



# Public Document Pack STROUD DISTRICT COUNCIL

Council Offices • Ebley Mill • Ebley Wharf • Stroud • GL5 4UB  
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16 November 2022

## STRATEGY AND RESOURCES COMMITTEE

A meeting of the Strategy and Resources Committee will be held on **THURSDAY, 24 NOVEMBER 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](mailto:democratic.services@stroud.gov.uk).  
This is to ensure adequate seating is available in the Council Chamber.

### AGENDA

1. **APOLOGIES**  
To receive apologies of absence.
2. **DECLARATIONS OF INTEREST**  
To receive declarations of interest.
3. **MINUTES (Pages 3 - 8)**  
To approve the Minutes of the meetings held on 29 September 2022.
4. **PUBLIC QUESTION TIME**  
The Chair of the Committee will answer questions from members of the public submitted in accordance with the Council's procedures.

#### **DEADLINE FOR RECEIPT OF QUESTIONS Noon on Friday 18 November 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](mailto:Democratic.services@stroud.gov.uk)

5. **MEMBER QUESTIONS**  
See Agenda Item 4 for deadlines for submission.

6. **STROUD DISTRICT THEMES, OUTCOMES AND MEASURES FOR MEASURING SOCIAL VALUE (Pages 9 - 46)**  
To approve the Stroud TOMs (Themes, Outcomes and Measures) for measuring social value.
7. **ANNUAL CORPORATE PROCUREMENT AND CONTRACT MANAGEMENT UPDATE (Pages 47 - 86)**  
To update the Committee on procurement and contract management activity across the Council in line with the aims of the Council's Procurement Strategy and Contract Management Framework.
8. **PERFORMANCE MANAGEMENT FRAMEWORK (PMF) REVIEW (Pages 87 - 106)**  
To update the Committee on the progress of embedding the Performance Management Framework (PMF) across the Council
9. **LGA CORPORATE PEER CHALLENGE ACTION PLAN (Pages 107 - 126)**  
To provide an overview of the work that has taken place to address the recommendations in the LGA Peer Challenge Action Plan.
10. **RURAL ENGLAND PROSPERITY FUND SUBMISSION (Pages 127 - 142)**  
To consider the draft Rural England Prosperity Fund Addendum.
11. **CANAL PROJECT UPDATE (Pages 143 - 186)**  
To update on the progress of the Canal Project, to reaffirm the support of the Council for the project as accountable body, and to allocate an additional resource towards the project.
12. **MEMBER / OFFICER REPORTS ( TO NOTE)**
  - (a) Performance Management (Pages 187 - 212)
  - (b) Leadership Gloucestershire Update (Pages 213 - 214)
  - (c) Gloucestershire Economic Growth Joint Committee (GEGJC) (To Follow)
  - (d) Regeneration and Investment Board (Pages 215 - 216)
  - (e) Brimscombe Port Redevelopment (Pages 217 - 220)
  - (f) Fit for the Future Update (Pages 221 - 222)
  - (g) Update on the Economic Development Strategy (Pages 223 - 226)
13. **WORK PROGRAMME (Pages 227 - 228)**  
To consider the work programme.

### **Members of Strategy and Resources Committee**

#### **Councillor Catherine Braun (Chair)**

Councillor Chris Brine  
Councillor Doina Cornell  
Councillor Gordon Craig  
Councillor Stephen Davies  
Councillor Laurie Davies  
Councillor Nicholas Housden

#### **Councillor Natalie Bennett (Vice-Chair)**

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



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## STRATEGY AND RESOURCES COMMITTEE

29 September 2022

7.00 - 9.01 pm

Council Chamber

Minutes

### Membership

#### **Councillor Catherine Braun (Chair)**

Councillor Chris Brine  
 Councillor Doina Cornell  
 Councillor Nick Hurst  
 Councillor Martin Percy  
 Councillor Gordon Craig\*  
 Councillor Nick Housden\*  
 \*Absent

#### **Councillor Natalie Bennett (Vice-Chair)**

Councillor Keith Pearson  
 Councillor Mattie Ross  
 Councillor Ken Tucker  
 Councillor Chloe Turner  
 Councillor Stephen Davies\*

### Officers in Attendance

Strategic Director of Resources  
 Accountancy Manager

Senior Democratic Services & Elections  
 Officer

### SRC.107 Apologies

Apologies for absence were received from Councillors Craig, Davies and Housden.

### SRC.108 Declarations of Interest

There were none.

### SRC.109 Minutes

**RESOLVED** That the Minutes of the meetings held on 12 July were approved as a correct record.

### SRC.110 Public Question Time

There were none.

### SRC.111 General Fund and Housing Revenue Account Outturn Report 2021/22

The Accountancy Manager presented the report which related to the last financial year, she highlighted the following key points:

Strategy and Resources Committee  
 29 September 2022

Subject to approval at  
 next meeting

- The General Fund had an underspend of £1.76m, the key reasons were set out in Table 2.
- The underspend had been allocated by the Section 151 Officer and was set out on page 4. This included allocations for cost of living support, levelling up funding projects, cyber security and inflationary pressures.
- There had been a net reserve movement within the year of £171k.
- Carry forward requests were set out in Table 5 and totalled £566k.
- Overall overspend on the HRA of £332k which was broadly in line with the forecasts throughout the year.
- Section 9 set out the position of the HRA General Reserve.
- The General Fund Capital programme had a net underspend of £2.154m of which £2.1m had been requested as slippage.
- 2 areas of overspend were highlighted in paragraph 10.6.
- Major Works in the HRA Capital Programme had a net slippage of £1.6m.

Councillor Pearson asked for clarification on the £616k underspend for Waste and Recycling shown in table 2. The Accountancy Manager advised that the narrative provided in the report was correct and that additional information would be provided in the report to Environment Committee.

In response to Councillor Pearson the Accountancy Manager confirmed that if all staffing vacancies had been filled then there would have been additional pressures on the HRA budget.

Proposed by Councillor Brine and Seconded by Councillor Percy.

The Chair, Councillor Braun, stated that it was great to be able to allocate money towards the Cost of Living Crisis, Carbon Neutral 2030 projects and be able to respond the growing inflationary pressures.

Councillor Pearson suggested that the large underspend meant that the council overbudgeted.

Councillor Percy thanked the finance team for putting the report together and stated that the underspend was helpful to cover other costs following a challenging year.

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

- RESOLVED**
- to note the General Fund Revenue Outturn position for 2021/22, as shown in Table 1.**
  - to note the Housing Revenue Account outturn position for 2021/22, as shown in Table 6**
  - to note the transfers to and from earmarked reserves for the year, as detailed in Sections 5 and 8 and Appendix F**
  - to note the Capital Programme outturn position for 2021/22, as shown in Appendix G**
  - to approve the slippage of the Capital Programme budget and a revised Capital Programme budget for 2022/23, as shown in Table 11 and Appendix H.**

**SRC.112 Strategy and Resources Budget Monitoring Report Q1 2022/23**

The Accountancy Manager introduced the report and provided a summary:

- The General Fund projected a net overspend of £87k.
- Figures were expected to change throughout the year due to a number of uncertainties that could not be costed including the salary uplift, utility costs and the cost of labour and materials.
- Key areas of variance included Housing Benefit, Waste and Recycling, Covid-19, Housing Advice and Facilities Management.
- A projected net overspend for Strategy and Resources Committee Revenue budget of £40k.
- Pressures had been identified on the Fit for the Future project however it would be largely covered by earmarked reserve funding..
- Additional spend for a new HR payroll system however this would drive savings over the medium term to help offset the cost.
- The Housing Revenue Account (HRA) was forecast an overspend of £269k which was expected to rise further.
- The void rate had decreased significantly and continued to decrease.
- An expected overspend of £218k for repairs and maintenance.
- The General Fund Capital spend was predicted to have a £1.9m underspend and includes some areas of slippage for the Canal Phase 1B and the Walking and Cycling Plan.
- The HRA Major Works programme was showing additional spend of £2.7m which related solely to the Wave 1 Decarbonisation works. The schemes would need to be reviewed and the budget for this area would be revised.
- There had been additional costs for the New Build Programme in particular at Ringfield Close which was likely to have an impact on the programme going forward.

Councillor Turner questions the uplift for Brimscombe Port and asked for further information regarding how this would be covered including the income from Brimscombe Port Mill. The Accountancy Manager advised that she would be able to request further information regarding the income of Brimscombe Port Mill and clarified that it wasn't an overspend for the total cost of the project just against this years budget which was due to a timing difference. Councillor Turner advised that she would be interested in receiving more detail as the project progressed.

