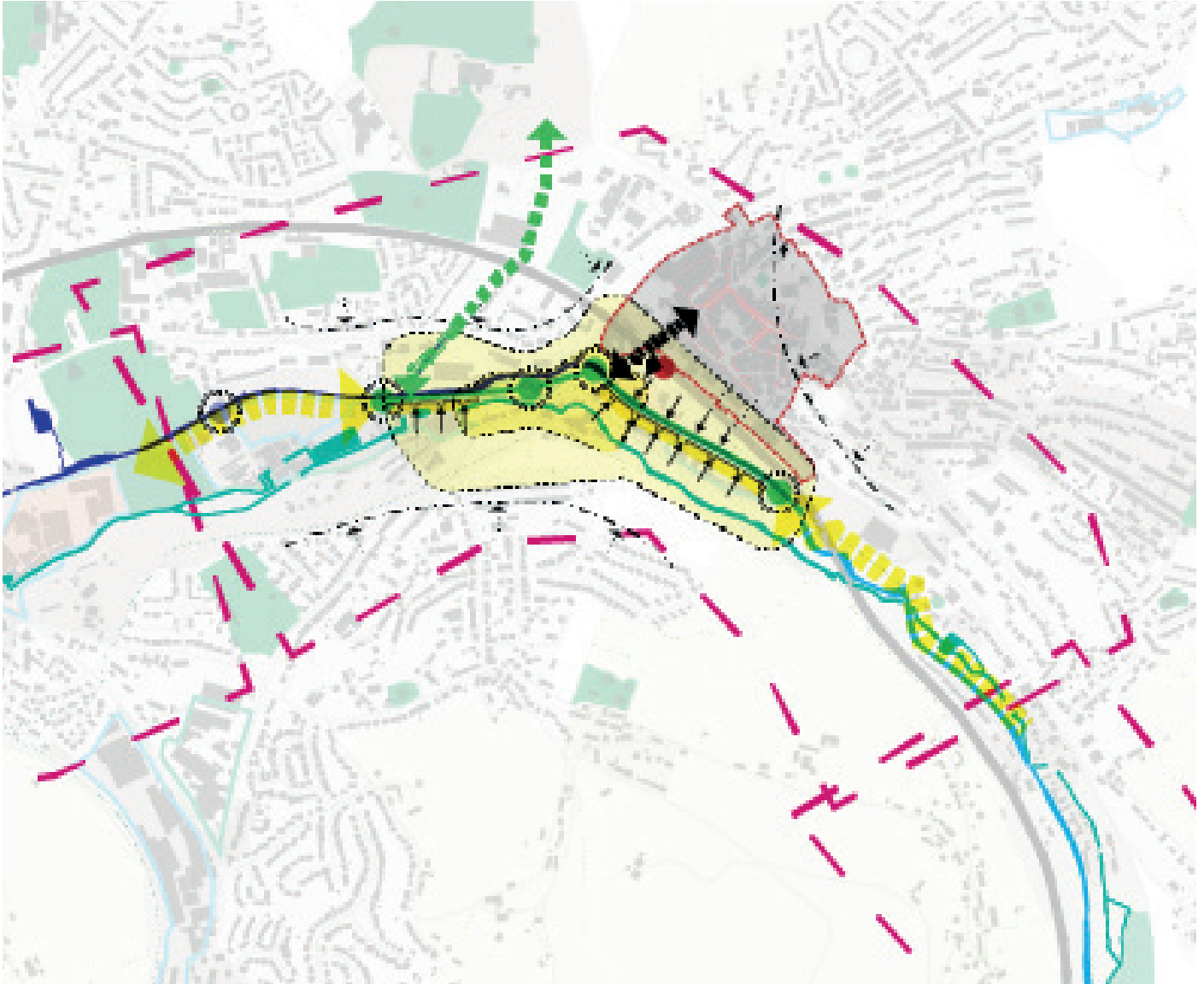
Although there are a large number of footpaths in the area, there is a lack of safe crossing points, only one zebra crossing, no traffic lights and several underpasses.

As such the high volume of cars combined with the lack of safe crossing creates an unattractive and unsafe environment for pedestrians. With no designated cycle paths and a lack of bicycle parking areas, it is an uninviting environment for cyclists as well.

Overall the Wallbridge area is a highways dominated discouraging more sustainable and active forms of travel and recreation.

- Underpasses
- Pathways
- Pedestrian Bridges
- Pedestrian Crossings

STROUD PLACE MAKING STRATEGY FUTURE PLACE OPPORTUNITIES



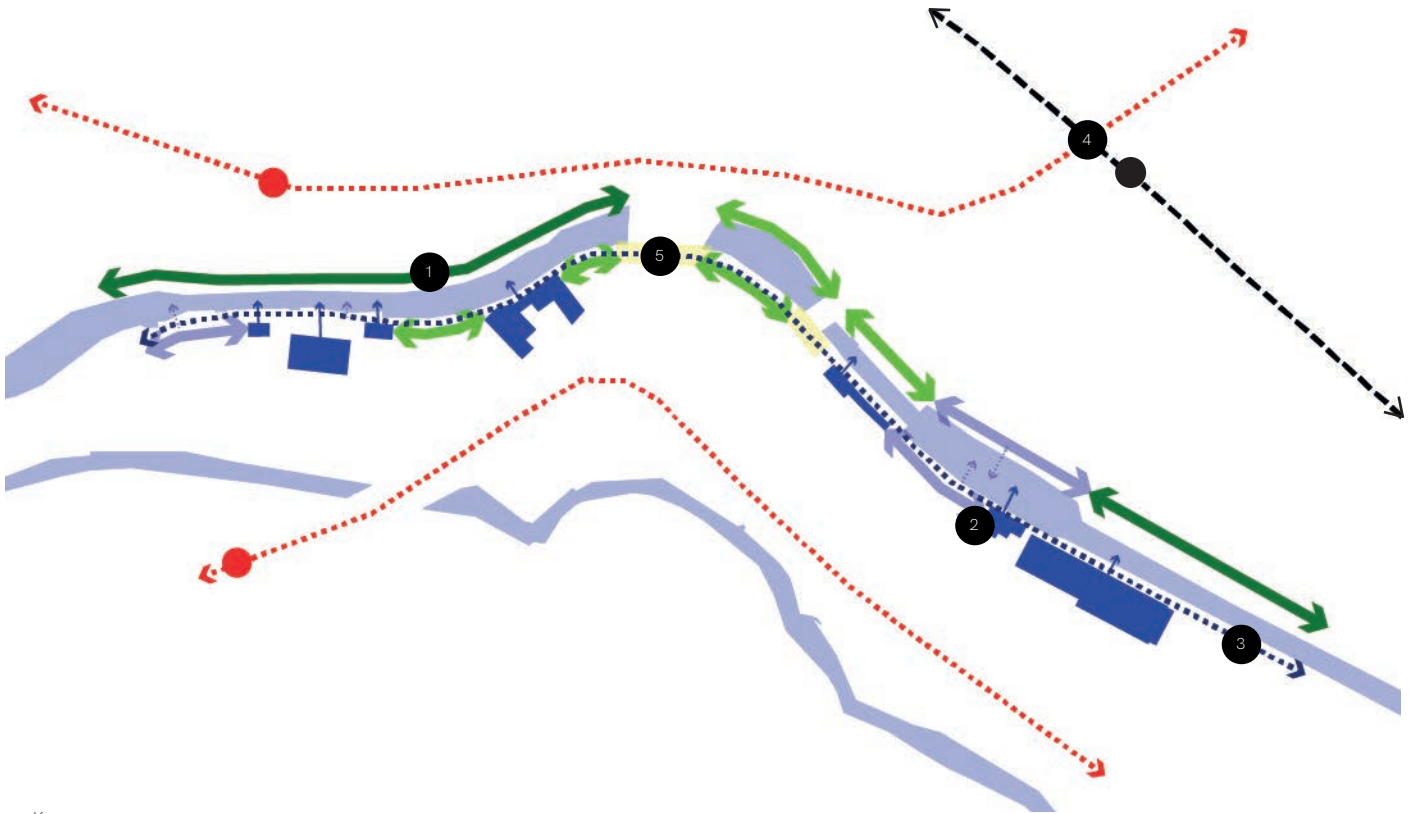
Stroud Placemaking Framework:

1. Core area around the Wallbridge location which is the canal focus for Stroud.
2. Within this area new activity is encouraged through a new public realm destination where the roads currently cross the canal, and a new watered basin and moorings area at Foundry Lock.
3. Secondary focus area within which permeability is improved and routes are created which provide improved access to the canal.
4. Improved links and relationship is created with the town centre although the town centre and Wallbridge canal area remain very distinctive from one another.

5. Improved links to and from the station and a more prominent and high quality public realm make access to and movement between all areas much easier and enjoyable.
6. Lodgemore Mill and the areas lining the canal to the east of Wallbridge offer opportunities to create new relationships between buildings and the canal.
7. Enhanced arrival into the Stroud area is achieved by the creation of gateway improvement and potential new development to the west Lodgemore and to the east of the Jewsons site on Dr Newton's Way.
8. Beyond these focus areas the canal adopts a more linear function ensuring links along the corridor are intact and legible.

CONTINUITY

WALLBRIDGE VISION AND OPPORTUNITIES



Key

- Natural areas
- Green spaces
- New buildings with a strong connection towards the canal
- Existing buildings which overlook the canal and provide surveillance
- Safer underpasses
- Canal adjacent public transport connections
- Canal edge pedestrian and cycle connections

Specific Continuity Opportunities in Wallbridge

1 Continuous Green and Natural Areas

A sequence of continuous green infrastructure lines the edges of the canal connecting people with nature. Where buildings interrupt this continuity, adaptations to structures provide valuable ways to maintain the continuity of the corridor as an ecological route.

2 Turning Towards the Canal

Introducing new development along the canal which has a strong connection through access and overlooking regions will reduce the need for buildings which actively front the

edge. This will enable the area to retain its character as tranquil escape from the town or an industrial back-corridor while providing passive surveillance and activity along the edge.

3 Active Travel Corridor

Active travel infrastructure creates a focus for movement along the corridor. This shifts activity from the roads to the canal edge creating opportunities for buildings and public spaces which benefit from the increase in flow. In addition this reduces the need for parking and reduced dependency on road infrastructure forming a more attractive canal environment.

4 Reclaiming Roads

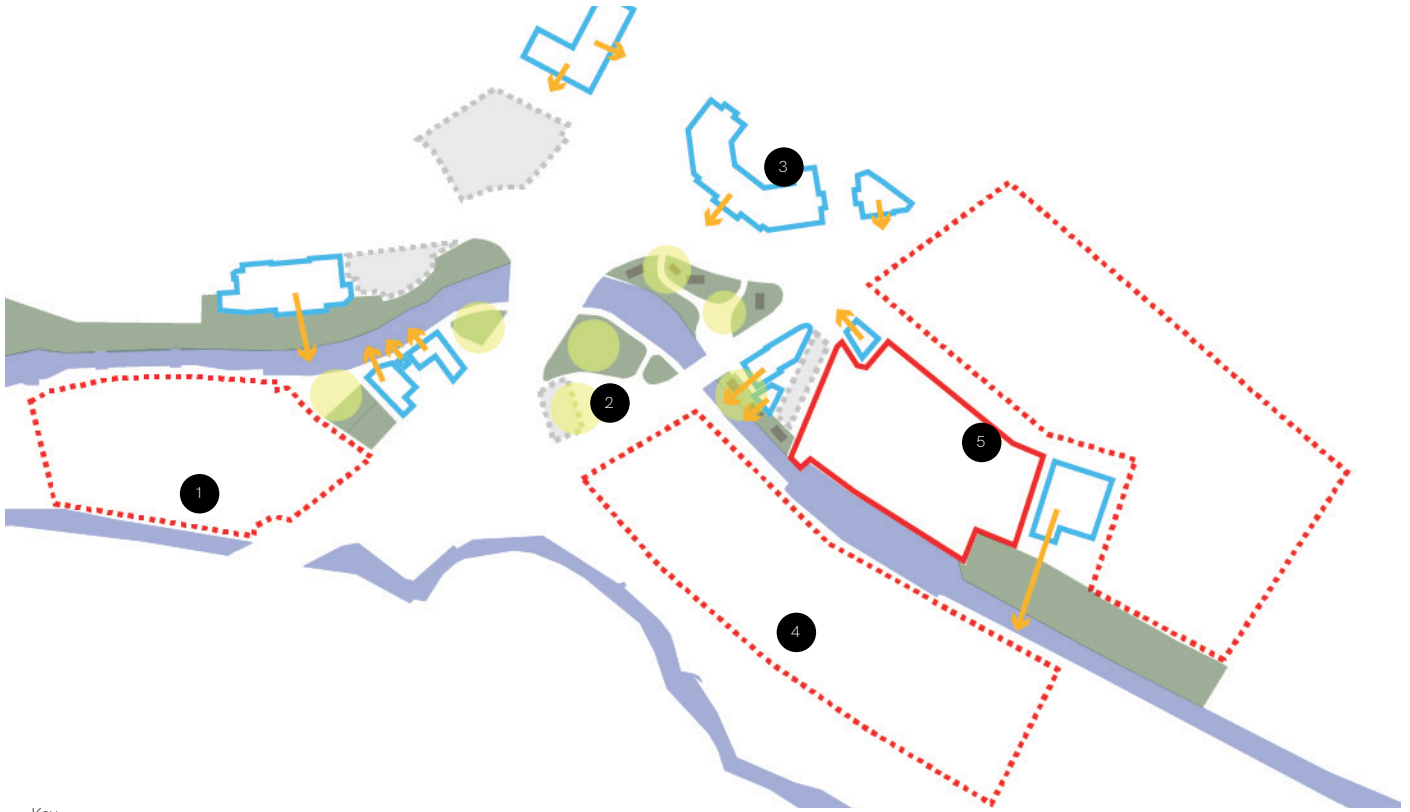
Road and public transport routes run parallel to the canal providing the opportunity for faster more direct sustainable movement along these routes alleviating pressure on the canal as a primary pedestrian and cycle route.

5 Safe Underpasses

Innovative lighting solutions can be used to create well-lit underpasses which attract attention and are safe to use for everyone.

CLUSTERING

WALLBRIDGE VISION AND OPPORTUNITIES



Key

Green and Natural areas
Development areas identified in Stroud Neighbourhood Plan
Car parking spaces that have the potential to be re purposed for activity
Buildings which could benefit from an increased connection to public realm
Active frontages to existing buildings
Public realm enhancements

can initiate increased use and catalyse a shift in the use and role of the space.

3 Connecting Existing Functions

By establishing connections between existing buildings/uses and the public realm, these functions can make a better contribution to activity along the canal and help sustain a vibrant and thriving place.

4 Fromside Industrial Estate Opportunity Site (Policy ZP2c)

The Stroud Neighbourhood Plan identifies this town centre site as underutilised. As the canal corridor finds a new purpose there is the opportunity to make better use of land, to draw upon the corridor for movement and introduce a diversity of uses.

5 Cheapside Development Site (Policy ZP2a) and Railway Land (ZP3)

Cheapside land has been acquired for residential development. Through suitable densities and mix of uses these new residences could introduce a new function to the area contributing to a range of activities throughout the day.

Specific Clustering Opportunities in Wallbridge

1 Canal Basin Opportunity Site (Policy ZP2b)

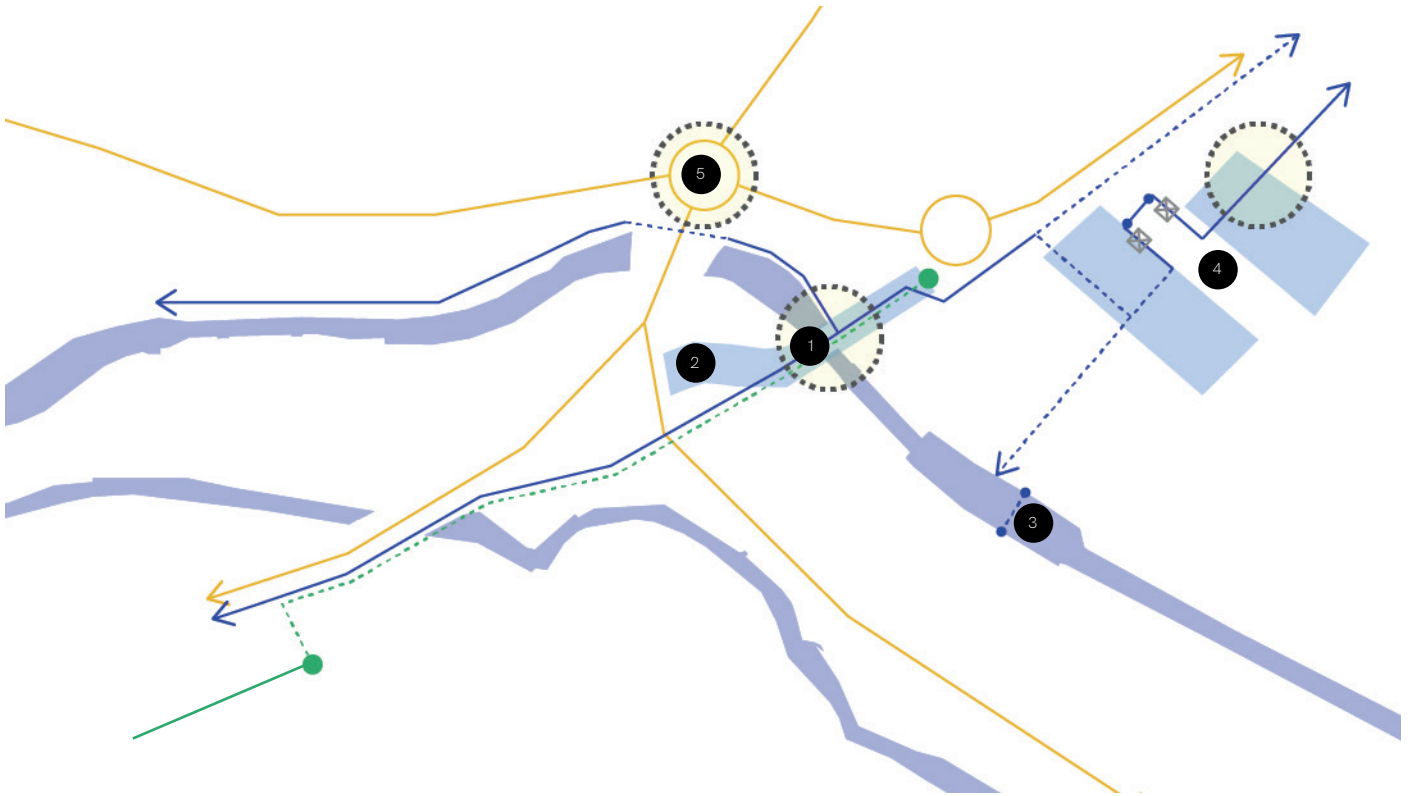
Currently occupied by builders yard and sewage pumping station, the area is selected in the Stroud Neighbourhood Plan as a potential space for daytime and overnight mooring for canal visitors. A focus on tourism and mixed use development could create a place for canal visitors as well as residents.

