



Public Document Pack STROUD DISTRICT COUNCIL

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30 March 2022

STRATEGY AND RESOURCES COMMITTEE

A meeting of the Strategy and Resources Committee will be held on **THURSDAY, 7 APRIL 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.

If you wish to attend this meeting, please contact democratic.services@stroud.gov.uk. This is to ensure adequate seating is available in the Council Chamber.

AGENDA

1. **APOLOGIES**
To receive apologies of absence.
2. **DECLARATIONS OF INTEREST**
To receive declarations of interest.
3. **MINUTES (Pages 3 - 6)**
To approve the Minutes of the meetings held on 10 March 2022.
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, 1 April 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. **LEVELLING UP BID - USE OF BUSINESS RATES PILOT FUNDING (Pages 7 - 16)**
To propose the use of Business Rates Pilot funding to support project development costs relating to the forthcoming Levelling Up Fund (LUF) bid.
6. **BUDGET MONITORING REPORT QUARTER 3 2021/22 (Pages 17 - 36)**
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.
7. **DEBT WRITE OFF (Pages 37 - 40)**
To consider the write off of sums owed by Rush Skatepark Ltd in line with the procedures in the Constitution.
8. **MEMBER / OFFICER REPORTS (TO NOTE)**
 - (a) Performance Monitoring (Pages 41 - 60)
 - (b) Leadership Gloucestershire Update (To Follow)
 - (c) Gloucestershire Economic Growth Joint Committee (GEGJC) (Pages 61 - 64)
 - (d) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) (To Follow)
 - (e) Regeneration and Investment Board (Verbal Report)
9. **WORK PROGRAMME (Pages 65 - 66)**
To consider the work programme.
10. **MEMBER QUESTIONS**
See Agenda Item 4 for deadlines for submission.

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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STRATEGY AND RESOURCES COMMITTEE**10 March 2022****7.00 - 8.00 pm****Council Chamber****Minutes****Membership****Councillor Doina Cornell (Chair)**

Councillor Chris Brine

Councillor Gordon Craig

Councillor Stephen Davies

Councillor Martin Percy

Councillor Keith Pearson

Councillor Nicholas Housden*

*= Absent

Councillor Catherine Braun (Vice-Chair)

Councillor Steve Robinson

Councillor Mattie Ross

Councillor Ken Tucker

Councillor Chloe Turner

Councillor Nick Hurst*

Officers in Attendance

Chief Executive

Strategic Director of Resources

Monitoring Officer

Senior Economic Development Specialist

Senior Democratic Services & Elections

Officer

SRC.064 Apologies

Apologies for absence were received from Councillors Housden and Hurst.

SRC.065 Declarations of Interest

There were none.

SRC.066 Minutes**RESOLVED That the Minutes of the meetings held on 13 January 2022 and 27 January 2022 were approved.****SRC.067 Public Question Time**A public question was submitted. It was answered by the Chair, Councillor Cornell. (Refer to the [recording of the meeting](#)).

SRC.068 Economic Development Strategy and Action Plan

The Senior Economic Development Specialist advised that since the Economic Development Strategy had been to Committee in November they had opened public consultation. Key changes that had been made following the consultation included:

- the baseline was updated
- clearer reference to the strategies and policies that the economic development strategy would compliment
- removal of focussed priority areas for cluster groups due to confusion.

The Senior Economic Development Specialist confirmed that the action plan set out the short term actions from 2022 – 25, the actions were specific to how the council could meet the key economic objectives and ranged across the exemplar encourager and enabler areas of work.

Councillor Davies asked how this action plan fed into the Council Plan. The Senior Economic Development Specialist confirmed that some of the short term actions mirrored those in the Council plan and were used to show how this action plan complimented the work that had already been agreed.

In response to a question from Councillor Braun, the Senior Economic Development Specialist confirmed that tourism was a key objective and they were now at the point of offering a position following interviews for the tourism post.

Councillor Pearson asked for clarification on various actions included within the plan and asked for further information on the branded campaigns. The Senior Economic Development Specialist advised that the campaign artwork and messaging had not yet been considered and no decisions had been made.

Councillor Craig expressed his concern that they would use the 'Cotswolds' to try to promote tourism in the area. He stated that the Cotswolds has been promoted and continued to be promoted to its full potential and that future growth for the whole of the County would come from the Vale. Councillor Craig also asked whether District Councillors would be invited to join the steering group. The Senior Economic Development Specialist confirmed that District Councillors would be invited and that the tourism officer would be looking at identifying the districts unique selling point.

Councillor Turner asked whether an additional action could be added to look at the Gloucestershire Nature and Climate Fund. The Senior Economic Development Specialist asked Councillor Turner to send further information about the fund and the project so that it could be included in the action plan.

Councillor Robinson expressed concern about the slow role out of Fastershire. The Chief Executive confirmed that it was due to be discussed at the next Central Gloucestershire Board and that they would raise the question. Councillor Davies also advised Councillor Robinson to speak with Councillor Phil Robinson at the County Council.

In response to a question from the Chair, Councillor Cornell, the Senior Economic Development Specialist confirmed that they would provide an update back to Committee in 6 months on the progress of the action plan.

Proposed by Councillor Braun and Seconded by Councillor Turner.

Councillor Turner advised that it was great to see that the strategy had been consulted on so widely and commended the strategy.

Councillor Davies confirmed that he would be supporting the action plan but expressed concerns that it was just another document and that everyone in the Council needed to understand the document and recognise the importance of economic development.

Councillor Pearson stated that the document needed to be put into plain English so that people could understand what it was we were seeking to do.

Councillor Craig commended the report but asked for time to be taken so that the document could be condensed to key points which could be shared with staff.

The Chair, Councillor Cornell advised that Councillor Davies made a good point about making sure that everyone across the Council was aware of the document and advised that she was really pleased to see the strategy being taken forward and looked forward to seeing the progress made.

Councillor Braun stated that she was pleased to see the identification of the diversity of business across the district and hoped that the strategy would be embedded across the Council.

- RESOLVED**
- a. **To approve the Economic Development Strategy set out in Appendix 1**
 - b. **To approve the Economic Development Action Plan set out in Appendix 2**

SRC.069 **Leadership Gloucestershire Update**

An update was circulated to Members prior to the meeting.

In response to Councillor Braun, the Chief Executive confirmed that the districts had been asked to input into the 5 page document that would be sent to government.

SRC.070 **Regeneration and Investment Board**

An update was included in the published document pack. There were no questions.

SRC.071 **Brimscombe Port Redevelopment**

An update was circulated to Member's prior to the meeting.

Councillor Turner advised that a member of the public had come forward with a list of engagement opportunities and that this had been positively received.

SRC.072 **Gloucestershire Economic Growth Scrutiny Committee**

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2021/22

An update was circulated to Members ahead of the meeting. There were no questions.

SRC.073 **Work Programme**

Councillor Braun advised that it was more appropriate for an update on retrofit to be taken to the June meeting rather than the April meeting.

SRC.074 **Member Questions**

There were none.

The meeting closed at 8.00 pm

Chair

STROUD DISTRICT COUNCIL
STRATEGY AND RESOURCES COMMITTEE

7 APRIL 2022

Report Title	Levelling Up Bid – Use of Business Rates Pilot Funding			
Purpose of Report	To propose the use of Business Rates Pilot funding to support project development costs relating to the forthcoming Levelling Up Fund (LUF) bid.			
Decision(s)	The Committee RESOLVES to approve the allocation of up to £275k from Business Rates Pilot funding, to support project development costs related to the forthcoming Levelling Up Fund (LUF) bid.			
Consultation and Feedback	Consultation and discussions have taken place with members of the Strategic Leadership Team, Regeneration and Investment Board and the partners' Levelling Up Task Force			
Report Author	Brendan Cleere, Strategic Director of Place Email: Brendan.cleere@stroud.gov.uk			
Options	An alternative option to that set out in this report would be to do nothing. This is not recommended, as it would restrict the development of projects for the benefit of the district and reduce the prospect of securing external funding to deliver priorities in the Council Plan.			
Background Papers	None			
Appendices	Appendix 1 – Overview of emerging Levelling Up Fund bid			
Implications (Further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

1. BACKGROUND

- 1.1 The Levelling Up Fund (LUF) was launched in March 2021 as a key policy initiative of Government, comprising £4.8 billion to invest in high value local infrastructure across the UK.
- 1.2 The premise of the LUF is summarised in the introduction to the accompanying 'Round 2' prospectus, published on 23 March 2022:

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“Investing in infrastructure has the potential to improve lives by: giving people pride in their local communities; bringing more places across the UK closer to opportunity; and demonstrating that government can visibly deliver against the diverse needs of all places and all geographies. Our local communities and the links between them across the UK are fundamental parts of our shared economy, culture, and society.”

- 1.3 The LUF Round 2 Prospectus can be accessed through the following link: <https://www.gov.uk/government/publications/levelling-up-fund-round-2-prospectus/levelling-up-fund-round-2-prospectus>
- 1.4 Key features of the LUF remain largely unchanged from Round 1 and include the following:
- The Fund will run until 2024/25 in a series of annual ‘rounds’. The bidding deadline for round 2 will be 6 July 2022
 - As for the first round the Fund will focus on investment in smaller scale, local projects that require less than £20m of funding although there is scope for investing in higher value projects, by exception.
 - Bids can be for a single project or a package of three connected projects across the three themes of transport, regeneration and town centre investment and culture.
 - Package bids must clearly explain how their component elements are aligned with each other and represent a coherent set of interventions.
 - Investment proposals should focus on supporting high priority and high impact projects that will make a visible positive difference to local areas.
 - Bids must align with ‘net zero’ and wider environmental goals.
 - Bids are to be led by local authorities and must demonstrate strong stakeholder engagement and support.
 - The formal support of the local MP for any bid submission is essential. MPs can provide formal priority support to one bid per constituency.
 - Preference will be given to areas of greatest social and economic need, category one representing the greatest need and category 3 being the least. Stroud constituency is identified as category two.
 - Bid assessment will focus on four criteria: characteristics of places, deliverability, strategic fit with local and Fund priorities, and the economic case in line with the published assessment framework.
- 1.4 Having carefully reviewed the LUF round 1 criteria, SDC decided to prepare and submit a bid in round 2 of the scheme. This report outlines the work being done with partners to prepare and submit a round 2 bid.