Councillor Pearson asked whether section 7.3 should be titled Electric Vehicle (EV) Charging Points instead of EV Acquisition. The Accountancy Manager confirmed that the original budget was for EV Vehicles and Charging Points however the vehicles had now been purchased.

In response to a question from Councillor Hurst the Accountancy Manager confirmed that they would be looking at costing the income effect of the Water Source Heat Pumps at Ebley Mill. The Strategic Director of Resources also confirmed that they were speaking with Managers regarding the occupancy of Ebley Mill and may stop heating certain floors to ensure the building was used as efficiently as possible.

Proposed by Councillor Turner and Seconded by Councillor Cornell.

Councillor Cornell confirmed that she was happy to the support the report and was glad to see the void property numbers continuing to decrease, she congratulated the Voids Team for the work they had done.

Councillor Braun stated the report showed a good snapshot of where the council was at this point in time however advised that there was a horrible picture ahead which could change dramatically and that they would need to be reactive if and when the occasion occurred.

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

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

### **SRC.113    MTFP Update**

The Strategic Director of Resources advised the report would give Members an impression of what they would be working with in terms of the budget setting process. He advised that there was still uncertainty around the Local Government funding settlement and the Chief Executive of CIPFA had advised councils to prepare for the worst in terms of a funding agreement. He continued to highlight the following key information:

- There was a risk that local authorities would not continue to be fully compensated for any Central Government measures to reduce rates payable by businesses.
- When Council Tax levels are set they make an assumption as to how much will be collected which is usually assumed at 99% however with the cost of living crisis this may decrease.
- They were having discussions regarding housing rents, the Government have recently consulted on capping rent increases, with a preference of 5%. If rent increases rose by less than the level of cost that would result in a significant loss of income.
- Price inflation was significant with a Consumer Price Index (CPI) of 9.9%.
- Energy costs would be at least £200k higher than they were last winter.
- The salary pay offer was for a pay increase of £1,925 for all staff, regardless of grade, the unions collectively had to reach agreement in order to proceed. Unison members had voted to accept the pay offer but they needed one further union to also accept the offer before it was agreed.
- If fees and charges were to increase less than inflation it would require further money to subsidise the costs.
- Ubico is subject to the same inflationary pressures and the Council would be following the same processes it has used previously to assist with budget setting.

Councillor Percy asked for clarification on business rates if more businesses were to close due to rising inflation and financial pressures. The Strategic Director of Resources advised that they make an assumption about how many business rates they would collect and they use many factors to put together an assumption. He also confirmed that the Revenue and Benefits Team were already working on ways to help businesses in the District.

2022/23

In response to a question from Councillor Cornell the Strategic Director of Resources advised that the Business Rates Pool would be confirmed in the summer and they would be expecting around £0.5m.

Proposed by Councillor Brine and seconded by Councillor Bennett.

Councillor Hurst asked that they take into consideration any pressures that might arise from the Local Plan examination.

Councillor Braun advised that there was incredible economic uncertainty, and it was going to be difficult for the budget setting process ahead of them.

Councillor Cornell stated that she was worried about the efficiencies that may need to be made and was concerned that the retrofit project could slip. She hoped that the Housing Committee would be able to find a way to continue with the project.

Councillor Bennett thanked Officers for the report and highlighted the difficult decisions ahead that may need to be made.

Councillor Brine appreciated the quality of the reports received by elected Members which was invaluable to them out in the Communities and that this report was easy to understand.

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

**Resolved To Approve the MTFP update 2021/22 to 2025/26 as set out in this report and appendices, including included assumptions.**

**SRC.114 Member / Officer Reports (To Note)**

a) Performance Management

The Strategic Director of Resources introduced the report and advised that the Performance Monitors were unable to attend the meeting to discuss the report but representatives from the Youth Council were in attendance.

In response to a question from Councillor Turner it was advised that he would speak to the Accountancy Manager and Finance Team regarding an update on the progress of ethics policy for investments.

Furthermore, Councillor Turner asked for further narrative for any performance monitoring objectives which haven't been assigned deadlines.

Councillor Percy asked if an 'amber' RAG Status could be added to show that the item is at risk of becoming overdue. The Strategic Director of Resources advised he would look into whether the system is able to do this.

Councillor Brine raised concerns regarding the Canal progress, the Strategic Director of Resources confirmed that there had been delays but the Lottery had been informed and were understanding of the time delays.

## b) Gloucestershire Economic Growth Joint Committee (GEGJC)

Councillor Braun introduced the report which had been included in the published reports pack. There were no questions.

## c) Gloucestershire Economic Growth Scrutiny Committee (GEGSC)

Councillor Turner introduced the report which had been circulated to Members ahead of the meeting.

Councillor Cornell thanked Councillor Turner for the update on the work to improve the bus services and asked if Councillors would be involved with the Task and Finish Group. Councillor Turner advised that it would be a cross party group and she would be able to report back to Members at Stroud District.

## d) Canal Update

The Strategic Director of Resources introduced the report which had been circulated to Members ahead of the meeting. He confirmed that a full report would be brought to Strategy and Resources Committee in November.

Councillor Hurst asked whether Phase 1b was on target for completion, the Strategic Director of Resources advised he would speak to the Canal Manager to confirm.

## e) Property Review Update - Information Sheet

The update had been published in the Reports Pack.

**SRC.115    Work Programme**

The following additions were made to the Work Programme:

- Corporate Asset Management Strategy Report will be added for April 2023.
- An update on Kingshill House and Stroud Cemetery Chapel will be added for March 2023.
- A report on Public Conveniences will be added for a meeting in late 2023.
- A report on Community wealth building will be added for April 2023.
- Canal Report added for November 2022.

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

**SRC.116    Member Questions**

There were none.

The meeting closed at 9.01 pm

Chair



**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES COMMITTEE**  
**THURSDAY, 24 NOVEMBER 2022**

<b>Report Title</b>	<b>Stroud District Themes, Outcomes and Measures for measuring social value</b>			
<b>Purpose of Report</b>	To approve the Stroud TOMs (Themes, Outcomes and Measures) for measuring social value.			
<b>Decision(s)</b>	<b>The Committee RESOLVES to:</b> a) <b>Approve the Stroud District TOMs to measure and manage social value through procurement and other projects.</b> b) <b>Give delegated authority to the Strategic Director of Resources to make minor amendments to the Stroud District TOMs as necessary.</b>			
<b>Consultation and Feedback</b>	<ul style="list-style-type: none"> <li>• The Corporate Policy and Governance team, including Procurement.</li> <li>• The Strategic Leadership Team.</li> <li>• The Alliance Leadership Team.</li> <li>• The Economic Development and 2030 teams on the Stroud District TOMs.</li> </ul>			
<b>Report Author</b>	Hannah Barton, Policy & Projects Officer Email: <a href="mailto:hannah.barton@stroud.gov.uk">hannah.barton@stroud.gov.uk</a>			
<b>Options</b>	<p>To not adopt the new TOMs and continue to use the National TOMs 2021 (Appendix C) which are not tailored to the priorities and key activities in the Council Plan.</p> <p>Although we will continue to deliver social value in line with the Public Services (Social Value) Act 2012, they will not be targeted towards achieving the objectives in the Council Plan.</p> <p>The new TOMs are also easier for both officers and suppliers to use.</p>			
<b>Background Papers</b>	None.			
<b>Appendices</b>	Appendix A – Stroud District TOMs Framework 2022 Appendix B – Attachment 1 - Core National TOMs 2022 Appendix B – Attachment 2 - Non-core National TOMs 2022 Appendix B – Attachment 3 - Light National TOMs 2022 Appendix C – National TOMs 2021			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

**1. INTRODUCTION / BACKGROUND**

- 1.1 Social value refers to the wider financial and non-financial value created by an organisation through its day-to-day activities, and it is defined by the Public Services (Social Value) Act 2012.
- 1.2 As a result of the Act, the focus within business processes, bids and tendering activity is no longer solely on traditional value for money measurements, and buyers need to consider the wider social impact that has been traditionally made through corporate social responsibility. The Act requires local authorities to consider economic, social and environmental wellbeing in connection with service contracts above the threshold for competitive tendering under the Public Contract Regulations 2015 (currently approx. £213K inc. VAT).
- 1.3 The Council has resolved to include social value requirements in both works and goods contracts on all contracts with a value of more than £75,000.
- 1.4 In November 2021, Strategy and Resources Committee approved the implementation of the Social Value Portal (SVP) to enable the Council to measure and manage the contribution the Council, and its supply chain, make to the district in terms of benefits to the community through its procurement activity.
- 1.5 The SVP is an online solution that allows organisations to measure and manage the contribution that their organisation and supply chain makes to the community, according to the principles laid out within the Social Value Act. It allows organisations to report both non-financial and financial data, and measures environmental, social and economic activities delivered through a project in terms that are meaningful to Stroud District residents and businesses.
- 1.6 The SVP have developed the National TOMs (Themes, Outcomes and Measures) Framework in collaboration with the Local Government Association. This framework offers a consistent measurement solution used by public, private and third sector organisations.

