



Public Document Pack STROUD DISTRICT COUNCIL

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30 May 2022

STRATEGY AND RESOURCES COMMITTEE

A meeting of the Strategy and Resources Committee will be held on **THURSDAY, 9 JUNE 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 5 - 10)**
To approve the Minutes of the meetings held on 7 April 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 Wednesday, 1 June 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. **STROUD DISTRICT COUNCIL'S BID TO THE GOVERNMENT'S LEVELLING UP FUND (ROUND 2) (Pages 11 - 24)**
To seek the Committee's approval for Stroud District Council's bid to the Government's Levelling Up Fund (Round 2).

6. **LGA CORPORATE PEER CHALLENGE ACTION PLAN (Pages 25 - 34)**
To consider the Action Plan resulting from the LGA Corporate peer Challenge Feedback report received at the end of April and reported to Council on 19 May 2022.
7. **APPOINTMENT OF PERFORMANCE MONITORS**
To appoint two performance monitors for Civic Year 2022-23.
8. **MEMBER / OFFICER REPORTS (TO NOTE)**
(a) Performance Management (Pages 35 - 56)
(b) Gloucestershire Economic Growth Joint Committee (GEGJC) (Pages 57 - 60)
(c) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) (To Follow)
(d) Regeneration and Investment Board (To Follow)
(e) Brimscombe Port Redevelopment (To Follow)
9. **DRAFT WORK PROGRAMME (Pages 61 - 62)**
To consider the draft work programme.
10. **MEMBER QUESTIONS**
See Agenda Item 4 for deadlines for submission.
11. **LOCAL GOVERNMENT ACT 2000 - EXCLUSION OF PRESS AND PUBLIC
THE FOLLOWING REPORT CONTAINS EXEMPT INFORMATION BY VIRTUE
OF PARAGRAPH 3 OF PART 1 OF SCHEDULE 12A OF THE LOCAL
GOVERNMENT ACT 1972 AND THE FOLLOWING RESOLUTION MAY BE
PASSED TO EXCLUDE THE PUBLIC DURING CONSIDERATION OF THIS
ITEM:**
- PROPOSED:** That, pursuant to the provisions of Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the matter detailed at Agenda Item 12 on the grounds that involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.
12. **ACQUISITION OF LAND, STROUD (Pages 63 - 70)**
To seek approval to the acquisition of a brownfield development site in the Stroud District.

Members of Strategy and Resources Committee

Councillor Doina Cornell (Chair)

Councillor Chris Brine
Councillor Gordon Craig
Councillor Stephen Davies
Councillor Trevor Hall
Councillor Nicholas Housden
Councillor Nick Hurst

Councillor Catherine Braun (Vice-Chair)

Councillor Martin Percy
Councillor Keith Pearson
Councillor Mattie Ross
Councillor Ken Tucker
Councillor Chloe Turner



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STRATEGY AND RESOURCES COMMITTEE

07 April 2022

7.00 - 8.44 pm

Council Chamber

Minutes

Membership

Councillor Doina Cornell (Chair)

Councillor Chris Brine
Councillor Stephen Davies
Councillor Nick Hurst
Councillor Martin Percy
Councillor Keith Pearson
Councillor Gordon Craig*

*= Absent

Councillor Catherine Braun (Vice-Chair)

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

Councillor Nicholas Housden*

Officers in Attendance

Chief Executive
Strategic Director of Resources
Strategic Director of Place
Monitoring Officer

Senior Democratic Services & Elections
Officer
Accountancy Manager

SRC.075 Apologies

Apologies for absence were received from Councillors Craig and Housden.

SRC.076 Declarations of Interest

There were none.

SRC.077 Minutes

RESOLVED To approve the minutes of the meeting held on 10 March 2022.

SRC.078 Public Question Time

There were none.

SRC.079 Levelling Up Bid - Use of Business Rates Pilot Funding

The Strategic Director of Place brought Members attention to the summary provided in Appendix 1. He advised that the bid was being put together with a number of strategic

Strategy and Resources Committee
07 April 2022

Subject to approval at
next meeting

Agenda Item 3

2021/22

partners and encompassed a range of projects. The Strategic Director of Place advised that the funding being sought tonight through this report would enable the Council to submit a strong bid before the 6 July deadline. It was also confirmed that Stroud District Council was a priority two area and that priority one areas, Gloucester City Council and Forest of Dean District Council, received investment to help develop their bid which Stroud would not receive. The Strategic Director of Place reiterated paragraph 4.1 and confirmed that there would be no guarantee that they would be successful with their bid and that they could qualify for other external funding instead.

Councillor Robinson asked about the bus service and the poor infrastructure in Merrywalks and whether there would be any funding through the Levelling Up Bid. The Strategic Director of Place confirmed that Stroud District Council were working very closely with Gloucestershire County Council and that their focus for this bid had been on active travel.

Councillor Davies asked for confirmation as to whether there were still people awaiting confirmation of whether their project had been included in the bid. The Strategic Director of Place confirmed that a finite list of projects had been compiled in Appendix 1, however it was also advised that there may be projects that would not get selected for submission with the bid and that the partners were aware of this reality.

Councillor Percy asked whether partners such as Great Western Railway would contribute their own funds to the project to show their commitment. The Strategic Director of Place confirmed that there were specific rail industry funding streams that they would be seeking support from including station improvement funds.

Councillor Hurst expressed concerns that the package presented was very Stroud centric and asked whether it was a reflection of the projects that had been put forward for the bid. The Strategic Director of Place Project confirmed that the bid was specifically for investment in physical infrastructure, there was strict guidance about providing 'pride of place'. Therefore, if successful, a lot of the investment would be in Stroud Town but the benefits of it would be spread much wider.

Councillor Pearson asked for clarification as to whether Stroud District Council were solely liable for the cost of the feasibility study for accessibility to Stroud Train Station. The Strategic Director of Place confirmed that Stroud District Council would be funding the feasibility study however Network Rail were providing their time.

Proposed by Councillor Davies and seconded by Councillor Braun.

Councillor Pearson expressed concern over the amount of money that would be spent with no guarantee of receiving any funding in return however advised that the improvements that would be made if the funding was received would be good.

Councillor Brine expressed similar concerns raised by Councillor Pearson. However, he offered his support as this would ensure that the bids would be ready for submission for any future funding projects if they were unsuccessful with the Levelling Up Bid.

Councillor Turner shared their intent to support the bid as they believed this would ensure projects were prioritised and Stroud District Council could look to deliver alternative funding to those projects if the Levelling Up Bid was not successful.

The Chair confirmed that the Strategic Director of Place and the team working on the bid had a good track record at putting these projects together, delivering to a high standard and winning previous bids.

Councillor Davies expressed thanks to the Strategic Director of Place and the team for their work. Councillor Davies confirmed that having bid-ready pieces of work would be valuable beyond the Levelling Up bid and provided reassurance that previously, every bid put forward by Gloucestershire had received funding.

Councillor Braun highlighted the focus on walking and cycling and improvements to the train station in the bid. Councillor Braun confirmed that they believed it would benefit residents from wider areas of the District than just Stroud.

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

RESOLVED 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.

SRC.080 Budget Monitoring Report Quarter 3 2021/22

The Accountancy Manager introduced the Budget Monitoring Report for Q3 which covered the expected financial position of the year 2021/22 and brought Members attention to the following key areas:

General Fund

- Table 1 showed an expected underspend of £396k, with the main changes from Q2 being the Covid-19 impact, waste and recycling, housing benefit and ICT.

Housing Revenue Account (HRA)

- Expected to have an overspend of £836k, the main areas of pressure were rents and service charges and repairs and maintenance.

Capital Programme

- There had been areas of slippage within the Capital Programme in particular with the Canal, Multi Service Contract Vehicles, Cycling and Walking Plan and Brimscombe Port.
- The Water Source Heat Pumps had cost slightly more than expected at Q2 and this was being reviewed.
- HRA had a small overspend overall and further details would be taken to Housing Committee.
- A breakdown of Service Committees and Covid summary could be found in the appendixes.

Councillor Davies asked for clarification over the overspend for ICT. The Accountancy Manager confirmed that a lot of work had been undertaken to gain a better understanding of the contracts in place and there was an increased expectation in the budget for next year. The Chief Executive provided further confirmation that the IT team had audited the software that had been purchased and the budgets were showing that they were starting to get on top of this.

In response to questions the Accountancy Manager confirmed that:

Agenda Item 3

2021/22

- The pressure on the HRA caused by voids was a net loss of income of £451k.
- They were investigating why the number of tenants leaving properties remained high.
- In terms of the properties sold at Littlecombe, the sale prices had covered the borrowing costs.
- They were looking to learn lessons regarding the uninsured costs listed in paragraph 5.7 and insurance would be reviewed to check it was appropriate.

Councillor Ross asked whether the burden of the cost of lateral flow tests could be lessened for Stroud District Council staff or whether tests could be provided to Community Hubs. The Chief Executive confirmed that it was a question that they had considered and that they would be providing lateral flow tests to front line staff. They had also asked Group Leaders for their thoughts as the cost of providing tests to all staff would be approximately £5k a week.

Proposed by Councillor Brine and seconded by Councillor Turner.

Councillor Davies expressed concerns about the underspend and stated that one of the reasons for underspend was staff vacancies. Staff vacancies overstretched teams and it was important that the council paid attention to this.

Councillor Hurst brought Members attention to the issue with void properties and wondered whether bringing the housing maintenance service in house had been a contributing factor. Councillor Ross confirmed that void work was carried out by contractors rather than in house and that there was more than one issue causing the problems with void properties.

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

- RESOLVED**
- a) **To note the outturn forecast for the General Fund Revenue budget.**
 - b) **To note the outturn forecast for the Housing Revenue Account**
 - c) **To note the outturn forecast for the Capital Programme.**

SRC.081 Debt Write Off

The Strategic Director of Resources introduced the report which showed the arrears owed by Rush Skatepark from their time at Brimbscombe Port. The Strategic Director of Resources provided a timeline of events from 2018 and confirmed that Rush Skatepark were now going through liquidation. Rush Skatepark owed a total of £90k, he was asking for permission to write off the debt so that the Council could close the position in the accounts for year end.