2 Giving New Purpose to Inactive Spaces

The existing public spaces along the canal are in need of public realm enhancement and a distinct role. Temporary uses, seating and shelter, seasonal events and public art,

CROSSING

WALLBRIDGE VISION AND OPPORTUNITIES



Key

- Gateways into Stroud centre
- Improvement of existing vehicle routes
- Improvement of existing pedestrian routes
- Introduction of new pedestrian routes and bridges
- Improvement of existing Nailsworth cycle route
- Connect the Nailsworth cycle route with Stroud town centre

Introduction of lifts to improve access for all

Specific crossing opportunities in Wallbridge

1 Improved Canal Edge Cycle and Pedestrian Route

Pedestrian prioritised space near to the canal provides the opportunity for new public spaces, buildings and uses which are uninterrupted by cars and safe walking and cycling routes. This creates social and cultural interactions between people forming hubs of activity along the canal edge alongside movement routes.

2 Reclaiming roads for people

The road is reclaimed and re-purposed as a destination public space and creating a new crossing and access points for pedestrians. Increased pedestrian activity contributes to the area being less vehicle dominated, safer and more sociable.

3 New pedestrian crossings

Increasing connections and therefore permeability to the banks of the canal facilitate larger walkable areas and accessible links between the canal, local centres and neighbourhoods. On a larger scale these connections extend out to rural settlements and surroundings with various solutions to overcome topography and prioritise healthy travel.

4 Accessible public transport

Creating direct, easy and safe routes from the train station to the town centre and the canal strengthens the train stations role as a key junction, intersection and gateway to the area. Increasing desire lines and access to the canal can help to reduce the dominance of traffic and promote more sustainable forms of travel in the area.

5 Gateways to the town centre

The arrival into the area and to the town centre is blighted by traffic. As an important gateway into Stroud centre by car, highways infrastructure can be improved to manage traffic better at the same time of offering an attractive and high quality area of public realm at this important gateway to the town.



INGREDIENTS SPECIFICATION:

Project Description	Type
Natural Wayfinding	Green Infrastructure & Biodiversity
Signposting, Navigation & Trail finding	Movement
Lighting	Movement
Connections and Interchanges	Movement
Pride in Public Transport	Movement
Less Cars - More People	Movement
Accessible Townscape	Movement
Prioritise Active Travel	Movement
Park and Move	Movement
Reclaim Roads	Movement
Connecting the Banks	Movement
Walking on Water	Movement
Future Canal Building Interfaces	Urban Form
Future Canal Building Typologies	Urban Form
Canal Gateways & Landmarking	Urban Form
Flanking the Canal	Urban Form
Public Art	Uses & Activity
Distinct Identities	Urban Design
Canal Side Living	Uses & Activity
Canal Side Enterprise	Uses & Activity
Canal Hub: Cultural & Social	Uses & Activity
Diversify Activity	Uses & Activity
Floats my Boat	Uses & Activity
Continuous Canopy	Green Infrastructure & Biodiversity
Multi-functional, Canal Side Public Realm	Green Infrastructure & Biodiversity
Canal Hub: Connecting with Nature	Green Infrastructure & Biodiversity
Building for Nature Interventions	Green Infrastructure & Biodiversity
Carbon Sequestration	Infrastructure & Utilities
Energy Generation	Infrastructure & Utilities
Engineering Innovation	Infrastructure & Utilities
Water Management	Infrastructure & Utilities
The Seasonal Canal	Events, Programmes
Varied events on vacant sites/space	Events, Programmes
Our Canal	Events, Programmes
Social Prescribing	Events, Programmes
The Classroom Corridor	Events, Programmes
Canal Branding & Marketing	Events, Programmes
Residential Moorings	Uses & Activity
Canal Habitats & Species	Green Infrastructure & Biodiversity
Wild Banks	Green Infrastructure & Biodiversity







IMPLEMENTING THE VISION

MAPPING THE INGREDIENTS OF THE FUTURE PLACE

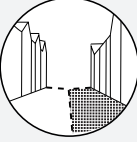
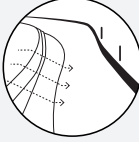






Agenda Item 9

Appendix C




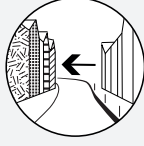


DRIVERS	 NATURAL WAYFINDING	 CONNECTIONS AND INTERCHANGES	 PRIDE IN PUBLIC TRANSPORT	 LESS CARS - MORE PEOPLE	 ACCESSIBLE TOWNSCAPE	 PRIORITISE ACTIVE TRAVEL
CLUSTERING	<p>New green spaces and parks alongside and around the canal create a new focus for community activity - drawing people to the canal.</p>	<p>Movement, activity and function overlap at Wallbridge creation a key intersection and junction on the canal. This activity frames the new and existing public realm alongside the canal.</p>		<p>Shifting the balance away from prioritisation of roads and cars allows for infill development and the creation of new public spaces for events and community activity.</p>		
CROSSINGS	<p>The creation and enhancement of green routes to the canal serve as wayfinding devices connecting to and across the canal from nearby communities.</p>	<p>Wallbridge is an existing strategic crossing point on the canal. This junction will be enhanced through improved provision for pedestrian and cycle transport and improved public realm connecting across, as well as to, the canal.</p>	<p>The Wallbridge area is fairly unique in its strategic position - bringing a range of public transport opportunities close to the canal. Connections between a range of transport modes and the canal will be improved and emphasised.</p>	<p>Segregation of transport modes and more equal provision open up crossings for all users. Bridges can become inhabited spaces and structures which create public space in their own right and draw people to and across the canal.</p>	<p>Permeability to the canal is improved with new connections to Stroud town centre, the train station and other nearby points of interest.</p>	<p>Existing routes can be completed and connected through the Wallbridge area to encourage the use of alternative means of transport to cross the canal and connect up the wider district.</p>
CONTINUITY	<p>Routes along the canal are enhanced with planting and habitat creation. This improvement to the environment of these routes draws people along the canal and acts as a visual cue.</p>	<p>The shift in prioritisation away from such a domination of car travel allows Wallbridge to become a key interchange for the use of public transport and active travel along the canal.</p>				<p>Continuity along the canal is enhanced through greater provision for active travel routes along the canal and through Wallbridge. This is manifested through wider towpaths and routes on both sides of the canal.</p>

DEFINING THE FUTURE PLACE SELECTING INGREDIENTS FOR DESIGN







 RECLAIM ROADS	 WALKING ON WATER	 FUTURE CANAL BUILDING INTERFACES	 CANAL GATEWAYS & LANDMARKING	 FLANKING THE CANAL	 PUBLIC ART
<p>Highway real estate in particular around the large Wallbridge road junction is reclaimed to create improved provision for alternative means of transport and new public spaces to accommodate community events and activities.</p>		<p>New interfaces between buildings and the canal help to activate and bring life to the public realm including at the Cheapside site and any future development of the builders merchant sites. This creates the environment for local communities to thrive.</p>	<p>The revitalised public realm at Wallbridge creates a new landmark for the canal reinforcing the identity of this asset. This draws people to access the canal and serves as a gateway for canal users.</p>	<p>New development facing the canal on sites including Cheapside and the builders merchant sites creates active frontages to frame the public space and create a safe environment on the canal side encouraging community use.</p>	<p>The new public realm at Wallbridge creates opportunities for new public art which can create community focus and reinforce local identity and character.</p>
	<p>Accessibility to the water brings with it new opportunities to cross the canal and create new cross district connections.</p>		<p>Landmark development in the Wallbridge area and its improved function as a gateway to the canal draws people from across the district and further afield in turn enhancing the area's role as a key crossing point.</p>		<p>The presence of new public art creates a new attraction at the Wallbridge area drawing people from across the district to visit the area and improving awareness and legibility of the role of the area as a crossing point for the district.</p>
<p>Enhancements along the canal edge and towpath create greater continuity along the canal through the Wallbridge area.</p>				<p>The physical manifestation of new development flanking the canal and active frontages serves to reinforce the continuity of the canal corridor.</p>	

Agenda Item 9

Appendix C

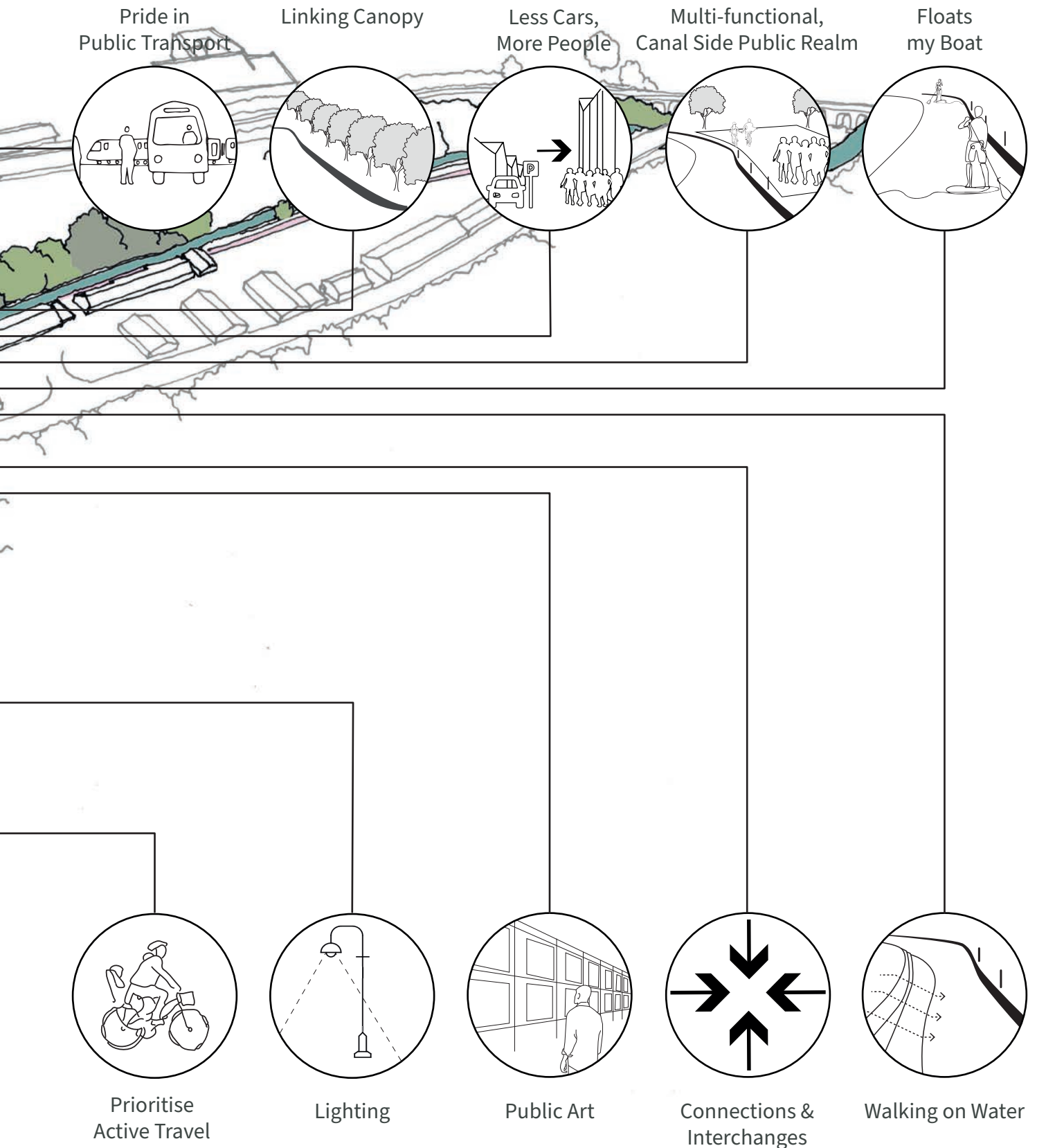
DRIVERS	 CANAL SIDE LIVING	 CANAL SIDE ENTERPRISE	 CANAL HUB: CULTURAL & SOCIAL	 DIVERSIFY ACTIVITY	 FLOATS MY BOAT	 LINKING CANOPY
CLUSTERING	<p>New opportunities for canal side living in the Wallbridge area bring activity to the canal and help to create a stronger sense of community with a strong relationship with the canal.</p>	<p>Mixed use buildings and new provision for business and service industries create a vibrant neighbourhood with a range of activities taking place throughout the day.</p>	<p>Wallbridge is one of few locations with canal side catering opportunities. This offering can be enhanced to create a genuine canal hub attracting visitors and providing a vibrant and diverse environment for the local community.</p>	<p>Moving away from single use zoning such as at the builders merchant sites will bring diversity to the area and create a more sustainable and integrated community centred around the canal.</p>	<p>Improved access to the water as part of the new public realm along with new provision and connections for visiting boats and canal users places the waterway at the heart of the communities lives.</p>	
CROSSINGS			<p>Canal hubs rely on successful crossings to create a meeting point and to draw people together from different parts of the district. Enhancements and diversification of the use of the Wallbridge crossing will reinforce the area's role in this regard.</p>		<p>Wallbridge can provide an access point for other local communities to benefit from water based activities on the canal.</p>	
CONTINUITY					<p>Increased provision for water users on the canal banks at Wallbridge encourages greater use of this facility and improved continuity along the canal corridor.</p>	<p>Tree planting along the canal banks will help to enhance biodiversity of the area. This opportunity becomes more prevalent away from the built up areas but the opportunity to create more planting opportunities within the townscape is hugely valuable.</p>