2. THE EMERGING LEVELLING UP FUND (LUF) BID

- 2.1 A summary of the Council’s emerging LUF bid is attached as Appendix 1. Entitled *Gateways, Landmarks and Access for All*, it is heartening to see that the emerging bid closely reflects the ‘round 2’ criteria outlined in the LUF Prospectus. The bid will focus on Stroud town centre and gateway locations, and an important principle has been to bring forward investments for inclusion in the bid that will generate benefits for residents, communities and visitors and businesses across the whole district and beyond.

- 2.2 The support of key partners for the emerging bid has been strong and a multi partner Task Force has been established to oversee its development and submission. Chaired by SDC, other partners represented on the Task Force include Siobhan Baillie MP, Stroud Town Council, GFirst Local Enterprise Partnership, Network Rail, Great Western Railway, Gloucestershire County Council and Stroud and District Chamber of Commerce.
- 2.3 As work on the LUF bid continues, it has become evident that significant spend is required in several key areas to bring schemes to a more 'bid ready' stage of development, thereby increasing the chance of a successful outcome. Business rates pilot funding is held by the Council to support such spend and the remainder of this report describes the pilot funding (section 3) and the proposals for spend in support of the LUF bid (section 4).

3. 100% BUSINESS RATES PILOT FUNDING

- 3.1 In the 2018/19 financial year, Gloucestershire was part of a pilot scheme relating to 100% of Business Rates being retained in a local area. As a result of this scheme the District Council received an additional £897k of funding. This was over and above the sums received from the usual business rates arrangements.
- 3.2 In March 2019 the Strategy and Resources Committee agreed a set of principles for the distribution of this funding. This sets out that the funding was to be placed in a reserve for use on future priority schemes, and that allocations from the reserve must be the subject of a report to Committee. It was also agreed that allocations from the reserve must meet at least one of the following criteria;
- Supporting local businesses
 - Improving the Council's long-term financial position
 - Local Wealth Building
 - Supporting a zero Carbon District
 - Reducing inequality and poverty
- 3.3 The proposals contained within this report can be regarded to meet the criteria of both supporting local businesses and reducing inequality and poverty and supporting a zero carbon district.
- 3.4 The current unallocated balance within the Reserve is £565k meaning that there are sufficient sums available for the funding requests in this report.

4. PROPOSAL FOR PROJECT DEVELOPMENT FUNDING

- 4.1 In addition to the general sum of £50k already approved in the 2022/23 budget, there are four main areas in support of the LUF bid where it is proposed to allocate £275k Business Rates Pilot Funding, shown overleaf:
- (i) **Highways feasibility and business case works – 100k.** For the Levelling Up Fund, GCC has appointed Atkins to carry out a feasibility/scoping exercise to identify improved pedestrian and cycle routes in the locations around the town that are to be covered in the Council's bid, (e.g. Wallbridge, the station, Sub Rooms).

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These will be reviewed and preferred options selected to take through to the next stage, which is the concept design development. This will progress the preferred options at each of the locations and develop a cohesive 'transport scheme' that would meet the objectives for the Levelling Up Fund alongside an Economics Case that would support strong justification for delivering these works.

Funding is required for this next stage and an estimate of up to £100k has been provided. Once the first stage has been completed, and it is clear which proposals will be taken forward, then a detailed brief and fee proposal will be provided.

These pedestrian and cycle routes are an intrinsic part of the master-planning of the gateways into the town centre from Wallbridge and the station and the connection to the improvements proposed at The Sub Rooms Forecourt.

- (ii) **Rail Station Lifts – 100k.** This would be spent with GWR/Network Rail to enable an options appraisal to be carried out to identify the best solution to create an obstacle free accessible access between the platforms at the station, either by lifts or a ramp, for submission through either the LUF or through a DfT Access for All bid.
- (iii) **Bid consultancy (50k).** This would be for specialist consultants to work alongside us in preparing a treasury 'green book' compliant bid.
- (iv) **Communications Support (£25k).** This would provide for essential support on communication and engagement activity, relating to the projects and the bid.

4.2 It should be noted that the above sums are indicative, and it may be necessary, within the proposed overall £275k allocation, to vary the sums allocated to each of the four areas listed.

4.3 Members may have concerns about committing to this level of expenditure from the Business Rates Pool, without any guarantee of a successful outcome in the forthcoming Levelling Up bid. Officers' advice is that the work outlined above (in section 4.1) is important and will stand us in good stead for *any* relevant future bidding opportunities. Certainly, the Levelling Up Fund represents an imminent opportunity to secure funding for much needed infrastructure improvements that will benefit Stroud and the whole district, but there may well be other funding opportunities in future too. Examples include the National Lottery Heritage Fund, One Public Estate and the forthcoming Shared Prosperity Fund (announced in the recent Levelling Up White Paper). Significant investment is needed in project development to increase the prospect of a successful outcome in any major funding bids.

5. NEXT STEPS

- 5.1 Should the Committee approve the recommendation in this report, work will continue on the project development activities outlined in section 4.1 of this report.
- 5.2 A further report will come to this Committee on 9 June 2022, containing more detailed information on the Levelling Up Fund bid and seeking approval for its submission to Government.
- 5.3 The Regeneration and Investment Board and Levelling Up Task Force will continue to meet and provide advice and input, which will be reported to this Committee at the above meeting.

6. IMPLICATIONS

6.1 Financial Implications

The funding requested above is available in the Business Rates Pilot Reserve and the requested uses are in line with the principles agreed by Strategy and Resources Committee in March 2019.

Andrew Cummings, Strategic Director of Resources

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6.2 Legal Implications

There are no significant implications within this category.

One Legal

Tel: 01684 272691 Email: legal.services@tewkesbury.gov.uk

6.3 Equality Implications

The LUF bid has not yet been prepared and, as mentioned earlier in this report, a paper will come to S&R Committee on 9 June seeking approval of the emerging bid prior to its submission. The key projects to be included within the bid will be assessed at the appropriate time, where it is determined they have the potential to impact on communities on the grounds of protected characteristics.

6.4 Environmental Implications

Environmental sustainability and carbon neutrality are key considerations within the emerging bid and the further report to S&R Committee (9 June 2022) and the final bid itself will provide further details on these matters.

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Levelling Up Fund

Stroud Bid - Gateways, Landmarks and Access for All

What are we trying to achieve?

The aim is to make Stroud town centre a more attractive and welcoming place to visit, work and live within, which in turn reinforces pride in the town and wider district, helps local businesses, creates more jobs and builds on the private investment that is already doing so much to benefit the town centre.

The bid focuses on the enhancement of two key but long neglected gateways into the town centre, the creation of improved pedestrian and cycle routes and the formation of accessible entrances into the town's historic arts venues making the most of its diverse cultural character.

The bid is not about one large project but a considered package of infrastructure interventions from an active partnership of stakeholders that will together achieve more for the town centre as a whole than the sum of its parts. Public investment is being matched by private funding to make the former go much further for local people.

What are the projects?

The long term vision for the railway station is to create an enhanced 'sense of arrival' to the town and district and a higher quality public realm to encourage people to stay and dwell in the vicinity, to support the private investment in this area at the Imperial Hotel and New Imperial House and to increase footfall to existing private investment at the Five Valleys Centre/King Street. Specific proposals will look to include an accessible route between platforms, public realm improvements at the station forecourt, opening up Brunel Mall to the station, forming better pedestrian and cycle routes through and creating an active, vibrant, art focused area around the improved Goods Shed.

Wallbridge is an important historic gateway



into the town centre, where transformational change is proposed to welcome visitors arriving by canal and by walking and cycling routes and to improve connections to the town centre. Specific proposals will include the creation of a festivals and market space, canal mooring facilities, a community hub and public realm enhancements. It will also be a transition and signposting space whereby improved pedestrian

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Appendix 1

and cycle routes will enhance physical accessibility between the canal and the town centre.



Linking these two gateways is Cheapside where discussions are already taking place with Network Rail to masterplan this area. This will follow on as the next phase for the regeneration of this part of Stroud with investment from both the district council and private developers to deliver good quality energy efficient homes in the town centre.

Stroud has some key historic landmark buildings that are already an important part of the town's cultural identity by housing major arts venues. The bid will include



accessibility and facilities improvements to Lansdown Hall, The Subscription Rooms and the Goods Shed, and the transformation of the public space outside the Subscription Rooms into an attractive town square, supporting the visitor economy and the arts and cultural sector.



Improved cycling and walking routes from these gateways into the town and around these landmark buildings are an important part of the success of these areas and the bid is to also include designed and costed active travel schemes, that can be delivered within the spending timescales for the Levelling Up Funding, from, to and across these areas to improve the accessibility, safety and ease of travelling into the town centre.

Background

The proposed bid to the Levelling Up Fund builds on the groundwork already established by the District Council's Local Plan, the Town Council's 'Shaping the Heart of Stroud' Neighbourhood Development Plan, and other important strategies, feasibility studies and research projects that have been carried out in recent years.

In particular, the District Council's emerging Canal Strategy and Economic Development Strategy and the Town Council's Stroud Street Spaces Report and Stroud Station Feasibility Report, all provide a strong basis for the bid and have been developed with extensive public consultation and stakeholder engagement, helping to underpin and support the bid.

The vision for Stroud town centre as a welcoming, healthy and thriving place is realised through these various plans and strategies. The Levelling Up Fund is a great opportunity to put those plans into practice and deliver on some of the key projects.

Any funds allocated through the Levelling Up Fund have to be spent by March 2025 and therefore deliverability will be the final determining factor for the shape and size of the bid. Detailed costings for all aspects of the bid are being finalised and will be included in the submission. We estimate that the overall bid will be in the range £10-15m, although it is possible that the final bid amount will fall outside this range once costings have been updated, to reflect the final designs, and an assessment carried out on their deliverability.

It is important to note that the bid to the Levelling Up Fund is set within a long term vision for these areas. The work done on those items that do not get included will be brought forward through further private and public investment with this funding, if successful, being that catalyst for future development.

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STROUD DISTRICT COUNCIL

STRATEGY AND RESOURCES COMMITTEE

THURSDAY 7 APRIL 2022

Report Title	Budget Monitoring Report Q3 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 to:</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	Lucy Clothier, Accountancy Manager email: lucy.clothier@stroud.gov.uk Jon Coldridge, Principal Accountant email: jon.coldridge@stroud.gov.uk Adele Rudkin, Accountant email: adele.rudkin@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 third 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.