**2. NATIONAL TOMS FRAMEWORK**

- 2.1 The National TOMs Framework is a comprehensive toolkit for reporting and measuring social value to a consistent reportable standard. The five themes in the TOMs Framework link closely to the three themes identified in the Council Plan:



## 2.2 Earlier this year, the SVP updated the TOMs Framework in three ways:

- To make them simpler to use;
- To include more Environment outcomes and measures to help users respond to the climate crisis; and
- To enhance measures to give clients better clarity on how to capture social value creation.

## 2.3 The SVP made the Framework simpler to use as the number of measures within the National TOMs Framework had significantly increased over time. To make them simpler to use without limiting the scope of the Framework, the SVP divided the TOMs into three sets of measures, each with a distinct purpose and target audience (see Appendix B):

- **Light:** Curated set of 18 measures designed for newcomers to delivering social value and smaller value contracts. Allows for a concise evaluation of committed or delivered social value.
- **Core:** 40 measures covering a broad range of TOMs, designed to be sufficient for most standard applications and allowing for a comprehensive evaluation of committed or delivered social value.
- **Non-core:** The additional 280 measures, including all non-financial measures. These have been created for specific categories of procurement.

## 2.4 When the new sets of TOMs were released, the SVP recommended that local authorities should move away from using the entire TOMs Framework and instead use two tailored sets: one 'master' set that includes measures relevant to SDC priorities, and one 'light' set which is a smaller curated set of measures that can be used for smaller value contracts.

## 2.5 To determine which measures to use in these two sets, the measures in the TOMs Framework were cross-referenced with the key activities in the Council Plan, and those that would help with achieving the key activities were selected. The suggested measures for the jobs and growth themes were shared with the Economic Development team, and the suggested measures for the environment theme were shared with the 2030 team. Their input was used to select the final sets of TOMs.

## 2.6 The final sets of TOMs were then workshopped with the SVP to ensure there were no gaps or areas that were not covered, and to confirm that the selected measures in each set worked well with each other.

## 2.7 The two new sets of TOMs will streamline the process for both suppliers and officers, make submitting bids easier for suppliers, and improve the overall user experience. See Appendix A for the proposed Stroud District TOMs.

## 2.8 The full sets of TOMs that the Stroud District TOMs were selected from are available to view at Appendix B.

## 3. ANNUAL UPDATE

### 3.1 Since the SVP was implemented in November 2021, four tenders over £75,000 have gone live on the portal, with seven suppliers registering, five submitting bids through the portal, and successful bidders committing to £40,673.67 in social value. This is equivalent to 13.5% of social value added. One of the four tenders will close on 11 November so the figures are not available for the purposes of this report.

- 3.2 In addition to the tenders that have gone live on the Portal, we are now able to add Council projects to enable us to measure and monitor social value delivered outside of procurement.
- 3.3 SDC have worked collaboratively with the SVP to develop a Social Value operational workplan which sets out how we will continue to embed social value across the Council, including through providing additional training for officers, promoting the TOMs internally across multiple channels, and holding supplier engagement events to explain the Portal to suppliers and support them with including social value in their bids.
- 3.4 SDC have been described by the SVP as a leader amongst district councils with regards to social value. Several district councils are currently onboarding with the SVP and the SVP are planning on setting up a knowledge sharing group of district councils across the UK, where we can share good practice and lessons learnt and we have been invited to share our experience.

#### 4. IMPLICATIONS

##### 4.1 Financial Implications

There are no significant implications within this category.

Andrew Cummings, Strategic Director of Resources  
Tel: 01453 754115 Email: [andrew.cummings@stroud.gov.uk](mailto:andrew.cummings@stroud.gov.uk)

##### 4.2 Legal Implications

There are no significant legal implications as a result of this report. The legal requirements of the Public Services (Social Value) Act 2012 are set out in paragraph 1.2.

One Legal  
Email: [legalservices@onelegal.org.uk](mailto:legalservices@onelegal.org.uk)

##### 4.3 Equality Implications

The Stroud District TOMs will help us meet Council Plan objective CW5.2 – ‘Adopt effective and transparent policies to reduce inequalities that result from socio-economic disadvantage in line with Section 1 of the Equality Act, the socio-economic duty, as an effective framework for tackling local poverty and economic inequality.’

##### 4.4 Environmental Implications

There are no significant implications within this category.

*Stroud District Council TOMs*



**Definition of local:** the Stroud District Council area (postcodes GL2, GL5, GL6 and GL10-13).

Master Set	
JOBS	6
GROWTH	5
SOCIAL	6
ENVIRONMENTAL	8
INNOVATION	4
<b>TOTAL</b>	<b>29</b>

30 measure max

Light Set	
JOBS	4
GROWTH	4
SOCIAL	3
ENVIRONMENTAL	3
INNOVATION	4
<b>TOTAL</b>	<b>18</b>

15/20 measures max

### Jobs: Promote Local Skills and Employment

Outcome	NT/Ref	Measure	Proxy	Units	Include?
More local people in employment	NT1	No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract	Localised per project	no. people FTE	Yes - Light Set
	NT1c	No. of full time equivalent local employees (FTE) hired or retained for the duration of the contract who are employed in your supply chain	Localised per project	no. people FTE	Yes - Light Set
More opportunities for disadvantaged	NT3	No. of full time equivalent local employees (FTE) hired or retained on the contract who are long term unemployed (unemployed for a year or longer)	£20,429.00	no. people FTE	Yes - Light Set
Improved skills	NT10	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation)	£251.79	no. weeks	Yes - Master Set
Improved skills for disadvantaged people	NT10a	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation) - delivered for specified groups (e.g. NEETs, under-represented gender and ethnic groups, disabled, homeless, rehabilitating young offenders)	£251.79	no. weeks	Yes - Master Set
Improved employability of young people	NT13a	Meaningful work placements that pay Real Living wage according to eligibility - 6 weeks or more (internships)	£346.50	no. weeks	Yes - Light Set

<b>Number of Light Set Measures</b>	<b>4</b>
<b>Number of Master Set Measures</b>	<b>6</b>

**Growth: Supporting Growth of Responsible Regional Business**

Outcome	NT/Ref	Measure	Proxy	Units	Include?	Comments
More opportunities for local MSMEs and VCSEs	NT18	Total amount (£) spent in local supply chain through the contract	Localised per project	£	Yes - Light Set	ER4.3
Improving staff wellbeing and mental health	NT21	Equality, diversity and inclusion training provided both for staff and supply chain staff	£101.00	no. hrs (total session duration)*no. attendees	Yes - Light Set	CW5
Reducing inequalities	NT41	Percentage of staff on contract that is paid at least the relevant Real Living wage as specified by Living Wage foundation	£0.00	%	Yes - Master Set	ER4.1
Ethical procurement is promoted	NT61	Percentage of invoices on the contract paid within 30 days	£0.00	%	Yes - Light Set	
Social value embedded in the supply chain	NT23	Percentage of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required	£0.00	%	Yes - Light Set	

<b>Number of Light Set Measures</b>	<b>4</b>
<b>Number of Master Set Measures</b>	<b>5</b>

**Social: Healthier, Safer and more Resilient Communities**

Outcome	NT/Ref	Measure	Proxy	Units	Classification	Include?	Comments
Crime is reduced	NT24	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, etc.)	£1.00	£ invested including staff time	Non-Core	Yes - Light Set	
Creating a healthier community	NT25	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc.)	£1.00	£ invested including staff time	Non-Core	Yes - Master Set	
	NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children	£1.00	£ invested including staff time	Core	Yes - Master Set	CW1
Vulnerable people are helped to live independently	NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	£1.00	£ invested including staff time	Core	Yes - Master Set	CW2.5 and CW5.5
More working with the community	NT28	Donations and/or in-kind contributions to specific local community projects (£ & materials)	£1.00	£ value	Light	Yes - Light Set	
	NT29	No. of hours volunteering time provided to support local community projects	£16.93	no. staff volunteering hours	Light	Yes - Light Set	