Councillor Hurst asked whether this information could now be discussed in the public domain as it had previously been considered exempt. The Strategic Director of Resources confirmed that previously they hadn't disclosed any amounts that were owed and that companies house now showed their current position so it could be discussed in public. It was important that the Council could now be transparent about the amounts they had put in.

2021/22

In response to Councillor Turner the Strategic Director of Resources confirmed he would speak with the liquidator to confirm whether the Council would be added to the list of creditors despite writing off the current debt.

Proposed by Councillor Brine and seconded by Councillor Ross.

Councillor Robinson advised that he would be reluctantly supporting it and that it was a large amount to write off which could have covered funds for youth work.

Councillor Davies also confirmed that he would reluctantly support it but wanted to make sure that it wasn't taken as a sign that the Council wouldn't be supportive of any future skateparks in the district.

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

- RESOLVED**
- 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.**

SRC.082 Member/Officer Reports (To Note)

a) **Performance Monitoring**

Councillor Pearson introduced the performance monitoring report which was the first of the new format. He stated that they needed to consider a better way to report on projects that were on target and that milestones should be added.

The Strategic Director of Resources advised that although Councillor Housden was listed on the report he was unable to attend the performance monitoring meeting.

Councillor Cornell commented that some of the projects that said they had not been started had been and that more information should be added to update these and refine the process.

Councillor Braun stated that the new report with a RAG status was an improvement and that more narrative could be included for deadlines that were closer.

Councillor Percy suggested the addition of another category for 'at risk' which would be for projects that were at risk of not hitting their targets.

b) **Leadership Gloucestershire Update**

Leadership Gloucestershire had not met therefore no update was provided.

c) **Gloucestershire Economic Growth Joint Committee (GEGJC)**

The Chair, Councillor Cornell, confirmed the report had been circulated. Councillor Braun asked whether there was any funding for the Tour of Britain. The Chief Executive advised that the route had only just been announced but the LEP thought that they may be able to do something for the mens tour in September but not in time for June.

d) **Gloucestershire Economic Growth Scrutiny Committee (GEGSC)**

Councillor Turner introduced the report which had been circulated.

e) **Regeneration and Investment Board**

The Strategic Director of Place advised that the Board had discussed the following issues:

- Levelling up fund guidance had been reviewed and compared to the emerging bid.
- The brief for a Stroud District Prospectus – a marketing tool to help the Council win external funding and showcase the districts priorities. Work on the prospectus would take place over the spring and summer.
- Highlight reports on One Public Estate, Brimscome Port and May Lane development.
- Tricorn house and the options to facilitate the redevelopment of that site.
- Details from Town and Parish Councils about projects in their areas and support that could be provided.

Councillor Percy asked that the prospectus didn't just focus on Stroud Town to make sure it was balanced across the whole district.

SRC.083 **Work Programme**

The Chair reminded members about the poll for the work programme planning meetings that had been circulated.

Additions to the work programme included Fit for the Future updates, Canal Report and the Equality Action Plan.

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

SRC.084 **Member Questions**

There were none.

The meeting closed at 8.44 pm

Chair

STROUD DISTRICT COUNCIL
STRATEGY AND RESOURCES COMMITTEE

9 JUNE 2022

| | |
|----------------------------------|--|
| Report Title | STROUD DISTRICT COUNCIL'S BID TO THE GOVERNMENT'S LEVELLING UP FUND (ROUND 2) |
| Purpose of Report | To seek the Committee's approval for Stroud District Council's bid to the Government's Levelling Up Fund (Round 2) |
| Decision(s) | <p>The Committee RESOLVES to:</p> <ol style="list-style-type: none"> a. Approve the final size and scope of the Council's bid to the Levelling Up Fund, as set out in Appendices A and B; b. Delegate authority to the Strategic Director of Place, in consultation with the Chair and Vice-Chair of this Committee, to finalise and submit the bid by the Government deadline of 6 July, 2022 and enter into the grant agreement if successful. c. Award grants to, and enter into legal agreements with, the delivery partners as set out in Appendix A if the bid is successful. |
| Consultation and Feedback | <p>The development of the bid, and the projects which feature within it, have been subject to extensive consultation and engagement with stakeholders as follows;</p> <ul style="list-style-type: none"> • Levelling Up Fund Task Force comprising Stroud District Council, Stroud MP, Stroud Town Council, Gloucestershire County Council, Network Rail, Great Western Railway, GFirst Local Enterprise Partnership and Stroud & District Chamber of Trade & Commerce. • Regeneration Investment Board • Ward Councillor • The Stroud Subscription Rooms Trust • Lansdown Hall and Gallery • Stroud Valleys Artspace • Cotswold Canals Trust • Stroud Valleys Canal Company • Business stakeholders • Individual related report and scheme-based consultation events • Consultation associated with strategic documents linked to the bid including the Local Plan, the Local Transport Plan and the Stroud Neighbourhood Development Plan |
| Report Authors | <p>Brendan Cleere, Strategic Director of Place Email: Brendan.cleere@stroud.gov.uk Leonie Lockwood, Regeneration Delivery Lead Email: leonie.lockwood@stroud.gov.uk</p> |

Agenda Item 5

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|--|--|-------|----------|---------------|
| Options | There is an option to not submit the bid. This is not recommended, as to do so would block a significant opportunity to bring much needed external funding to support the delivery of major social, economic and environmental benefits to the area. There is an option to remove or add alternative projects to the package bid, but the package must consist of no more than three projects and be a coherent set of interventions that reflect the themes of the LUF. | | | |
| Appendices | Appendix A – Package Bid details Appendix B - Strategic Fit, Outputs and Outcomes | | | |
| 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:

“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.”

“The second round of the Fund will focus on the same three investment themes as the first round: local transport projects that make a genuine difference to local areas; town centre and high street regeneration; and support for maintaining and expanding the UK’s world-leading portfolio of cultural and heritage assets.”

1.3 The proposed bid for Stroud reflects this focus and the projects have been selected carefully to ensure a close alignment with the aims of the Fund.

1.4 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>

1.5 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.
- 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 and therefore the bid needs to be of high quality to be considered for support.

1.6 The prospectus sets out examples of projects that the fund will look to support under each theme which include, amongst others:

- Transport - Investment in new and existing cycling provision.
- Regeneration - The acquisition and regeneration of brownfield sites and improving the public realm including high streets, parks and green spaces and the addition and or enhancement of infrastructure to make the high street and town centre more accessible for those with disabilities.
- Culture and Heritage - Upgrading cultural and creative spaces, including arts venues, and renovating and refurbishing key cultural and heritage sites.

1.7 At the Committee meeting on the 7 April, members approved the allocation of up to £275k from Business Rates Pilot funding, to support project development costs related to the LUF bid. The table below sets out the commitments and spend to date against these budgets.

| | Budget | Committed to date | Paid to date |
|--|----------------|--------------------------|---------------------|
| LUF budget - recovery budget | 50,000 | | |
| LUF April 2022 from business rates pilot funding | 275,000 | | |
| Wallbridge | | 80,601 | 61,339 |
| Brownfield site | | 10,370 | 10,370 |
| Walking and cycling project | | 103,050 | |
| The Goods Shed | | 3,500 | |
| Consultancy | | 34,725 | - |
| Total | 325,000 | 232,246 | 71,709 |

Agenda Item 5

- 1.8 This report will outline the bid for which approval is now being sought and the work being done in the lead up to the submission deadline.
- 2. STROUD DISTRICT COUNCIL'S BID**
- 2.1 Our bid to the Levelling Up Fund represents a rare opportunity to rejuvenate highly visible areas in Stroud that are holding the town and the wider area back, through issues of poor access, neglect or in some cases, dereliction. The bid will boost pride in place and create a pathway for a cleaner, greener future. It will also transform spaces, support our post covid recovery and create attractive destinations to increase vitality and prosperity for residents, visitors and businesses. The bid will not only make Stroud a welcoming, attractive place to be but will also be a stronger gateway to the rest of the district by improving the connectivity to the routes along the valleys and will support the whole district economy, building on the stronger relationships that we have developed with the market towns.
- 2.2 Our package bid totals £15.9m and comprises investment in three strongly related projects, which are described in more detail in Appendix A and summarised below:
- (i) **Gateway Spaces** –The rejuvenation and transformation of key spaces into attractive destinations to increase vitality and prosperity for residents, visitors, shoppers and businesses. Places for people to spend time and feel a sense of pride in the town.
 - (ii) **Cultural Landmarks** – enhancing our heritage and making venues inclusive and accessible to all, nurturing and realising their full potential and celebrating local distinctiveness to create a vibrant arts scene that supports the visitor economy.
 - (iii) **Connections** – Making it easier, healthier and safer for pedestrians and cyclists to access all the town has to offer and to support the transition to a low carbon lifestyle, aligning with the Councils commitment to be carbon neutral by 2030. Improving the connectivity to the routes along the valleys to the wider district. Measures to improve the experience for bus users, such as Real Time Passenger Information, are also being explored and may be included in the bid, subject to affordability and deliverability.
- 2.3 A solid partnership has developed behind the bid with a strong level of community and stakeholder support across the public, private and voluntary sector organisations and crucially the support of the local MP. Whilst the district is the lead partner for the bid submission, if the bid is successful, the projects will be delivered by a range of partners and hence the importance of this enthusiasm and commitment.
- 2.4 Much stakeholder and community engagement has been undertaken as the various aspects of the bid have been developed. The various strategic plans and reports have had extensive stakeholder and community engagement as part of their approval processes. For the two areas of public realm improvements, Wallbridge and The Sub Rooms Town Square, the Commonplace platform has been used to gather feedback, which is open to all users to view, and drop-in sessions have also been held to show the plans, listen to people's views and obtain their comments to feed into the final designs. Stakeholder meetings have also been held to discuss wider plans for the areas.
- 2.5 It is important to stress that the bid is not a series of isolated individual projects but is a package of measures that is set within a wider long term place making context, building

upon the groundwork that has already been established by the Stroud District Local Plan, the Town Centre Neighbourhood Development Plan, the Local Transport Plan and other important strategies, feasibility studies and research projects that have been carried out in recent years. In particular, the emerging Canal Strategy, 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.