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2. Summary

- 2.1 The monitoring position for the General Fund at 31 December 2021 shows a projected net revenue underspend of (£396k) against the latest budget, as summarised in Section 3.
- 2.2 The Housing Revenue Account (HRA) shows a forecasted overspend of £836k, as shown in Section 5.
- 2.3 The capital programme, as detailed in Section 6, shows a forecast spend of £31.594m against a budget of £33.081m, a net underspend/slippage of (£1.487m).

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.
- 3.3 The monitoring position for the General Fund at 31 December 2021 shows a **projected net underspend of (£396k)** against the latest budget, as summarised in Table 1.

Table 1 – General fund Summary

GENERAL FUND	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)
Community Services and Licensing	3,010	3,252	3,522	71	340
Environment	6,172	5,917	5,185	405	(327)
Housing General Fund	773	980	846	127	(7)
Strategy and Resources	8,031	8,184	7,522	259	(403)
Accounting Adjustments	(2,058)	(2,058)	(2,058)	0	0
Net Revenue Expenditure	15,927	16,275	15,017	861	(396)
Funding from Govt Grants/Council Tax	(14,867)	(10,687)	(10,687)	0	0
Transfers to/(from) Earmarked Reserves	(1,060)	(5,588)	(5,588)	0	0
Total General Fund	0	0	(1,258)	861	(396)

3.4 Key areas of variance:

3.5 Covid-19 Impact – (£642k) underspend

A budget allowance of £1,540k was approved by Council in February. This was to be funded, in part, by £978k 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 £327k from Quarter 2, due largely to the new burdens funding for the business grants

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.

New Burdens grant funding of £312k has been received to fund the administration of the Business Grants. Although there have been some additional costs for IT software, the bulk of the resource used has been staff time, which although doesn't have an additional 'cost' to the authority, has impacted on the ability to operate 'business as usual', particularly for the Revenues Team.

A significant portion of the New Burdens funding is likely to be allocated to a reserve at year end to fund cost pressures and backlog created by the high level of workload created by focusing on the pandemic for two years.

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 for 2022/23 onwards.

3.7 Information and Communication Technology – £226k overspend

The additional spend in IT predominantly relates to an overspend in software costs of £174k, and £51k of staffing costs.

3.8 Waste and Recycling – (£314k) additional income/ overspend

Higher income for garden waste subscriptions (-£122k), collection of bulky waste (-£21k), a more buoyant recycling market (-£220k) 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 (£118k) which are being monitored closely. The additional cost relates to an outstanding insurance claim (£50k) and theft of diesel from Gossington Depot (£25k). An uplift in driver rates, in part due to the national shortage, is expected to cost an additional £45k in 2021/22.

3.9 Modernisation Savings

3.10 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.

3.11 The Quarter 3 position includes an estimate of £194k vacancy savings to be achieved during the year, an increase of £124k from Quarter 2. It is expected that the target of £200k will be met by the end of the year.

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Table 2 - Current estimate of vacancy savings

Service	Vacancy Saving Forecast (£'000)
Car Park Enforcement	25
Monitoring Officer	28
Human Resources	24
Finance	44
Property Services	18
Revenues & Benefits	30
Museum in the Park	25
Total	194

4. Strategy & Resources Committee Revenue budget

- 4.1 The latest budget for Strategy and Resources Committee is £8,184m. The monitoring position at Quarter 3 shows a projected net underspend of (£403k).
- 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

Strategy & Resources Committee	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)
Car Parks	4.3	(687)	(635)	(617)	0	18	325
Commercial Properties	4.4	(152)	(141)	(115)	0	26	1
Communications		163	163	175	0	13	0
Corporate Expenditure & Income	4.5	1,322	795	738	0	(57)	48
Corporate Policy & Governance	4.6	1,147	1,147	1,156	0	9	0
Corporate Services (Legal)		437	450	457	0	7	0
Covid-19	4.7	562	721	(40)	120	(642)	
Facilities Management	4.8	415	425	410	0	(15)	68
Financial Services		833	833	853	0	19	0
Fit for the Future	4.9	0	414	315	99	0	0
Human Resources		562	562	555	0	(7)	0
Information & Communication Technology	4.10	1,702	1,702	1,928	0	226	0
Other Properties	4.11	(711)	(718)	(758)	40	1	11
Pension Lump Sum		1,362	1,362	1,362	0	0	0
Property Services		443	513	516	0	3	0
Senior Leadership Team		629	587	585	0	(2)	0
Youth Councils		3	3	3	0	(1)	0
Strategy and Resources TOTAL		8,031	8,184	7,522	259	(403)	453

4.3 Car Parks - £343k income shortfall/overspend (Mike Hammond, xtn 4447, mike.hammond@stroud.gov.uk)

The majority of the variance £325k relates to a shortfall in car park income. Home working in particular is impacting long stay car parking levels. This is expected to take some time to normalise. However, the revenue levels continue to represent a significant income. A salary underspend has been recognised in Car Parks Enforcement (£25k), this amount will contribute to the Corporate vacancy saving reported to this Committee in table 2 above.

A number of smaller overspends across all the Car Parks in the district have also been identified.

4.4 **Commercial Properties - £26k income shortfall/underspends**

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

The majority of the variance is concerned with income shortfall at Littlecombe – Most units have been sold rather than let, so capital receipts have been achieved rather than rental income. The capital receipts have been used to repay the original borrowing which has reduced the Minimum Revenue Provision (MRP) payable for the site. These offset each other and so the reduced rental income does not give rise to an overall pressure.

The last unit has now been sold. The variance is more favourable than last quarter due to expected Corporate maintenance work at Brunel Mill now taking place in 2022-23 and budgets reflected accordingly.

4.5 **Corporate Expenditure and Income – (£57k) 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 £54k due to slippage in the capital programme lowering the amount borrowed (compared to the budget) in 2020/21.

4.6 **Corporate Policy & Governance – £9k overspend**

(Hannah Emery, xtn 4383, hannah.emery@stroud.gov.uk)

Whilst the overall variance is insignificant there are some larger offsetting variances that contribute towards this forecast. 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. A saving has also been forecast on the Monitoring Officer post (shared resource with Gloucester City Council), this saving will contribute towards the corporate vacancy saving reported to Strategy and Resources. The 2022-23 budget has been adjusted to reflect this change.

4.7 **COVID 19 – (£642k) 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 £978k 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 £327k from Quarter 2, due largely to the new burdens funding for the business grants

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.

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New Burdens grant funding of £312k has been received to fund the administration of the Business Grants. Although there have been some additional costs for IT software, the bulk of the resource used has been staff time, which although doesn't have an additional 'cost' to the authority, has impacted on the ability to operate 'business as usual', particularly for the Revenues Team.

A full breakdown of the additional pressure 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 - £53k 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.

4.9 **Fit For the Future - £99k reserve transfer** (Adrian Blick, adrian.blick@stroud.gov.uk)

A forecast underspend is expected on the Fit for the future project. This is due to two main factors: A delay in procurement of the Digital Platform which in turn has pushed back the process redevelopment work including API's to enable integration with other systems. Recruitment of several posts are behind schedule due to a shortage of suitable candidates for the roles.

4.10 **ICT – £226k 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 £86k 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 £51k 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.

4.11 **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 3 shows a projected net overspend of £836k (3.7% of gross spend) against the current budget, as shown in the below table. Any overspend at the end of the year would reduce the HRA general reserve balances.

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)	(22,831)	0	377
Total Expenditure	10,142	10,257	10,693	0	435
Total Other Costs and Income	13,306	12,576	12,599	0	23
Total Net Expenditure	240	(375)	461	0	836
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	836	0	836

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 – £451k loss of income

During the course of the financial year the number of empty council house properties undergoing works to make them ready to be let has significantly reduced. The number of properties recorded as work in progress at the start of the year was 164. This was as a consequence of Covid restrictions and labour market pressures. Since April 2021 this position has improved considerably. It is anticipated that by year end this number will have been reduced to 77 and be in line with our forecast to return to pre pandemic levels by the end of the first quarter of 2022/2023.

The number of tenants vacating Council properties still remains high. However the hard work of the Property Care team and its contractors assisted through additional targeted resources (see para 5.7) means we are continuing to reduce the recent historical backlog. Material and labour supply chains still remains uncertain, and we will continue monitor how this may impact on workstreams.

5.6 Supervision and management – (£387k) underspend

Over the year a number of posts have become vacant and recruited to through due process. While these posts are in the process of recruitment, performance of the service has been strong. Taking not account vacancy and recruitment across the year the underspend is estimated to be (£287k).

There is also an underspend of (£101k) on IT software. This predominantly relates to budget available for a new housing system which is now due for implementation later in the year.

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5.7 Repairs and maintenance – £762k pressure

As referenced in para 5.5 above, a targeted resource of £250k has been allocated to provide additional capacity to deliver works on empty properties and bring them back to habitable use. This is reducing the backlog of void properties undergoing works.

Numbers are on track to return to pre Covid levels by the end of Q1 2022/23 however while this work is still ongoing, voids costs are expected to be higher than budget. This is primarily a consequence of an increase in council tax of £100k on empty properties.

Expenditure of £181k is expected for uninsured costs. Predominantly this relates to exceptional costs of making safe, rebuilding the property and reinstating surrounding properties following an incident in Church View, Newport, which have exceeded the insured valued.

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 £11,292k. The current forecast spend is £9,746m, a net underspend of (£1.546m).
- 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, Multi Service Contract Vehicles , Canal (Phase 1B of Cotswold Canals Connected) 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 (Phase 1A).
- 6.4 As has been previously reported the 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 final cost is now expected at £1.588m. The project is also expected to have increased Renewable Heat Incentive (RHI) income.
- 6.5 The additional cost on the canal restoration relates to the final costs of the previous Phase 1A, and not the current Phase 1B.
- 6.6 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.
- 6.7 Following capital slippage from 2021/22 and the addition of the Decarbonisation project, the HRA capital programme has been further reprofiled as part of budget setting for 2022/23 and the revised capital programme has a budget of £21,790k. The current forecast shows an overspend of £59k variance against budget. However, this includes some opportunity led pots for land and property acquisition that may not fall in this financial year.