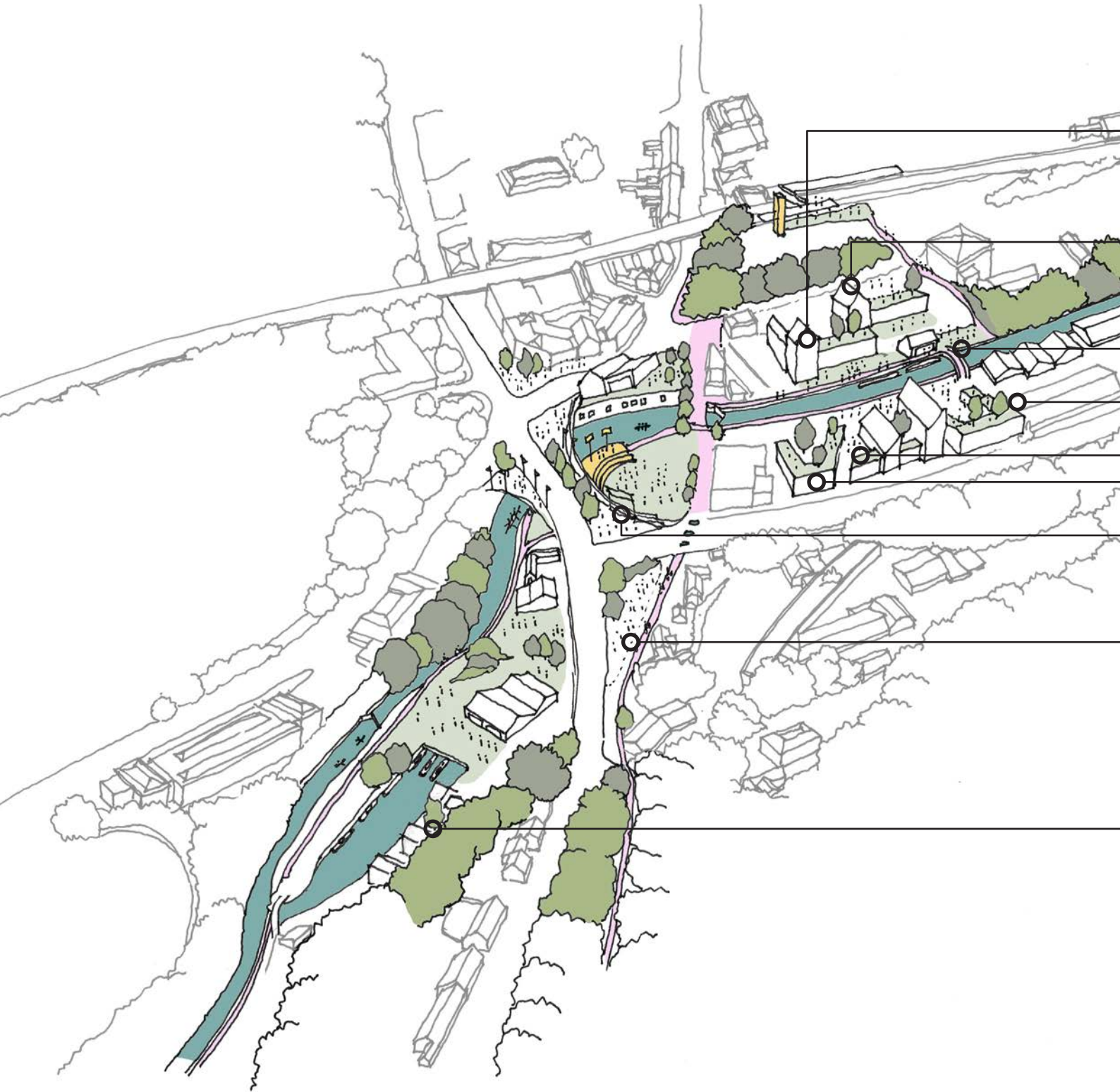
DEFINING THE FUTURE PLACE SELECTING INGREDIENTS FOR DESIGN

 <p>MULTI-FUNCTIONAL CANAL SIDE PUBLIC REALM</p>	 <p>BUILDING FOR NATURE INTERVENTIONS</p>	 <p>VARIED EVENTS ON VACANT SITES/SPACES</p>	 <p>OUR CANAL</p>	 <p>THE CLASSROOM CORRIDOR</p>	 <p>CANAL BRANDING & MARKETING</p>
<p>The new public realm along and around the canal at Wallbridge creates the opportunity for a range of functions. The provision of community buildings, appropriate 'street furniture' and shelter will be vital to realising this full potential.</p>		<p>A number of vacant and underused sites in the Wallbridge area can be used to host public events and activities to mobilise the community and develop a sense of ownership of the opportunities of future change in the area.</p>	<p>Events and projects in the Wallbridge area can promote public and community engagement.</p>	<p>The new public realm and improved relationship with the canal at Wallbridge brings the perfect opportunity for engagement and learning along the canal. These opportunities help to promote community cohesion and pride.</p>	<p>Branding and marketing of the new opportunities at Wallbridge will help to build local identity and community pride in the new public realm and other canal side development.</p>
	<p>New buildings that incorporate an holistic approach to supporting wildlife and nature as well as interventions to existing buildings will help the natural resource of the canal to have a wider reaching impact on routes leading to and across the canal.</p>		<p>Wallbridge's strategic location as a crossing means that local events can attract visitors and residents from the wider district to build a broader sense of community.</p>		<p>Wayfinding and landmarking can be enhanced by successful branding and marketing creating improved legibility and synonymous association between Wallbridge and its function as a strategic crossing point.</p>
<p>New buildings alongside the canal will have measures for providing for wildlife and biodiversity seamlessly integrated into their design to maximise the effectiveness of the canal as a continuous wildlife corridor.</p>				<p>The new opportunity for canal side learning spaces can form part of a continuous network of such spaces where people can engage with the varied qualities of the canal.</p>	<p>The branding and marketing at Wallbridge can fit into a wider strategy for the whole canal network creating continuity whilst promoting a sense of identity and ownership in the wider district.</p>

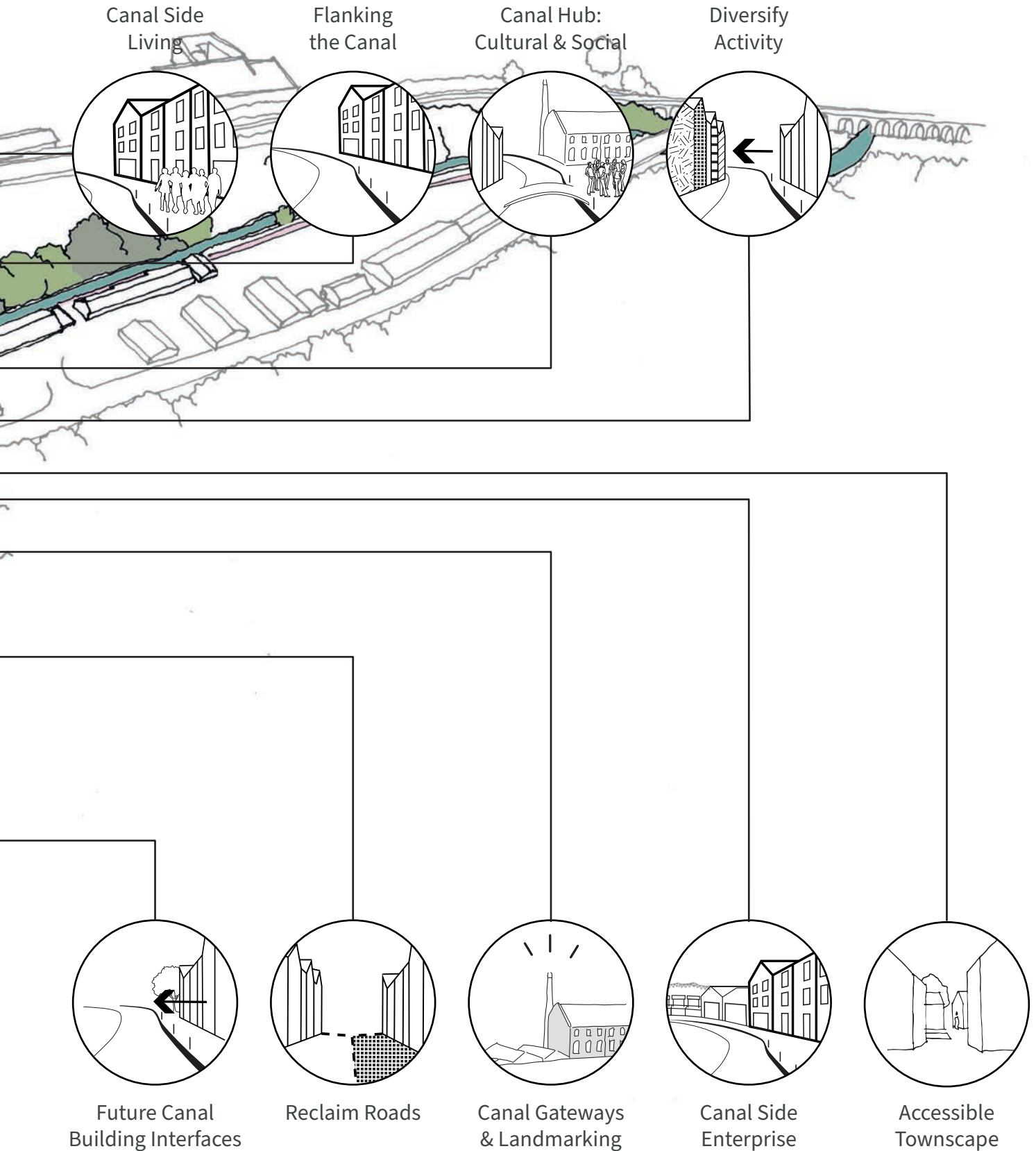


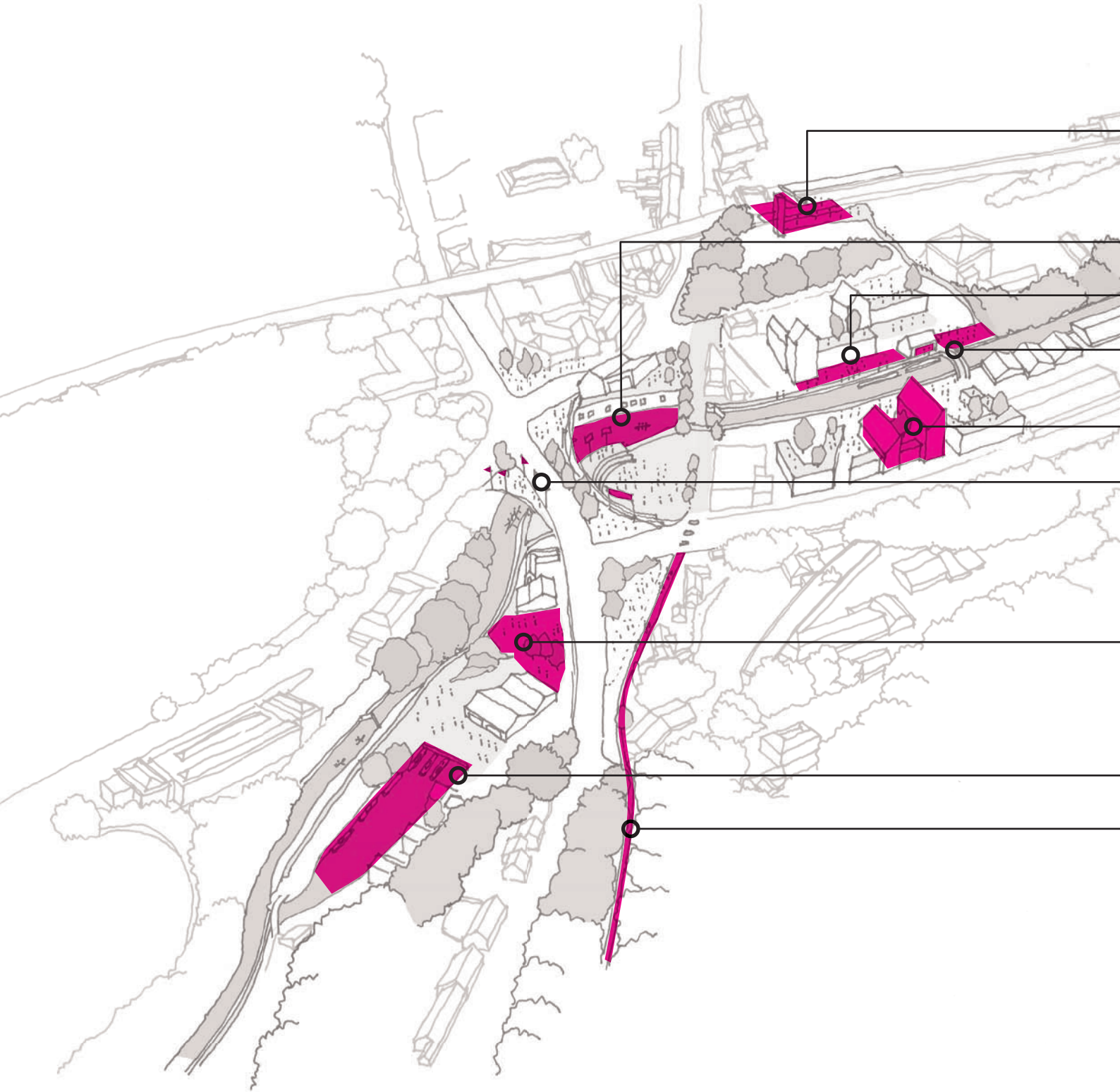
APPLYING THE INGREDIENTS PHASED IMPLEMENTATION





APPLYING THE INGREDIENTS PHASED IMPLEMENTATION

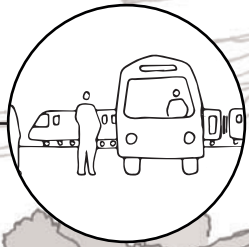




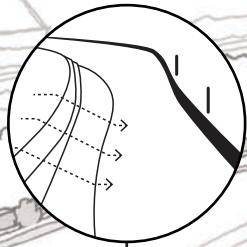
MANAGING THE PLACE

ON GOING COMMUNITY BUILDING AND SUSTAINABILITY

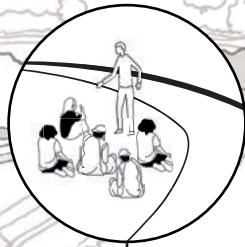
Pride in
Public Transport



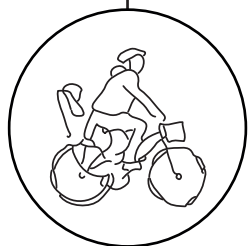
Walking on
Water



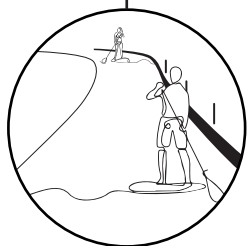
The Classroom
Corridor



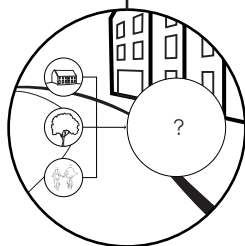
Our Canal



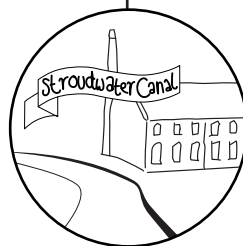
Prioritise
Active Travel



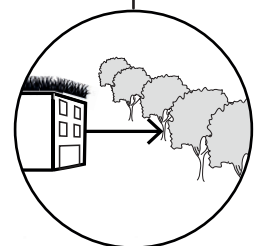
Floats my Boat



Varied events on
vacant sites/space

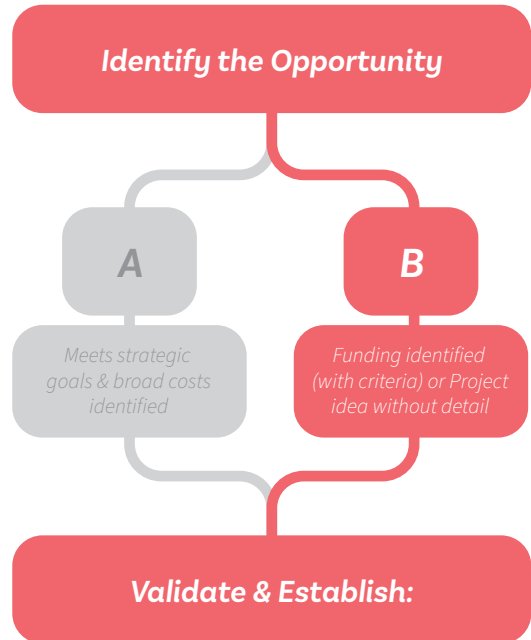


Canal Branding
& Marketing



Building for Nature
Interventions

0.



1.

Validate the idea/potential within the Canal Strategy by using the Project Description (the ingredients) and Placemaking Framework (the Canal Strategy Areas).
Also validate the project outcomes according to the Relative Grading tools (See Project Parameters tab in the accompanying spreadsheet) to identify strategic outcomes potential for Canal Strategy and key starting points (costs, project lead) for ongoing planning.

Establish the role of SDC as Encourager, Enabler or Leader in developing a project when a new opportunity comes to light or is identified, based on initial scoping and validation.

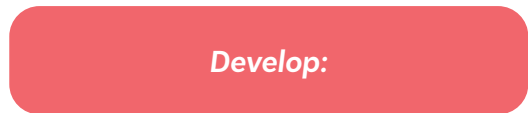
2.



Ascertain potential to identify a likely project lead and/or collaborative and partnership opportunities from throughout the Canal Strategy Area (or beyond) based on the potential of ideas to develop into viable projects.

Refer to Evidence Base Summary for stakeholder engagement and innovative opportunities.

3.



Develop and refine ideas into viable projects delivering Canal relevant outcomes.

Discuss any delivery opportunities and considerations whilst the project is in its infancy and make plans to review during the works.

4.



Outline any post-delivery opportunities and observations for inclusion in the Placemaking Framework and Canal Strategy literature

IMPLEMENTING THE VISION PROJECT DELIVERY PROCESS (USING THE DRAFT ACTION PLAN)

The Project Delivery Process Guide is intended to support SDC in the preparation of an Action Plan for the implementation of the Canals Strategy.

The Canals Strategy is a wide reaching piece of work, establishing a series of vision themes (Future Drivers -pages 10-11), identifying how this vision is articulated across the corridor in different ways (Canal Strategy Areas -pages 6-7 & Placemaking Frameworks -pages 16-25), and at its highest level of resolution, outlining the typologies in the built environment, public realm and landscape which enable the vision to be implemented in each location (The Catalogue of Ingredients of the Future Place - Full catalogue in Appendix 1; Wallbridge ingredient selection -pages 28-35).

The Canals Strategy is not a prescriptive masterplan for projects along the corridor.

Likewise the Action Plan cannot be expected to anticipate every individual project which may come forward and contribute to achieving the objectives of the Strategy.

This Project Delivery Process Guide therefore provides the procedural means by which projects and funding can be aligned to implement the vision for the whole canal corridor. It is a process that maybe revisited as new delivery opportunities arise, existing opportunities change, or further detail is explored.

The Action Plan will require updating periodically to reflect these changes and the steps (outlined left) guiding the project delivery process can be utilised repeatedly to inform action planning on an ongoing basis.

Identifying the Opportunity

The Project Delivery Process guide identifies two ways in which delivery maybe initiated:

- A:* An opportunity arises, or may have been longstanding, which meets the strategic goals of the Canals Strategy and potentially meets the strategic goals of other plans and/or frameworks. Broad costs are identified. Funding and delivery mechanism must be sought and secured in order to bring these projects to fruition;
- B:* A funding source arises but is reliant upon certain criteria being met. Individual projects may not be wholly aligned to the criteria of the funding opportunity, or project ideas may only be partly formed. The cumulative performance of several projects together to meet criteria may need to be coordinated and/or individual project ideas may need further development in order to secure the identified funding.

The Canals Strategy supports either of these routes to delivery, in each case demonstrating the accountability of individual project opportunities to a broader vision and series of objectives, particular to the canal corridor, but also specific to different locations along the corridor.

The assessment of the Ingredients within the Canals Strategy provides broad parameters of each Ingredient and therefore the opportunity different projects (identified as manifestations of the ingredients) provide in areas such as timeframe to delivery, cost, carbon reduction opportunity, social outcome opportunity. High level reference to these parameters should used alongside this project delivery process guide to support the delivery of projects requiring funding (scenario A), or inform the case building for meeting funding requirements (scenario B).

Agenda Item 9

Appendix C

Wallbridge Actions:

Canals Strategy Ref:

Identifying the Opportunity

(Scenario B):

Lonstanding ambitions by SDC for regeneration of the Wallbridge Area although no particular policy exists.