<b>Number of Light Set Measures</b>	<b>3</b>
<b>Number of Master Set Measures</b>	<b>6</b>



Environment: Decarbonising and safeguarding our world

Outcome	NT/Ref	Measure	Proxy	Units	Classification	Include?	Comments	SVP Response
Carbon emissions are reduced	NT82	Carbon emissions reductions through reduced energy use and energy efficiency measures - on site	£244.63	tCO2e	Core	Yes - Light Set		On site refers to the location of the project. Not to be confused with the definition of 'local', which can refer to the local authority boundary. This measure specifically relates to the specific contract location - e.g the site of a new school or housing development.
	NT44	Commitment to carbon emissions savings to achieve NZC before 2050	£0.00	Y/N	Non-Financial	Yes - Master Set		
Air pollution is reduced	NT84	Freight miles saved as a result of a green logistics plan (e.g. reduced trips to site)	£0.06	miles saved	Non-Core	Yes - Master Set		
	NT66	Fleet emissions monitoring programme on the contract, including data collection (miles, type of vehicle, engine type, emission standard)	£0.00	Y/N	Non-Financial	Yes - Master Set		
Safeguarding the natural environment	NT85	Resources (on the contract) dedicated to creating green spaces, improving biodiversity or helping ecosystems.	£1.00	£ invested	Core	Yes - Master Set		
	NT87	Total volume of reduced plastics against a relevant benchmark	£158.02	kg	Core	Yes - Master Set		The <b>definition</b> of this measure is: <i>Total reduction in the usage of plastics (in kg) against a relevant benchmark through reduction activities. Measures designed to avoid plastic usage completely mark the top of the circular economy priorities having the highest impact by preventing already the start of the plastic life cycle with production, usage, managed or mismanaged disposal and decay . The <b>unit guidance</b> is: No of kg of avoided virgin plastic usage against a typical benchmark.</i>
Resource efficiency and circular economy solutions are	NT88	Reduce waste through reuse of products and materials	£96.70	tonnes	Core	Yes - Light Set		
Sustainable procurement is promoted	NT35	Percentage of procurement contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer.)	£0.00	% of contracts	Non-Financial	Yes - Light Set	ER4.4	

<b>Number of Light Set Measures</b>	<b>3</b>
<b>Number of Master Set Measures</b>	<b>8</b>

**Innovation: Promoting Social Innovation**

Outcome	NT/Ref	Measure	Proxy	Units	Classification	Include?
Social innovation to create local skills and employment	NT50	Innovative measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£1.00	£ invested inc. time, materials, equipment etc	Core	Yes - Light Set
Social innovation to support responsible business	NT51	Innovative measures to promote and support responsible business to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£1.00	£ invested inc. time, materials, equipment etc	Core	Yes - Light Set
Social innovation to enable healthier safer and more resilient communities	NT52	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£1.00	£ invested inc. time, materials, equipment etc	Core	Yes - Light Set
Social innovation to safeguard the environment and respond to the climate emergency	NT53	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£1.00	£ invested inc. time, materials, equipment etc	Core	Yes - Light Set

<b>Number of Light Set Measures</b>	<b>4</b>
<b>Number of Master Set Measures</b>	<b>4</b>



## Core National TOMs 2022

### Themes, Outcomes and Measures

This document outlines the Themes, Outcomes and Measures being used in this tender/contract. For more information, please refer to the [Definitions, Guidance, and Key Evidence Requirements](#) document.

REF	QUESTION	UNITS	VALUE/MULTIPLIER
<b>Jobs: Promote Local Skills and Employment: More local people in employment</b>			
<b>NT1</b>	No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract	no. people FTE	Localised by Project
<b>Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people</b>			
<b>NT3</b>	No. of full time equivalent employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer)	no. people FTE	£20,429.000
<b>NT3d</b>	No. of full time equivalent employees (FTE) hired on the contract that are survivors of modern slavery	no. people FTE	£20,429.000
<b>NT4</b>	No. of full time equivalent employees (FTE) hired on the contract who are NOT in Employment, Education, or Training (NEETs)	no. people FTE	£15,382.904
<b>NT4a</b>	No. of full time equivalent 16-25 year old care leavers (FTE) hired on the contract	no. people FTE	£15,382.904
<b>NT76</b>	No. of full time equivalent employees (FTE) hired on the contract who are registered as unemployed	no. people	£2,899.000

		FTE	
<b>NT5</b>	No. of full time equivalent employees (FTE) aged 18+ years hired on the contract who are rehabilitating or ex-offenders.	no. people FTE	£24,269.000
<b>NT6</b>	No. of full time equivalent disabled employees (FTE) hired on the contract	no. people FTE	£16,605.000
<b>Jobs: Promote Local Skills and Employment: Improved skills</b>			
<b>NT8</b>	No. of staff hours spent on local school and college visits supporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	no. staff hours	£16.930
<b>NT9</b>	No. of weeks of training opportunities (BTEC, City & Guilds, NVQ, HNC - Level 2,3, or 4+) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years	no. weeks	£317.822
<b>NT10</b>	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation)	no. weeks	£251.791
<b>Jobs: Promote Local Skills and Employment: Improved skills for disadvantaged people</b>			
<b>NT9a</b>	No. of weeks of training opportunities (BTEC, City & Guilds, NVQ, HNC - Level 2,3, or 4+) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years - delivered for specified groups (e.g. NEETs, under-represented gender and ethnic groups, disabled, homeless, rehabilitating young offenders)	no. weeks	£317.822
<b>NT10a</b>	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation) - delivered for specified groups (e.g. NEETs, under-represented gender and ethnic groups, disabled, homeless, rehabilitating young offenders)	no. weeks	£251.791
<b>Jobs: Promote Local Skills and Employment: Improved skills for disadvantaged people</b>			
<b>NT11</b>	No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (total session duration)*no. attendees	£105.580

**Jobs: Promote Local Skills and Employment: Improved employability of young people**

<b>NT12</b>	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. weeks	£194.498
<b>NT13</b>	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£194.498

**Growth: Supporting Growth of Responsible Regional Business: More opportunities for local MSMEs and VCSEs**

<b>NT14</b>	Total amount (£) spent with VCSEs within your supply chain	£	£0.120
<b>NT15</b>	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. staff expert hours	£101.000
<b>NT17</b>	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	no. staff volunteering hours	£16.930
<b>NT18</b>	Total amount (£) spent in local supply chain through the contract	£	Localised by Project
<b>NT19</b>	Total amount (£) spent through contract with local micro, small and medium enterprises (MSMEs)	£	Localised by Project

**Growth: Supporting Growth of Responsible Regional Business: Improving staff wellbeing and mental health**

<b>NT21</b>	Equality, diversity and inclusion training provided both for staff and supply chain staff	no. hrs (total session duration)*no. attendees	£101.000
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**Growth: Supporting Growth of Responsible Regional Business: Reducing inequalities**

<b>NT40</b>	Number and type of initiatives to be put in place to reduce the gender pay gap for staff employed in relation to the contract (describe and document initiatives)	£ invested including staff time	£1.000
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**Growth: Supporting Growth of Responsible Regional Business: Ethical procurement is promoted**

<b>NT43</b>	Initiatives taken throughout the local and global supply chain to strengthen the identification, monitoring and reduction of risks of modern slavery and unethical work practices occurring in relation to the contract (i.e. supply chain mapping, staff training, contract management)	£ invested including staff time	£1.000
<b>Social: Healthier, Safer and more Resilient Communities: Creating a healthier community</b>			
<b>NT26</b>	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children	£ invested including staff time	£1.000
<b>Social: Healthier, Safer and more Resilient Communities: Vulnerable people are helped to live independently</b>			
<b>NT27</b>	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	£ invested including staff time	£1.000
<b>Social: Healthier, Safer and more Resilient Communities: More working with the community</b>			
<b>NT28</b>	Donations and/or in-kind contributions to specific local community projects (£ & materials)	£ value	£1.000
<b>NT29</b>	No. of hours volunteering time provided to support local community projects	no. staff volunteering hours	£16.930
<b>Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced</b>			
<b>NT31</b>	Savings in CO2e emissions on contract achieved through de-carbonisation (i.e. a reduction of the carbon intensity of processes and operations, specify how these are to be achieved) against a specific benchmark.	tCO2e	£244.630
<b>Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced</b>			
<b>NT82</b>	Carbon emission reductions through reduced energy use and energy efficiency measures - on site	tCO2e	£244.630
<b>Environment: Decarbonising and Safeguarding our World: Air pollution is reduced</b>			
<b>NT32</b>	Car miles saved on the project as a result of a green transport programme or equivalent (e.g. cycle to work	miles saved	£0.056

programmes, public transport or car pooling programmes, etc.)