- 6.8 The Major Works underspend of (£14k) is comprised of the following variances. Kitchens and Bathrooms a (£125k) underspend due to retendering and work being deferred until next year, Compliance overspend of £153k which relates to additional asbestos containment structures that were not anticipated in the original budget, Doors and windows underspend of (£21k) is due to outstanding contractor orders at Dryleaze Court and Vizard Close, Electrical works (£74k) underspend is due to resource reprofiling on service delivery for the current year and Environment works report a £50k overspend is due to additional works on cavity wall extract and refill and additional loft insulation.
- 6.9 The New Build and Development programme overspend of £73k is in respect of the following properties. Broadfield Road, Eastington reports a £94k overspend which relates to the latest cost estimate and additional extension of time costs. Orchard Road, Ebley reports a (£108k) underspend due to preparatory works being delayed with slippage to 2022/23. Ringfield Close, Nailsworth reports a £224k overspend which relates to extension of time costs due to Covid and material supply delays and Gloucester Street and Bradley Street reports a (£137k) underspend due to the construction start being delayed until 2022/23.

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Table 5 – Capital Summary

	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Outturn Variance (£'000)
Capital Schemes				
Community Buildings Investment	0	117	0	(117)
Stratford Park Lido	30	30	0	(30)
Community Services Capital Schemes TOTAL	30	147	0	(147)
Canal	6,631	4,624	4,263	(362)
Market Town Centres Initiative Fund	50	40	40	0
Multi-Service Contract Vehicles	859	1,513	763	(750)
Rural SuDS Project	30	30	30	0
Stratford Park Acquisition of Machinery	0	14	14	0
Stroud District Cycling & Walking Plan	200	404	55	(349)
Wallbridge-Gateway	100	0	30	30
Environment Capital Schemes TOTAL	7,870	6,625	5,194	(1,431)
Affordable Housing-Support to Registered Providers	0	39	50	11
Better Care Fund Projects	0	0	3	3
Disabled Facilities Grant Scheme	330	330	100	(230)
Green Home LADS Park Homes	950	1,604	1,409	(195)
Green Homes LADS 3	0	0	50	50
Health through Warmth Grants	200	200	150	(50)
Home Upgrade Grant - Sustainable Warmth	0	0	50	50
Private Sector Housing Loans	15	15	15	0
Temporary Accommodation	500	190	190	0
Warm Homes	0	343	343	0
Housing General Fund Capital Schemes TOTAL	1,995	2,721	2,360	(361)
Brimscombe Port Redevelopment	153	273	602	330
Electric Vehicle Acquisition	0	12	0	(12)
ICT Investment Plan	400	0	0	0
Subscription Rooms - Refurbishment	0	0	2	2
Water Source Heat Pump-Ebley Mill & Brimscombe Port	0	1,514	1,588	74
Strategy and Resources Capital Schemes TOTAL	553	1,798	2,192	393
TOTAL GENERAL FUND CAPITAL SCHEMES	10,448	11,292	9,746	(1,546)
Acquisitions	2,000	5,285	5,285	0
Independent Living Modernisation	358	359	359	0
Major Works	9,317	9,912	9,898	(14)
New Build and Development	11,249	5,799	5,872	73
Other Capital Works	435	435	435	0
TOTAL HRA SCHEMES	23,359	21,790	21,848	59
TOTAL CAPITAL SCHEMES	33,807	33,081	31,594	(1,487)

7. Strategy and Resources Capital Programme

- 7.1 Table 6 below shows the Capital Forecast position at Quarter 3 for Strategy and Resources Committee and shows a projected outturn of **£2.192m**.

Table 6 – Strategy and Resources Capital Programme

Strategy & Resources Capital Schemes	Para Refs	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Outturn Variance (£'000)
Brimscombe Port Redevelopment	7.2	153	273	602	330
Electric Vehicle Acquisition	7.3	0	12	0	(12)
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	1,514	1,588	74
Strategy and Resources Capital Schemes TOTAL		553	1,798	2,192	393

7.2 Brimscombe Port Redevelopment

As the demolition is now to be carried out by the Council the budget forecast has changed to £602k and the demolition costs and associated fees have been added to the forecast expenditure for this financial year. This fits within the overall budget of £2.6 million already allocated to this project.

7.3 Electric Vehicle Acquisition

The remaining capital budget of £12k will be used to investigate and initiate the installation of electric vehicle charge points in the car park estate. An initial assessment will be carried out by independent experts early in the new financial year and this will guide future work.

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

Both water source heat pump installations have been commissioned and are satisfactorily generating space heating. Practical completion was achieved on 31st December 2021 and all expenditure (with the exception of retention monies) will be committed and certified by 31st March 2022. The requisite applications to Ofgem for receipt of renewable heat incentive funding are now in progress. 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.

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.

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Lucy Clothier, Accountancy Manager
Email: lucy.clothier@stroud.gov.uk

8.2 Legal Implications

There are no legal implications arising directly from this report, as it looks at current revenue and capital forecasts for this committee's budgets.

One Legal Tel: 01684272691 Email: legal.services@teWKesbury.gov.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.

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	208	0	1	0
Cultural Services - Arts and Culture	416	426	412	0	(14)	0
Cultural Services - Community Health & Wellbeing	160	279	282	0	2	0
Cultural Services - Sports Centres	(119)	(20)	(2)	0	18	323
Customer Services	392	392	459	0	67	0
Grants to Voluntary Organisations	336	336	335	0	(2)	0
Licensing	(54)	(54)	(141)	82	(5)	12
Public Spaces	1,408	1,423	1,418	0	(5)	0
Revenues and Benefits	152	152	440	(12)	276	48
Youth Services	105	110	111	0	1	0
Community Services and Licensing Total	3,010	3,252	3,522	71	340	383

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)	(141)	20	(1)	0
Carbon Management	110	173	181	(5)	4	0
Development Control	197	197	196	0	(1)	0
Economic Development	101	111	124	(22)	(9)	0
Health & Wellbeing	830	941	719	220	(2)	0
Land Charges & Street Naming	(18)	(18)	(37)	0	(19)	0
Planning Strategy/Local Plan	370	430	239	189	(2)	0
Statutory Building Control	(137)	(137)	(140)	3	0	0
Waste & Recycling: Other	12	12	27	0	16	0
Waste and Recycling: MSC	4,329	4,329	4,016	0	(314)	0
Environment TOTAL	6,172	5,917	5,185	405	(327)	0

Housing Committee – General Fund

	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)
Housing Committee						
Housing Advice	479	519	410	127	17	0
Housing Strategy	136	303	292	0	(11)	0
Private Sector Housing	157	157	144	0	(13)	0
Housing General Fund Total	773	980	846	127	(7)	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	49	0	(3)
Car Parks (Stroud)		(740)	(730)	(714)	0	16
Car Parks Enforcement		0	43	48	0	5
Car Parks		(687)	(635)	(617)	0	18
Brunel Mall		(68)	(65)	(46)	0	19
Gossington Depot		(57)	(49)	(44)	0	4
Littlecombe Development, Dursley		(27)	(27)	(25)	0	2
Commercial Properties		(152)	(141)	(115)	0	26
Communications		163	163	175	0	13
Communications		163	163	175	0	13
Corporate Expenditure & Income		1,322	795	738	0	(57)
Corporate Expenditure & Income		1,322	795	738	0	(57)
Democratic Services		104	104	113	0	9
Elections		92	92	87	0	(5)
Electoral Registration		94	94	100	0	6
Executive Support		82	82	81	0	(2)
Members Expenses		364	364	363	0	(1)
Policy		411	411	413	0	2
Corporate Policy & Governance		1,147	1,147	1,156	0	9
Legal Services		437	450	457	0	7
Corporate Services (Legal)		437	450	457	0	7
Covid-19		562	721	(40)	120	(642)
Covid-19		562	721	(40)	120	(642)
Ebley Mill		393	403	391	0	(12)
Emergency Management		22	22	19	0	(3)
Facilities Management		415	425	410	0	(15)

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Appendix B

	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						
Financial Services		833	833	853	0	19
Financial Services		833	833	853	0	19
Fit for the Future		0	414	315	99	0
Fit for the Future		0	414	315	99	0
Human Resources		562	562	555	0	(7)
Human Resources		562	562	555	0	(7)
Information & Communication Technology		1,702	1,702	1,928	0	226
Information & Communication Technology		1,702	1,702	1,928	0	226
Brimscombe Port Business Park		27	27	(14)	40	0
Bus Stations/Shelters		(1)	2	2	0	(0)
May Lane		4	1	2	0	1
Miscellaneous Properties and Land		(740)	(748)	(748)	0	0
Other Properties		(711)	(718)	(758)	40	1
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	387	0	3
Property Services		443	513	516	0	3
Chief Executive		164	164	164	0	(0)
Director of Communities		113	113	113	0	0
Director of Place		120	120	117	0	(2)
Director of Resources		116	116	115	0	(1)
Director of Transformation		117	75	76	0	1
Senior Leadership Team		629	587	585	0	(2)
Youth Councils		3	3	3	0	(1)
Youth Councils		3	3	3	0	(1)
Strategy and Resources TOTAL		8,031	8,184	7,522	259	(403)

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)	(22,328)	0	451
Other charges and income	(629)	(629)	(702)	0	(74)
Provision for Bad Debt	200	200	200	0	0
Total Income	(23,208)	(23,208)	(22,831)	0	377
Supervision and Management	4,196	4,196	3,809	0	(387)
Repairs and Maintenance	4,482	4,503	5,265	0	762
Independent Living Service	637	637	635	0	(2)
Other Expenditure	540	540	601	0	61
Independent Living Modernisation	287	381	383	0	2
Total Expenditure	10,142	10,257	10,693	0	435
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)	461	0	836
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	836	0	836