Stroud Town Council's Neighbourhood Plan identifies various opportunities around the Wallbridge Area and the recent Street Spaces projects identifies short term public realm opportunities to begin a process of wider change.

2nd round of government Levelling Up Funding provides opportunity to package project ideas and jointly meet the funding criteria.

Future Drivers: establish a strategic case (from a canal perspective) for the regeneration of the Wallbridge area;

Placemaking Framework for the Stroud Canal Strategy Area: set the context for placemaking interventions at Wallbridge contributing to the future potential of the Stroud Canal Strategy Area as it in turn contributes to the function and identity of the whole canal corridor.

Utilise the **Evidence Base Summary Matrix** to trace how the Drivers and their application in the Stroud Canal Strategy Area cross references with other work.

Validate & Establish

The immediate opportunity (spring 2021) to bid for Levelling Up funding indicates the need for a series of 'shovel ready projects' establishing the priorities as public realm intervention on SDC owned land and highways improvements in collaboration with Glos County Council highways authority.

The specific public realm opportunity within the green space alongside the canal at Wallbridge offers the opportunity to interpret a variety of Ingredients primarily contributing to changes in movement and activity nearby the canal.

Longer term opportunities exist to create new developments alongside the canal which diversify uses and support community building in a variety of ways.

Piloting the use of the Canals Strategy at Wallbridge (this document) has provided the opportunity to identify the **Ingredients** relevant to the Wallbridge area (see pages 28-35).

The strategic outcomes of projects, identified for the purposes of meeting funding criteria can be cross referenced according to each ingredient (see **Project Parameters** tab in the accompanying spreadsheet tool for project delivery process.

The Canals Strategy provides a 'family tree' from detail to vision, identifying how the case for any individual project is parented by layers of the Strategy's hierarchy above: **Canals Strategy Areas and Future Drivers**.

Collaborate

Build on existing positive relationship between Stroud Town Council and Stroud District Council to determine the overall place objectives for the Wallbridge area.

Stroud District Council to lead the preparation of the LUF bid and act as Leader in respect of immediate public realm interventions upon land in their ownership.

Collaboration with Glos County Council in exploring highways design.

Engagement with surrounding landowners to promote ambition for wider change and regeneration.

The **Evidence Base Summary Matrix** identifies the process of engagement which has informed the Canals Strategy. Further collaboration can build on early participation by a variety of stakeholders.

The **online public survey** conducted to gain the public's feedback on their use of and relationship with the canals can inform further public consultation for the purposes of more specific input relating to the Wallbridge area.

Develop

Emergence of the need for a Wallbridge Masterplan to better identify short, medium and long term opportunities and coordination of delivery.

Masterplan will refine thinking in 3 areas:

1. Consideration of specific public realm interventions (design to Riba stage 2);
2. Consideration of highways re-design and reconfiguration;
3. A story of a wider and longer term regeneration context which these public realm and highways interventions work to catalyse.

Masterplan to form the basis of a bid for Levelling Up funding.

The piloting of the use of the Canals Strategy at Wallbridge (this document), demonstrates how, from a canals perspective, the placemaking objectives and selection of ingredients of the future place are accountable to a vision for the whole canal corridor.

While only one perspective on how regeneration in the Wallbridge area maybe coordinated, interventions address a variety of issues, environmental, social and economic. The masterplan process can draw upon the strategic placemaking objectives of the Canals Strategy and balance these with other wider objectives and interests.

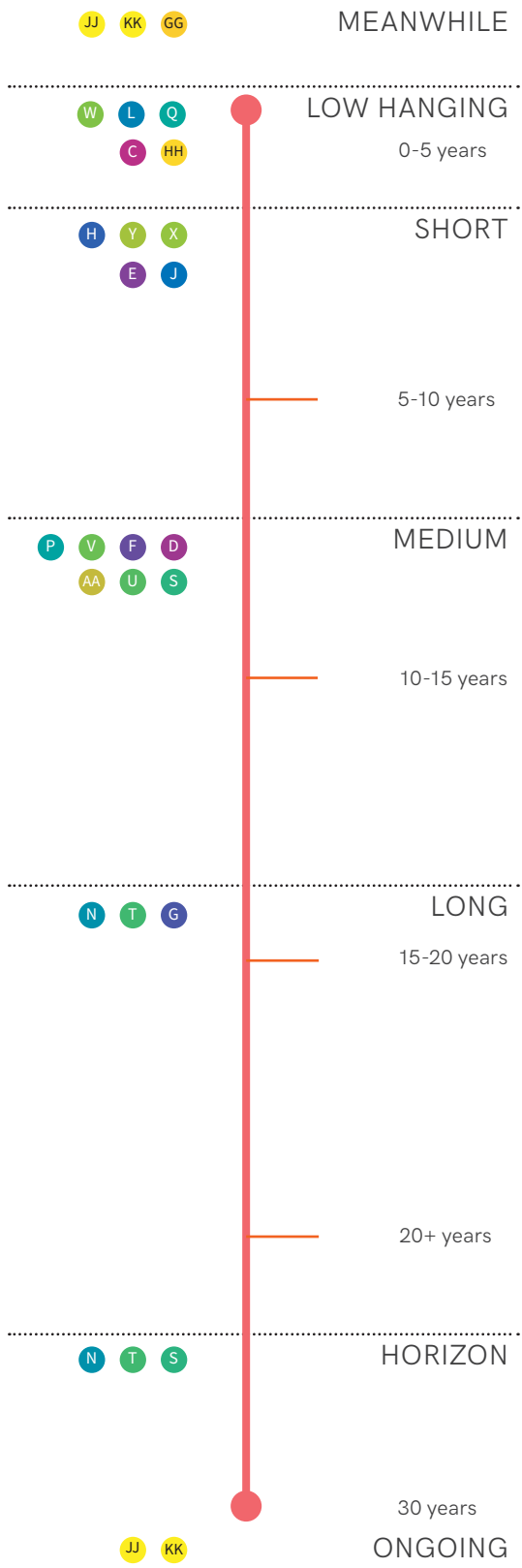
Incorporate

Early public realm interventions bring confidence in the Wallbridge area as a destination and begin a process of re-purposing the area as a gateway to the town. These efforts as well as initiating review and reconfiguration of highways space enable further stages of site masterplanning.

Return to Step 0 for each subsequent site opportunity, or when funding or delivery mechanism opportunities arise. Varied potential exists around the Wallbridge area for these including SDC and private sector owned land.

The Canals Strategy is a wide reaching piece of work with limited resolution at a site scale. The **Future Drivers**, which are an identification of the full potential of the canal in the future, and the application of these within each of the **14 Canal Strategy Areas**, have a perpetual relevance across continuing cycles of the project delivery process.

PHASED IMPLEMENTATION AN INDICATIVE PROJECT TIMELINE FOR WALLBRIDGE



The Regeneration of the Wallbridge area is not just a matter of redeveloping vacant sites and completing a series of public realm projects.

Individual projects contribute in a phased way to the transformation of the place as barriers to community building, market confidence and behavioural change are gradually overcome.

In the short term renewing public awareness and trust in the area as a safe place to be can be gently encouraged through a series of easy to execute events and temporary changes. There is the opportunity for a series of quick interventions which build on the need to respond to the pandemic and offer people easy access to space and safe places to gather and reacquaint themselves with social life and trust in public life.

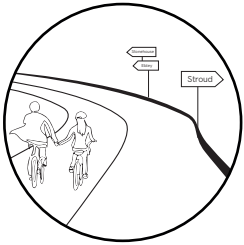
The masterplanning of a specific area of public realm, within the ownership of Stroud Districts Council provides the opportunity for short term quick wins, improving the quality of the environment and access to the water and raising awareness of the area by landmarking the space.

Beginning to address the long term transformation of the area, medium term consideration of the highway space, reconfiguration of junctions, introduction of better crossings and the space afforded to cyclists and pedestrians can influence how people arrive and leave the area. These local interventions (improvements to strategic cycle ways and access and legibility of the train station) can also affect upstream choices about sustainable travel.

With change underway in the areas easy to control and affect immediate change, longer term goals of diversifying uses, introducing new buildings, both residential and other mixes through the buy-in of other landowners and parties can build on a new market confidence in a place that has value and uniqueness in the town.

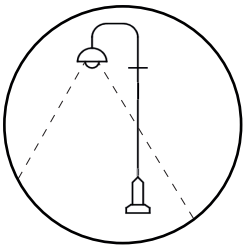
Ongoing programmes of social and economic activities which maintain a sustainable and healthy mix of people and activity ensure this is a place that continues to be distinctively Stroud and is home to a thriving community. The value gain through the long term regeneration is retained within the town and feeds back into the stewardship of the place and the provision of facilities and services to the community.

MOVEMENT



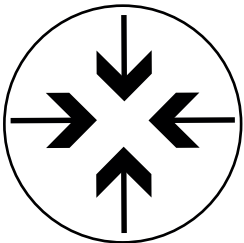
B Signposting, Navigation & Trail finding

A coordinated series of measures which increase the choice and convenience of the canal as a destination, a resource and an active travel route. Some interventions may improve access to the canal from existing surrounding locations (train stations, town centres, residential areas), others integrate the canal into longer distance and multi-modal journeys (routing on long distance footpaths/cycleways, signage along other footpaths/cycleways, signage on public transport and at stops and stations). Interventions could include published and digital map(s) and coordinated access campaigns.



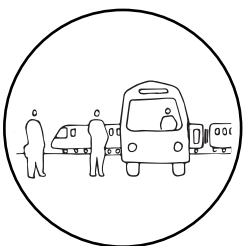
C Lighting

A variety of lighting styles serve different purposes along the canal: from security and enabling ongoing seasonal use of the canal as a utility; to the celebration of features and buildings, and the use of lighting for public art and creating an attraction and event of visiting the canal for certain displays and/or times of the year and day. Considered in a coordinated way, individual lighting interventions should be careful to pay attention to impacts on wildlife continuity and the attraction in its own right of dark skies for recreational enjoyment.



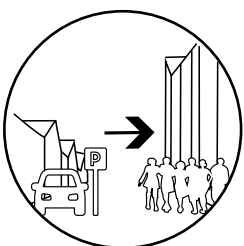
D Connections and Interchanges

The overlapping and interconnectivity of movement, activity and functions is emphasised at key junctions, intersections and gateways along the canal. This improves access to the canal, gives priority to the canal corridor at these locations and frames the public realm, providing breathing space for it to flourish. This enables easier choice of sustainable movement at key interchanges.



E Pride in Public Transport

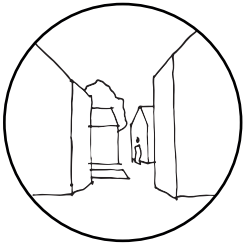
The provision and accessibility of public transport is front and centre along the canal corridor with ancillary facilities being designed to the highest quality and becoming landmarks themselves. As well as providing access to, and along, the corridor, Public Transport creates a vibrancy through its communal use. This is emphasised through improved interconnectivity between transport modes.



F Less Cars - More People

An increased focus on the canal for movement and activity provides the support for reduced dependency upon the car. Less dependency on parking and road infrastructure enabled by the enhanced role of the canal allows for buildings to be placed closer together, better framing public spaces. The critical mass to support local centres is created by infill developments and an increase in building heights.

INGREDIENTS OF THE FUTURE PLACE



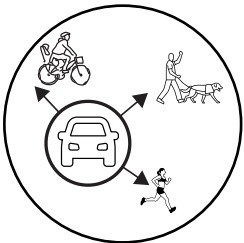
G Accessible Townscape

Connections and permeability are maximised with barriers broken down to create larger and more direct walkable and accessible links to the canal corridor and other destinations nearby to the canal. These connections are continuous and legible across and between canal areas with direct and passive signposting.



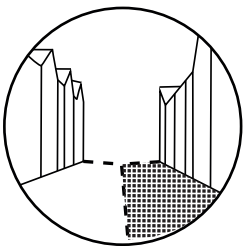
H Prioritise Active Travel

Active travel infrastructure becomes much more prominent along the corridor with essential vehicular access becoming peripheral. Dedicated routes for pedestrians and bikes are provided and take the place of arterial routes in and out of the city previously dominated by cars. By becoming active in day-to-day travel the population of the corridor is healthier, more socially and environmentally connected and local services and facilities are sustained.



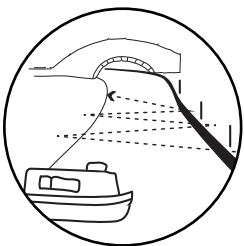
I Park and Move

A series of strategically positioned transport hubs enable a transition from the reliance on the car. They provide an interchange from arrival by car to sustainable alternative transport along the corridor. The 'park and move' concept facilitates the interchanges between individual car, car share, bus and train to healthy travel and through short term measures equips people to make long term choices affecting behaviour change for generations.



J Reclaim Roads

A huge amount of 'highway real estate' is reclaimed and re-purposed as a result of the enhanced role of the canal corridor for sustainable travel. This space is used to create new public spaces, accommodate alternative means of transport and introduce new buildings and uses. Development exploits the opportunities provided by a car free future.

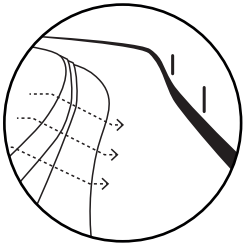


K Connecting the Banks

Increasing connections and permeability to the banks of the canal with often small interventions (gates, ramps, pathways, bridges, signposting) which affect more strategic accessibility for communities and visitors facilitating larger walkable areas and accessible links between the canal and local centres and neighbourhoods. These connections extend out to rural settlements and surroundings and employ various solutions to overcome topography and prioritise healthy travel.

Agenda Item 9

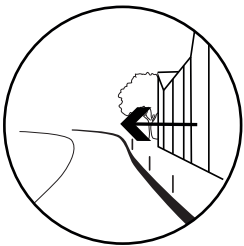
Appendix C



L Walking on Water

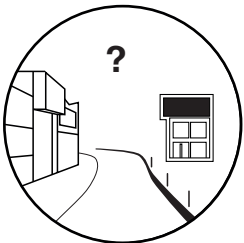
A variety of measures enable accessibility to the water without the use of, or access to, a boat. Improved connections with the water are achieved through towpath expansion, boardwalks, pontoons and piers. Improved capacity for movement along the canal corridor is facilitated by innovative occupation of the water surface where the corridor is particularly constrained.

URBAN FORM



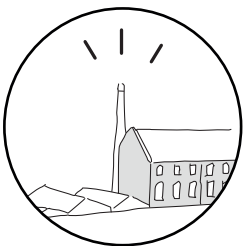
M Future Canal Building Interfaces

The enhanced role of the canal as a connected public realm and green infrastructure facility and a focus on this instead of the road routes which have dominated development patterns, creates opportunities for new interfaces between buildings and the canal. Buildings are designed to take advantage of these opportunities with active frontages and careful consideration to thresholds with public space and integration with nature.



N Future Canal Building Typologies

The Future Drivers introduce the potential for new building typologies that are imaginatively designed taking maximum benefit of the opportunities their new context creates: mixed frontage ground floors reflecting increased pedestrian traffic; resilient ground floor design accounting for flood risk and habitat creation; waterside housing turning back to the canal; or mixed use development above and between existing single use buildings.



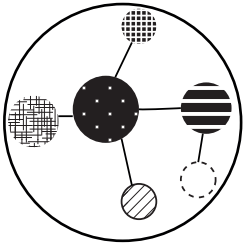
O Canal Gateways & Landmarking

Visual connections and landmarks are key characteristics of the Industrial Conservation Area. Views into and along the corridor from the town centres to the landscape around and from the outlying neighbourhoods to the canal and industrial heritage features and other notable landmarks all contribute to the visual queues which help with way finding, orientation and sense of place and identity.



P Flanking the Canal

Through careful design of the built environment, where development faces the canal this is active and safe, providing passive surveillance and framing of the public realm and green infrastructure.



R Urban & Rural Identities & Transitions

The canal corridor is made up of many neighbouring communities. Within each future neighbourhood, development creates or reinforces the relationship with the canal and helps integrate historic characteristics to create distinct identities and the transitioning between these. The reinforcement of existing community identities complements place branding to strengthen the overall character of the canal corridor.

USES & ACTIVITY



S Canal Side Living

The reuse of historic buildings, the attractive environment and vacant land along the corridor provides the opportunity to create new residential locations which are founded on sustainable behaviours. New housing forms and other opportunities afforded by a relationship with the canal can exploit a canal side location to overcome conventional constraints of housing delivery.



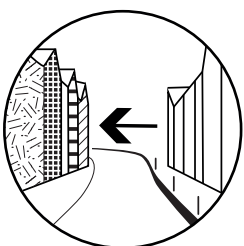
T Canal Side Enterprise

The connected corridor provides the canvas for new and varied enterprises to be established. As well as for use for recreation and ecological purposes the corridor can serve the needs of many new businesses and service providers, large and small, and in doing so create a mix of activity along the canal making it a vibrant and thriving place.



U Canal Hub: Cultural & Social

The many crossing and access points along the canal provide the opportunity for social and cultural interactions between people, the environment and the historic surroundings. These locations are hubs of activity drawing either passively or actively on their surroundings to equip new community activity and visitor attractions.



V Diversify Activity

Many large functions and activities dominate the canal corridor as a legacy of its industrial past. As the canal corridor finds a new function in the future of the district there is the opportunity to diversify activity adjacent to the canal, drawing upon the corridor for movement and access and rediscovering the canal banks as primary routes and spaces. Mixed activity is mutually beneficial to the spaces and the buildings as people access an increased variety of facilities along the corridor directly from and along the canal.