2.6 The Local Plan vision for Stroud says:

Stroud town will go from strength to strength as the beating heart of a flourishing artistic and cultural scene. It will act as both focal point and gateway for surrounding communities and visitors, with good links to the wider rural area.

As the principal commercial centre for the District, the town centre will capitalise on its attractive built heritage, distinctive landscape setting and unique selling points (such as the acclaimed farmers' market) to enhance its retail offer and tourist appeal.

The bid addresses this vision head on and the LUF process has given the partnership the opportunity to develop these ideas and put those plans into practice and deliver on some of the key projects. As part of the work carried out for the bid, wider master planning work has been commissioned that looks to the longer-term vision and sets these interventions into context. The bid to the LUF is, therefore, seen as the start of the process and a catalyst for future private and public investment in the town and the wider district.

2.7 The strategic fit, outputs and outcomes for the bid is set out in Appendix B.

2.8 Whilst the district has been successful in various funding bids over recent years, it has missed out on some of the key Government town centre initiatives, such as Future High Streets Fund and the Towns Fund. The commitment of resources by all the partners to develop these projects into deliverable schemes on the ground, which have a strong basis in adopted strategies, means that none of the work will be wasted as the Council will be well positioned for future funding rounds.

2.9 The LUF requires match funding of a minimum of 10% of the total bid from the local authority and/or its partners. In excess of 10% has been secured through already approved budgets and contributions from our public and private sector partners. In addition to the direct match funding for the projects within the bid, there is complementary funding for projects that have a strong alignment with the bid, including the £8.9 million HLF funding for phase 1b of the canal, the funding received through One Public Estate for the master planning of Cheapside and Beeches Green and the emerging Shared Prosperity Fund.

2.10 In terms of the value of the bid, this has been established by only including those projects that fit the bid criteria, represent value for money and crucially can be delivered within the timescales of the fund, i.e. all funding must be spent by March 2025. This has resulted in a bid that on current costings stands at £15.9 million. This will be further reviewed over the next 6 weeks (from the time of writing the report) to the bid submission date along with our consultant advisors, in particular ensuring that sufficient contingency is included within the bid due to the current volatile construction market and general inflationary pressure.

Agenda Item 5

Elements of the bid may need to be withdrawn should any questions regarding the delivery of the project be identified as the details are finalised.

- 2.11 Advice has been given from our MP that, due to the high success rate of bids in round 1 for Gloucestershire for authorities in category 1 priority areas, that bidding under the £20 million may be a prudent approach.
- 2.12 The Committee's approval is now sought for the size and scope of the bid as summarised in Appendix A. The Committee is also recommended to delegate authority to the Strategic Director of Place, in consultation with the Chair and Vice-Chair of this Committee, to finalise the bid, including the final bid amount once contingencies and project costs have been finalised, and to submit the bid by the Government deadline of 6 July 2022.

3. NEXT STEPS AND INDICATIVE TIMELINE

- 3.1 The Council has appointed Stantec, who have significant expertise in developing successful funding cases for the LUF, securing £120 million in round 1, equivalent to 7% of the Government's total expenditure on the programme to date. They are developing the economic case and carrying out the Benefit Cost Ratio calculations required for the bid and advising generally on all aspects of the bid application form ready for submission.
- 3.2 The Task Force has developed a communications and social marketing campaign to generate support for the bid and promotional materials and a video are in preparation, to be released shortly. In addition, letters of support from a wide range of organisations will be secured prior to bid submission.
- 3.3 Once submitted the bid assessment will focus on four criteria, as set out in the LUF prospectus: characteristics of places, deliverability, strategic fit with local and Fund priorities, and the economic case in line with the published assessment framework.
- 3.4 The announcement of the outcome of the bid process is due to be made in the Autumn of 2022.

4. IMPLICATIONS

4.1 Financial Implications

By approving the levelling up fund bid the Committee creates an opportunity for a sizeable amount of grant funding to be received for the included projects. Much of the funding will be passed on to the delivery partners with SDC as the accountable body.

As a Category 2 area this Council received no Central Government funding to develop a bid, unlike areas in Category 2. Paragraph 1.7 shows the amounts allocated and spent to date in developing the bid.

The LUF includes match funding requirements and paragraph 2.9 sets out how these requirements have been met.

Andrew Cummings, Strategic Director of Resources

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

4.2 Legal Implications

Once any grant conditions from the DHLUC are available, these should be sent to One Legal for review.

Should the bid be successful, the Council intends to give a proportion of the grant to outside bodies, including the private sector. The Council needs to ensure it complies with the new subsidy control regime that has replaced “state aid” following the UK’s withdrawal from the European Union. The Subsidy Control Act 2022 has received Royal Assent and partially came into force on 28th April 2022.

Officers have received advice from One Legal about the requirements of the new regime and external advisors have assisted with the evidence to demonstrate that the onward payments will be lawful subsidies.

Agreements setting out the terms of the grant payments should be entered into with the grant recipients including clauses related to the use of the funding, monitoring requirements and repayment provisions should there be a breach of the agreement.

The Council has powers under Section 1 of the Localism Act 2011 to make the onward grant payments.

Specific legal advice should be sought in relation to each of the proposed projects to be delivered by the Council. For example, development of council owned land will require title checks to ensure that there are no restrictions or third party rights that any affect the proposals. There are numerous powers that permit the Council to undertake the proposals, such as;

Section 1 Localism Act 2011 (General Power of Competence)

Section 2 Local Authorities (Land) Act 1963 (permits councils to carry out works for the benefit or improvement of their area)

Section 144 Local Government Act 1972 (powers related to promoting tourism)

Section 145 Local Government Act 1972 (provision of entertainment and support of the arts).

One Legal

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

4.3 Equality Implications

An EqIA has been carried out by Officers in relation to the decision made in this report and due regard will be given to any implications identified in it. The EqIA identifies potential positive impacts for protected groups in the categories of age, disability, pregnancy & maternity and sex, as well as groups affected by rural considerations.

4.4 Environmental Implications

The projects listed for the bid cut across three of the themes set out in the Carbon 2030 Strategy as follows:

- **Built Environment:** the efficient use of water and power
The incubator units will be built with solar panels and air source heat pumps to deliver energy efficient office accommodation in the town centre.
- **Natural Environment:** positive outcomes for all species
The public realm improvements address the climate change agenda with extensive tree planting to promote clean air, wildflower meadows to improve local

Agenda Item 5

biodiversity and the implementation of sustainable drainage systems to cleanse water and reduce flooding.

- Mobility: low carbon movement of people and goods

The transport project is focusing on active travel and encouraging more people to access the town on foot and on bike by making it safer and more accessible to do so enabling that mode shift from car to active travel and improving air quality in the town. The LUF will be the catalyst for wider master planning of the station which supports the goal to increase the potential for rail travel through better connectivity and station improvements

STROUD DISTRICT COUNCIL - LUF BID

PROUD OF STROUD - GATEWAYS SPACES, CULTURAL LANDMARKS AND CONNECTIONS

| Project Name | Investment theme | Current Budget Estimates | Delivery Partner |
|--|--------------------------|--------------------------|---|
| PROJECT 1 - GATEWAY SPACES | | | |
| Wallbridge green space - the transformation of this canal side public realm into a welcoming green space to provide a strong sense of arrival to the town, to welcome people, to be a space for picnics, festivals and events and an attractive place for people to walk, cycle and travel by boat through. | Town centre regeneration | £2,244,000 | SDC |
| The Sub Rooms Town Square - For decades the space outside the Subscription Rooms has played an important part in Stroud town life. This project is to transform the space into a true "Town Square" to be used and enjoyed by all. | Town centre regeneration | £595,257 | STC |
| Incubator units - the creation of 12 new small, start up, energy efficient office units in the town centre, with support from SGS college and Growth Hub. | Town centre regeneration | £2,750,000 | Dransfield Properties Ltd on behalf of its subsidiary Stroud Regeneration Ltd |
| Purchase of brownfield land and associated costs for the development of homes in the town centre on a strategically important site. | Town centre regeneration | £1,535,000 | SDC |
| PROJECT 2 - CULTURAL LANDMARKS | | | |
| Lansdown Hall - ramped access and internal improvements to make this heritage arts venue accessible for all. | Cultural | £500,000 | STC |
| The Sub Rooms - ramped access and internal improvement to make this heritage arts venue accessible for all. | Cultural | £119,822 | STC |
| Brunel Goods Shed - the purchase, ramped access and internal improvements to make this heritage arts venue accessible for all. | Cultural | £1,200,000 | SVA |

| PROJECT 3 - CONNECTIONS | | | |
|---|-----------|--------------------|-----|
| Improved pedestrian and cycle routes around Wallbridge, surrounding streets, underpass under Dr Newtons Way and up Rowcroft. | Transport | £2,900,000 | GCC |
| Improvements to the end of the Nailsworth to Stroud cycle route at Bath Road, Rodborough to make it safer and more accessible for cyclists and pedestrians and to link it through to the improvements around Wallbridge. | Transport | £1,000,000 | GCC |
| Improvements for cyclists and pedestrians around the town centre at the Sub Rooms/ George Street triangle and light touch around the town centre, London Road, Russell Street and Station Street. | Transport | £3,000,000 | GCC |
| RTPI at Stroud Railway Station and Merrywalks Bus Station. These would 'link' both locations so the travelling public would have travel information for onward journeys. | Transport | £30,000 | GCC |
| Brunel Mall - opening up the car park to the station to add additional station car parking and reducing the traffic in the town centre, which will then enable the wider master planning of the station to take place. | Transport | £50,000 | SDC |
| Total Current Estimated Bid Value | | £15,924,079 | |