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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	325			(29)
The Pulse	518	295			(223)
Museum in the Park	41	0			(41)
Development Control	286	0			(286)
Building Control	48	0			(48)
Rental Income	145	172	(92)		(65)
Investment Income	0	48			48
Other service income	26	12			(14)
Revs & Bens - Enforcement Income	50	20			(30)
Sales Fees and Charges Grant	(334)			(133)	201
Income General Fund - Total	1,134	872	(92)	(133)	(488)
ADDITIONAL EXPENDITURE					
Housing Advice		75			75
Ubico contract (waste, fly tipping, litter bins and public conveniences)	60	100			40
Additional Staffing (Planning and The Pulse)	12	28			16
Other service expenditure (PPE and IT)		51			51
Elections		96	(96)		0
Recovery - Community resilience		41	(41)		0
Senior Economic Development Specialist		53		(53)	0
Reopening the High Street Safely/welcome back fund		212		(212)	0
Compliance and Enforcement		15		(15)	0
COMF (from GCC)		358		(358)	0
COMF (SDC Allocation)		121		(121)	0
Additional Expenditure - Total	72	1,149	(137)	(759)	182
Other Government Grant Funding					
Government Grant - Covid Support	(470)			(470)	0
Council Tax Support	(174)			(174)	0
New Burdens Funding - Business Grants				(312)	(312)
Test and Trace Admin payment				(24)	(24)
Total Other Government Grants	(644)	0	0	(980)	(336)
Total General Fund	562	2,021	(229)	(1,872)	(642)

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STROUD DISTRICT COUNCIL

STRATEGY AND RESOURCES COMMITTEE

THURSDAY, 7 APRIL 2022

Report Title	Debt Write Off – Rush Skatepark			
Purpose of Report	To consider the write off of sums owed by Rush Skatepark Ltd in line with the procedures in the Constitution			
Decision(s)	The Committee RESOLVES to: a. Write off the Sums Owed by Rush Skatepark Ltd as shown in Table 1 b. Authorise the Strategic Director of Resources to make minor amendments to the sums written off as required			
Consultation and Feedback	Alliance Leadership			
Report Author	Andrew Cummings, Strategic Director of Resources Tel: Email: andrew.cummings@stroud.gov.uk			
Options	The Committee can choose to not write off the sums owed, and the Council can then pursue the sums through the liquidator			
Background Papers	None			
Appendices	None			
Implications (Further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	No	No	No

1. INTRODUCTION / BACKGROUND

- 1.1 Rush Skatepark were a community interest company based in Unit 3 on the Industrial Estate at Brimscombe Port.
- 1.2 The lease for the Skatepark expired on 17th January 2021 and the skatepark closed in August 2021. The site was vacated on 30th September 2021.
- 1.3 The Council has supported Rush Skatepark through a variety of different financial measures including rent holidays. There are a number of sums owing to the Stroud District Council (SDC) from Rush Skatepark and, as the company has recently entered liquidation, the position on these debts should now be considered by the Committee.
- 1.4 The Committee was advised in its report of June 2021 that future consideration of the write off of debts owed by Rush was likely.

2. POSITION ON ARREARS AND FINANCIAL SUPPORT

- 2.1 The rental arrears for Rush pre-date the Covid pandemic with the earliest unpaid rent invoice dating from March 2018. The majority of rental invoices were unpaid after that

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point. For most of their time in Brimscombe Port the rent paid by Rush was payable to Stroud Valleys Canal Company (SVCC) as the landowners of the site. The site transferred into the ownership of SDC on April 1st 2020. At the point of transfer the arrears of rent were £81,441.52, service charge £3,197.73 and insurance was £4,481.31.

- 2.2 At the point of transfer of the site at Brimscombe Port all arrears became owed to SDC and therefore an asset of the Council. SDC's financial processes assessed that it was unlikely these arrears would be collected and a full provision was made in SDC's accounts. In summary there was no assumption of collection of this money by SDC.
- 2.3 During the Covid pandemic a process was agreed, in consultation with the leaders of all four political groups, for Officers to be able to grant rent relief for those businesses who were adversely impacted by the pandemic. Under that process no rent was charged to Rush from 25th March 2020 (the date of the first National Lockdown) until the expiry of their lease in January 2021. This represents a total rent waived by the Council of £45,938.73.
- 2.4 During this time Service Charge and Insurance invoices were still raised to Rush by the Council, as this represented real costs to the Council of providing the facilities at Rush. The overwhelming majority of sums were settled with only £812.59 of invoices remaining outstanding.
- 2.5 Once the lease on the building had expired, and Rush remained on site, no invoices were raised for rent, service charges, utilities, or insurances. This is because there was no lease setting out the mechanism by which such items could be charged and to do so would have prejudiced the council's position.
- 2.6 It would have been possible for SDC to make a legal claim for sums owed for the period of occupation after the end of the lease. However, an officer decision was made by the Strategic Director of Resources, in consultation with all Group Leaders and the Brimscombe Port Project Board, on 5th October 2021 to waive all charges for Rush Skatepark for that period. The sums involved were rent £40,177, and service charge and other costs totalling £14,170. This was part of the process of implementing the unanimous decision of the Strategy and Resources Committee to support Rush as they vacated the site at Brimscombe Port.
- 2.7 There is a small sum of non-domestic (business) rates currently in arrears on the Rush Account. This totals £710.02. The company had been in receipts of rates relief and a number of business grants during the pandemic.
- 2.8 The full position of financial support provided to Rush is shown in Table 1 below. Sums are shown separately between those requiring a committee write off and those charges which were waived as a result of officer decision.

Category of Support/Arrears	£
Arrears 31.03.2018 to 31.03.2020 (Originally SVCC)	89,120.56
Arrears 01.04.2020 onwards (Service and other charges)	812.89
Business Rates Arrears	710.02
Sub Total – Sums Considered for Committee Write Off	90,643.47
Rental Sums waived through rent relief – Mar 2020 to 16.01.2021	45,938.73
Charges waived after lease end	54,347.00
Sub Total – Charges waived through officer decision (in consultation with members)	100,285.73
Total – Financial Support for Rush Skatepark Ltd	190,929.20

3. POSITION RELATING TO WRITE OFFS

- 3.1 On 3rd February 2022 the Directors of Rush Skatepark held a general meeting and agreed that the company be wound up voluntarily. Smart Insolvency Solutions of Worcester were appointed as liquidators. In spite of the sums in the table above the Council was not notified by Rush of this resolution.
- 3.2 As part of the liquidation process the Company had produced a Statement of Affairs detailing their financial position. The creditors of the Company were listed to a total of £76k. Stroud District Council were not listed as a creditor.
- 3.3 Although the Committee is making a decision on writing off the debt, the Strategic Director of Resources has informed the Liquidator as to the extent of debt owed to SDC. This is to ensure transparency in the use of Public Money.
- 3.4 The Company is listed as having net liabilities after preferential creditors and debts secured by floating charges are deducted from assets. It is apparent therefore that there is unlikely to be any significant payment of arrears owed to the Council and a write off is deemed appropriate. If the Committee chooses not to write off the debt the Strategic Director of Resources will submit evidence of sums owed to the liquidator for their consideration in the liquidation process.

4. CONCLUSION

- 4.1 Before ownership of the site passed to SDC considerable rent arrears were built up by Rush, in spite of a rent payment plan. These were not actively pursued by SDC in order to support the Skatepark during the pandemic.
- 4.2 As the Company is no longer trading and is in liquidation a write off is required. This is in line with the Council's constitution which requires debts of above £20,000 to be considered by the Strategy and Resources Committee.

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- 4.3 There will be no adverse financial impact on SDC of making the write off. There was full provision included within the accounts of SDC at the point that the debt transferred from SVCC.

4. IMPLICATIONS

4.1 Financial Implications

The whole decision is of a financial nature and the report sets out the key elements.

Rental sums owed have been fully provided for in the Council's accounts and the write off creates no adverse financial impact.

The Business Rates Sum is not material and will be shared between Central Government, SDC and the County Council in the proportions of 50%, 40% and 10% respectively.

Andrew Cummings, Strategic Director of Resources

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

4.2 Legal Implications

There are no significant implications within this category.

Rachael Baldwin, Lawyer, One Legal

Tel: 01684 272694 Email: rachael.baldwin@onelegal.org.uk

4.3 Equality Implications

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

4.4 Environmental Implications

There are no significant implications within this category



STROUD DISTRICT COUNCIL

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Performance Monitoring Report Q3: Strategy & Resources Committee

Date of Meeting	Thursday 24 March 2022	
Attendees	Members: Nicholas Housden & Keith Pearson Officers: Andrew Cummings	
Performance Update (See report below/attached)		
Council Plan Priorities (see performance management system)	Summary:	Progress & RAG Status
	Action Plans:	24 On Target
	See detailed report below.	6 Not started
	<i>Actions where no information has been provided will be highlighted</i>	0 Overdue
		Total 30
Council Plan Performance Indicators or Milestones (see performance management system where applicable)	Summary:	Progress & RAG Status
	Milestones: (68)	20 On Target
		3 Completed
		2 Overdue
		43 Not started
	Performance Indicators:	1 Reported: 2020/21 figure down on previous year
		10 Not yet available
	Total 79	
Reports being presented to this Committee associated with Council Plan:	ER1.1 - Economic Development Strategy and Action Plan (10 March) ER3.3 - Levelling Up Fund (28 April)	

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S&R Committee Q3 Performance Monitoring Report 2021/22

Risks	Corporate Risk Register presented to Audit & Standards Committee. <i>List any relevant Service specific risks.</i>
Relevant finance issues	See Q3 Budget monitoring report
Any other service 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	Cllr Pearson
Date of report	24/03/22

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






S&R Committee Q3 Performance Monitoring Report 2021/22

Action Plans, Milestones & Indicators (109)



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.

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
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.	31/03/2023	25	Adrian Blick	On Target 	25/01/2022: Quarter 3: Process mapping tool purchased and training conducted Digital Platform procured
» CW3.2.1	First 2 contact services centralised by end of 2022	31/12/2022	5	Adrian Blick	On Target 	25/01/2022: To be delivered by the Service Delivery workstream as a part of the FFF Programme
» CW3.2.2	Straightforward processes identified and made available for self-service via the internet	31/12/2022	0	Liz Shellam	Not Started 	
» CW3.2.3	Repetitive processes identified and automated	31/12/2022	0	Liz Shellam	Not Started 	
» CW3.2.4	Resource capacity increased to serve those with complex needs	31/03/2023	0	Liz Shellam	Not Started 	





S&R Committee Q3 Performance Monitoring Report 2021/22

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.	31/12/2023	20	Hannah Emery	On Target 	15/02/2022: Quarter 4: 20 Town and Parish Councils have come forward to be part of a working group to develop a strategy for how we can be working in partnership. The first working group took place on the 10 Feb and had a good attendance, the Town and Parish Councils were asked to provide feedback and suggestions for improvement against a number of themes ahead of the meeting which were then discussed as a group. It is anticipated that the working group will meet 4-5 times over the next 6 months to develop the strategy.
» CW3.3.1	Over 50% of Town and Parish councils participate in developing a new strategic framework to identify key issues and ways of working jointly with district (end 22)	31/12/2022	0	Hannah Emery	Not Started 	
» CW3.3.2	Positive feedback received from more than 50% of Parish & Town Councils on partnership working with district (end 2023)	31/12/2023	0	Hannah Emery	Not Started 	
» CW3.3.3	Market Town meetings and other town and parish meetings convened by SDC	31/03/2022	0	Hannah Emery	Not Started 	
» CDPCW3.3	% of Town and Parish Councils signed up to the Charter	N/A	N/A	Hannah Emery	Target: Actual:	
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.	31/03/2023	30	Simon Maher	On Target 	15/03/2022: Quarter 3: 8 Asset of Community Value applications received and processed





S&R Committee Q3 Performance Monitoring Report 2021/22

» CW3.4.1	Monitor the number of community assets registered • % of Communities which provide positive feedback on support received from SDC to register community assets (target 75 %)	31/03/2022	0	Simon Maher	Not Started 	
» CW3.4.2	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	30/09/2022	0	Simon Maher	Not Started 	



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.