Agenda Item 9

Appendix C



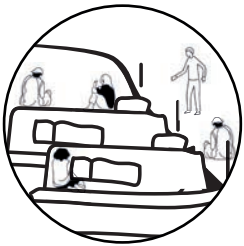
W Floats my Boat

The navigable watercourse provides a unique and extremely valuable resource to the district bringing visitors to the area and enabling pride and variety in local community's lifestyles. The positioning of moorings and boating facilities & services can benefit the local community where this is accompanied by onward connections to visit and spend time in the local area. Access to the water can also be improved for local residents, businesses and services allowing people to access and occupy the water in new ways which underpin their ownership and enjoyment of the place they live



Q Public Art

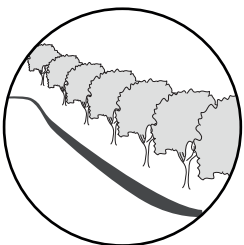
Public Art may serve a variety of functions in the delivery of other ingredients. Public Art in this way is a vehicle by which signposting, building legibility, open space or water access are made more accessible and enjoyable for a multitude of users. Public Art can be prominent and overt or may contribute in more subtle ways to the interpretation of the canal and its environment within building, public realm and landscape design - resulting in people having a much greater awareness, ownership and familiarity with the variety of roles of the canal.



LL Residential Moorings

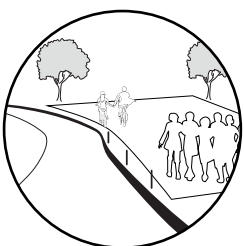
Future provision of physical and social programmes of integration to enhance inclusiveness and enable a more cohesive community which includes boat dwellers and local residents alike. This may include non-spatial interventions including regulation of residential provision and mediation where communities need help accommodating different needs. Additional physical improvements and provision of particular facilities may also help alleviate pressure on local services and inconveniences to local communities. Education enabling the celebration of varied lifestyles and learning from different perspectives and experiences.

GREEN INFRASTRUCTURE & BIODIVERSITY



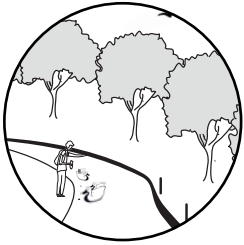
X Linking Canopy

There is approximately 80km of canal bank extending through Stroud District representing a significant continuous ecological corridor. This could equate to 6,000 trees planted in a linear way. Tree planting along connected lengths of the corridor would provide a unique contribution to increasing biodiversity, carbon sequestration, improved air quality and localised environmental cooling. The connected ecosystem supported by this extensive continuous canopy would support extensive flora and fauna helping to define the canal's function and identity and forms part of an extended network including the greening of connecting routes and tree lined streets.



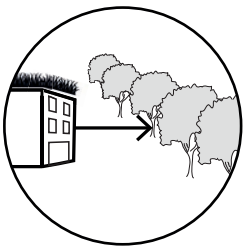
Y Multi-functional, Canal Side Public Realm

Public realm adjacent to and along the canal benefit from mixed activity and user groups. This variety is supported by the provision of shelter and furniture, ensuring the public realm is a welcoming and comfortable space to occupy and move through for all users and affording them ownership and a sense of belonging. Surrounding buildings offer a variety of stimuli leading to multi-purpose spaces which stay lively and safe throughout the day and calendar.



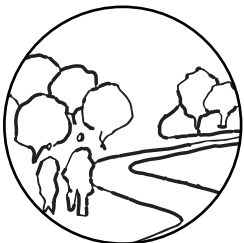
Z Canal Hub: Connecting with Nature

In fulfilling a role as a sequence of continuous green infrastructure, the canal corridor provides a rich resource in connecting people back to nature. The canal is a constant - extending through urban and rural areas. A series of strategically placed hubs positioned along the corridor provide the means by which people can access and interact with the corridor and where wider engagement with the natural environment can start. These hubs can be a focus of wildlife conservation initiatives and educational programmes.



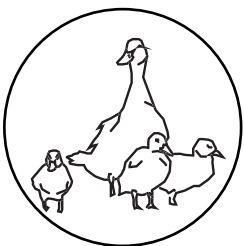
AA Building for Nature Interventions

Within urban and less green areas adaptations to buildings and structures provide valuable ways to maintain the connectivity and continuity of the corridor as an ecological route. New developments, building interventions and installation of structures provide biodiversity gains within the fabric of the built environment ensuring nature is at the forefront of all new development.



A Natural Wayfinding

Green space serves to landmark routes to and along the canal, with the creation of new canalside parks and the integration of existing country and urban parks. Existing heritage, engineering and natural environment assets are revealed and able to perform a strategic function.



MM Canal Habitats & Species

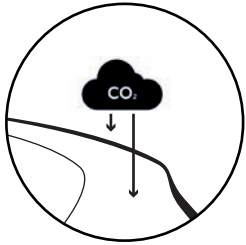
Firstly, the canals of Stroud District are engineered waterways that flow through a river catchment basin comprising a diverse range of landscape characters. The watered canals, canal banks, rivers and adjacent landscapes are multi-layered habitats that contribute to widespread, biodiverse and interrelated territories sustaining fauna and flora. Recognising this aspect of the canal network is vital to sustaining, enhancing and supplementing different habitats throughout the District alongside their many people- and engineering-related functions.



NN Wild Banks

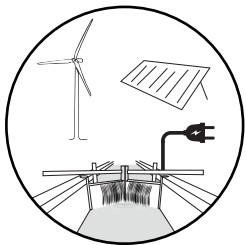
Land and water areas in close proximity to the canals are multi-functional spaces for people, fauna and flora that require management, even if they appear “natural”. With this in mind, interventions with innovative design can present numerous opportunities for an intentional ‘hands-off’ balance to land management, where human and natural interactions over time to offer a blend of landscape functionality for human land-use and naturally ‘wild’ processes working in unison.

INFRASTRUCTURE & UTILITIES



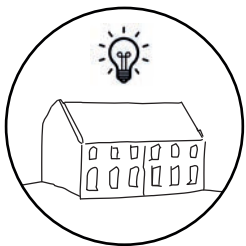
BB Carbon Sequestration

The canal corridor provides a resource for sequestering carbon as a water body and in its green infrastructure capacity through initiatives like re-forestation, habitat creation and varied vegetation, improved plant and soil management.



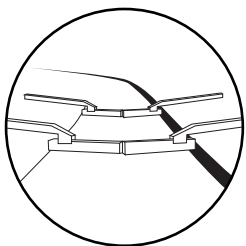
CC Energy Generation

From moving water and heads of water, to space available for renewable energy generation - canal side and roof top solar and wind farms, floating photovoltaics and water source district heat and cooling, the canal corridor is a net energy generator.



DD Pride in Innovation & Quality

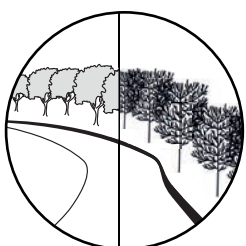
The Canal structure, associated structures, the industrial heritage and in part the wealth and infrastructure of the area are a legacy of innovation and pioneering in the past. As the Canal finds new roles in the 21st Century the pride and innovation with which Canal restoration, new building technologies and public transport innovation and integration should be manifested in the use of techniques, materials and the high performance of buildings and public realm such that there may be a similar legacy in years to come.



EE Water Management

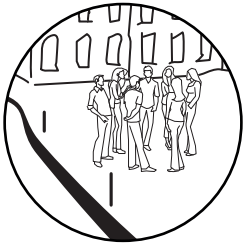
Interventions aimed at preserving water quality in the canal help it to function effectively in the wider freshwater ecosystem. A wider catchment based flood attenuation strategy across the District and the County can employ the canal as a storage and conveying facility, contributing to an overall flood management strategy for the corridor and the lower Severn valley. The functioning of the canal itself relies on the perpetual replenishing of the water volume as lock gates are opened periodically and initiatives to manage the supply of water to the canal from the surrounding catchment with seasonal variations and climate change provide the opportunity for multiple gains throughout the River Frome catchment. At times the drainage of sections of the Canal is also necessary which should be coordinated with other needs for water within the catchment.

TEMPORAL INGREDIENTS, EVENTS & PROGRAMMES



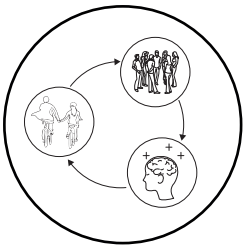
FF The Seasonal Canal

The character and function of the canal changes throughout the seasons from muddy towpaths to summer leaf cover, temperature of the water and the perception of safety after dark. A programme of initiatives, events and interventions which respond to these seasonal variations and allow the canal to function year round in different ways.



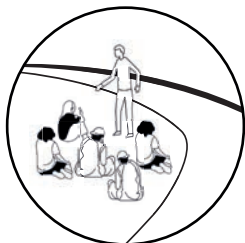
GG Our Canal

As well as a physical resource the canal and the projects implemented along it can perform as a foundation for strategic community building. Employing a number of projects can involve and engage the community together and affect community welfare cumulatively.



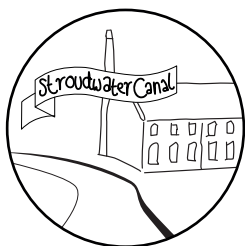
HH Social Prescribing

A programme bringing awareness of the canal, its resource and programme of projects and initiatives to primary care providers introducing those patients with social, emotional or practical needs to a range of local, non-clinical services, often provided by the voluntary and community sector. This may include trained 'Community Connectors' to identify and coordinate patient needs and canal related prescriptions. The provision of the canal for these purposes is facilitated by many other ingredients which make accessibility easier and more inclusive.



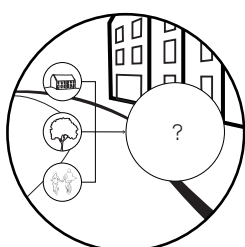
II The Classroom Corridor

The canal provides a contrasting variety of natural habitats, recreational spaces and types of possible activities, a vast array of historical resources and a mix of communities with which to engage with in different ways, close to large population centres. Working with education bodies and educational programme providers, public and private, the canal corridor can be utilised in creative ways as a resource for many curricula and extra curricula activities. These can be coordinated to form a canal corridor education programme.



JJ Canal Branding & Marketing

The canal itself performs as an attractive destination for many local communities and visitors to the area. Non-spatial and digital opportunities supporting the signposting of canal related activities is a local, regional and national strategy. The canal also performs as a catalyst for further exploration of the Stroud area where promotion of connections and relationships are identified. Furthermore a wider strategy of longer term branding and marketing spearheads inward investment to the area, again catalysed by canal resources and activities in the first instance but growing in influence to bring wide spread benefits to communities and economy locally.



KK Varied events on vacant sites/space

In coordination with other programmes and longer term interventions, vacant sites and redundant spaces along the canal may be utilised as confidence builders for users and visitors of the canal. A variety of events may serve different purposes from pop up community utility to an introduction to a longer term use which may come later. These events could also serve a longer term purpose in establishing a canal related cultural, educational or arts programme. These initiatives may utilise many other ingredients in a temporary way while sites offer a window of alternative use before a longer term use is established.

PROJECT DELIVERY PROCESS GUIDE

This process guide provides the foundation of an Action Plan to guide the delivery of a project.

Validate & Establish:

A

Meets strategic goals & broad costs identified

Validate the project within the Canal Strategy by using the Project Description (the ingredients) and Placemaking Framework (the Canal Strategy Areas).

Also validate the project outcomes according to the Relative Grading tools (Tab 1 - project parameters) to identify strategic outcomes potential for Canal Strategy and key starting points (costs, project lead) for ongoing planning.

Establish the role of SDC as Encourager, Enabler or Leader in developing the project when a new project comes to light or is identified, based on initial scoping and validation.

Ascertain any costs through beyond

Refer to stakeholder opport

Securing Funding:
Rooting a project business case in the Canals Vision & Strategy

(a) Does the project already have financial resources from anyone?

(b) Does the project have any 'in kind' resources available to it? Can these be valued? (potential for matched funding).

(a) Is the project fully funded or is there a funding gap?

(b) Is there a role for SDC in facilitating closing the funding gap (NOTE 1)

If the p is pote

If the p collabo see NC

Cumulative Opportunity:
Using the Canals Vision & Strategy to optimise funding eligibility and spending by coordinating collective objectives across projects or themes or geography.

(a) Is there a clear project lead?

Or can a lead be easily identified? (Public/Private/Community/Voluntary Sector)

(b) Is the project proposed from a single organisation or a partnership? If the latter, who are the partners

(a) Can the project be linked to or build on any other projects already known about in the same/ another Canal Strategy Area or thematically? (NOTE 2)

(b) Does SDC need to lead or facilitate securing a lead partner and/or a project partnership?

If the p is a fun collabo see NC

Vision and Strategy application:

*Which Canals Vision Drivers do this align with?
In which Canal Strategy Area are projects located?*

How do projects align with the design principles and typologies in practice?

References
(click to link):

Evidence Base
Summary Matrix

Canal Corridor
Vision Drivers

Canal Strategy Areas
& Profiling

Placemaking
Frameworks

of the Canals Vision and Strategy:

Collaborate:

tain project lead organisation and collaborative opportunities from throughout the Canal Strategy Area (or beyond).

to Evidence Base Summary for wider engagement and innovative opportunities

Develop:

Discuss need, delivery and sustainability opportunities and considerations whilst the project is in its infancy and in order to inform making the case for the project; and make plans to review during the project.

Incorporate:

Outline any post-delivery opportunities, monitoring and observations/potential for learning, for inclusion into the District Placemaking Framework and Canal Strategy literature; and which can be applied to future project development within the Canal Strategy.

Project is already funded and there is potential for collaboration? see NOTE 3

Project is already funded and collaboration is unrealistic? see NOTE 4

Project is unfunded or there is a funding gap (and potential for collaboration)? see NOTE 5

(a) Develop the financial plan for the project; and its ongoing sustainability if appropriate

(b) Develop any associated funding applications

(a) Does the project already have financial on existing activities should future funding become available

(b) Identify learning from financial packages and performance to date

(a) Develop the project partnership and delivery roles and responsibilities, agreements, coordination, reporting, monitoring processes etc

(a) Identify partnerships which can continue to support future projects

(b) Identify learning from partnership development and delivery for future project benefit

outlined by the *Ingredients of the Future Place* and how do they represent these

Feedback from application of the *Ingredients of the Future Place* informing forthcoming project activity.

PROJECT DELIVERY PROCESS GUIDE

This process guide provides the foundation of an Action Plan to guide the delivery of projects.

Validate & Establish:

B

Funding identified (with criteria) or Project idea without detail

Validate the idea/potential within the Canal Strategy by using the Project Description (the ingredients) and Placemaking Framework (the Canal Strategy Areas).

Also validate the project outcomes according to the Relative Grading tools (Tab 1 - project parameters) to identify strategic outcomes potential for Canal Strategy and key starting points (costs, project lead) for ongoing planning.

Establish the role of SDC as Encourager, Enabler or Leader in developing a project when a new opportunity comes to light or is identified, based on initial scoping and validation.

Ascertain project and partner roles through beyond development. Refer to stakeholder opportunities.

Securing Funding:

Rooting a project business case in the Canals Vision & Strategy

(a) For any new funding source being considered - check details of eligibility to establish potential for use.

(b) What is the realism of there being any financial resources to support the idea if it can be developed into a project - either from proposers/supporters or externally

(a) Is it realistic to consider a financial package could be assembled?

(b) Is there a need for SDC to lead or facilitate further investigation of potential new funding sources?

If the project is funded

If the project is funded

Cumulative Opportunity:

Using the Canals Vision & Strategy to optimise funding eligibility and spending by coordinating collective objectives across projects or themes or geography.

(a) Can a potential project lead be easily identified?
(Public/Private/Community/Voluntary Sector)

(b) Will it need or should it develop as a project partnership? If the latter, who needs to be included as partners?

(a) Can the idea be linked to or build on any other projects already known about in the same/another Canal Strategy Area or thematically?
(NOTE 2)

(b) Does SDC need to lead or facilitate securing a lead partner and/or a project partnership?

Aim to design idea around

Vision and Strategy application:

*Which Canals Vision Drivers do this align with?
In which Canal Strategy Area are projects located?*

How do projects align with the design principles or typologies in practice?

References:

Evidence Base Summary Matrix

Canal Corridor Vision Drivers

Canal Strategy Areas & Profiling

Placemaking Frameworks

of the Canals Vision and Strategy:



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STROUD DISTRICT COUNCIL
STRATEGY AND RESOURCES COMMITTEE
THURSDAY, 13 JANUARY 2022

Report Title	Council Plan and Performance Indicators			
Purpose of Report	For the Committee to agree Performance Indicators for activities and projects detailed in the adopted Council Plan.			
Decision(s)	The Committee RESOLVES to: a. Agree the performance indicators relating to the Council Plan b. Approve the revised performance reporting template for use by the member performance champions.			
Consultation and Feedback	Performance indicators relating to CS&L, Environment and Housing Committee have been reviewed and agreed by each of these committees. Consultation has also been held with the Strategic Leadership Team (SLT), Alliance Leadership Team (ALT) and Lead Officers identified in the Council Plan			
Report Author	Sarah Turner, Senior Policy and Governance Officer Tel: Email: sarah.turner@stroud.gov.uk			
Options	None			
Background Papers	None			
Appendices	Appendix A – Council Plan – delivery plan including performance indicators Appendix B – Draft performance reporting template			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

1. BACKGROUND

- 1.1 At its meeting in October Council adopted the Council Plan 2021 – 2026.
- 1.2 This committee at its meeting in November approved the Performance Management Framework (PMF) which sets out the principles of performance management across the organisation, the governance framework through which performance will be reported and reviewed, and the various key documents which will ensure that a culture of performance and accountability will be embedded throughout the organisation.
- 1.3 The PMF has been designed to ensure that the Council's priorities are translated into clear plans with performance indicators which can be easily monitored by elected members and support effective implementation by officers.
- 1.4 The PMF is based on the 'Plan – Do – Review – Revise' model of performance management.
- 1.5 The existing use of the Performance Management System, Excelsis, is also being reviewed. The Council has been using this system for over 10 years, and SLT have agreed that we should be reviewing what other systems are available in the market to compare

Agenda Item 10

with our current system. If a new system is procured members will have access to this, or regular reports will be made available to them.