| LUF Prospectus Themes | Stroud District LUF Bid Projects | Strategic Fit with Local Plan and Stroud Town Centre Neighbourhood Development Plan | LUF standard outputs relevant to the bid | LUF standard outcomes relevant to the bid |
|--|--|--|--|---|
| <p>Regeneration and town centre investment, building on the Towns Fund framework to upgrade eyesore buildings and dated infrastructure; acquire and regenerate brownfield sites; invest in secure community infrastructure and crime reduction; and bring public services and safe, accessible community spaces into town and city centres.</p> | <p>Project 1</p> <p>Gateway Spaces –The rejuvenation and transformation of key spaces into attractive destinations to increase vitality and prosperity for residents, visitors, shoppers and business. Places for people to spend time and feel a sense of pride in the town.</p> <p>(Schemes: Incubator Hub, Wallbridge Green Space, Sub Rooms Town Square, Brownfield site, Station area and Cheapside).</p> | <p>The Stroud District Local Plan vision and guiding principles for Stroud town centre are to:</p> <ul style="list-style-type: none"> • Act as a focal point and gateway for surrounding communities and visitors • Capitalise on its attractive built heritage • Provide a focus for growth in homes and jobs • Boost its role as the principal commercial centre of the District and catalyst for upgrading its retail offer • Improve the approach and sense of arrival at the town centre • Prioritise the redevelopment of brownfield land to boost jobs and intensify uses • Secure high quality, distinctive design <p>The Stroud Town Centre Neighbourhood Development Plan vision is for it to become welcoming, healthy and thriving by:</p> <ul style="list-style-type: none"> • Improving the appearance of the gateways to the town centre • capitalising on the potential improvement in rail services, to attract more businesses, visitors and local customers • Increasing the number of people living within easy walking distance of the town centre • Encouraging investment in good quality, retail, service, office and social facilities | <ul style="list-style-type: none"> • New or improved residential units • Dilapidated buildings improved and land rehabilitated • Public realm created or improved • Green or blue space created or improved • New trees planted • Public amenities/facilities created, improved, or relocated • Healthcare space created or improved • Educational space created or improved • Community centre space created or improved • Office or industrial space created or improved | <ul style="list-style-type: none"> • Increase in footfall • Increase in employment rate • Reduction in vacancy rates • Positive change in perceptions of place (business, residents and visitors) • Increase in business investment • Positive change in business sentiment Increase in consumer spending Improvement in the health of residents (physical and/or mental) |

| LUF Prospectus Themes | Stroud District LUF Bid Projects | Strategic Fit with Local Plan and Stroud Town Centre Neighbourhood Development Plan | LUF standard outputs relevant to the bid | LUF standard outcomes relevant to the bid |
|---|---|--|--|--|
| <p>Cultural investment maintaining, regenerating, or creatively repurposing existing cultural, creative, heritage and sporting assets, or creating new assets that serve those purposes including theatres, museums, galleries, production facilities, libraries, visitor attractions (and associated green spaces), sports and athletics facilities, heritage buildings and sites, and assets that support the visitor economy.</p> | <p>Project 2</p> <p>Cultural Landmarks – protecting our heritage and making venues inclusive and accessible to all, nurturing and realising their full potential and celebrating the areas local distinctiveness to create a vibrant arts scene that supports the visitor economy.</p> <p>(Schemes: Brunel Goods Shed, Sub Rooms, Lansdown Hall).</p> | <p>The Stroud District Local Plan vision and guiding principles for Stroud town centre are to:</p> <ul style="list-style-type: none"> • Strengthen a flourishing artistic and cultural scene • Create a focus for creative industries • Capitalise on its attractive built heritage • Conserve and enhance the valley’s heritage assets • Cater for an ageing population through the design of new development • Secure high quality, distinctive design <p>The Stroud Town Centre Neighbourhood Development Plan vision is for it to become welcoming, healthy and thriving by:</p> <ul style="list-style-type: none"> • Progressively upgrading the quality of streets and spaces to improve pedestrian experience and enhance the setting of the historic buildings • Greening the town centre and environs | <ul style="list-style-type: none"> • Cultural space created or improved • Heritage buildings renovated/restored • Volunteering opportunities supported | <ul style="list-style-type: none"> • Increase in the number of visitors to cultural venues • Increase in the number of cultural events • Increase in the audience numbers for cultural events • Increase in consumer spending at cultural venues |
| <p>Transport investments including (but not limited to) public transport, active travel, bridge repairs, bus priority, local road improvements and major structural maintenance, and accessibility improvements. We are requesting proposals for high-impact small, medium and, by exception, large local</p> | <p>Project 3</p> <p>Connections – Making it easier, healthier and safer for pedestrians and cyclists to access all the town and to support the transition to a low carbon lifestyle aligning with the Councils commitment to carbon 2030. Improving the</p> | <p>The Stroud District Local Plan vision and guiding principles for Stroud town centre are to:</p> <ul style="list-style-type: none"> • Improve accessibility and linkages of surrounding communities with the town • Improve physical accessibility between the canal and town centre | <ul style="list-style-type: none"> • New or improved cycle ways • New or improved pedestrian paths • Roads converted to pedestrian or cycling ways • Public transport improvements | <ul style="list-style-type: none"> • Increase in cycle flow • Increase in pedestrian flow • Mode shift from car to active travel • Improvement in air quality • Improvement in passenger experience/satisfaction |

| LUF Prospectus Themes | Stroud District LUF Bid Projects | Strategic Fit with Local Plan and Stroud Town Centre Neighbourhood Development Plan | LUF standard outputs relevant to the bid | LUF standard outcomes relevant to the bid |
|--|--|--|--|---|
| <p>transport schemes to reduce carbon emissions, improve air quality, cut congestion, support economic growth, and improve the safety, security and overall experience of transport users.</p> | <p>connectivity to the routes along the valleys to the wider district. (Schemes: All active travel measures, opening up Brunel Mall to the station, RTPI at the train station and bus station).</p> | <ul style="list-style-type: none"> • Improve the approach and sense of arrival at the town centre • Provide good links to the wider rural area <p>The Stroud Town Centre Neighbourhood Development Plan vision is for it to become welcoming, healthy and thriving by:</p> <ul style="list-style-type: none"> • Transforming the convenience, safety and attractiveness of access to the town centre for pedestrians and cyclists • Encouraging greater physical activity in order to promote physical health and mental wellbeing for all, including disabled people, and reduce car reliance – through the progressive improvement of the pedestrian and cycling environment | | |

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STROUD DISTRICT COUNCIL
STRATEGY AND RESOURCES COMMITTEE

THURSDAY, 9 JUNE 2022

| | | | | |
|--|---|-------|----------|---------------|
| Report Title | LGA CORPORATE PEER CHALLENGE ACTION PLAN | | | |
| Purpose of Report | To consider the Action Plan resulting from the LGA Corporate peer Challenge Feedback report received at the end of April and reported to Council on 19 May 2022. | | | |
| Decision(s) | <p>The Committee RESOLVES to:</p> <p style="padding-left: 40px;">a) Agree the Action Plan; and b) Note that progress will be reported to future Strategy & Resources Committee meetings.</p> | | | |
| Consultation and Feedback | The Peer Challenge process involved meetings with the Leader, Group Leaders, Committee Chairs, other Members, the CE, senior management and a cross-section of staff as well as external partners and agencies. The Action Plan has been developed in consultation with senior managers and members of this Committee. | | | |
| Report Author | Kathy O'Leary, Chief Executive Tel: 01453 754780 Email: kathy.oleary@stroud.gov.uk | | | |
| Options | The Local Government Association encourages all local authorities to undergo a Corporate Peer Challenge every 4-5 years. The Council undertook one in 2019 and in ordinary circumstances the peer team would have carried out a 'light touch' revisit within 2 years to assess progress, but as this was delayed by the pandemic and 3 years have now elapsed, a fuller review has taken place. Peer Challenges are designed to complement and add value to the Council's own performance and improvement focus. The preparation of an Action Plan to address the recommendations set out in the feedback report is optional and will help guide improvement. | | | |
| Background Papers | Report to Council on LGA Corporate Peer Challenge Feedback Report 19 May 2022. LGA Corporate Peer Challenge Feedback Report 2022 (Appendix 1 to that report). | | | |
| Appendices | Appendix 1 – Action Plan | | | |
| Implications (further details at the end of the report) | Financial | Legal | Equality | Environmental |
| | No | No | No | No |

Agenda Item 6

1. BACKGROUND

- 1.1** The Local Government Association (LGA) gives all local authorities the opportunity to participate in a Corporate Peer Challenge as part of its sector-led improvement programme. The Council undertook a Peer Challenge three years ago in March 2019, as the then new Chief Executive and Leader considered that an ideal time to take up the offer to review how the council was doing and how best to tackle current and future challenges.
- 1.2** The 2019 Peer Challenge feedback was very positive and was reported to Council in May 2019. Four short-term and four medium-term recommendations formed the basis for an action plan agreed by Strategy & Resources Committee in July 2019. Progress on those actions was subsequently regularly reported to the committee, with the short-term recommendations quickly achieved and the medium-term ones largely integrated into the council's Fit for the Future modernisation programme.
- 1.3** The peer team would normally have carried out a light-touch revisit within two years of their original visit, but this was delayed by the pandemic and so a fuller review was undertaken this year, three years on from the team's original visit.
- 1.4** The review took place between 8 and 10 March 2022 and was conducted by a team of elected members and senior officers from other local authorities, together with advisors from the LGA. They were invited to give us the benefit of their experience of working with and leading similar organisations.

1.5 Every corporate peer challenge considers 5 core components:

- a) **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
- b) **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
- c) **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
- d) **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
- e) **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

In addition to these questions, the council asked the peer team to provide feedback on its response to Covid-19 and support to the community and reflections on the new Council Plan and delivery ambitions.