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
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.	31/03/2025		Amy Beckett	Not Started 	
» CW5.4.1	Measured campaign relating to increasing awareness of invisible impairments including neurodiversity	31/03/2023	0	Amy Beckett	Not Started 	
» CW5.4.2	Future bids for public space improvements to include consideration of accessibility	31/03/2024	0	Amy Beckett	Not Started 	
» CW5.4.3	Working with business owners / community groups / community organisations (C)	31/03/2024	0	Amy Beckett	Not Started 	






S&R Committee Q3 Performance Monitoring Report 2021/22

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.	31/03/2024	50	Kevin Topping	On Target 	22/02/2022: Quarter 4: Armed forces covenant to be resigned by all relevant stakeholders in Gloucestershire (March 2022) RBL support officer to reattend SDC reception now that Covid-19 restrictions have been lifted
» CW5.6.1	Feedback on SDC report provided to be part of an annual update report	31/03/2023	0	Kevin Topping	Not Started 	
» CW5.6.2	Re-introduce a support officer from the Royal British legion back into Ebley Mill reception now that Covid-19 restrictions are lifted	29/04/2022	25	Kevin Topping	On Target 	
» CW5.6.3	Resigning of the armed forces covenant by all partners in Gloucestershire (currently expected to be 22 March 2022)	31/03/2022	50	Kevin Topping	On Target 	
» CDPCW5.6	Number of veterans referred for support within one working day of request	N/A	N/A	Kevin Topping	Target: Actual:	






EC1: Tackle the Climate and Ecological Emergency: Achieve the commitments set for 2021-2024 of the Strategy to be a carbon neutral district by 2030

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
EC1.1	Set up a 2030 Core Group to provide high level strategic overview on delivery, identify funding opportunities and develop communication and community engagement	31/03/2024	85	Rachel Brain	On Target 	04/03/2022: Quarter 3: This quarter saw a recruitment campaign and third party panel shortlist 10 representatives to sit on the Community Engagement Board alongside members and youth council reps.
» EC1.1.1	Establish the Community Engagement Board with a cross-section of community members.	31/03/2022	100	Rachel Brain	Completed 	04/03/2022: The first meeting of this board was held 01/03/2022





S&R Committee Q3 Performance Monitoring Report 2021/22

» EC1.1.2	Community Governance Group work plan identified and reviewed quarterly by Spring 2022	31/03/2022	10	Rachel Brain	On Target 	04/03/2022: Task and Finish group appointing facilitator to achieve this
» EC1.1.3	Community Governance Group progress to plan included to 2030 annual reporting to Full Council in October	31/03/2022	50	Rachel Brain	On Target 	04/03/2022: Note: 2030 Annual reporting is going to Envi Com. this year on 31st March.
» EC1.1.4	Participation in Climate Leadership Gloucestershire Group and leader / convenor of retrofit theme (C)	31/03/2024	100	Rachel Brain	Completed 	04/03/2022: Brendan Cleere and Cllr Chloe Turner have taken their places on this group and SDC is retrofit theme lead.
» CDPEC1.1	% of CEG members who demonstrate participation in engagement with external stakeholders through participation in county / regional groups per year	N/A	N/A	Rachel Brain	Target: Actual:	
EC1.2	Establish the performance management of the 2030 Strategy across the organisation to monitor and review progress towards the Strategy's aims and commitments	31/03/2022	85	Rachel Brain	On Target 	16/12/2021: Quarter 3: The key activities and measures associated with the 2030 Strategy have been integrated into the Council Plan primarily under the Environment and Climate Change priority. These will be reported to the relevant committees as part of the quarterly performance monitoring. Additional work is being carried out by the 2030 Team to establish ISO14000 across the whole organisation.
» EC1.2.1	Quarterly PM update reports on Council Plan to relevant Committee on progress for each activity / project	31/03/2022	70	Rachel Brain	On Target 	16/12/2021: The Performance Management Framework adopted by Committees in November 2021 sets out how the Council plans to monitor delivery of the Council Plan. Training has been provided for Members on the PMF. The Council Plan is currently being monitored through our PM system Excelsis. Officers will be given additional guidance on how to complete their quarterly monitoring in Excelsis.

S&R Committee Q3 Performance Monitoring Report 2021/22

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)	31/03/2022	25	Rachel Brain	On Target 	04/03/2022: Quarter 3: The SDC web pages have been overhauled with more attractive layout and now operate in conjunction with a dedicated 2030 coms plan operated through the SDC channels for best possible outreach. A single contact officer in the coms team has been a real benefit and we are following their advice not to try and build a new following through separate sites and channels as the SDC streams reach so many people. As the work in EC areas and CW areas develops it is clear there is a slightly different slant to these activities with CW3.1 having greater focus on the "business" side of customer service. However, the workstreams are linked and in touch with each other for mutual benefit and to spot cross over opportunities as they arise.
» EC1.3.1	2030 web pages live Spring 2021 with target of unique visits within the first year.	31/03/2022	90	Rachel Brain	On Target 	04/03/2022: Webpages and full coms plan successfully implemented and "live" so continually updated and responsive
» EC1.3.2	Resident survey at end of 2022 aims for at least satisfied or very satisfied level of community engagement on climate and nature emergency.	31/03/2022	0	Rachel Brain	Not Started 	
» EC1.3.3	Number of activities and residents engaged in community engagement aspect of 2030 strategy.	31/03/2022	0	Rachel Brain	Not Started 	04/03/2022: 2030 Team are working with communications officer to understand how we could go about collecting this data from our channels
» CDPEC1.3	Number of residents engaged in community engagement aspect of 2030 strategy	N/A	N/A	Rachel Brain	Target: Actual:	
EC1.4	Establish an ethics policy for our investments, incorporating work within the Brunel Partnership to divest pension funds from fossil fuels	31/03/2022	90	Lucy Clothier	On Target 	21/03/2022: Quarter 3: The Ethical Investment Policy has been approved by Council in February 2022

S&R Committee Q3 Performance Monitoring Report 2021/22

» EC1.4.1	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.	31/03/2022	100	Lucy Clothier	Completed 	21/03/2022: Approved by Council 17.02.2022 Quarterly updates to continue to Audit and Standards
» EC1.4.2	Engage through dialogue with County Council Pensions Committee and Brunel Partnership towards divestment of pensions in partnership with others (C).	31/03/2022	0	Lucy Clothier	Not Started 	
EC1.5	Explore and progress additional projects for carbon reduction and /or biodiversity net gain and funding opportunities to deliver them.	31/03/2026	25	Rachel Brain	On Target 	04/03/2022: Quarter 3: There is a very proactive approach in the council to developing partnerships and leading on bids with relevant activity in most teams across the council. The formal systems for maintaining overview of pipeline and development in a pan-organisation way needs some refining to enable comprehensive pipeline reporting. In the meantime headline areas of development include: - Partnership working though countywide coordination mechanisms to define projects and opportunities to take them forward. -Continued capacity building through Innovate to Renovate that will help us define future concepts and create the opportunities to realise them - Efforts to define the 2030 Community Engagement Board work-plan will also identify projects and opportunities - Partnership working to support community initiatives - Strategic partnership working such as work with SGS and OPE.
» EC1.5.1	Money leveraged through successful funding bids and level of associated council investment approved by Councillors £s (ongoing 2026)	31/03/2025	0	Rachel Brain	Not Started 	


S&R Committee Q3 Performance Monitoring Report 2021/22

» CDPEC1.5 (C)	Number of external projects SDC has worked on with partners for carbon reduction (C)	N/A	N/A	Jenny Youngs	Target: Actual:	
» CDPEC1.5a	Money leveraged through successful funding bids and level of associated council investment approved by Councillors (ongoing 2026)	N/A	N/A	Rachel Brain	Target: Actual:	
» CDPEC1.5b	Number of additional projects established or supported with an estimate given of bio-diversity net gain and / or carbon savings that will be achieved.	N/A	N/A	Jenny Youngs	Target: Actual:	


EC3: Sustainable Construction and Retrofit: Work with partners to retrofit our council housing stock and other public sector buildings, and investing in the skills and capacity in the local economy so all buildings across the district can become energy efficient

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
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.	31/03/2026	25	Alison Fisk	On Target ■	26/01/2022: Quarter 3: Workshop held with all OPE partners to look at any co location opportunities to understand which buildings within the project are to remain and which may be disposed of or reused. Larger group to break down into three working groups focusing on the Beeches Green site, the blue light organisations and a Stroud Centre group of all the Councils in the bid.
» EC3.2.1	Blueprints produced for identified buildings within the Zero Carbon Public Estate Project by 202X	31/03/2026	0	Alison Fisk	Not Started ■	
» EC3.2.2	At least XX other opportunities identified for retrofitting of public buildings, with blueprints produced by 202X	31/03/2026	0	Alison Fisk	Not Started ■	


S&R Committee Q3 Performance Monitoring Report 2021/22

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.	31/03/2026	10	Rachel Brain	On Target 	04/03/2022: Quarter 3: SDC have stated their willingness to act within the countywide coordination effort as lead council for retrofit theme in line with their place coordinators of the other collaborations on retrofit already in action. SDC continue their track record of partnership working, leveraging grants and delivering progress in the areas of affordable warmth, social housing, public sector retrofit. SDC are linked to the LEP Energy Sector Group through 2030 Strategy manager role as co-chair working at a county level with the sector that will drive the changes needed for meeting the retrofit challenge.
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






EC6: Renewable energy: Increase the proportion of energy generated by renewable sources in the district and work on decarbonizing existing networks.