**Environment: Decarbonising and Safeguarding our World: Safeguarding the natural environment**

<b>NT86</b>	Volunteering time for environmental conservation & sustainable ecosystem management initiatives	no. staff volunteering hours	£16.930
<b>NT85</b>	Resources (on the contract) dedicated to creating green spaces, improving biodiversity or helping ecosystems.	£ invested	£1.000
<b>NT87</b>	Total volume of reduced plastics against a relevant benchmark	kg	£158.020

**Environment: Decarbonising and Safeguarding our World: Resource efficiency and circular economy solutions are promoted**

<b>NT72</b>	Hard to recycle waste diverted from landfill or incineration through specific recycling partnerships (e.g. Terracycle or equivalent)	tonnes	£96.700
<b>NT88</b>	Reduce waste through reuse of products and materials	tonnes	£96.700

**Innovation: Promoting Social Innovation: Social innovation to create local skills and employment**

<b>NT50</b>	Innovative measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000
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**Innovation: Promoting Social Innovation: Social innovation to support responsible business**

<b>NT51</b>	Innovative measures to promote and support responsible business to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000
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**Innovation: Promoting Social Innovation: Social innovation to enable healthier safer and more resilient communities**

<b>NT52</b>	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000
<b>Innovation: Promoting Social Innovation: Social innovation to safeguard the environment and respond to the climate emergency</b>			
<b>NT53</b>	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000

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## Non-core National TOMs 2022

### Themes, Outcomes and Measures

This document outlines the Themes, Outcomes and Measures being used in this tender/contract. For more information, please refer to the [Definitions, Guidance, and Key Evidence Requirements](#) document.

REF	QUESTION	UNITS	VALUE/MULTIPLIER
<b>Jobs: Promote Local Skills and Employment: More local people in employment</b>			
NT1a	No. of full time equivalent local direct employees (FTE) hired or retained for the duration of the contract which are TUPE transfers	no. people FTE	Localised by Project
NT1b	No. of full time equivalent local employees (FTE) hired or retained directly or through the supply chain for the duration of the contract who are resident in targeted areas	no. people FTE	Localised by Project
NT1c	No. of full time equivalent local employees (FTE) hired or retained for the duration of the contract who are employed in your supply chain	no. people FTE	Localised by Project
NT2	Percentage of full time equivalent local employees (FTE) on contract - employed directly or through supply chain	%	£0.000
<b>Jobs: Promote Local Skills and Employment: Fair work</b>			
NT74	Union recognition agreements (or equivalent worker representation) and collective bargaining are present and encouraged in the supply chain.	Y/N	£0.000
NT75	Good and fair work charters and related employment practices are implemented and facilitated on	Y/N	£0.000

	contract		
<b>Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people</b>			
<b>NT78</b>	Percentage of leadership positions (manager or above (Level 4)) on the contract filled by women	%	£0.000
<b>NT79</b>	Percentage of leadership positions (manager or above - (Level4)) on the contract held by people from Ethnic Minority Groups	%	£0.000
<b>NT3a</b>	No. of full time equivalent armed forces veterans employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer) and facing specific barriers to transitioning to civilian employment that do not qualify them as disabled (e.g. long term service)	no. people FTE	£20,429.000
<b>NT3b</b>	No. of full time equivalent homeless employees (FTE) hired on the contract who are long term unemployed	no. people FTE	£20,429.000
<b>NT3c</b>	No. of full time equivalent mothers returning to work (FTE) hired on the contract who are long-term unemployed (unemployed for a year or longer) - (when the mother is the primary carer)	no. people FTE	£20,429.000
<b>NT5a</b>	No. of full time equivalent employees (FTE) aged 18-24 y.o. hired on the contract who are rehabilitating or ex-offenders.	no. people FTE	£23,056.232
<b>NT6a</b>	No. of full time equivalent armed forces veterans employees (FTE) hired on the contract who are disabled and are facing specific barriers to transitioning to civilian employment (e.g. physical injury, medical discharge, psychological condition)	no. people FTE	£16,605.000
<b>Jobs: Promote Local Skills and Employment: Improved skills</b>			
<b>NT80</b>	No. of weeks of employee (FTE) upskilling (i.e. training opportunities and comprehensive upskilling programmes) specifically delivered on the contract e.g. (BTEC, City & Guilds, NVQ, HNC, RQF). Must have either been completed during the year, or will be supported by the organisation until completion in the following years - Level 2,3, or 4+	no. weeks	£13.810
<b>NT81</b>	No. of weeks of employee upskilling (FTE) delivered on contract as part of apprenticeships and comprehensive upskilling programmes - Only applies to apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+	no. weeks	£57.290

**Jobs: Promote Local Skills and Employment: Improved skills for disadvantaged people**

<b>NT11a</b>	No. of hours of 'support into work' assistance provided to unemployed people in targeted areas through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (total session duration)*no. attendees	£105.580
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**Jobs: Promote Local Skills and Employment: Improved skills for a low carbon transition**

<b>NT54</b>	Support a 'just transition' for workers by supporting those in 'traditional' high carbon industries to retrain	no. hrs (total session duration)*no. attendees	£105.580
<b>NT10b</b>	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation) - relating to the low carbon economy.	no. weeks	£251.791

**Jobs: Promote Local Skills and Employment: Improved employability of young people**

<b>NT12a</b>	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid) for students from targeted areas	no. weeks	£194.498
<b>NT13a</b>	Meaningful work placements that pay Real Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£346.500
<b>NT13b</b>	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships) for people from targeted areas	no. weeks	£194.498

**Jobs: Promote Local Skills and Employment: Retaining jobs and skills during the COVID-19 crisis**

<b>C19-1</b>	Safeguarding jobs on contract - Percentage of directly employed staff on contract retained with pre-crisis level pay and hours (to be used at Management/measurement only - not Procurement)	% own staff on contract retained	£0.000
<b>C19-2</b>	Percentage of staff on contract retained with agreed temporarily reduced hours (to be used at Management/measurement only - not Procurement) - This is to reduce layoffs for directly employed staff on contract that can only partially deliver against their responsibilities as a result of the COVID-19 crisis	% own staff on contract retained - with reduced hours	£0.000

<b>C19-3</b>	Reducing layoffs for directly employed staff on contract that can no longer work as a result of the COVID-19 crisis - Percentage of staff on contract furloughed (to be used at Management / measurement only - not Procurement)	% own staff on contract furloughed	£0.000
<b>C19-4</b>	Safeguarding supply chain jobs on contract - Percentage of supply chain staff on contract retained either at pre-crisis level pay and hours or with temporarily altered conditions (e.g. reduced time and pay, to be specified)- (to be used at Management/Measurement only - not Procurement)	% supply chain staff on contract retained	£0.000
<b>C19-19</b>	No. people hired who had previously lost their job or had been unable to find work due to Covid-19	no. people FTE	£0.000
<b>Growth: Supporting Growth of Responsible Regional Business: More opportunities for local MSMEs and VCSEs</b>			
<b>NT15a</b>	Provision of expert business advice to help VCSEs and MSMEs achieve net zero carbon	no. staff expert hours	£101.000
<b>NT16</b>	Equipment or resources donated to VCSEs (£ equivalent value)	£	£1.000
<b>NT18a</b>	Total amount (£) spent through the contract in targeted areas (areas specifically targeted for support under the scheme e.g. high deprivation areas)	£	Localised by Project
<b>NT19a</b>	Total amount (£) spent through contract with local micro and small enterprises within your supply chain	£	Localised by Project
<b>NT19b</b>	Total amount (£) spent through contract with local micro, small and medium enterprises (MSMEs) in targeted areas	£	Localised by Project
<b>Growth: Supporting Growth of Responsible Regional Business: Improving staff wellbeing and mental health</b>			
<b>NT20</b>	No. of employees on the contract that have been provided access for at least 12 months to comprehensive and multidimensional wellbeing programmes	no. employees provided access	£130.290
<b>NT55</b>	No. of employees provided with professional support for anxiety and depression (at least six session of Cognitive Behavioural Therapy (CBT) or equivalent) following a workplace screening (through a questionnaire or other diagnostic methods)	no. employees provided access	£140.570