- 1.6 The Council Plan is built on three tiers consisting of our priorities, our objectives and the key projects and activity the council will undertake to achieve our objectives.
- 1.7 To ensure that the council has a co-ordinated approach to delivering its objectives, the key projects and activities have been outlined in the Delivery Plan which also includes the governance arrangements, the timescale for start and completion of the project and the Lead Officer responsible for the successful delivery.

2. COUNCIL PLAN PERFORMANCE INDICATORS

- 2.1 ALT agreed that each committee chair should consult with all members of each committee on the performance indicators, identifying where changes or additions should be made. These amendments / changes should be reported back to this committee for approval. The review by committees was completed during the December cycle of meetings.
- 2.2 Appendix A details the Council delivery plan including performance indicators for this committee and the amended / updated performance indicators from other committees identified above.
- 2.3 As mentioned there have been numerous opportunities for input and amendments to these performance indicators by both members and officers. And it is likely that during review and monitoring that some of these may change and be amended.

3. PERFORMANCE MONITORING AND MEMBER TRAINING

- 3.1 As a result of the new Council Plan and associated performance indicators, it is necessary to review the Committee Performance Monitoring process to ensure that performance monitors have the tools and information they need to undertake their role. Appendix B details the revised committee performance monitoring report template for use by the committee performance monitors who will be reporting on performance relating to the Council Plan on a quarterly basis.
- 3.2 The principal amendment made to the monitoring template is the inclusion of a RAG rating for each objective related to the Committee as well as the inclusion of any mandatory or regulatory indicators that the Council regularly reports such as Housing Benefit processing or determination time for planning applications. It may be necessary to revise the template further if a new PMF system is implemented and a different reporting functionality is provided. Members will be updated if this is the case.
- 3.3 The Policy & Governance Team provided member training on Performance and Project Management on 1 December 2021, this was well attended; and provided an overview of our new PMF and the existing project management guidance which is currently being reviewed.
- 3.4 Further training will be offered to Members in the Spring of 2022, once the Council Plan and related performance indicators have been embedded. Members will also be offered training of a new system if one is procured as a result of the review of Excelsis.

- 3.5 Additional training will also be provided for Member performance monitors from each committee on the revised performance monitoring report template. It is recognised that Committee Chairs may, from time to time, wish to appoint additional monitors and training can be provided when that occurs.

4. CONCLUSION

- 4.1 The Council Plan is an integral element of the council's performance management framework and this creates the golden thread that links service, team and personal performance to the priorities of the organisation.
- 4.2 The performance indicators attached to the delivery plan relating to the Council plan will enable the Council to determine the level of progress on each action or project, whether we own or contribute to the performance indicator, by regular monitoring and reviewing.

4. IMPLICATIONS

4.1 Financial Implications

There are no direct financial implications from this decision. The review of the performance management system may result in additional cost for implementation but this is not known at this stage of the process.

Andrew Cummings, Strategic Director of Resources
Tel: 01453 754115 Email: andrew.cummings@stroud.gov.uk

4.2 Legal Implications

None directly arising from this report, but legal advice and support will be provided to lead officers to assist them with the delivery of their performance indicators, as appropriate.

One Legal Tel: 01684 272203 Email: legal.services@onelegal.org.uk

4.3 Equality Implications

There are equality considerations incorporated in the council plan with associated measures, these will be regularly reported.

4.4 Environmental Implications

There are no significant implications within this report, however there are environmental implications within the Council Plan and associated PIs and these will be regularly reported to Committee.

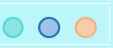

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THE DELIVERY PLAN

The Delivery Plan outlines the key projects and activity we are committed to undertaking in order to achieve our objectives. Projects which are contributing to one or more of the priorities are denoted by the use of the related priority colour 

ENVIRONMENT AND CLIMATE CHANGE


Protecting and enhancing our environment and leading the district to carbon neutrality in 2030

EC1	Tackle the Climate and Ecological Emergency Achieve the commitments set for 2021-2024 of the Strategy to be a carbon neutral and ecologically sound district by 2030			
EC1.1 	Set up a 2030 Core Group to provide high level strategic overview on delivery, engage with external stakeholders and the public, identify funding opportunities and resourcing required to meet them			
Governance		Timescale		Lead officer
		Start	End	
2030 Community Engagement Board		Full Council, strategy themes to relevant committee		Rachel Brain
How will we measure success? The 2030 Community Engagement Board (2030 CEB) will identify work-plan to be delivered in collaboration with SDC				
SDC measures:				
<ul style="list-style-type: none"> Establish the Community Engagement Board with a cross-section of community members. Engagement Board (2030 CEB) work plan identified and reviewed quarterly by Spring 2022 (by December 2022 – Env Comm) 2030 CEB progress to plan included in 2030 annual reporting to full council in October % of 2030 CEB members who demonstrate engagement with external stakeholders through participation in local / district / county / regional groups per year 				
SDC contributes to PIs at national, regional or county level:				
<ul style="list-style-type: none"> Participation in Climate Leadership Gloucestershire Group and leader / convenor of retrofit theme 				
EC1.2 	Establish the performance management of the 2030 Strategy across the organisation to monitor and report progress towards the Strategy's aims and commitments			
Governance		Timescale		Lead officer (s)
		Start	End	
2030 Officer Co-ordination Group		Full Council, strategy themes to relevant committee		Rachel Brain / Eka Nowakowska

How will we measure success? Through delivery of the targets within the masterplan, across all Council Teams. Indicators within the 2030 Strategy to be integrated within Council performance monitoring.

SDC measures:

- Quarterly performance monitoring update reports on Council Plan to relevant committee for each identified project of the 2030 Strategy


EC1.3

 Plan and implement the community engagement aspect of the Strategy, to include a **2030 community website** and direct activities with residents, linking to the Community Engagement Strategy (CW3.1)

Governance		Timescale		Lead officer (s)
		Start	End	
2030 Officer Co-ordination Group	Full Council, strategy themes to relevant committee	2021	2024	Georgia Spooner/Liz Shellam

How will we measure success? Actions to set up website and promote it

SDC measures:

- 2030 web pages live Spring 2021 with target of unique visits within the first year.
- Resident survey at end of 2022 aims for at least satisfied or very satisfied level of community engagement on climate and nature emergency
- Number of activities and residents and other community organisations engaged in community engagement aspect of 2030 strategy

EC1.4

 Establish an **ethics policy** for our investments, incorporating work within the Brunel Partnership to divest pension funds from fossil fuels

Governance		Timescale		Lead officer
		Start	End	
Regeneration and Investment Board	Audit & Standards / Strategy & Resources	2021	2022	Lucy Clothier


How will we measure success?

SDC measures:

- Establish draft Ethics Policy for investments by December 2021 to become a core part of Treasury Management for 2022/23
- Quarterly updates to audit committee on progress and activity, including compliance with the policy




SDC contributes to PIs at national, regional or county level:

- Engage through dialogue with County Council Pensions Committee and Brunel Partnership towards divestment of pensions in partnership with others



EC1.5

 Explore and **progress additional projects** for carbon reduction and /or biodiversity net gain and funding opportunities to deliver them.


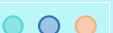

Governance	Timescale	Lead officer
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		Start	End		
2030 Officer Co-ordination Group		Strategy & Resources Committee / Environment Committee	2021	Ongoing	Rachel Brain
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> • Money leveraged through successful funding bids and level of associated council investment approved by Councillors (ongoing 2026) • Number of additional projects established or supported with an estimate given of bio-diversity net gain and / or carbon savings that will be achieved <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> • Number of external projects SDC has worked on with partners 					
EC2	<p>Biodiversity Work with local communities and partners to protect and enhance the district’s green infrastructure and biodiversity providing accessible environments that people can enjoy and which positively contribute to their good health and well-being</p>				
EC2.1	<p>Develop a district Local Nature Recovery Strategy (2030 commitment NE7) and seek opportunities for re-wilding to boost biodiversity in partnership with landowners, businesses, the farming community, parish and town councils and local environmental organisations</p>				
Governance		Timescale		Lead officer (s)	
		Start	End		
Environment Committee		2021	2024	Conrad Moore / Vicki Pettigrew	
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> • District document developed, aligned with Gloucestershire Nature Recovery Strategy • Number of re-wilding and bio-diversity partnerships and projects supported. • Estimate of bio-diversity net gain and/or carbon saving that will be achieved through strategy implementation • Progress on recreation and mitigation strategy works for the Severn Estuary, Rodborough Common and Cotswold Beechwoods <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> • Hectarage of re-wilded land 					
EC2.2	<p>Deliver the natural flood management project (Stroud Rural SUDS) for the Frome Valley in Stroud in partnership with the Environment Agency, working closely with landowners and communities using innovative flood management techniques</p>				
Governance		Timescale		Lead officer	
		Start	End		
Stroud Rural SUDS Project Board		Environment Committee	2021	2026	Maria Hickman




How will we measure success?					
SDC measures:					
<ul style="list-style-type: none"> Number of interventions installed as part of the natural flood management project Number of landowners engaged with the natural flood management project 					
EC2.3 	Develop and establish an action plan to Increase our tree canopy, woodland and forestry in line with the Gloucestershire Local Nature Partnership Tree Strategy ambition for 20% canopy cover across the County by 2030				
Governance			Timescale		Lead officer
			Start	End	
Environment Committee			2021	2022	Conrad Moore
How will we measure success?					
SDC measures:					
<ul style="list-style-type: none"> Increase canopy cover in Stroud District, towards the target of 20% county wide coverage by 2030 (interim targets for Stroud District will be identified) 					
EC2.4 	Work with partners to protect and enhance green spaces in residential neighbourhoods and town centres, promote 'No Mow May' and adopt best practice for road verges to encourage wildflowers and reduce pesticide use.				
Governance			Timescale		Lead officer (s)
			Start	End	
2030 Explore Group on Biodiversity / Market Town Forum			2021	2023	Mike Hammond / Kevin Topping
SDC measures:					
<ul style="list-style-type: none"> Development of a green spaces policy / strategy and implementation of action plan, conforming with the draft new Local Plan policies and thresholds on green infrastructure 					
EC2.5 	Use the Building with Nature standards for key regeneration sites across the district				
Governance			Timescale		Lead officer (s)
			Start	End	
Regeneration and Investment Board			2021	Ongoing	Mark Russell / Alison Fisk
How will we measure success?					
SDC measures:					




<ul style="list-style-type: none"> Percentage of strategic sites in the Local Plan that incorporate the Building with Nature standards 				
EC3	Sustainable Construction and Retrofit Work with partners to establish Stroud district as a sustainable construction centre of excellence, investing in the skills and capacity in the local economy so public and private buildings across the district can become low carbon and energy efficient			
EC3.1 	Agree a costed plan to retrofit all council homes as necessary and begin the first phase of delivery to realise optimum emission reductions and achieve an average Energy Performance Certificate (EPC) rating C across all council homes by 2030			
Governance		Timescale		Lead officer
		Start	End	
Retrofit task and finish group	Housing Committee	2021	2023	Joe Gordon
How will we measure success? SDC measures: <ul style="list-style-type: none"> An investment plan to retrofit council homes is agreed An average of 470 homes are retrofitted each year Quarterly report: <ul style="list-style-type: none"> Tonnes of carbon saved through council home retrofit i) cumulative since April 2019, ii) in previous quarter 				
EC3.2 	In line with the Zero Carbon Public Estate project, produce blueprints for the retrofitting of identified public buildings such as Beeches Green and the Rail Station/Cheapside areas of Stroud as well as identifying other opportunities across the district			
Governance		Timescale		Lead officer
		Start	End	
Regeneration and Investment Board	Strategy & Resources Committee	2021	Ongoing	Alison Fisk
How will we measure success? SDC measures: <ul style="list-style-type: none"> Blueprints produced for identified buildings within the Zero Carbon Public Estate Project by end of 2022/23 Report on other opportunities identified for retrofitting of public buildings across Stroud District 				
EC3.3 	Develop partnerships, provide advice, and support local action to help private home owners and businesses meet the retrofit challenge (CN2030 BE2, BE7 and BE8)			
Governance		Timescale		Lead officer (s)


		Start	End	
Warm & Well Steering Group	Housing Committee	2021	2023	Maria Hickman / Amy Beckett
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> Quarterly updates on number of successful projects and schemes in the district to help private home owners and businesses meet the retrofit challenge Annual reporting on capacity to service the district’s businesses and homes with support for retrofit. Baseline drawn from the first annual report due Feb 2022 <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> Number of enquiries to Warm & Well Advice line Number of measures installed through Warm & Well Scheme 				
EC3.4	 Work with partners to position Stroud District as a Retrofit Centre for Excellence which provides training and develops the skills needed to retrofit homes and businesses			
Governance		Timescale		Lead officer (s)
		Start	End	
Regeneration and Investment Board / 2030 Explore Group	Strategy & Resources Committee	2021	2026	Rachel Brain / Amy Beckett
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> Establish a working group with key partners to position the District as a centre of excellence, including educational providers and innovators to develop the retrofit training and skills offer for Stroud District and beyond. The Working Group to be established by Summer 2022 and a work plan identified by Jan 2023. Submitted a successful funding bid to support the work of the group 				
EC3.5	 Develop planning policies and developer guidance to enable all new buildings to achieve a net zero carbon standard			
Governance		Timescale		Lead officer
		Start	End	
Environment Committee / Council		2021	2023	Mark Russell
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> Develop Policy and guidance by 2023 Number of new dwellings that have achieved a net zero carbon standard by 2026 				
EC4	Mobility / transport			

	Support development of an integrated active travel (walking and cycling) and public transport network and development of electric vehicle charging infrastructure working with county and regional partners			
EC4.1 	Work with GCC and through the new Cycling & Walking Strategy Task & Finish Group to develop and implement three Local Cycling and Walking Infrastructure Plans (LCWIP) for Stroud; Cam, Dursley and Uley; Wotton-under-Edge and Kingswood, support safe cycling, and identify and prioritise the main strategic cycling routes within the district.			
Governance		Timescale		Lead officer
		Start	End	
Cycling & Walking Strategy Task & Finish Group	Environment Committee	2021	2023	Simon Maher
How will we measure success?				
SDC measures:				
<ul style="list-style-type: none"> T&F group to recommend a prioritisation methodology to allocate funding for cycling and walking projects by March 2022 Allocate funding to deliver improved and new priority strategic and local walking and cycling schemes by March 2023 				
SDC contributes to PIs at national, regional or county level:				
<ul style="list-style-type: none"> Provide input to GCC to aid the production of LCWIPs Prioritise main strategic walking and cycling routes within the district, including accessibility Identify local cycling and walking routes which link to, or will help to deliver strategic routes 				
EC4.2 	In partnership with the County Council, encourage the expansion and improvement of public transport and links to walking and cycling routes – to include bus services and railway stations and services, and bids for new facilities that benefit residents of the District			
Governance		Timescale		Lead officer
		Start	End	
Walking & Cycling Group	Strategy & Resources Committee	2021	Ongoing	Conrad Moore / Simon Maher
How will we measure success?				
SDC measures:				
<ul style="list-style-type: none"> Publicity/information campaign promoting the use of public transport and links to active travel across the district Submission of strategic outline business case to Department for Transport for the reopening of Stonehouse Bristol Road station by September 2022 Development of a prioritised programme of investment in walking and cycling projects by March 2022 				
SDC contributes to PIs at national, regional or county level:				
<ul style="list-style-type: none"> Increase in public transport links to walking and cycling routes year on year Number of new or improved facilities such as cycle lanes, cycle tracks, walking trails 				
EC4.3 	Working with partners, expand the network of Electric Vehicle charging points and increase support for low carbon transport , and a reduction in private car use and explore measures to reduce air pollution such as no-idling zones			

Governance		Timescale		Lead officer (s)
		Start	End	
Environment Committee		2021	2023	Mike Towson / Rachel Brain
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> Number of EV charge points installed in SDC car parks, work with town and parish councils Low Carbon Transport Strategy with agreed targets in place Quarterly reporting to targets in the Low Carbon Transport Strategy 				
EC4.4	Review taxi and private hire licensing conditions to consider moving from an ‘age’ condition to an ‘emissions’ based condition – to encourage an increase in the percentage of low and Ultra Low Emission Vehicles (CN2030 M8)			
Governance		Timescale		Lead officer
		Start	End	
Community Services & Licensing Committee		2021	2023	Rachel Andrew
<p>SDC measures:</p> <ul style="list-style-type: none"> Increase the % of taxi and private vehicles that are Euro 6 standard or EV from 50% (2021) to 75% by 2023 				
EC5	<p>Circular economy Develop the foundations of a sustainable circular economy for the district by minimising consumption, reducing the quantity of resources sent to incineration and applying the waste hierarchy: prevent, reduce, reuse, recycle, recover and as a last resort disposal</p>			
EC5.1	Further reduce the quantity of resources discarded as waste and minimise its environmental impact.			
Governance		Timescale		Lead officer (s)
		Start	End	
Environment Committee		2021	2023	Mike Towson / Rachel Brain
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> NI191 - % total household waste not sent for recycling, reuse or composting Reduction from 2020/21 baseline figures. 				