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
EC6.2	Deliver the water source heat pump projects at Ebley and Brimscombe Port Mills	31/03/2022	98	Alison Fisk	On Target 	21/01/2022: Quarter 3: Both installations have been commissioned. Contractors due to leave site at the end of January
» CDPEC6.2	At least 97 tonnes of carbon saved per annum for Ebley and Brimscombe Port Mills combined	N/A	N/A	Alison Fisk	Target: Actual:	



ER1: Economic recovery: Support our high streets and businesses to enable recovery of the local economy from the impacts of COVID-19 and build foundations for a sustainable and inclusive local economy

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
ER1.1	Develop and implement an inclusive and sustainable 'Economic Development Strategy' including supporting market towns and sectors most impacted by the pandemic.	31/03/2023	50	Amy Beckett	On Target 	09/03/2022: Quarter 3: Economic Development Strategy and Action Plan to be taken to S&R, 10/03/2022 for approval at committee before commencing work to meet the objectives.


S&R Committee Q3 Performance Monitoring Report 2021/22

» ER1.1.1	10 year Economic Development Strategy shared for consultation, revised and adopted by March 2022	31/03/2022	0	Amy Beckett	Not Started 	
» ER1.1.2	Regular market town forums	31/03/2023	0	Amy Beckett	Not Started 	
» ER1.1.3	% of actions in each prioritised annual action plan are delivered within the Civic Year (80% target)	31/03/2023	0	Amy Beckett	Not Started 	
ER1.2	Continue to support high street businesses to increase their digital and online visibility.	31/03/2026	10	Amy Beckett	On Target 	04/03/2022: Quarter 3: Provider has been secured to deliver digital and on-line support and training for high street business across the district.
» CDPER1.2	10 % increase in online visibility for high street businesses annually	N/A	N/A	Amy Beckett	Target: Actual:	
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.	31/03/2024	50	Amy Beckett	On Target 	09/03/2022: Quarter 3: Local High street businesses continue to be supported through the Welcome Back Fund initiatives including marketing campaigns to attract an increased footfall to market town in the district.
» ER1.3.1	Implement the Economic Development Strategy and adopt the Action Plan • Monitor against performance targets within the Strategy	31/03/2024	0	Amy Beckett	Not Started 	
» ER1.3.2	Social media reach of Shop Local messages	31/03/2023	0	Ben Falconer	Not Started 	






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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.	31/03/2024	0	Amy Beckett	Not Started 	09/03/2022: Quarter 3: Working in partnership with the Stroud Growth Hub to commence sector specific working groups to discuss the needs of the districts small businesses. These events will be open to councillors to attend.
» ER1.5.1	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.	31/12/2022	0	Amy Beckett	Not Started 	









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

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
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.	31/03/2026	75	Leonie Lockwood	On Target 	26/01/2022: Quarter 3: Demolition contract let and on site. Procurement process for the selection of a partner has commenced and the interested developers have submitted their Supplier Questionnaires.





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» ER2.1.1	Year 1 • Demolition completed • Procurement process for developer commenced	31/12/2022	75	Leonie Lockwood	On Target 	26/01/2022: The contract for the demolition has been awarded and the contractor is on site and due to complete all of the demolition by April 2022. The procurement process to select a developer commenced in October. Developers have submitted the Supplier Questionnaires, evaluation and moderation has taken place and the report from the Council's consultants recommending the shortlisted companies to go through to the dialogue phase is being prepared.
» ER2.1.2	Year 2 • Developer selected and appointed • Submission of planning application for redevelopment	31/03/2023	0	Leonie Lockwood	Not Started 	
» ER2.1.3	Year 3 • Planning approval for redevelopment • Commencement of construction of the redevelopment	31/03/2024	0	Leonie Lockwood	Not Started 	
» ER2.1.4	Year 5 • Completion of redevelopment	31/03/2026	0	Leonie Lockwood	Not Started 	
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.	31/03/2025	75	Chris Mitford-Slade	On Target 	21/03/2022: Quarter 3: Main project this quarter has been the Ocean Bridge Project - new railway bridge to open the Stroudwater canal. Project completed on time and within budget. Detailed project review completed by new Project Director (joined 1 Sep), including governance, roles, responsibilities, risk, budget and activity plan. This is a large, complex project with multiple-stakeholders across SDC, other government organisations, parish / town councils, charities and communities. We are now transitioning from development to delivery and starting to make progress and gain momentum. CCC Project Board and National Lottery Heritage Fund have been kept informed throughout, providing guidance, direction and decision making. Engineering team has been restructured and currently developing the Community Engagement model.



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» ER2.2.1	Completion of the Ocean Rail Bridge project (April 2022)	30/04/2022	75	Chris Mitford-Slade	On Target		21/03/2022: New bridge built over Christmas and New Year. Now completing the towpath, bank restoration, works site clearance.
» ER2.2.2	Land acquisitions secured (April 2022)	30/04/2022	80	Chris Mitford-Slade	On Target		21/03/2022: Three parcels of land to be finalised: Ecotricity, Ractliffe and Teesdale. Plan in place for each of these with the aim of finalising by end May 2022.
» ER2.2.3	Approval of the Missing Mile Planning Application (May 2022)	31/05/2022	50	Chris Mitford-Slade	On Target		21/03/2022: Missing Mile Planning application was submitted on 17th December. Questions and issues being addressed. Target is to get this approved by 3rd May.
» ER2.2.4	Monitoring & Evaluation progress reports in place (June 2022)	30/06/2022	10	Chris Mitford-Slade	Overdue		21/03/2022: Placed on hold as the Community Engagement Model is under review.
» ER2.2.5	The approved activity plan, focusing on social and community outcomes, is being delivered in line with the successful heritage lottery bid.	31/03/2023	10	Chris Mitford-Slade	Overdue		21/03/2022: Currently being reviewed.
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.	31/03/2026	75	Leonie Lockwood	On Target		28/01/2022: Quarter 3: Six priority projects agreed with RIB as follows which all focus in whole or in part on brownfield regeneration sites: May Lane, Dursley Tricorn House, Stroud LUF bid for round 2 including Wallbridge, Cheapside and the station. OPE Zero Carbon Public Estate project including Beeches Green and Cheapside car parks. Stonehouse Canal side Brimscombe Port Project Charters all presented to RIB and highlight reports to be presented to each meeting. A register of all of the brownfield sites has been prepared and is updated twice a year for the Local Plan.
» ER2.3.1	SDC pipeline of regeneration schemes reviewed and reported twice per year	31/03/2026	10	Alison Fisk	On Target		
» ER2.3.2	Annual progress achieved on each of the priority sites in accordance with approved milestones by 2026 and reported to RIB meetings	31/03/2026	10	Alison Fisk	On Target		









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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.	31/03/2026	60	Mark Russell	On Target 	03/03/2022: Quarter 3: The draft Local Plan allocated an additional 90 hectares of employment land within the District and seeks to protect existing employment areas. The draft Economic Development Strategy identifies a commitment to work to increase commercial space for smaller businesses.
» ER2.4.1	Sq M of new commercial development and number of new jobs (create KPI)	31/03/2023	0	Alison Fisk	Not Started 	
» ER2.4.2	Land identified for low cost sites	31/03/2026	0	Mark Russell	Not Started 	
» ER2.4.3	Work with others (e.g. FSB) to offer appropriate advice to businesses, social enterprises and cooperatives (C)	31/03/2026	0	Mark Russell	Not Started 	



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.

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
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.	31/03/2023	60	Mark Russell	On Target 	03/03/2022: Quarter 3: A draft brief for appointing consultants to undertake this work has been prepared.
» ER3.1.1	Produce and share 'Place Prospectus' by end 2022	31/03/2023	20	Mark Russell	On Target 	04/03/2022: A draft brief for procuring the prospectus from consultants has been developed and subject to internal consultation.




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» ER3.1.2	Positive feedback from external stakeholders (including potential investors) on Place Prospectus	31/03/2023	0	Mark Russell	Not Started 	
ER3.2	Promote prosperity and visitors to the district's waterways, by developing a Canal Strategy, which links to heritage and biodiversity objectives.	31/03/2023	90	Mark Russell	On Target 	03/03/2022: Quarter 3: A Draft Canals Strategy was approved by S&R Committee in January 2022. A period of public consultation commenced on 21 February and is due to end on 18 April 2022.
» ER3.2.1	Canal Strategy adopted as a supplementary planning document by May 2022	31/05/2022	60	Mark Russell	On Target 	04/03/2022: The Draft Canal Strategy has been approved by S and R Committee for a period of public consultation, ending April 2022.
» ER3.2.2	Action plan approved by December 2022	31/12/2022	0	Mark Russell	Not Started 	
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.	31/07/2022	50	Brendan Cleere	On Target 	03/03/2022: Quarter 4: A partners' task force has been established and is working constructively towards submission of a bid to the Govt's Levelling Up Fund. Bid guidance and deadline are awaited but the current assumption is for a 30 June 2022 submission deadline. A bid to the Gloucestershire Economic Growth Joint Cttee has also been prepared by SGS college, focused on low carbon and retrofit skills. The bid will come to GEGJC for decision in May 2022.
» ER3.3.1	Levelling Up Bid prepared and submitted in line with Government deadlines when known	31/07/2022	50	Brendan Cleere	On Target 	
» ER3.3.2	Application made to GEGJC for green skills and retrofit local partnership – Spring 2022	30/06/2022	50	Brendan Cleere	On Target 	
» ER3.3.3	Creation of a task force to succeed LUF working group	31/03/2022	0	Brendan Cleere	On Target 	








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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.	31/03/2024	90	Mark Russell	On Target 	03/03/2022: Quarter 3: The Council has worked with partners to submit technical responses to questions posed by UKAEA and has planned and delivered formal site visits by UKAEA in November 2021 and February 2022. Promotion of the bid is ongoing.
» ER3.4.1	Support provided for UK Atomic Energy Authority bid by December 2022	23/12/2022	90	Mark Russell	On Target 	04/03/2022: Technical reports have been completed and two site visits planned and delivered. It is not currently envisaged that any further support is required but until the UKAEA submits their assessment report to Government, expected April 2022, it remains a possibility.