<b>NT39</b>	Mental Health campaigns for staff on the contract to create community of acceptance, remove stigma around mental health	£ invested including staff time	£1.000
<b>NT56</b>	Percentage of suppliers to Tier 2 in the contract - including the prime contractor - that will implement the mental health core standards (applicable for all companies) and the mental health enhanced standards (applicable for companies with more than 500 employees), as set out in Thriving at Work: the Stevenson Farmer Review on Mental Health and Employers	%	£0.000
<b>Growth: Supporting Growth of Responsible Regional Business: Reducing inequalities</b>			
<b>NT57</b>	Prime contractor's median gender salary pay gap for staff - Small and Medium enterprises	% median gender pay gap	£0.000
<b>NT41</b>	Percentage of staff on contract that is paid at least the relevant Real Living wage as specified by Living Wage foundation	%	£0.000
<b>NT42</b>	Percentage of contractors in the supply chain required (or supported if they are micro or small business) to pay at least Real Living wage	%	£0.000
<b>NT58</b>	No. of full time equivalent local employees (FTE) on contract to have pay raise to Real living wage or higher (on a renewed contract or TUPE)	no. people FTE	£728.000
<b>Growth: Supporting Growth of Responsible Regional Business: Ethical procurement is promoted</b>			
<b>NT22</b>	Percentage of your procurement contracts that include commitments to ethical employment practices in the local and global supply chain, including verification that there is zero tolerance of modern slavery, child labour and other relevant requirements such as elimination of false self-employment, unfair zero hours contracts and blacklists	%	£0.000
<b>NT59</b>	Number of comprehensive supply chain audits to be undertaken to identify, monitor and reduce the risk of modern slavery occurring in relation to the contract	no. audits	£0.000
<b>NT60</b>	No. of full time equivalent employees (FTE) in the supply chain with specific responsibility to identify and manage the risk of modern slavery occurring in relation to the contract	no. people FTE	£0.000
<b>NT61</b>	Percentage of invoices on the contract paid within 30 days	%	£0.000

**Growth: Supporting Growth of Responsible Regional Business: Cyber security risks are reduced**

<b>NT62</b>	Number and percent of companies in the supply chain, to Tier 2, that achieve relevant cyber security certifications (e.g. Cyber Essentials, Cyber Essentials Plus or National Cyber Security Centre's 10 steps)	Text	£0.000
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**Growth: Supporting Growth of Responsible Regional Business: Social value embedded in the supply chain**

<b>NT23</b>	Percentage of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required	%	£0.000
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**Growth: Supporting Growth of Responsible Regional Business: Supporting workers, SMEs and VCSEs to face the COVID-19 crisis**

<b>C19-5</b>	Provide support for MSMEs and VCSEs to respond to the COVID-19 crisis and maintain business operations - hours of expert support provided by staff	no. staff expert hours	£101.000
<b>C19-6</b>	Percentage of invoices on the contract paid to MSMEs and VCSEs within 30 days	%	£0.000
<b>C19-7</b>	Do you have a policy or a strategy to provide support around mental health and wellbeing to staff working remotely or on furlough?	Y/N	£0.000
<b>C19-8</b>	Initiatives to provide support to staff working remotely or on furlough around mental health and wellbeing	£ invested including staff time	£1.000
<b>C19-9</b>	Do you have a policy or a strategy to provide and manage safe virtual spaces to staff, including guidance around cyber security and around remote and virtual working best practice. (Provide strategy or policy document )	Y/N	£0.000
<b>C19-10</b>	Initiatives to provide and manage safe virtual spaces to staff, including guidance around cyber security and around remote and virtual working best practice. (Provide initiatives' description)	£ invested including staff time	£1.000
<b>C19-11</b>	Initiatives to further support staff delivering essential work as defined by the UK government, both within the company and the supply chain (e.g. providing food delivery and mental health support services, etc.)	£ invested including staff time	£1.000

<b>C19-12</b>	Initiatives to further support own and supply chain staff from vulnerable groups to reduce economic impact of the crisis (e.g. offering financial support measures, advise on how to access support from the government, pro bono food deliveries and mental health support services, etc)	£ invested including staff time	£1.000
<b>C19-13</b>	Percentage of contractors engaged with to implement COVID-19 response measures as outlined in the National TOMs framework 2020 COVID-19 Plug-In and contract management notes.	% of contractors within the contract's supply chain	£0.000
<b>Social: Healthier, Safer and more Resilient Communities: Crime is reduced</b>			
<b>NT24</b>	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, etc.)	£ invested including staff time	£1.000
<b>Social: Healthier, Safer and more Resilient Communities: Creating a healthier community</b>			
<b>NT25</b>	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc.)	£ invested including staff time	£1.000
<b>NT63</b>	Initiatives to support rough sleepers - including training for security and night staff, opening up facilities spaces (e.g. showers or additional beds when temperature drops) after hours	£ invested including staff time	£1.000
<b>Social: Healthier, Safer and more Resilient Communities: More working with the community</b>			
<b>NT29a</b>	No. of hours volunteering time provided to support health-care related charity and community projects	no. staff volunteering hours	£16.930
<b>NT29b</b>	No. of hours volunteering time provided to support local community projects addressing the effects of COVID-19	no. staff volunteering hours	£16.930
<b>NT30</b>	Support provided to help local community draw up their own Community Charter or Stakeholder Plan	£ invested including staff	£1.000

		time	
<b>Social: Healthier, Safer and more Resilient Communities: Supporting communities to deal with the COVID-19 crisis</b>			
<b>C19-14</b>	Do you have in place a comprehensive strategy to provide guidance on best practice social interaction at work in COVID-19 times to own and supply chain staff?	Y/N	£0.000
<b>C19-15</b>	Enable and encourage staff on the contract to safely volunteer within their community or participate in local support networks - particularly to help people in most vulnerable groups (at risk categories), people self-isolating and local essential workers.	no. staff volunteering hours	£16.930
<b>C19-16</b>	Direct support from your organisation to local authorities or VCSEs in the local area for the contract to deliver the services to support people in most vulnerable groups (at risk categories), people self-isolating and local essential work force - (food delivery, mental health support, etc.)	£ invested inc. time, materials, equipment etc	£1.000
<b>C19-17</b>	Funding for campaigns targeted towards staff and the general public to increase the understanding, recognition and appreciation of the social value provided by essential services (NHS, food retail, transportation, etc.) and the importance of following behavioural norms, as specified by the government and public health institutions	£ invested including staff time	£1.000
<b>C19-20</b>	Initiatives to redesign spaces to address any Covid-19 related risks and impacts on staff and work	£ invested including staff time	£1.000
<b>Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced</b>			
<b>NT31a</b>	Savings in Scope 3 CO2e emissions on contract achieved through de-carbonisation (i.e. a reduction of the carbon intensity of processes and operations, specify how these are to be achieved) against a specific benchmark.	tCO2e	£244.630
<b>Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced</b>			
<b>NT83</b>	Commitment to measure and disclose Scope 1, 2 and 3 carbon emissions	Y/N	£0.000
<b>NT44</b>	Commitment to carbon emissions savings to achieve NZC before 2050	Y/N	£0.000
<b>NT44a</b>	Commitment to carbon emissions savings to achieve NZC before 2030	Y/N	£0.000