- 1.4** The team prepared by reviewing the range of documents and information, including the council's key documents, submitted as part of our self-assessment / position statement to familiarise themselves with the council, the challenges we are facing and the progress we have made since the last Peer Challenge visit in 2019. Pre-engagement calls took place, and a focus group was held with town and parish council representatives in advance of

travelling to the district. The team then spent two and a half days on site at Ebley Mill during which they gathered information and views from a wide selection of staff, councillors, stakeholders and partners and carried out further research and reading. The team held some 29 meetings and met with more than 80 people.

- 1.5 The Council received the Peer Challenge team's feedback report in April 2022 and reported it to Council on 19 May 2022. Council unanimously welcomed the findings of the peer team, who provided feedback as critical friends, based on their knowledge and experience of local government. The report to Council identified the headlines in the feedback report, which include reflecting on the good progress that the council has made in the last three years in respect of the 2019 Peer Challenge recommendations, our excellent response to the pandemic, and the ambitious delivery framework that we have put in place stemming from the adoption of the Council Plan and underpinning strategies. The peer team stressed that to ensure successful delivery of these, we would need to concentrate on delivering agreed objectives and actions and avoid 'mission creep', that is, adding in new priorities which we were not resourced to deliver.
- 1.6 The Peer Challenge team set out eight key recommendations in respect of areas for development and improvement on pages 4 to 6 of the feedback report.

2. ACTION PLAN

- 2.1 The Action Plan at Appendix 1 sets out the 8 recommendations in full and the actions identified to address them. The anticipated timescale and progress against each action is recorded and lead officers / members identified.
- 2.2 As further work is carried out in respect of each recommendation and action, which will include lead members and officers engaging with the LGA and others for advice and support, the Action Plan will be underpinned by further detail.
- 2.3 The recommendations reflect work already started and in one case completed, and on which progress will be reported through regular performance monitoring of the Council Plan and Fit for the Future modernisation programme, or reporting to appropriate policy committees, as indicated at Appendix 1.

3. NEXT STEPS

- 3.1 The Peer Challenge process includes a check-in session in six months' time, which provides an opportunity for the council's senior leadership to update peers on progress against the action plan and discuss next steps.
- 3.2 Prior to that check-in, it is intended to report back to this committee on 29 September the progress made in respect of the 8 recommendations to inform the check-in session due in October / November.

4 CONCLUSION

- 4.1 Members are asked to endorse the emerging Action Plan at Appendix 1 which is being developed to respond to the LGA Corporate Peer Challenge team's feedback report.

Agenda Item 6

4. IMPLICATIONS

4.1 Financial Implications

There are no financial implications arising directly from the report. Actions included within the plan can be accommodated within existing budgets, including those allocated to the Fit for the Future programme.

Andrew Cummings, Strategic Director of Resources and Section 151 Officer
Tel: 01453 754115 Email: andrew.cummings@stroud.gov.uk

4.2 Legal Implications

There are no legal implications arising from the content of this report.

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

4.3 Equality Implications

There are no equality implications arising from the report itself. The equality implications of actions taken will be considered by Committee as appropriate.

4.4 Environmental Implications

There are no environmental implications arising from the report itself.

APPENDIX 1 – Action Plan for LGA Corporate Peer Challenge feedback report recommendations 2022

| Recommendations | Action | Timescale | Progress | Led by |
|--|--|---|---|--|
| <p>1 Pace of activity Ensure there is sufficient corporate and strategic capacity, focus on reviewing progress to date and plan effectively for the delivery of agreed plans and strategies. Focus on the delivery of what you have agreed are your priorities to ensure that what you do is done well and your activity is outcome driven.</p> | <p>This is related to actions 2 and 7 below.</p> <p>a. Monitor the effectiveness of the new Performance Management Framework – a key element of Council Plan Delivery</p> <p>b. Procure and implement a new software solution for comprehensive performance management</p> | <p>Regular performance management reporting to SLT and committee</p> <p>November 2022</p> | | <p>SLT and the Alliance Leadership Team</p> <p>Andrew Cummings, Strategic Director of Resources</p> <p>Hannah Emery, Corporate Policy & Governance Manager</p> |
| <p>2 Capacity of senior leadership team Consider the structure in place for informal meetings now that key Plans are in place – are meetings proportionate? Consider the capacity of your senior leadership team so that they can continue to deliver for you as they have been doing very capably.</p> | <p>Review the pattern of informal meetings at which SLT and senior member attendance is required, now that we have moved into the delivery rather than the development of strategy.</p> | <p>April-May 2022</p> | <p>Completed 19 May 2022. To be kept under review now that a streamlined meeting pattern being established.</p> | <p>Kathy O’Leary, Chief Executive and the 4 Group Leaders</p> |

| Recommendations | Action | Timescale | Progress | Led by |
|---|---|------------------|--|---|
| <p>3 Create a Member Development Group Create a Member Development Group to coordinate and prioritise a programme of ongoing member training and support new members to find their place in the council and understand and embrace the member officer protocol. If Members own this agenda, they can shape it to what they need.</p> | <p>Establish a Member Development Group to:</p> <ul style="list-style-type: none"> a. Develop a co-designed programme of ongoing training and support including a Member Induction Programme 2024 shaped to members needs and requirements b. Co-ordinate and prioritise training and encourage member attendance c. Embrace the protocol for member officer relations d. Help with understanding of specific roles and responsibilities of members and officers e. Review guidance and information provided to members including the content of the Member Hub f. In relation to 4 below, consider best approach to embed One Council ethos. | <p>June 2022</p> | <p>Member Development Group progress to be reported to 4 Group Leaders' meeting and S&R Committee</p> | <p>4GLs to identify membership and liaise with other members of the Group in respect of actions; Hannah Emery, Corporate Policy & Governance Manager</p> |
| <p>4 Clarity on embedding the One Council ethos Ensure there is a coherent plan that sets out how the One Council ethos will be embedded across the whole council (officers and members). This includes officers working across departments and it</p> | <p>Produce plan to set out how our Values and Behaviours and the One Council ethos will be embedded across the council, including officers, members and working across departments.</p> | | <p>This is part of the People and Organisational Development workstream of the Fit for the Future Modernisation programme. Progress is reported to the monthly officer</p> | <p>Lucy Powell, HR Manager and Adrian Blick, Strategic Director for</p> |

| Recommendations | Action | Timescale | Progress | Led by |
|--|--|---|---|--|
| includes officers and members displaying corporate loyalty and mutual respect to each other. | <ul style="list-style-type: none"> a. FFF Champion training programme designed to explore the V&B and embed the one Council ethos. b. X2 LMT sessions will be delivered to explore the V&B at service, team and individual level and embedding of the one Council ethos. c. SLT sessions will be delivered to explore the V&B at service and individual level and embedding the One Council ethos. d. Member Development Group to consider approach to embedding One Council ethos (see 3(f) above). | <ul style="list-style-type: none"> May-June 2022 June-July 2022 July 2022 tbc | Modernisation Board and to Strategy & Resources Committee as part of FFF reporting. See also above on Member Development Group (f). | Change and Transformation |
| <p>5 Action plan for improvement to housing services</p> <p>Continue to work on your action plan for improvement for housing services making sure the teams within that service understand their corporate responsibilities and feel that they are an integral part of the council. Ensure a clear plan</p> | <ul style="list-style-type: none"> a. Recognise good work already underway & celebrate success. b. Provide challenge and support to further improve landlord services. c. Ensure leadership and management is in place to deliver and embed change and improvement. | <ul style="list-style-type: none"> Under way Under way Under way | Agent of change appointed and providing supporting to interim manager. | Keith Gerrard, Strategic Director of Communities and Helen Scullard, Interim Head of Housing |

| Recommendations | Action | Timescale | Progress | Led by |
|---|--|--|---|--|
| <p>to put tenants at the heart of what they do.</p> | <ul style="list-style-type: none"> d. Appoint an overarching Head of Housing to lead a service which is wholly integrated within a One Council approach. e. Produce a comms strategy f. Review the work and patch sizes of neighbourhood management officers to ensure there is capacity provide support for tenants in the most appropriate way. g. Provide additional resources and capacity to enable good quality tenant involvement. h. Refresh our focus on repairs and returning empty properties into use continue the improvement journey i. Identify opportunities to strengthen joint working with neighbourhood wardens to deliver a cohesive approach to managing neighbourhoods. | <ul style="list-style-type: none"> July 2022 July 2022 June 2022 June 2022 May 2022 May 2022 | <ul style="list-style-type: none"> Interim manager in post support and developing service delivery. Post to be advertised from 26 May 2022. Currently scoping brief. Work under way. Identifying resource requirement. Working on next steps from successful task and finish groups. Work under way. | |
| <p>6 Opportunity to reset Customer Services Customer Services - there is an opportunity to reset your approach, making it more efficient, corporate, and centralised. If Customer services (or Community contact) is carried out to its highest level, you can free up resource by answering and</p> | <p>Related to Council Plan objective CW3.2 about improving Customer Service.</p> <ul style="list-style-type: none"> a. Produce and implement a Customer Contact Strategy to deliver an efficient, corporate and | <p>tbc</p> | <ul style="list-style-type: none"> a. Customer Contact Strategy is a core focus of the Fit for the Future Modernisation programme and will be | <p>Liz Shellam, Community Access Manager</p> |

| Recommendations | Action | Timescale | Progress | Led by |
|---|---|---|---|---|
| <p>responding to queries at first point of contact. Good customer service leads to a highly regarded council.</p> | <p>centralised customer services (or customer contact) team.</p> <p>b. Develop and adopt Corporate Care Standards</p> | <p>July 2022</p> | <p>reported to the monthly officer Modernisation Board</p> <p>b. Corporate Care Standards are being developed in conjunction with a Member working group. Once adopted by full Council, the standards will be reviewed annually by Community Services & Licensing Committee and performance monitored by Audit & Standards Committee.</p> | |
| <p>7 Align the council Plans and Strategies As the council's FFF Programme is rolled out, ensure it aligns with the Council Plan, 2030 Strategy and MTFP and there is a clear internal communications plan, alongside the Community Engagement Plan. The Community Engagement Plan could include expected outcomes agreed with communities. There is clearly work done on external communications and engagement with the media. Ensure that there</p> | <p>a. Produce a framework for the Council Plan, Fit for the Future (FFF) modernisation programme & 2030 Strategy.</p> <p>b. Work with FFF workstream leads to ensure FFF interventions align with MTFP budgets and savings targets.</p> | <p>tbc</p> <p>As part of regular budget monitoring.</p> | <p>Progress to be reported to the monthly officer Modernisation Board and to Strategy & Resources Committee as part of FFF programme reporting.</p> | <p>Adrian Blick, Strategic Director for Change & Transformation</p> <p>Andrew Cummings, Strategic Director of Resources</p> |