EC5.2 	Work with our partner Ubico to identify joint opportunities for carbon reduction projects in household collection and management of public spaces			
Governance		Timescale		Lead officer
		Start	End	
Environment Committee		2022	2025	Mike Towson
How will we measure success?				
SDC measures:				
<ul style="list-style-type: none"> Number of carbon reduction projects scoped with Ubico, including analysis of potential carbon saving 				
EC5.3 	Support the phasing out of single use plastics in the district and encourage and support local initiatives to ‘reduce, repair and recycle’			
Governance		Timescale		Lead officer (s)
		Start	End	
Environment Committee		2022	2023	Mike Towson / Rachel Brain
How will we measure success?				
SDC measures:				
<ul style="list-style-type: none"> Reduction in the percentage of plastic as a part of the overall composition of dry mixed recycling, against a 2020/21 baseline. Number of local initiatives identified and promoted Recycling composition report data - % plastic 				
EC5.4 	Continue to increase recycling rates across the district.			
Governance		Timescale		Lead officer
		Start	End	
Environment Committee		2022	2023	Mike Towson
How will we measure success?				
SDC measures:				
<ul style="list-style-type: none"> NI192 (%) - Total material recycled Tonnage reports from additional recycle Increase in NI192 % against 2020/21 baseline Introduction of an additional material at the kerbside 				

EC6	Renewable energy Increase the proportion of energy generated by renewable sources in the district and work on decarbonising existing networks			
EC6.1 	Continue to increase renewable generation in the district and to decarbonise existing networks, and support community-owned renewable energy schemes			
Governance		Timescale		Lead officer
		Start	End	
2030 Governance Energy Explore Group	Environment Committee	2021	Ongoing	Rachel Brain / Brian McGough
How will we measure success?				
SDC measures:				
<ul style="list-style-type: none"> Number of council or community or other renewable energy schemes supported by the council and the reported carbon saved/avoided. 				
EC6.2 	Deliver the water source heat pump projects at Ebley and Brimscombe Port Mills			
Governance		Timescale		Lead officer
		Start	End	
	Strategy & Resources Committee	2021	2021	Alison Fisk
How will we measure success?				
SDC measures:				
<ul style="list-style-type: none"> 97 tonnes of carbon saved per annum for Ebley and Brimscombe Port Mills combined 				
EC6.3 	Increase the proportion of Council and partner fleet vehicles powered by zero or low carbon technologies			
Governance		Timescale		Lead officer (s)
		Start	End	
	Environment Committee	2021	Ongoing	Joe Gordon / Mike Hammond / Mike Towson
How will we measure success?				
SDC measures:				



<ul style="list-style-type: none"> % increase of fleet vehicles powered by zero or low carbon tech 					
EC6.4  Deliver key low carbon demonstrator projects , including a project for 7 homes in Draycott, Cam					
Governance			Timescale		Lead officer
			Start	End	
Retrofit task and finish group		Housing Committee	2021	2023	Joe Gordon
How will we measure success?					
SDC measures:					
<ul style="list-style-type: none"> Delivery of the Draycott bungalows and other demonstrator projects by 2023 					




PRIORITY: COMMUNITY RESILIENCE AND WELLBEING
 Strengthening and supporting our communities so people feel included and connected

CW1					Community resilience				
					Support communities to help each other and build resilience through a network of community hubs and other community-led networks, with mental and physical health and wellbeing at its heart				
CW1.1					Community hubs				
					Develop community led networks and community hubs across the district by helping communities to develop their own networks and hubs, connecting smaller and larger hubs and providing support and training				
Governance				Timescale		Lead officer (s)			
				Start	End				
Community Services & Licensing Committee				2021	2024	Angela Gillingham / Emma Keating-Clark			
SDC measures:									
<ul style="list-style-type: none"> Support establishment of 10 well managed Hubs across the District serving the local community by the end of 2024 All Hubs connected and working together by the end of 2024 with quarterly reporting on progress of delivery plan Develop a website for Hubs by December 2022, where Hubs can access resources and training Establish a Peer Network for the Hubs by December 2022 									
CW1.2					Health and Wellbeing Plan				
					Act to improve the physical and mental health and wellbeing of people in the district through delivery of a new 3 year Health and Wellbeing Plan				

Governance		Timescale		Lead officer
		Start	End	
Community Services & Licensing Committee		2021	2024	Angela Gillingham
SDC measures: <ul style="list-style-type: none"> Write a 3-year health and wellbeing plan which is linked to the Leisure and Wellbeing Strategy by March 2022 Adopt a measure for each element of the action plan which is reported on quarterly through the performance monitoring mechanism <p style="color: red;">Committee discussed preference to cross reference/acknowledge complementary KPIs – specifically retrospective reporting on progress towards EC4 - integrated travel cycle/walking routes with reference to the Walking & Cycling Group</p>				
CW1.3	Ensure residents continue to receive the advice they need, by continuing our work in partnership with the Citizens Advice Bureau and developing a new Service Level Agreement			
Governance		Timescale		Lead officer
		Start	End	
Community Services & Licensing Committee		2021	2022	Keith Gerrard
SDC measures: <ul style="list-style-type: none"> SLA with CAB written and signed by 1st April 2022 				
CW1.4	Work to reduce the impacts and causes of anti-social behaviour by developing a district wide policy in partnership with the Community Safety Partnership			
Governance		Timescale		Lead officer (s)
		Start	End	
Community Services & Licensing Committee / Housing Committee		2021	2022	Kevin Topping / Mike Hammond
SDC measures: <ul style="list-style-type: none"> Reduction in anti-social behaviour instances/ reports <ul style="list-style-type: none"> Agreed ASB work outcomes with OPCC In collaboration with the Stroud Community Safety Panel, develop and adopt a proactive programme of ASB preventative training and awareness raising. Report quarterly on delivery of preventative ASB training and awareness raising 				
CW1.5	Appoint Food Justice Champions to work with partners to tackle food injustice, set up a food partnership and develop a food strategy to address the causes of food poverty, promote sustainability and food justice			
Governance		Timescale		Lead officer (s)
		Start	End	

Food Justice Champions		Community Services & Licensing Committee / Council		2021	2022	Angela Gillingham / Emma Keating Clark
SDC measures:						
<ul style="list-style-type: none"> • Create a Food Justice task and finish group by December 2021 to define future performance indicators (reflecting connection to the Health and Wellbeing action plan) • Report quarterly on Food Justice performance • Establish feeding Stroud partnership by March 2022 						
CW2	Affordable homes Build affordable, energy efficient homes and deliver high quality services for all tenants by investing in the renovation of existing council homes and meet a range of housing needs for those who experience disadvantage and creating a culture of tenant engagement and empowerment					
CW2.1	Deliver new affordable homes across the District, through planning policy and work with partners including community-led housing groups, housing associations and via our own New Homes Programme, which will deliver EPC-A rated properties in line with our Strategy for New Council Homes 2020-2024					
Governance				Timescale		Lead officer (s)
				Start	End	
Voids and Repairs Task and Finish Group		Housing Committee		2021	2024	Alison Fisk / Pippa Stroud
How will we measure success?						
SDC measures:						
<ul style="list-style-type: none"> • Number of new affordable Council homes completed: 2021/22 – 36 2022/23 – 49 2023/24 – 76 2024/25 – 50 • 120 new affordable homes completed p.a. by partners 						
CW2.2	Invest £30m over the next 5 years to repair, maintain and invest in current council housing stock and bring empty council homes back into use as soon as possible					
Governance				Timescale		Lead officer
				Start	End	
		Housing Committee		2021	2026	Joe Gordon
How will we measure success?						
SDC measures:						
<ul style="list-style-type: none"> • A rolling 5-year investment plan is agreed (as part of the MTFP) • Quarterly actual delivery tracks 5-year investment plan • Spend per property in upper quartile compared with peers 						


<ul style="list-style-type: none"> Empty property (void) ready to let turnaround time in upper quartile compared with peers 				
CW2.3  Prioritise the prevention of homelessness by delivering the Next Steps Accommodation Programme and invest in temporary accommodation and specialist support, including working with partners countywide to develop the specialist housing and support needed				
Governance		Timescale		Lead officer
		Start	End	
Housing Committee		2021	2024	Pippa Stroud
How will we measure success? SDC measures: <ul style="list-style-type: none"> Increase the number of homeless cases prevented* by 25% pa (from a 20/21 baseline of 62 cases pa) Reduce the number of households in temporary accommodation after 56 days by 25% pa (from a 20/21 baseline of 49) *total cases prevented and relieved from homelessness before the council was required to consider a homeless duty Quarterly reporting on: <ul style="list-style-type: none"> Financial investment in support and temporary accommodation 				
CW2.4  Provide more opportunities for resident involvement in housing decisions through delivery of the Charter for Social Housing Residents and our continuing commitment to build on resident involvement opportunities				
Governance		Timescale		Lead officer
		Start	End	
Tenant engagement & empowerment Task and Finish Group	Housing Committee	2021	2023	Kevin Topping
How will we measure success? SDC measures: <ul style="list-style-type: none"> At least 80% of tenants are satisfied with the training they receive At least 80% of tenants are satisfied with the quality and relevance of SDC tenant events they attend 10% increase in the overall number of tenants engaged* Increase the number of tenants engaged who are under 30 years old* Cross service tenants' scrutiny panel established with half yearly report to HC on work programme delivery. * Including all consultation events, scrutiny panels and performance management activity. Baselines to be confirmed				

CW2.5 	Continue to invest and deliver the programme to modernise our Independent Living homes for older people			
Governance		Timescale		Lead officer
		Housing Committee	2021	Ongoing
How will we measure success? SDC measures: <ul style="list-style-type: none"> Number of Independent Living Schemes modernised: 2021/22 – 2 2022/23 – 2 2023/24 – 2 2024/25 – 2 				
CW3	Community Engagement Strengthen local democracy by developing a culture of community engagement to enable greater involvement of residents, council tenants, communities and businesses in decisions on council services and priorities			
CW3.1 	Develop a Community Engagement Strategy, which incorporates the Council’s Hear by Right Commitment for young person’s involvement, and ensures the voice of the community and key stakeholders is at the heart of council priorities			
Governance		Timescale		Lead officer
Fit for the Future Board		Community Services & Licensing Committee	2021	2023
SDC measures: <ul style="list-style-type: none"> Develop a Community Engagement Strategy and implementation of action plan Monitor achievement of action plan milestones Youth Council are involved in decision making and consultation 				
CW3.2 	Improve customer service for residents by procuring a Digital Platform that provides for centralised first contact ensuring an easier access to services and that provides additional support for those with complex needs			
Governance		Timescale		Lead officer
Fit for the Future Board		Strategy & Resources / Community Services & Licensing Committee	2021	2023
Liz Shellam / Mike Hammond / Adrian Blick				

How will we measure success? The programme team will need to perform analysis to understand what first contact services should be centralised, which processes should be targeted for improvement and which of these should be delivered on a self-service basis vs those that need to be delivered by officers as they are handling more complex cases. The team will then be able to assess improvement based on a before and after analysis of performance on a process by process basis.

SDC measures:

- First two contact services centralised by end of 2022
- Straightforward processes identified and made available for self-service via the internet (minimum 10) by end of 2023
- Repetitive processes identified and automated (minimum 10) by end of 2023
- Resource capacity increased to serve those with complex needs

CW3.3  Work with Town and Parish Councils to develop, agree and implement a new strategic approach for partnership working between district, towns and parishes including specific support for rural communities.

Governance		Timescale		Lead officer
		Start	End	
	Strategy & Resources / Community Services & Licensing Committee	2021	2022	Hannah Emery


How will we measure success?

SDC measures:

- Over 50% of Town and Parish councils participate in developing a new strategic framework and charter to identify key issues and ways of working jointly with district (end 2022)
- Number of Town and Parish Councils signed up to the Charter

2021/22 baseline	2022/23 target	2023/24 target
0	50%	75%



- Positive feedback received from more than 50% of Parish & Town Councils on partnership working with district council (end 2023)
- Number of Market Town meetings and other town and parish meetings convened by SDC




CW3.4  Provide dedicated support to communities for the **registration of community assets** so communities have more control and ownership of local buildings, land and community shops as well as protecting publicly owned land and assets





Governance		Timescale		Lead officer (s)
		Start	End	
	Strategy & Resources Committee	2021	2022	Simon Maher



How will we measure success?


SDC measures:

<ul style="list-style-type: none"> • % age of Communities which provide positive feedback on support received from SDC to register community assets • Monitor the number of community assets registered • Communications campaign publicising the process by September 2022 to include engaging with relevant community, social and recreational groups who may wish to register assets specific to their interest area 					
CW4	Leisure and Culture Services Adopt a long term investment plan for leisure services and facilities across the district to ensure everyone has access to good quality leisure opportunities that meet their needs				
CW4.1 	Continue work to ensure that our leisure and wellbeing services are fit for the future by completing the Leisure Review options appraisal as well as supporting the recovery of the leisure centres from the pandemic.				
Governance			Timescale		Lead officer
			Start	End	
Leisure and Wellbeing Task & Finish Group		Community Services & Licensing Committee	2021	2022	Angela Gillingham
SDC measures: <ul style="list-style-type: none"> • Agree the preferred management option of leisure, health and wellbeing services by March 2022 • Write a 3-year rolling physical activity action plan to deliver the objectives of the Leisure and Wellbeing 20-year strategy by March 2022 • Report quarterly on the recovery and ongoing performance of Stratford Park and The Pulse leisure centres. 					
CW4.2 	Working with partners, increase the number, accessibility, and quality of playing pitches, play areas and outside spaces within the district				
Governance			Timescale		Lead officer (s)
			Start	End	
Leisure and Wellbeing Task & Finish Group		Community Services & Licensing Committee	2021	2023	Angela Gillingham / Mike Towson / Kevin Topping / Conrad Moore / Alison Fisk
SDC measures: <ul style="list-style-type: none"> • Increase the number, accessibility and quality of 3G and grass pitches in the Stroud District, as identified within the playing pitch strategy (PI measure – by 2023 to have added 1 3G pitch and access to 1 additional grass pitch in Stroud.) The strategy sits with Leisure Strategy and will be included within the action plan • Approve a Children’s Play Area Strategy by March 2023 SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"> • Support sports clubs with funding applications to improve their playing pitches and changing facilities (dependent on the application) 					


CW4.3 	Increase physical activity and sports participation through our Healthy Lifestyles Scheme and in partnership with the Gloucestershire We Can Move programme			
Governance		Timescale		Lead officer
		Start	End	
Leisure and Wellbeing Task & Finish Group	Community Services & Licensing Committee	2021	2023	Angela Gillingham
SDC measures: <ul style="list-style-type: none"> • Increase the number of referrals to the Healthy Lifestyle Scheme received each year 2021/2022 – (100) 2022/2023 (300) 2023/2024 (450) 2024/2025 (600) • Increase the number of participants who complete the 12-week programme 2021/2022 (30) 2022/2023 (120) 2023/2024 (180) 2024/2025 – (250) • Increase participants at all of our activities including with the Healthy Lifestyles Choose to Move programme Ange G - 2021/2022 – (50) 2022/2023 (100) 2023/2024 – (200) SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"> • Support implementation of a 'Refer All' system to improve to accurate reporting of the healthy lifestyles scheme – Refer All launch January 2022 with Active Glos. 				
CW4.4 	Support refurbishment of Stratford Park Lido by submitting a bid, in partnership with Stroud Town Council and Friends of the Lido to the National Lottery Heritage Fund			
Governance		Timescale		Lead officer (s)
		Start	End	
	Community Services & Licensing Committee	2021	2024	Angela Gillingham / Mike Hammond / Natalie Whalley
SDC measures: <ul style="list-style-type: none"> • Set up a task and finish group to work on the development of the Stroud Lido • Produce and adopt a development plan for Stroud Lido • Heritage Lottery Fund Bid for Stroud Lido submitted by target date 				
CW 4.5 	Building on previous work, develop an Arts and Culture Strategy for the District			
Governance		Timescale		Lead officer
		Start	End	
	Community Services & Licensing Committee	2021	2024	Keith Gerrard
SDC measures: <ul style="list-style-type: none"> • Arts and Culture Strategy developed and adopted by 2024 (with action plan) • Strategy delivery plan reported quarterly to Community Leisure and Licensing Committee 				




CW4.6 	Implement the Museum in the Park's free-to-join Supporter Scheme to provide residents with exciting opportunities to engage with the museum and extend community reach to new audiences ensuring the museum remains at the heart of the wider community			
Governance		Timescale		Lead officer
Museum in the Park Governing Body		Community Services & Licensing Committee	2021	2022
SDC measures: <ul style="list-style-type: none"> The successful implementation as per the project plan of the museum membership scheme by end of March 2022 				
CW5	Equality, diversity and inclusion Embed equality, diversity and inclusion as a priority across the Council and the District with targeted support for those who experience the most disadvantage in our communities			
CW5.1 	Deliver our Equality, Diversity and Inclusion Action Plan 2021-25, through engaging with communities, showing leadership and championing equality, diversity and inclusion in all that we do.			
Governance		Timescale		Lead officer
ED&I Working Group		Council	2021	2025
How will we measure success? SDC measures: <ul style="list-style-type: none"> Effective implementation of the ED&I action plan reported twice yearly to Council 				
CW5.2 	Adopt effective and transparent policies to reduce inequalities that result from socio-economic disadvantage in line with Section 1 of the Equality Act, the socio-economic duty, as an effective framework for tackling local poverty and economic inequality			
Governance		Timescale		Lead officer
ED&I Working Group		Council	2021	2022
How will we measure success? SDC measures: <ul style="list-style-type: none"> Effective implementation of the ED&I action plan reported twice yearly to Council 				
CW5.3 	Lead and support action to reduce health inequalities in partnership with Public Health and local NHS trusts			
Governance		Timescale		Lead officer (s)



		Start	End	
Community Services & Licensing		2021	2024	Angela Gillingham / Emma Keating-Clark
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> Ensure leisure and wellbeing plans are informed by health equalities in our District Continue to lead voluntary and statutory partnership to ensure District-wide prioritisation of health inequalities. The measure of success will come from the actions of the health and wellbeing plan 				
CW5.4	Work with partners to improve the accessibility and welcome of public spaces and shops, and improve awareness of impairments both visible and invisible			
				