<b>NT64</b>	Contributions made to certified carbon offset funds (compliant with UKGBC guidance)	£	£1.000
<b>NT45</b>	Carbon Certification (independently verified) achieved or about to achieve	Y/N	£0.000
<b>Environment: Decarbonising and Safeguarding our World: Air pollution is reduced</b>			
<b>NT84</b>	Freight miles saved as a result of a green logistics plan (e.g. reduced trips to site)	miles saved	£0.056
<b>NT33</b>	Car miles driven using low or no emission staff vehicles included on project as a result of a green transport programme	miles driven	£0.025
<b>NT46</b>	Corporate travel schemes available to employees on the contract (subsidised public transport, subsidised cycling schemes and storage, sustainable corporate transport such as electric bus from public station to corporate facilities)	Y/N	£0.000
<b>NT65</b>	Percentage of fleet or construction vehicles on the contract that is at Least Euro 6 or LEV	%	£0.000
<b>NT66</b>	Fleet emissions monitoring programme on the contract, including data collection (miles, type of vehicle, engine type, emission standard)	Y/N	£0.000
<b>Environment: Decarbonising and Safeguarding our World: Safeguarding the natural environment</b>			
<b>NT67</b>	Donations or investments towards initiatives aimed at environmental and biodiversity conservations and sustainable management projects for both marine and terrestrial ecosystems	£	£1.000
<b>NT47</b>	Donations or investments towards expert designed sustainable reforestation or afforestation initiatives	£	£1.000
<b>NT90</b>	Activities to influence staff, suppliers, customers and communities to support environmental protection and improvement.	no. staff expert hours	£101.000
<b>NT68</b>	Plastic recycling rate on the contract (to e.g. reduce microplastics)	%	£0.000
<b>Environment: Decarbonising and Safeguarding our World: Resource efficiency and circular economy solutions are promoted</b>			
<b>NT69</b>	Support provided internally and to MSMEs and VCSEs within the supply chain to adopt Circular Economy solutions - business case and leadership for circular economy	no. staff expert hours	£101.000

<b>NT70</b>	Single-use plastic packaging eliminated through reusable packaging solutions or schemes (e.g. Loop or equivalent) on the contract	kg	£0.000
<b>NT71</b>	Value of service provided by local partnerships that implement circular economy solutions	£	£1.000
<b>Environment: Decarbonising and Safeguarding our World: Sustainable procurement is promoted</b>			
<b>NT35</b>	Percentage of procurement contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer.)	% of contracts	£0.000
<b>NT73</b>	Percentage of contracts with the supply chain requiring contractors to operate low or zero emission vehicles	% of contracts	£0.000
<b>NT48</b>	Supply Chain Carbon Certification (Carbon Trust Standard for Supply Chain or equivalent independently verified) - achieved or to achieve for current year	Y/N	£0.000
<b>NT49</b>	Requirements or support (for Micro or Small enterprises) for suppliers to demonstrate climate change and carbon reduction training for all staff - e.g. SDGs Academy courses, Supply Chain Sustainability School bronze or higher or equivalent	no. hrs (total session duration)*no. attendees	£101.000
<b>Environment: Decarbonising and Safeguarding our World: COVID-19 environmental response</b>			
<b>C19-18</b>	Initiatives to provide or support appropriate collection for discarded gloves and masks	£ invested including staff time	£1.000



## National TOMs Light 2022

### Themes, Outcomes and Measures

This document outlines the Themes, Outcomes and Measures being used in this tender/contract. For more information, please refer to the [Definitions, Guidance, and Key Evidence Requirements](#) document.

REF	QUESTION	UNITS	VALUE/MULTIPLIER
<b>Jobs: Promote Local Skills and Employment: More local people in employment</b>			
<b>NT1</b>	No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract	no. people FTE	Localised by Project
<b>Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people</b>			
<b>NT3</b>	No. of full time equivalent employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer)	no. people FTE	£20,429.000
<b>NT5</b>	No. of full time equivalent employees (FTE) aged 18+ years hired on the contract who are rehabilitating or ex-offenders.	no. people FTE	£24,269.000
<b>NT6</b>	No. of full time equivalent disabled employees (FTE) hired on the contract	no. people FTE	£16,605.000
<b>Jobs: Promote Local Skills and Employment: Improved skills</b>			
<b>NT8</b>	No. of staff hours spent on local school and college visits supporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	no. staff hours	£16.930

<b>NT9</b>	No. of weeks of training opportunities (BTEC, City & Guilds, NVQ, HNC - Level 2,3, or 4+) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years	no. weeks	£317.822
<b>NT10</b>	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation)	no. weeks	£251.791
<b>Jobs: Promote Local Skills and Employment: Improved skills for disadvantaged people</b>			
<b>NT11</b>	No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (total session duration)*no. attendees	£105.580
<b>Jobs: Promote Local Skills and Employment: Improved employability of young people</b>			
<b>NT12</b>	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. weeks	£194.498
<b>NT13</b>	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£194.498
<b>Growth: Supporting Growth of Responsible Regional Business: More opportunities for local MSMEs and VCSEs</b>			
<b>NT15</b>	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. staff expert hours	£101.000
<b>NT17</b>	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	no. staff volunteering hours	£16.930
<b>NT18</b>	Total amount (£) spent in local supply chain through the contract	£	Localised by Project
<b>Growth: Supporting Growth of Responsible Regional Business: Improving staff wellbeing and mental health</b>			
<b>NT21</b>	Equality, diversity and inclusion training provided both for staff and supply chain staff	no. hrs (total session duration)*no.	£101.000

		attendees	
<b>Social: Healthier, Safer and more Resilient Communities: More working with the community</b>			
<b>NT28</b>	Donations and/or in-kind contributions to specific local community projects (£ & materials)	£ value	£1.000
<b>NT29</b>	No. of hours volunteering time provided to support local community projects	no. staff volunteering hours	£16.930
<b>Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced</b>			
<b>NT31</b>	Savings in CO2e emissions on contract achieved through de-carbonisation (i.e. a reduction of the carbon intensity of processes and operations, specify how these are to be achieved) against a specific benchmark.	tCO2e	£244.630
<b>Environment: Decarbonising and Safeguarding our World: Air pollution is reduced</b>			
<b>NT32</b>	Car miles saved on the project as a result of a green transport programme or equivalent (e.g. cycle to work programmes, public transport or car pooling programmes, etc.)	miles saved	£0.056

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## Core National TOMs 2021

### Themes, Outcomes and Measures

This document outlines the Themes, Outcomes and Measures being used in this tender/contract. For more information, please refer to the [Definitons, Guidance, and Key Evidence Requirements](#) document, or get in touch with [support@socialvalueportal.com](mailto:support@socialvalueportal.com)

REF	QUESTION	UNITS	VALUE/MULTIPLIER
<b>Jobs: Promote Local Skills and Employment: More local people in employment</b>			
<b>NT1</b>	No. of local direct employees (FTE) hired or retained (for re-tendered contracts) on contract for one year or the whole duration of the contract, whichever is shorter	no. people FTE	Localised by Project
<b>NT1a</b>	No. of local direct employees (FTE) which are TUPE transfers retained on contract for one year or the whole duration of the contract, whichever is shorter (re-tendered contracts only - to be used at Measurement)	no. people FTE	Localised by Project
<b>NT1b</b>	No. of residents (FTE) from the listed sub-localities employed directly or through the supply chain as a result of your procurement requirements on the contract for one year or the whole duration of the contract, whichever is shorter (see sub-localities listed in 'LISTNT1b')	no. people FTE	Localised by Project
<b>NT1c</b>	No. of local people (FTE) on contract for one year or the whole duration of the contract, whichever is shorter, employed through the supply chain as a result of your procurement requirements	no. people FTE	Localised by Project
<b>NT2</b>	Percentage of local employees (FTE) on contract	%	£0.000
<b>Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people</b>			

<b>NT3</b>	No. of employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer) as a result of a recruitment programme	no. people FTE	£20,481.000	Appendix C
<b>NT4</b>	No. of employees (FTE) hired on the contract who are Not in Employment, Education, or Training (NEETs) as a result of a recruitment programme	no. people FTE	£14,782.000	
<b>NT5</b>	No. of 18+ y.o. employees (FTE) hired on the contract who are rehabilitating or ex offenders as a result of a recruitment programme	no. people FTE	£24,527.000	
<b>NT6</b>	No. of disabled employees (FTE) hired on the contract as a result of a recruitment programme	no. people FTE	£16,420.000	
<b>NT7</b>	No. of hours of support into work provided to over 24 y.o. unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (total session duration)*no. attendees	£105.500	
<b>Jobs: Promote Local Skills and Employment: Improved skills</b>				
<b>NT8</b>	No. of staff hours spent on local school and college visits e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	no. staff hours	£16.090	
<b>NT9</b>	No. of weeks of training opportunities on the contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+	no. weeks	£286.470	
<b>NT10</b>	No. of weeks of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+	no. weeks	£224.070	
<b>Jobs: Promote Local Skills and Employment: Improved employability of young people</b>				
<b>NT11</b>	No. of hours of support into work provided to under 24 y.o. (young people) unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (total session duration)*no. attendees	£105.500	
<b>NT12</b>	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. weeks	£168.720	