| Recommendations | Action | Timescale | Progress | Led by |
|--|---|---|--|--|
| <p>is also attention paid to internal communications with a communications strategy to ensure that resources are appropriately assigned to both aspects.</p> | <p>c. The MTFP is to continue to link Council Plan and budget allocations</p> <p>d. Review how best to govern the overall programme of change across FFFP, Council Plan, MTFP and 2030 Strategy.</p> <p>e. Communications Strategy to be produced including Internal Communication</p> | <p>As above.</p> <p>September 2022</p> <p>tbc</p> | | <p>Ben Falconer, Corporate Communications Manager</p> |
| <p>8 Working with town and parish councils Consider working more effectively with town and parish councils to maximise the developing relationships – whilst developing the Working Together project to put a protocol in place for engagement, continue and enhance the regular forums that are in place already (for example they could be theme based e.g., how towns and parishes can engage in planning policy, or planning consultations and see the results of their engagement).</p> | <p>Continue the work started with Town and Parish Councils as part of Council Plan objective CW3.3:</p> <p>a. Accelerate the Working Together project and adopt the Town and Parish Charter which will set out Consultation, Communication, Engagement and Resource commitments.</p> <p>b. Enhance the regular forums already in place (theme based, e.g. engaging with planning policy/planning consultations).</p> <p>c. Consider the role of Town & Parish Councils during emergency response.</p> | <p>September 2022</p> | <p>Progress to be reported to Strategy & Resources Committee as part of Council Plan progress reporting.</p> | <p>Hannah Emery, Corporate Policy & Governance Manager</p> |



STROUD DISTRICT COUNCIL

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 www.stroud.gov.uk

Performance Monitoring Report Q4: Strategy & Resources Committee

| | | |
|---|--|--|
| Date of Meeting | Thursday 12 May 2022 | |
| Performance Monitors & Officer(s) | Members: Cllr Nicholas Housden & (Cllr Keith Pearson – sent apologies) Lead Officer: Andrew Cummings; Support Officer: Eka Nowakowska Youth Council: Ben Stone & Cate James-Hodges Youth Officer: Seb Williams | |
| <i>Performance Update (See report below for full details)</i> | | |
| Council Plan Priorities (see performance management system) | Summary: | Progress & RAG Status |
| | Action Plans: (30) | 22 On Target |
| | | 1 Completed |
| | | 1 Overdue |
| | | 6 Not started |
| | | |
| Council Plan Performance Indicators or Milestones (see performance management system where applicable) | Summary: | Progress & RAG Status |
| | Milestones: (68) <i>(C) indicates that SDC can only contribute to the measure</i> | 20 On Target |
| | | 11 Completed |
| | | 4 Overdue |
| | Performance Indicators: (11) | 33 Not started |
| | | 1 Reported @ Q3: 2020/21 figure down on previous year |
| | | |
| | | |
| Reports being presented to this Committee associated with Council Plan: | | |

Agenda Item 8a
S&R Committee Q4 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 Q4 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 Housden |
| Date of report | 12/05/22 |

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






S&R Committee Q4 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 4: 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 | 10 | Adrian Blick | On Target | 05/05/2022: Started to draft the Contact Centre Strategy Started to collect contact data including telephony stats for analysis |
| » CW3.2.2 | Straightforward processes identified and made available for self-service via the internet | 31/12/2022 | 5 | Liz Shellam | On Target | 05/05/2022: Preparing an inventory of all Council processes Started mapping "as is" and "to be" processes for services Learning how to use the Digital Platform by developing a pilot of the Bulky Waste process - testing and designing interfaces Started design of the Missed Bins process |
| » CW3.2.3 | Repetitive processes identified and automated | 31/12/2022 | 5 | Liz Shellam | On Target | 19/04/2022: As per CW3.2.2 |
| » CW3.2.4 | Resource capacity increased to serve those with complex needs | 31/03/2023 | 0 | Liz Shellam | Not Started | 19/04/2022: This will be enabled by the automation of processes that do not require human intervention and subsequent release of officers to higher value activities |

S&R Committee Q4 Performance Monitoring Report 2021/22

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|----------------------------|---|------------|-----|--------------|---|---|
| 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 | 30 | Hannah Emery | On Target  | 22/04/2022: Quarter 4: The Working Together project with Town and Parish Councils is now well underway. Two workshops have now taken place involving Gloucestershire Association of Parish & Town Councils (GAPTC) and results of a consultation with Leadership Management Team. |
| » 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 | 10 | Hannah Emery | On Target  | 22/04/2022: The Charter is currently being drafted with the Town and Parish Council working group to be launched the end of the summer 2022 |
| » 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 | 31/12/2022 | 20 | Hannah Emery | On Target  | 22/04/2022: The Working Together with Town and Parish Councils project will produce an annual schedule of forums and meetings with Town and Parish Council meetings. |
| » CDPCW3.3 | % of Town and Parish Councils signed up to the Charter | N/A | N/A | Hannah Emery | Target: Actual: | Not yet available |
| 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 | 40 | Simon Maher | On Target  | 13/05/2022: Quarter 4: 5 Asset of Community Value applications processed |





S&R Committee Q4 Performance Monitoring Report 2021/22

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|---------------------------|---|------------|---|-------------|-------------|---|--|
| » 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 %) | 31/12/2022 | 0 | Simon Maher | On Target |  | |
| » 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 | 0 | Amy Beckett | Not Started | 06/05/2022: Quarter 4: None to date |
| » 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 Q4 Performance Monitoring Report 2021/22

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| 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 | 90 | Helen Scullard | On Target  | 13/05/2022: Quarter 4: We have re-signed the Armed Forces Covenant and invited the Royal British Legion to resume advice surgeries at Ebley Mill |
| » CW5.6.1 | Feedback on SDC report provided to be part of an annual update report | 31/03/2023 | 0 | Helen Scullard | 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 | 100 | Helen Scullard | Completed  | 21/04/2022: The RBL officer has been invited to resume regular advice sessions at Ebley Mill and we are awaiting their response |
| » CW5.6.3 | Resigning of the armed forces covenant by all partners in Gloucestershire (currently expected to be 22 March 2022) | 31/03/2022 | 100 | Helen Scullard | Completed  | 21/04/2022: The Covenant has now been re-signed |
| » CDPCW5.6 | Number of veterans referred for support within one working day of request | N/A | N/A | Helen Scullard | Target: Actual: | Not yet available |







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 | 90 | Rachel Brain | On Target  | 09/05/2022: Quarter 4: The core group has been formed under the name "2030 Community Engagement Board" and had their first formal meeting 01/03/2022. This group is formed from community representatives that have been recruited to help us bring those people in the district not yet responding to the call for 2030 action into the development of a workplan to be in place by early 2023. The board is cross-political and representation is from leaders or their nominated colleagues. |




S&R Committee Q4 Performance Monitoring Report 2021/22

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| » 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 |
| » EC1.1.2 | Community Governance Group work plan identified and reviewed quarterly by Spring 2022 | 31/03/2022 | 40 | Rachel Brain | Overdue  | 06/05/2022: Facilitators to work with the Board on this plan are currently submitting proposals with a view to begin work at next meeting 8/06 |
| » EC1.1.3 | Community Governance Group progress to plan included to 2030 annual reporting to Full Council in October | 31/03/2022 | 100 | Rachel Brain | Completed  | 06/05/2022: Annual Report Approved 28/04/2-22 |
| » EC1.1.4 | Participation in Climate Leadership Gloucestershire Group and leader / convener 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: | Not yet available |
| 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 | 31/12/2022 | 85 | Rachel Brain | On Target  | 06/05/2022: Quarter 4: Council Plan reporting is in progress through Excelsis. Carbon accounting is framed through Climate Disclosure Project. SAR support for gap analysis as a starting point for ISO work is scheduled for July. |
| » EC1.2.1 | Quarterly PM update reports on Council Plan to relevant Committee on progress for each activity / project | 31/03/2022 | 100 | Rachel Brain | Completed  | 26/04/2022: 2030 Strategy actions are included in The Council Plan and quarterly updates are provided to all relevant Committees. |

S&R Committee Q4 Performance Monitoring Report 2021/22

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| 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) | 31/12/2022 | 85 | Rachel Brain | On Target  | 06/05/2022: Quarter 4: The completion status of this target reflects that communication is an ongoing engagement process but that all the mechanisms that underpin this (webpages; coms plan; hashtags and links) are in place. This quarter we have updated content on the website again and included our annual reporting and more information on how to travel smarter. We have promoted information on 'food waste' as part of our communications plan and the #StroudDistrict2030 is becoming well established. |
| » EC1.3.1 | 2030 web pages live Spring 2021 with target of unique visits within the first year. | 31/12/2022 | 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. | 31/12/2022 | 0 | Rachel Brain | Not Started  | |
| » EC1.3.3 | Number of activities and residents engaged in community engagement aspect of 2030 strategy. | 31/12/2022 | 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: | Not yet available |
| 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 | Overdue  | 03/05/2022: Quarter 4: The Ethical Investment Policy has been approved by Council in February 2022. Dialogue on the divestment of pension funds will remain ongoing. |
| » 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 |