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.

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
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.	31/03/2023		Amy Beckett	Not Started 	
» ER4.1.1	Favoured trader list on track to be developed and shared by March 2023	31/03/2023	0	Amy Beckett	Not Started 	
» ER4.1.2	Increase in % of businesses that pay the living wage	31/03/2023	0	Amy Beckett	Not Started 	

S&R Committee Q3 Performance Monitoring Report 2021/22

» ER4.1.3	2 articles annually showcase businesses with environmental and social good practice in Stroud District in regional/national and trade press	31/03/2023	0	Amy Beckett	Not Started 	
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.	31/03/2025	20	Andrew Cummings	On Target 	14/03/2022: Quarter 3: Initial conversations held with Credit Union on Joint Working possibilities. Funding for Credit Union of £10k included in budget for both 2021/22 and 2022/23. An update from Avon Mutual is to be provided to Members
» ER4.2.1	Increase in support (time) / funding year on year provided to Community Banks and Credit Unions	31/03/2025	0	Andrew Cummings	On Target 	14/03/2022: Initial conversations held with Credit Union on Joint Working possibilities. Funding for Credit Union of £10k included in budget for both 2021/22 and 2022/23. An update from Avon Mutual is to be provided to Members.
» ER4.2.2	Annual investment in renewable energy generation through treasury or capital investment	31/03/2024	0	Andrew Cummings	Not Started 	
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.	31/03/2026		Hannah Emery	Not Started 	
» ER4.3.1	Annual improvement in social value as measured through the Social Value Portal	31/03/2026	0	Hannah Emery	Not Started 	
» ER4.3.2	Partnering with local anchor institutions to support community wealth building	31/03/2026	0	Hannah Emery	Not Started 	

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» CDPER4.3	% of overall annual spend from local businesses with a GL postcode.	N/A	N/A	Sarah Turner	2020/21 Actual: 42	The % has dropped on previous year (51%) due to the Housing Repairs contract being brought in-house.
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.	31/03/2026		Lucy Powell	Not Started 	
» ER4.4.1	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	31/03/2026	0	Lucy Powell	Not Started 	
» ER4.4.2	Continued support for SDC apprenticeship scheme and volunteer opportunities	31/03/2026	0	Lucy Powell	Not Started 	
» ER4.4.3	Collaboration with local training providers (C)	31/03/2026	0	Lucy Powell	Not Started 	
» ER4.4.4	Input and support for Gloucestershire Skills Strategy (C)	31/03/2026	0	Lucy Powell	Not Started 	
ER4.5	Work with trade unions to support fair employment, encouraging more local businesses and organisations to be real living wage employers.	31/03/2024		Lucy Powell	Not Started 	
» ER4.5.1	Positive engagement with Trade Unions at SDC	31/03/2024	0	Lucy Powell	Not Started 	
» CDPER4.5(C)	Number of businesses who have pledged to be real living wage employers	N/A	N/A	Amy Beckett	Target: Actual:	



STRATEGY & RESOURCES COMMITTEE

MEMBER REPORT

NAME OF ORGANISATION/BODY	Gloucestershire Economic Growth Joint Committee
DATE OF LAST MEETING ATTENDED	16 March 2022

BRIEF REPORT:

1. Gloucestershire Economic Growth Committee continuation

With the exception of Gloucester City Council, each council has considered the continuation of the committee and signed the agreement to continue for a further year; Gloucester City Council has sent a letter of commitment ahead of its report and recommendation to Council next week.

2. Gloucestershire Business Rates Pool Update and SEDF bids

Andrew Cummings reported that the current forecast was for a slight increase in pool gain to £4.17m, with £833,000 provisionally to be added to the Strategic Economic Development Fund (SEDF) for the next financial year. At present there is £259,000 of unallocated funding in the SEDF. It is usual to wait until there is funding in the SEDF pot before allocating it, as background to the two bids that GEGJC went on to consider:

3. 'Made in Gloucestershire' bid from the LEP

The LEP bid for £150,000 of SEDF funding over 2 years was supported by the committee on a majority vote after some discussion. The funding will facilitate the setting up of a website to promote 'Made in Gloucestershire' goods nationally and internationally, concentrating first on food and drink products but with plans to expand to other goods eg wind turbines. The plan is to start this work around Easter, recruit businesses and launch the brand in the Autumn possibly to coincide with Gloucestershire Day / Tour of Britain men's race in September (women's race in June might be too soon). After 2 years the plan would be to turn this into a membership scheme with businesses being charged £100-200 each to use the branding. This may be revised following comments about this representing a significant cost to many small firms. The LEP was asked to explore connections / duplication with 'Cotswold Taste' and other tourist brandings and to prepare a business plan.

4. Central Gloucestershire Mass Transit bid from GCC

A bid for £850,000 of SEDF funding from GCC for a further two stages of feasibility work on a mass transit scheme to deliver public transport to the most populated areas of the county, with connectivity to outlying areas, was rejected on a majority vote. There was some support for the project itself, although there were comments that it would not do anything to improve rural connectivity and questions about whether this



STRATEGY & RESOURCES COMMITTEE

MEMBER REPORT

scheme was as relevant as improving broadband in a post-pandemic world. The real issue was the source of funding, as many committee members thought that the use of SEDF funding for yet another transport feasibility project was inappropriate (there had not yet been any reporting on the £410k multi-modal transport feasibility study previously funded, within the context of which this project was supposed to sit) and that GCC should look for other funding sources including its own budget, but the bigger issue was that there was not enough in the SEDF pot at present to fund it. This meant that it would need to be underwritten by the £1.59m of SEDF funding remaining in the ring-fenced City Region Board pot, which led to comments that if the project was to be approved, it could be funded from there. Regardless, there would be very little remaining in the SEDF for any further projects that might better support economic recovery than a mass transit scheme. GCC indicated that it would rethink the request and bring it back to the May meeting.

5. Fastershire Update

Simon Excell of GCC updated the committee on progress with Fastershire, the joint project with Herefordshire to deliver superfast broadband in the two counties. This has been very successful in the last 10 years with 96.5% of properties in Gloucestershire now having access to superfast broadband (30Mbps). The remaining 3.5% of premises are difficult, with a community grant scheme assisting some remaining delivery in 11 areas. National aspirations set out in Project Gigabit, to be delivered by centralised BDUK, are for gigabit connectivity (1000Mbps).

The committee acknowledged that the development of digital skills might be an appropriate recipient of future SEDF support.

6. Cyber Project update

Tim Atkins of Cheltenham BC updated the committee on progress with the plans for the National Cyber Innovation Centre, the feasibility studies for which had been an earlier recipient of SEDF funding.

7. Strategic Planning in Gloucestershire

Mike Dawson advised the committee that the Statement of Common Ground would be coming to councils for adoption soon.

8. Economic Dashboard

Kate Martin of GCC gave an update on GCC's Covid-19 Recovery Dashboard. Headlines included:



STRATEGY & RESOURCES COMMITTEE

MEMBER REPORT

- There is a slow reduction in the number of Universal Credit claimants following a peak during the pandemic when UK claimants increased from 6% (February 2020) to 12% of the adult working population
- The proportion of UC claimants in employment peaked 3 months earlier in the pandemic than those UC claimants not in employment
- At December 2021, 70% of UC claimants had been claiming for over a year
- The geographical distribution of UC claimants had changed from urban centric pre-pandemic to more widely distributed in January 2022
- The number of employees on payrolls has recovered in all districts apart from Gloucester City, there has been higher growth in Tewkesbury Borough and Stroud District
- There are more jobs in all districts compared to pre-pandemic
- There has been a spike in company dissolutions coming out of the pandemic.

9. GFirst LEP Update

Dev Chakraborty gave an update, the highlights of which were:

1. The Levelling Up White Paper has been published but there is much detail missing, including the function, form and budget for LEPs in the future.
2. The UK Shared Prosperity Fund – the EU funding replacement – was mentioned in the White Paper but there is no indication of how much districts will receive, and the LEP will be discussing what it would like districts to help fund from it as part of the regular 121s with Leaders and CEs of each council.
3. There have been many overseas investment enquiries, particularly from the manufacturing, aerospace and food, drink and agritech sectors.

Jon McGinty, MD of Gloucester City, who is also on the DCN Board advised that the UKSPF may well be a tapered increase over the 3 year period of funding. The guidance issued so far indicates that of the 3 pillars districts can fund, the third pillar, skills, cannot be invested in until Year 3 which may leave a gap in skills funding.

FUTURE MEETINGS	19 May 2022 7 September 2022 16 November 2022
REPORT SUBMITTED BY	Cllr Doina Cornell, Leader Kathy O'Leary, Chief Executive
DATE	24 March 2022

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STRATEGY AND RESOURCES COMMITTEE

7 APRIL 2022

DRAFT WORK PROGRAMME

Items for Next Civic Year:

Date	Matter to be considered	Reporting Member/Officer
9 June 2022	Procurement Update	Senior Policy and Governance Officer
	Stroud Cemetery Chapel	Property Manager
	Retrofit Update	
	LGA Corporate Peer Challenge Action Plan	Chief Executive
12 July 2022	Brimscombe Port Developer Partner	Head of Property Services
29 Sept 2022	Outline Business Case – Stonehouse, Bristol Road Station (TBC)	Head of Planning Strategy and Economic Development
	Kingshill House	Property Manager
	Corporate Asset Management Strategy	Head of Property Services
24 Nov 2022	Performance Management Framework Review	Senior Policy and Governance Officer
	Canal Strategy Action Plan	Head of Planning Strategy and Economic Development
	Update on the Economic Development Strategy	Senior Economic Development Specialist
2 Feb 2023	CIL Spending Allocations	Senior Community Infrastructure Officer
	Stroud District Council Capital Strategy	Principal Accountant
	General Fund Budget 2023/24, Capital Programme and Medium-Term Financial Plan	Strategic Director of Resources
	Housing Revenue Account Estimates – Revised 2022/23 and Original 2023/24 and Medium-Term Financial Plan 2022/23 – 2026/27	Accountancy Manager
	The Fair Pay and Senior Pay Policy Statement 2022/23	Human Resources Manager
	Council Tax Support Scheme	Revenue and Benefits Manager
9 Mar 2023		
20 Apr 2023		

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