Governance		Timescale		Lead officer
		Start	End	
Strategy & Resources / Community Services & Licensing		2021	Ongoing	Amy Beckett / Brendan Cleere
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> Measured campaign relating to increasing awareness of invisible impairments including neurodiversity Future bids for public space improvements to include consideration of accessibility <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> Working with business owners / community groups / community organisations 				
CW5.5	Work with partners to support older people to stay in their homes for longer and continue to work to become a dementia friendly district			
				
Governance		Timescale		Lead officer
		Start	End	
Community Services & Licensing Committee		2021	2024	Angela Gillingham
<p>SDC measures:</p> <ul style="list-style-type: none"> (performance measure to be determined in first period and will be informed through dialogue with adult social care/Integrated Care System) <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> Continue strategic planning in partnership with Integrated Locality Partnership (ILP) and Integrated Care System (ICS) Continue to progress the agreed action plan for older people, frailty and carers with ILP working group 				




<ul style="list-style-type: none"> Work with partners to establish Stroud Dementia Action Alliance Contribute to Gloucestershire Dementia Action Alliance 					
CW5.6 	Support our Armed Forces Champion and provide help as needed to former members of the armed services who need extra support and continue to deliver the Armed Forces Covenant across the local area				
Governance			Timescale		Lead officer
			Start	End	
Strategy & Resources Committee			2021	2024	Kevin Topping
How will we measure success?					
SDC measures:					
<ul style="list-style-type: none"> Number of veterans referred for support within one working day of request Feedback on SDC report provided to be part of an annual update report 					

PRIORITY: ECONOMIC, RECOVERY AND REGENERATION
Supporting a thriving and resilient economy

ER1	Economic recovery Support our high streets and businesses to enable recovery of the local economy from the impacts of COVID-19 and building foundations for a sustainable and inclusive local economy						
ER1.1 	Develop and implement an inclusive and sustainable ' Economic Development Strategy ' including supporting market towns and sectors most impacted by the pandemic						
Governance			Timescale		Lead officer		
			Start	End			
Regeneration and Investment Board			Strategy & Resources Committee		2021	2023	Amy Beckett
How will we measure success?							
SDC measures:							
<ul style="list-style-type: none"> 10 year Economic Development Strategy shared for consultation, revised and adopted by March 2022 % of actions in each prioritised annual action plan are delivered within the Civic Year (80% target) Regular market town forums 							
SDC contributes to PIs at national, regional or county level:							
<ul style="list-style-type: none"> Partnership actions within the strategy 							

ER1.2  Continue to support high street businesses to increase their digital and online visibility				
Governance		Timescale		Lead officer (s)
		Start	End	
Strategy & Resources Committee		2021	Ongoing	Amy Beckett / Ben Falconer
How will we measure success?				
SDC measures:				
<ul style="list-style-type: none"> • Number of high street businesses promoted online annually • % of businesses in annual business survey which report an online presence and shopping 				
ER1.3  Support local high streets through the 'Think Local, Shop Local' campaign and local initiatives to increase footfall such as markets, events and community-led initiatives				
Governance		Timescale		Lead officer (s)
		Start	End	
Market Towns Forum		2021	Ongoing	Amy Beckett / Ben Falconer
How will we measure success?				
SDC measures:				
<ul style="list-style-type: none"> • Social media reach of Shop Local messages • Implement the Economic Development Strategy and adopt the actions that focus on Key Economic Objective to “Boost our market towns and rural vitality” • Monitor against ED Strategy objectives and agreed action plan 				
ER1.4  Work with partners across Stroud district to grow a sustainable visitor economy, including the night time economy, walking and cycling, culture and leisure attractions				
Governance		Timescale		Lead officer
		Start	End	
Community Services & Licensing Committee		2021	Ongoing	Amy Beckett
SDC measures:				
<ul style="list-style-type: none"> • % increase in expenditure by tourists in the district based on 2019/20 data (£149,610,000 Direct Visitor spend). Performance measure to be determined in first period 				

ER1.5 	Consult with all types of businesses on how to improve business services, for example by providing a 'one door' access point into the Council, direct engagement from Councillors and in particular actions to address the needs of small businesses				
Governance			Timescale		Lead officer
Fit for the Future Board			Strategy & Resources Committee	2021	2024
Amy Beckett			How will we measure success?		
SDC measures:					
<ul style="list-style-type: none"> Implement regular business engagement through face to face and online methods to understand how the District can provide a meaningful one door access point to the Council. 					
ER2	Regeneration Deliver key regeneration sites across the district, especially brownfield sites and long-term empty properties, for local jobs, homes, community facilities and green spaces				
ER2.1 	Develop Brimscombe Port as a key strategic site to support a thriving community, in line with project milestones which include securing a development partner and delivering infrastructure works				
Governance			Timescale		Lead officer (s)
Brimscombe Port Project Board			Strategy & Resources Committee	2021	2026
Alison Fisk / Leonie Lockwood			How will we measure success?		
SDC measures:					
Year 1					
<ul style="list-style-type: none"> Demolition completed Procurement process for developer commenced 					
Year 2					
<ul style="list-style-type: none"> Developer selected and appointed Submission of planning application for redevelopment 					
Year 3					
<ul style="list-style-type: none"> Planning approval for redevelopment Commencement of construction of the redevelopment 					
Year 5					
<ul style="list-style-type: none"> Completion of redevelopment 					

ER2.2 	Deliver Phase 1b of the Canal Project (Cotswold Canals Connected), incorporating land acquisition, planning application for the 'missing mile', Ocean Bridge works and a range of activities including five local activity hubs along the canal			
Governance		Timescale		Lead officer
		Start	End	
Canal Project Board	Strategy & Resources Committee	2021	2025	Chris Mitford-Slade
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> • Meet the project milestones as set out in Canal Strategy Phase 1b, including: <ul style="list-style-type: none"> ○ Completion of the Ocean Rail Bridge project (April 2022) ○ Land acquisitions secured (April 2022) ○ Approval of the Missing Mile Planning Application (May 2022) ○ Monitoring & Evaluation progress reports in place (June 2022) ○ Activity planning work) being delivered through in line with lottery bid 				
ER2.3 	Produce a pipeline of regeneration schemes progressing 'hard to develop' brownfield sites and long-term empty properties across the district, delivering quality local jobs and homes, while preserving and enhancing biodiversity			
Governance		Timescale		Lead officer (s)
		Start	End	
Regeneration and Investment Board	Strategy & Resources Committee	2021	2026	Alison Fisk / Leonie Lockwood
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> • SDC pipeline of regeneration schemes reviewed and reported twice per year, including any empty buildings brought back into use • Annual progress achieved on each of the priority sites in accordance with approved milestones by 2026 and reported to RIB meetings 				
ER2.4 	Support the development of a diverse local economy of social enterprises, cooperatives and small businesses by working with others to increase commercial space available for expansion and by exploring the use of land for low cost sites and start-ups, as well as protecting existing employment sites			
Governance		Timescale		Lead officer (s)
		Start	End	
Regeneration and Investment Board	Strategy & Resources Committee	2021	Ongoing	Alison Fisk / Mark Russell




- How will we measure success? Identify potential land available for expansion and maintain existing employment sites





SDC measures:









- Sq M of new commercial development made available and hectareage of new land allocated for employment uses by April 2023
- Land identified for low cost sites

SDC contributes to PIs at national, regional or county level:



- Work with others (e.g. FSB) to offer appropriate advice to businesses, social enterprises and cooperatives

ER3	Investment Promote the Stroud District to attract investment in key infrastructure and high quality jobs with a focus on environmental technologies, engineering and manufacturing and creative industries				
ER3.1 	Attract investment by setting out the offer of Stroud District in a new 'Place Prospectus' to showcase the district's achievements and future priorities				
Governance			Timescale		Lead officer
			Start	End	
Regeneration and Investment Board		Strategy & Resources Committee	2021	2022	Mark Russell
How will we measure success?					
SDC measures:					
<ul style="list-style-type: none"> • Produce and share 'Place Prospectus' by December 2022 • Positive feedback from external stakeholders (including potential investors) on Place Prospectus 					
ER3.2 	Promote prosperity and visitors to the district's waterways, by developing a Canal Strategy , which links to heritage and biodiversity objectives				
Governance			Timescale		Lead officer
			Start	End	
Regeneration and Investment Board		Strategy & Resources Committee	2021	2022	Mark Russell
How will we measure success?					
SDC measures:					
<ul style="list-style-type: none"> • Canal Strategy adopted as a supplementary planning document by May 2022 • Action plan approved by December 2022 					
ER3.3 	Work to secure external funding for priority projects, by establishing a task force to review bid options and developing a bid to the Government's Levelling Up Fund and other funding opportunities				

Governance		Timescale		Lead officer
		Start	End	
Levelling Up Fund Working Group Regeneration and Investment Board	Strategy & Resources Committee	2021	2022	Brendan Cleere
How will we measure success? SDC measures: <ul style="list-style-type: none"> Levelling Up Bid prepared and submitted in line with Government deadlines when known Application made to GEGJC for green skills and retrofit local partnership – Spring 2022 Creation of a task force to succeed LUF working group 				
ER3.4	Work with partners to support the bid to the UK Atomic Energy Authority to secure the first prototype commercial fusion plant and associated research and innovation park at Oldbury & Berkeley			
				
Governance		Timescale		Lead officer
		Start	End	
Regeneration and Investment Board	Strategy & Resources Committee / Council	2021	2024	Mark Russell
How will we measure success? SDC measures: <ul style="list-style-type: none"> Support provided for UK Atomic Energy Authority bid by December 2022 				
ER4	Support for businesses Champion local businesses of all types and sizes that lead on environmental and social good practice and support them to grow, keeping wealth in the district, strengthening local supply chains and offering rewarding local jobs			
ER4.1	Create a 'favoured trader' list of local businesses and champion those businesses that are living wage employers and lead on environmental and social good practice			
  				
Governance		Timescale		Lead officer
		Start	End	
	Strategy & Resources Committee	2021	2023	Amy Beckett
How will we measure success? SDC measures: <ul style="list-style-type: none"> Favoured trader list on track to be developed and shared by March 2023 Increase in % of businesses that pay the real living wage 2 articles annually showcase businesses with environmental and social good practice in Stroud District in regional/national and trade press 				

ER4.2  	Explore options for bringing more financial power and resilience to our district such as cooperative banking, credit unions, investment in local schemes including renewable energy projects, and local government bonds			
Governance		Timescale		Lead officer
		Start	End	
	Strategy & Resources Committee / Audit & Standards Committee	2021	2025	Andrew Cummings
How will we measure success?				
SDC measures:				
<ul style="list-style-type: none"> Increase in support (time) / funding year on year provided to Community Banks and Credit Unions Annual investment in renewable energy generation through treasury or capital investment 				
ER4.3   	Support procurement from local businesses and drive local spending on low carbon goods and services to create stronger supply chains within the local economy. This may include collaborative partnerships with local anchor institutions to encourage community wealth building			
Governance		Timescale		Lead officer
		Start	End	
	Strategy & Resources Committee	2021	Ongoing	Hannah Emery
How will we measure success?				
SDC measures:				
<ul style="list-style-type: none"> 50 % of overall annual spend is from local businesses with a GL postcode. Annual improvement in social value as measured through the Social Value Portal 				
SDC contributes to PIs at national, regional or county level:				
<ul style="list-style-type: none"> Partnering with local anchor institutions to support community wealth building 				
ER4.4   	Work with partners to support the development of skills and training for all ages , including the unemployed, young people and apprentices, and across key sectors including the low carbon sector and visitor economy.			
Governance		Timescale		Lead officer (s)
		Start	End	
Regeneration and Investment Board	Strategy & Resources Committee	2021	Ongoing	Lucy Powell / Amy Beckett / Emma Keating-Clark

<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> Provide regular opportunities for partners to share information on their skills and training provision that are available for the residents of our District including through community groups Continued support for SDC apprenticeship scheme and volunteer opportunities <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> Collaboration with local training providers Input and support for Gloucestershire Skills Strategy 				
<p>ER4.5</p> <p>Work with trade unions to support fair employment, encouraging more local businesses and organisations to be real living wage employers</p>				
Governance		Timescale		Lead officer (s)
		Start	End	
Regeneration and Investment Board		Strategy & Resources Committee		Lucy Powell / Amy Beckett
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> Positive engagement with Trade Unions at SDC <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> Number of businesses who have pledged to be real living wage employers 				
<p>ER5</p> <p>Strategic Planning</p> <p>Adopt the new Stroud District Local Plan</p>				
<p>ER5.1</p> <p>Progress the Local Plan through public examination and secure its adoption</p>				
Governance		Timescale		Lead officer
		Start	End	
Environment Committee / Council		2021	2022	Mark Russell
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> Local Plan recommended for adoption by Government Inspector Local Plan adopted within 3 months of receiving the Inspector's Report 				

ER5.2 	Support the delivery of strategic site allocations contained within the local plan and the key infrastructure required to support it			
Governance		Timescale		Lead officer
		Environment Committee / Council	Start 2021	End 2026
How will we measure success? SDC measures: <ul style="list-style-type: none"> Number of houses built and hectarage of employment land developed annually compared with Local Plan requirements 				
ER5.3 	Work with parish councils to develop Neighbourhood Development Plans and Orders to meet local development needs			
Governance		Timescale		Lead officer
		Environment Committee / Council	Start 2021	End Ongoing
How will we measure success? SDC measures: <ul style="list-style-type: none"> Number of Neighbourhood Development Plans and Orders progressed or reviewed 				

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Performance Monitoring Report: xxx Committee

Date of Meeting		
Attendees	Members: Officers:	
Performance Update (please give a brief progress update on the following areas)		
Council Plan Priorities (see performance management system)	Project / activity	Progress & RAG Status
Performance Indicators or Milestones (see performance management system where applicable)	Project / activity	Progress & RAG Status
Projects / Capital programme (if not covered in Council Plan)		
Risks (see performance management system)		

Relevant finance issues	Agenda Item 10 Appendix B
Any other issues considered at the meeting (eg staffing / resources)	
Follow up (any issues for consideration at the next meeting)	

Any issues of significant concern to be reported to audit and standards	
Any actions/recommendations for the committee	
Report submitted by	
Date of report	

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



STRATEGY & RESOURCES COMMITTEE

MEMBER/OFFICER REPORT

NAME OF ORGANISATION/BODY	Regeneration and Investment Board Levelling Up Task Force (key partners)
DATE OF LAST MEETING ATTENDED	7 December 2021 (RIB) 15 December 2021 (LUF Task Force)
BRIEF REPORT:	
<p>The Regeneration and Investment Board (RIB) discussed the following main items at its last meeting, on 7 December 2021:</p> <p>Canals Strategy. The emerging Strategy was presented by the lead consultants (David Hawes Urban Design) and it was noted that a draft document would be presented to S&R Committee on 13 January 2022. This would be followed by a period of public consultation prior to the document coming to Environment Committee for approval in Spring 2022, for consideration as a Supplementary Planning Document.</p> <p>Levelling up Fund (LUF). Work continues on the development of a Stroud Town Centre 'package' bid that will bring benefits to the whole district, creating stronger gateways to the Town Centre, boosting tourism, creating jobs and improving walking and cycling. The partners' Task Force continues to meet on a monthly basis and includes representation from the Town Council, GFirst LEP, County Council, Stroud MP, Network Rail, Chamber of Commerce and others. The Task Force met on 15 December 2021, with the main focus being on communications and stakeholder engagement. Further details about the package of projects will be shared in the New Year and as the bid develops, for an anticipated submission in Spring 2022. A key area of uncertainty remained around the Levelling Up White Paper and guidance on the next round of LUF bids, including criteria and timetable. Pending publication of this guidance (now expected in early 2022), a bid deadline of April 2022 was the working assumption and it was accepted that the focus of the bid may need to be altered to reflect any significant change in the criteria.</p>	
FUTURE MEETINGS	RIB: 1 February 2022 LUF Task Force: 26 January 2022
REPORT SUBMITTED BY	Brendan Cleere, Strategic Director of Place
DATE	20 December 2021

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STRATEGY AND RESOURCES COMMITTEE

13 JANUARY 2022

WORK PROGRAMME

Date of meeting	Matter to be considered	Reporting Member/Officer
27.01.22 Extraordinary Budget Meeting	SDC Capital Strategy	Strategic Director of Resources
	General Fund Budget 2022-23, Capital Programme and MTFP	Strategic Director of Resources
	HRA Budget 2022/23 and MTFP	Accountancy Manager
10.03.22	Play Areas Strategy	Head of Housing Services, Community Services Manager
	Economic Development Strategy and Action Plan	Senior Economic Development Specialist Head of Planning Strategy
	Member\Officer update reports: a) Leadership Gloucestershire Update b) Performance Monitoring c) Gloucestershire Economic Growth Joint Committee (GEGJC) d) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) e) Regeneration & Investment Board f) Brimscombe Port Board g) Council Plan Update Q4	Chair & Chief Executive Councillors Pearson & Housden Chair & Chief Executive Councillor Turner Strategic Director of Place Regeneration Delivery Lead Chief Executive/Policy & Performance Officer
	Work Programme	
07.04.22	Budget Monitoring Report 2021/22 Q3	Accountancy Manager
	Stroud Cemetery Chapel	Property Manager
	Member\Officer update reports: a) Leadership Gloucestershire Update b) Gloucestershire Economic Growth Joint Committee (GEGJC) c) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) d) Regeneration & Investment Board e) Brimscombe Port Board	Chair & Chief Executive Chair & Chief Executive Councillor Turner Strategic Director of Place Regeneration Delivery Lead
	Work Programme	

Items for a future Meeting:

- Kingshill House – Date TBC - Property Manager

Items for Next Civic Year:

- Brimscombe Port Developer Partner – May/June 2022 – Head of Property Services
- Procurement Update – May/June 2022 – Senior Policy and Governance Officer
- Corporate Asset Management Strategy – November 2022 – Head of Property Services
- Performance Management Framework Review – November 2022 - Senior Policy and Governance Officer

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