S&R Committee Q4 Performance Monitoring Report 2021/22

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|--------------------------------|--|------------|-----|---------------|---|---|
| » 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 | 40 | Lucy Clothier | Overdue  | |
| EC1.5 | Explore and progress additional projects for carbon reduction and /or biodiversity net gain and funding opportunities to deliver them. | 31/03/2026 | 40 | Rachel Brain | On Target  | 06/05/2022: Quarter 4: 2030 Team capacity for project development this quarter has been focused on works in progress including technical review and support to Brimscombe tender process and One Public Estate scoping proposal. Local Partnerships strategic investigation on retrofit is also being led by 2030 Strategy Manager and the coordination work on Innovate 2 Renovate continues. SDC have contributed match to Transition Stroud/Big Solar Coop initiative and this is due to have its launch next quarter. |
| » 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  | |
| » 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: | Not yet available |
| » 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: | Not yet available |
| » 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: | Not yet available |

S&R Committee Q4 Performance Monitoring Report 2021/22

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 | 10 | Alison Fisk | On Target | 21/04/2022: Quarter 4: Key Progress Points: - Project Manager appointed August 2021. 1. Knowledge sharing cross partnership Workshop held in January 2021 2. Four partnership focus groups operating - Beeches Green, Stroud Town Centre (including retrofitting) Cheapside and Blue Light 3. Beeches Green Group - Site is with an architect firm for initial master planning 4. Stroud Centre Group - Usage for Stroud Library being considered and Active Building Centre are being engaged to produce a retrofit methodology on four OPE properties including the Old Town Hall and Ebley Mill 5. Cheapside - Exploring links to the Levelling Up Fund and options for purchasing the Goods shed and third party land to link to Brunel car park 6. Blue light Group - All three services engaged, ambulance station site being valued |
| » 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 | |
| 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 | 50 | Rachel Brain | On Target | 06/05/2022: Quarter 4: Support is being provided to SGS for their bid to secure SDF + SEDF for new facilities for training on whole house retrofit |

S&R Committee Q4 Performance Monitoring Report 2021/22




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 | 100 | Alison Fisk | Completed | 21/04/2022: Quarter 4: WSHP's installed and commissioned |
| » 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: | Not yet available |



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 | 80 | Amy Beckett | On Target | 06/05/2022: Quarter 4: Economic Development strategy and action plan have been approved by S&R. |
| » ER1.1.1 | 10 year Economic Development Strategy shared for consultation, revised and adopted by March 2022 | 31/03/2022 | 100 | Amy Beckett | Completed | |
| » 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 | 25 | Amy Beckett | On Target | 06/05/2022: Quarter 4: Work has commenced to support high street businesses access digital and social media support, as funded through the welcome back funding. |


S&R Committee Q4 Performance Monitoring Report 2021/22

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|----------------------------|---|------------|-----|--------------|---|---|
| » CDPER1.2 | 10 % increase in online visibility for high street businesses annually | N/A | N/A | Amy Beckett | Target: Actual: | Not yet available |
| 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 | 80 | Amy Beckett | On Target  | 06/05/2022: Quarter 4: Welcome back funding was utilised to support with shop local campaigns and as well as supporting parishes increase footfall to the market towns, markets and events. |
| » 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 | 100 | Ben Falconer | Completed  | <p>28/04/2022: Shop Local Winter Campaign Background To encourage shoppers to use independent businesses on the high street especially through the Christmas shopping period To give people confidence that Covid-safe measures are in place as we hit Winter and Covid numbers could increase</p> <p>Communications objectives</p> <ul style="list-style-type: none"> • Encourage people to buy goods and services from independent businesses on their local high street for Christmas gifts • Reassure shoppers that high street businesses are Covid-safe • Showcase unusual, quirky, unique goods & great customer service <p>Key Messages:</p> <ul style="list-style-type: none"> • Shop Local this Christmas • Don't always shop with big retailers • Re-discover the high street <p>Results presented to Administration Group Leaders</p> |







S&R Committee Q4 Performance Monitoring Report 2021/22

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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  | 06/05/2022: Quarter 4: Events and dates being discussed with the growth hub to engage with businesses. |
| » 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  | 19/04/2022: Quarter 4: Demolition continues on site and is programmed to complete in May/June 2022. The closing of the dialogue phase for the procurement of a developer will take place on Friday 29 April 2022. This has followed three weeks of dialogue sessions with the 3 short listed bidders. |








S&R Committee Q4 Performance Monitoring Report 2021/22

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|---------------------------|--|------------|-----|---------------------|---|---|
| » ER2.1.1 | Year 1 • Demolition completed • Procurement process for developer commenced | 31/12/2022 | 80 | Leonie Lockwood | On Target  | 19/04/2022: The demolition has been a little delayed and will now be completed by May/June. This is mainly due to an AIP that is required from GCC to the removal of the wall of unit 4 on the industrial estate next to the highway. A structural engineer has been appointed to oversee. The dialogue phase is due to close on the 29 April for the selection of the developer. The 3 shortlisted bidders will then be invited to submit their final tenders. A report is due to be presented to S&R on the 12 July to recommend approval of the successful tenderer. Overall on programme with the key milestones. |
| » 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 | 80 | Chris Mitford-Slade | On Target  | 09/05/2022: Quarter 4: See milestones below for details of activity. |
| » ER2.2.1 | Completion of the Ocean Rail Bridge project (April 2022) | 30/04/2022 | 100 | Chris Mitford-Slade | Completed  | 09/05/2022: Project has been completed. We are currently going through the Project Handover. There is a leak in the section of the canal and we are trying to identify the source of the leak. Network Rail are supporting with this investigation and will do any repair work which is associated with their responsibilities on this project. |

S&R Committee Q4 Performance Monitoring Report 2021/22

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|---------------------------|---|------------|----|---------------------|-----------|---|--|
| » ER2.2.2 | Land acquisitions secured (April 2022) | 01/07/2022 | 80 | Chris Mitford-Slade | Overdue |  | 09/05/2022: Ecotricity Land and Chris Ractliffe Land not yet finalised. Commercial meetings being held in May. This land is required for the Missing Mile section of the canal. |
| » ER2.2.3 | Approval of the Missing Mile Planning Application (May 2022) | 30/06/2022 | 75 | Chris Mitford-Slade | Overdue |  | 09/05/2022: Responses to planning application are being addressed and responses, with weekly review to ensure that all concerns are addressed. Main area of concerns are: <ul style="list-style-type: none"> • Highways. All objections have been addressed and National Highways have now removed their objection. However, are awaiting response from local highways - GCC. • Environment. Environment Agency submitted a detailed set of concerns (on 11th January 2022). EA outsourced this work to JBA Consulting. We have been working with JBA Consulting to address these concerns and will submit the final report and detailed modelling by end of this week (Friday 13th May). • Ecology. Number of concerns raised by Natural England, GWT and SDC. These concerns have been addressed by LUC and we are now awaiting SDC to evaluate this response. This is taking time because of turnover in this team. This is now being prioritised and we are awaiting SDC to progress this. <p>Next Development Control Committee (DCC) meeting is on 14th June and we are aiming to get everything in place for approval at this meeting.</p> |
| » ER2.2.4 | Monitoring & Evaluation progress reports in place (June 2022) | 30/09/2022 | 10 | Chris Mitford-Slade | On Target |  | 09/05/2022: Revised deadline agreed with NLHF. We will review the Activity Plan over the next 4 months and develop the M&E targets as part of this plan. The Activity Plan is being aligned with other SDC projects (e.g. Canal Strategy and Health & Wellbeing Strategy). |
| » ER2.2.5 | The approved activity plan, focusing on social and community outcomes, is being delivered in line with the successful heritage lottery bid. | 30/09/2023 | 50 | Chris Mitford-Slade | On Target |  | 09/05/2022: Revised deadline agreed with NLHF. We will review the Activity Plan over the next 4 months. We will recruit a Community Engagement Advisor to facilitate this work and align the Activity Plan with all canal related projects (e.g. Canal Strategy and Health & Wellbeing Strategy). |

S&R Committee Q4 Performance Monitoring Report 2021/22






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|---------------------------|---|------------|----|-----------------|-------------|---|--|
| 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 |  | 19/04/2022: Quarter 4: Highlight reports were presented to RIB on the 7 April for four of the priority sites and an update provided for the LUF bid, which is due to be submitted on the 6 July 2022. A highlight report was not presented for the Stonehouse canal side site as the wider site is not progressing due to third party landowner issues. The reports highlight the progress made on all of the four projects with milestones, resources and budgets detailed. |
| » 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 |  | |
| 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 |  | 22/04/2022: Quarter 4: The draft Local Plan allocated an additional 90 hectares of employment land within the District and seeks to protect existing employment areas. The approved 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 |  | |

S&R Committee Q4 Performance Monitoring Report 2021/22

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 | 22/04/2022: Quarter 4: A draft brief for appointing consultants to undertake this work has been prepared and procurement is being arranged. |
| » 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. |
| » 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 | 22/04/2022: Quarter 4: A Draft Canals Strategy was approved by S&R Committee in January 2022. A period of public consultation commenced on 21 February and has been extended until the end of May 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 | 80 | Brendan Cleere | On Target | 21/04/2022: Quarter 4: The Task Force of key partners was established in 2021 and is working effectively in reviewing bid options to the Govt's Levelling Up Fund. The bid is at an advanced stage of development and is 'on target' to be submitted by the deadline of 6 July 2022. The bid will be approved at S&R Committee on 9 June 2022, with delegation to be given to make any final changes prior to submission by the deadline of 6 July. |

S&R Committee Q4 Performance Monitoring Report 2021/22







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|---------------------------|--|------------|-----|----------------|-----------|---|---|
| » 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 | 100 | Brendan Cleere | Completed |  | |
| 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 |  | 22/04/2022: Quarter 4: The Council has responded to final points raised by UKAEA before the end of the technical bidding process. 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. |

S&R Committee Q4 Performance Monitoring Report 2021/22

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 | 0 | Amy Beckett | Not Started | 06/05/2022: Quarter 4: None |
| » 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 | |
| » 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 | 09/05/2022: Quarter 4: £10k Funding provided to Stroud Valleys Credit Union in the quarter who have thanked the Council and acknowledged the contribution the money makes to them keeping physical facilities available in Stroud. |
| » 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 | |

S&R Committee Q4 Performance Monitoring Report 2021/22

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|----------------------------|---|------------|-----|--------------|---|--|
| 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  | |
| » CDPER4.3 | % of overall annual spend from local businesses with a GL postcode. | N/A | N/A | Sarah Turner | Target: Actual: 42 | % 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 | On Target  | 27/04/2022: The Apprenticeship scheme at SDC will continue to develop young people into a number of key areas across the Council. Additional funding being explored for Apprenticeships. Work Experience within the Council is being planned with connections with local schools taking shape. |

S&R Committee Q4 Performance Monitoring Report 2021/22

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|--------------------------------|--|------------|-----|-------------|--------------------|--|--|
| » 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 | On Target | | 27/04/2022: Positive working relationship with the recognised trade union, Unison. Ongoing work in plan to encourage Union membership more generally across the Council. |
| » CDPER4.5 (C) | Number of businesses who have pledged to be real living wage employers | N/A | N/A | Amy Beckett | Target: Actual: | | Not yet available |

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STRATEGY & RESOURCES COMMITTEE

MEMBER REPORT

| | |
|---|---|
| NAME OF ORGANISATION/BODY | Gloucestershire Economic Growth Joint Committee |
| DATE OF LAST MEETING ATTENDED | 19 May 2022 |
| BRIEF REPORT: | |
| <p>1. Gloucestershire Business Rates Pool Update and SEDF bids</p> <p>Andrew Cummings reported that the current forecast was as reported last time, 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 following the completion of year end accounts for the financial year 2021-22. At present there is £259,000 of unallocated funding in the SEDF.</p> <p>Previously, £2m of SEDF funding had been allocated to the City Region Board, of which £410,000 had been allocated for a Multi Modal Transport study. At present there is £1.59m of unallocated funding in the City Region pot.</p> <p>Three funding proposals were unanimously agreed by the Joint Committee. Two of these were from the SEDF and were agreed on condition of confirmation from the Gloucestershire S151 Officers Group of the receipt of the anticipated £833,000 funding. It is usual to wait until there is funding in the SEDF pot before allocating it. The third bid was to use funding from the City Region pot, which contains sufficient funding to support the bid. The three successful bids were for the following:</p> <p>2. <u>Berkeley Low Carbon Training Centre</u> The joint bid from South Gloucestershire and Stroud (SGS) College, sponsored by Stroud District Council, for £450,000 from SEDF was unanimously agreed. This represents a £300,000 capital investment for the installation of training rigs and redevelopment of room works, and £150,000 revenue funding for a 2-year project manager post to pump-prime low carbon and retrofit training skills and promote retrofit at scale. This is a pilot project that can be replicated across other districts.</p> <p>3. <u>Central Gloucestershire Mass Transit bid from GCC</u> A bid for £850,000 of City Region Board pot 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 unanimously agreed. This had been rejected at the last meeting, when it was requested from the SEDF pot, largely on the grounds that it would have left little funding for any other projects. Further work had been carried out to justify the benefits of this project.</p> | |



STRATEGY & RESOURCES COMMITTEE

MEMBER REPORT

4. World-leading Innovation Village at Royal Agricultural University, Cirencester

£100,000 of match funding from the SEDF for specialist project management support for the RAU to develop this project, sponsored by Cotswold District Council, was unanimously supported. The plan is to achieve outline planning permission in 2022 for the RAU's 12 hectare University Gate site for a carbon-neutral innovation village to lead on food security and agri-tech. The aim is to start on site in 2024.

5. UK Shared Prosperity Fund

Lisa McCance of Shared Intelligence, who provide economic development consultancy support to GCC, presented a paper to outline the two UKSPF streams – Multiply, ring-fenced to GCC to deliver adult numeracy improvements and core UKSPF to each district. In respect of the latter, Gloucestershire districts receive £1m - £1.5m each (SDC £1.3m) over 3 years, with the GFirst LEP requesting a third of the districts' funding to support projects for which their own funding has diminished.

Shared Intelligence has been commissioned by GCC to develop an evidence base, look across all strategies in the county to build up an investment framework picture and look at opportunities for collaboration. Work is being co-ordinated through the Economic Development Officers' Group.

It was acknowledged that further strategic conversations would be needed to co-ordinate the development of investment plans by the districts by 1 August.

6. Decarbonising Transport

Luisa Senft-Hayward, GCC Transport Manager reported on the need for and the aim to create a Decarbonised Transport Plan by the end of 2022 / early 2023. A Climate Change Transport Forum has been organised for July to consider how to address the need to significantly reduce carbon emissions by reducing the need to travel (by creating 20 minute neighbourhoods, improving digital connectivity and travel planning), encouraging mode shift (out of cars and onto public transport or active travel) and improving vehicles (shift to electric and effective network management).

7. Covid-19 and Economic Intelligence Dashboard

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

- The numbers of those claiming Universal Credit has continued to decrease (this was 6% of the workforce in March 2020 at the start of the pandemic, 12% in August 2020,



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STRATEGY & RESOURCES COMMITTEE MEMBER REPORT

2.7% in March 2022 and 2.5% now). This suggests that either pandemic recovery in the county has been faster than the national picture or that it was not as badly affected in the first place.

- Pre-Covid the biggest group of UC claimants was 18-24 year olds, however, post Covid 30-34 year olds are the largest group of claimants. In older age groups the rate of UC claimants had remained steady which suggested that it was harder for them to find work. There might be a link with this age group having school age children.
- The post-pandemic growth in the number of employees in the county has been relatively low, although pay has increased by about 11% across the board. There has been a higher number of job postings compared to pre-pandemic.
- The Kickstart scheme ended in April; 193 participated through the GCC portal with a further 28 employed by GCC, and over 60% of those in work today.

8. GFirst LEP Update

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

1. Over 3000 jobs had been created by the Growth Fund projects.
2. Inward investment - there have been many overseas investment enquiries, particularly from the manufacturing, aerospace and food, drink and agritech sectors. Cyber has been identified as a high potential opportunity in the county.
3. The LEP annual review is coming up.

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| FUTURE MEETINGS | 7 September 2022 16 November 2022 |
| REPORT SUBMITTED BY | Cllr Doina Cornell, Leader Kathy O'Leary, Chief Executive |
| DATE | 23 May 2022 |

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STRATEGY AND RESOURCES COMMITTEE

9 JUNE 2022

DRAFT WORK PROGRAMME

| Date | Matter to be considered | Reporting Member/Officer |
|--------------|--|---|
| 9 June 2022 | LGA Corporate Peer Challenge Action Plan | Chief Executive |
| | Approval of the Levelling Up Bid | Strategic Director of Place |
| | Appointment of Performance Monitors | |
| | Member/Officer Update Reports: a) Performance Management Q4 b) Gloucestershire Economic Growth Joint Committee (GEGJC) c) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) d) Regeneration & Investment Board | Chair & Chief Executive Councillor Turner Strategic Director of Place |
| | Work Programme | |
| 12 July 2022 | Brimscombe Port Developer Partner | Head of Property Services |
| | Budget Outturn Report | Accountancy Manager |
| | Member/Officer Update Reports: a) Leadership Gloucestershire b) Gloucestershire Economic Growth Joint Committee (GEGJC) c) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) d) Regeneration & Investment Board e) Fit for the Future Update | Chair & Chief Executive Chair & Chief Executive Councillor Turner Strategic Director of Place Strategic Director of Change and Transformation |
| | | |
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| 29 Sept 2022 | Kingshill House | Property Manager |
| | Stroud Cemetery Chapel | Property Manager |
| | Budget Monitoring Report Q1 | Accountancy Manager |
| | Corporate Asset Management Strategy | Head of Property Services |
| | LGA Corporate Peer Challenge Action Plan Progress Report | Chief Executive |
| | Work Programme | |
| | Member/Officer Update Reports: a) Performance Management Q1 b) Leadership Gloucestershire c) Gloucestershire Economic Growth Joint Committee (GEGJC) d) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) e) Regeneration & Investment Board f) Retrofit Update | Chair & Chief Executive Chair & Chief Executive Councillor Turner Strategic Director of Place Strategic Director of Place |
| 24 Nov 2022 | Performance Management Framework Review | Senior Policy and Governance Officer |
| | Annual Corporate Procurement Update | Senior Policy and Governance Officer |

Agenda Item 9

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|-------------|---|--|
| | Canal Strategy Action Plan | Head of Planning Strategy and Economic Development |
| | Update on the Economic Development Strategy | Senior Economic Development Specialist |
| | Member/Officer Update Reports: a) Performance Management Q2 b) Gloucestershire Economic Growth Joint Committee (GEGJC) c) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) d) Regeneration & Investment Board e) Fit for the Future Update | Chair & Chief Executive Councillor Turner Strategic Director of Place Strategic Director of Change and Transformation |
| 2 Feb 2023 | CIL Spending Allocations | Senior Community Infrastructure Officer |
| | The Fair Pay and Senior Pay Policy Statement 2022/23 | Human Resources Manager |
| | Council Tax Support Scheme | Revenue and Benefits Manager |
| | Budget Monitoring Report Q2 | Accountancy Manager |
| | 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 |
| | Member/Officer Update Reports: a) Gloucestershire Economic Growth Joint Committee (GEGJC) b) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) c) Regeneration & Investment Board d) Fit for the Future Update | Chair & Chief Executive Councillor Turner Strategic Director of Place Strategic Director of Change and Transformation |
| 9 Mar 2023 | Member/Officer Update Reports: a) Performance Management Q3 b) Gloucestershire Economic Growth Joint Committee (GEGJC) c) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) d) Regeneration & Investment Board e) Fit for the Future Update | Chair & Chief Executive Councillor Turner Strategic Director of Place Strategic Director of Change and Transformation |
| 20 Apr 2023 | Budget Monitoring Report Q3 | Accountancy Manager |
| | Member/Officer Update Reports: a) Gloucestershire Economic Growth Joint Committee (GEGJC) b) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) c) Regeneration & Investment Board | Chair & Chief Executive Councillor Turner Strategic Director of Place |

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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