<b>NT13</b>	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£168.720
<b>Growth: Supporting Growth of Responsible Regional Business: More opportunities for local MSMEs and VCSEs</b>			
<b>NT14</b>	Total amount (£) spent with VCSEs within your supply chain	£	£0.119
<b>NT15</b>	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. staff expert hours	£101.860
<b>NT16</b>	Equipment or resources donated to VCSEs (£ equivalent value)	£	£1.000
<b>NT17</b>	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	no. staff volunteering hours	£16.090
<b>NT18</b>	Total amount (£) spent in LOCAL supply chain through the contract	£	Localised by Project
<b>NT18a</b>	Total amount (£) spent through the contract in specified sub-localities (e.g. high deprivation areas) - please refer to list NT18a for the qualifying areas	£	Localised by Project
<b>NT19</b>	Total amount (£) spent through contract with LOCAL micro, small and medium enterprises (MSMEs)	£	Localised by Project
<b>Growth: Supporting Growth of Responsible Regional Business: Improving staff wellbeing and mental health</b>			
<b>NT20</b>	No. of employees on the contract that have been provided access for at least 12 months to comprehensive and multidimensional wellbeing programmes	no. employees provided access	£131.860
<b>NT39</b>	Mental Health campaigns for staff on the contract to create community of acceptance, remove stigma around mental health	£ invested including staff time	£1.000
<b>NT21</b>	Equality, diversity and inclusion training provided both for staff and supply chain staff	no. hrs (total session duration)*no. attendees	£101.860
<b>Growth: Supporting Growth of Responsible Regional Business: Reducing inequalities</b>			

<b>NT40</b>	Number and type of initiatives to be put in place to reduce the gender pay gap for staff employed in relation to the contract (describe and document initiatives)	£ invested including staff time	£1.000	Appendix C
<b>NT41</b>	Percentage of staff on contract that is paid at least the relevant Real Living wage as specified by Living Wage foundation	%	£0.000	
<b>NT42</b>	Percentage of contractors in the supply chain required (or supported if they are micro OR small business) to pay at least Real Living wage	%	£0.000	
<b>Growth: Supporting Growth of Responsible Regional Business: Ethical Procurement is promoted</b>				
<b>NT22</b>	Percentage of your procurement contracts that include commitments to ethical employment practices in the local and global supply chain, including verification that there is zero tolerance of modern slavery, child labour and other relevant requirements such as elimination of false self-employment, unfair zero hours contracts and blacklists	%	£0.000	
<b>NT43</b>	Initiatives taken throughout the local and global supply chain to strengthen the identification, monitoring and reduction of risks of modern slavery and unethical work practices occurring in relation to the contract (i.e. supply chain mapping, staff training, contract management)	£ invested including staff time	£1.000	
<b>Growth: Supporting Growth of Responsible Regional Business: Social Value embedded in the supply chain</b>				
<b>NT23</b>	Percentage of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required	%	£0.000	
<b>Social: Healthier, Safer and more Resilient Communities: Creating a healthier community</b>				
<b>NT26</b>	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children	£ invested including staff time	£1.000	
<b>Social: Healthier, Safer and more Resilient Communities: Vulnerable people are helped to live independently</b>				
<b>NT27</b>	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	£ invested including staff time	£1.000	
<b>Social: Healthier, Safer and more Resilient Communities: More working with the Community</b>				

<b>NT28</b>	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.000
<b>NT29</b>	No. of hours volunteering time provided to support local community projects	no. staff volunteering hours	£16.090

**Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced**

<b>NT31</b>	Savings in CO2 emissions on contract achieved through de-carbonisation (i.e. a reduction of the carbon intensity of processes and operations, specify how these are to be achieved)	tCO2e	£70.430
<b>NT31.1</b>	Please specify and evidence the baseline level of emissions used to measure savings/reductions against, and the baseline year (e.g. 100 tonnes of CO2e based on 2018 emission levels), see also Technical guidance for NT31.	Baseline CO2 emissions (Tonnes CO2e) and baseline year	£0.000
<b>NT31.2</b>	Please specify and evidence the the target level of emissions on the project (as determined by the reduction commitments), see also Technical guidance for NT31.	Target emissions (tonnes of CO2e) - (not reduction)	£0.000
<b>NT31.3</b>	Please specify the net zero carbon target year (e.g. net zero carbon by 2030) as relevant at project or corporate level. Targets for reaching net zero carbon should be specified as a minimum to be in line with a net zero greenhouse gas emissions target of 2050. Please see technical guidance for NT31.	Target year for net zero carbon (e.g. NZC by 2030)	£0.000
<b>NT44</b>	Do you have a policy and programme to achieve net zero carbon, including monitoring plan with specific milestones?	Y/N	£0.000
<b>NT45</b>	Carbon Certification (Carbon Trust Standard, Planet Mark or equivalent independently verified) - achieved or to achieve for current year	Y/N	£0.000

**Environment: Decarbonising and Safeguarding our World: Air pollution is reduced**

<b>NT46</b>	Corporate travel schemes available to employees on the contract (subsidised public transport, subsidised cycling schemes and storage, sustainable corporate transport such as electric bus from public station to corporate facilities)	Y/N	£0.000
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**Environment: Decarbonising and Safeguarding our World: Safeguarding the natural environment**

<b>NT47</b>	Donations or investments towards expert designed sustainable reforestation or afforestation initiatives	£	£1.000
<b>Environment: Decarbonising and Safeguarding our World: Sustainable Procurement is promoted</b>			
<b>NT35</b>	Percentage of procurement contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer.)	% of contracts	£0.000
<b>NT48</b>	Supply Chain Carbon Certification (Carbon Trust Standard for Supply Chain or equivalent independently verified) - achieved or to achieve for current year	Y/N	£0.000
<b>NT49</b>	Requirements or support (for Micro or Small enterprises) for suppliers to demonstrate climate change and carbon reduction training for all staff - e.g. SDGs Academy courses (NTs) or (e.g. RE) Supply Chain Sustainability School bronze or higher or equivalent	no. hrs (total session duration)*no. attendees	£101.860
<b>Innovation: Promoting Social Innovation: Social innovation to create local skills and employment</b>			
<b>NT50</b>	Innovative measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000
<b>Innovation: Promoting Social Innovation: Social innovation to support responsible business</b>			
<b>NT51</b>	Innovative measures to promote and support responsible business to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000
<b>Innovation: Promoting Social Innovation: Social innovation to enable healthier safer and more resilient communities</b>			
<b>NT52</b>	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000
<b>Innovation: Promoting Social Innovation: Social innovation to safeguard the environment and respond to the climate emergency</b>			
<b>NT53</b>	Innovative measures to safeguard the environment and respond to the climate emergency to be	£ invested inc.	£1.000

	delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	time, materials, equipment etc	
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**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES COMMITTEE**  
**THURSDAY, 24 NOVEMBER 2022**

<b>Report Title</b>	<b>Annual Corporate Procurement and Contract Management Update</b>			
<b>Purpose of Report</b>	To update the Committee on procurement and contract management activity across the Council in line with the aims of the Council's Procurement Strategy and Contract Management Framework.			
<b>Decision(s)</b>	<b>The Committee RESOLVES to:</b> <b>(a) NOTE the review of the Council's Procurement Strategy in line with the refreshed National Procurement Strategy and report back to this committee on 20 April 2023.</b> <b>(b) APPROVE the campaign to promote the 'Buy It Local' for influenceable spend.</b>			
<b>Consultation and Feedback</b>	Quarterly dashboard of information to SLT and LMT			
<b>Report Author</b>	Sarah Turner, Senior Policy and Governance Officer Tel: 01453 754346 Email: sarah.turner@stroud.gov.uk			
<b>Options</b>	None			
<b>Background Papers</b>	National Procurement Strategy 2022 <a href="#">link here</a> Transforming Public Procurement <a href="#">link here</a>			
<b>Appendices</b>	Appendix A – Procurement Strategy Appendix B – Equality, Diversity and Inclusion Working Group Action Plan 2022/23			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

## 1. BACKGROUND

- 1.1 Members of the Strategy and Resources Committee have received updates on procurement activity across the Council that support the aims of the Council's Procurement Strategy and Contract Management Framework. The Strategy was adopted by Council in 2019, the actions plan in the strategy reflects the National Procurement Strategy recommendations as detailed below; and also includes our Social Value Policy and Modern Slavery Charter.
- 1.2 There are two actions in the Council Plan which directly relate to our Procurement Strategy and Contract Management Framework these are detailed below along with the Q2 updates:

CW5.2 Adopt effective and transparent policies to reduce inequalities that result from socio-economic disadvantage in line with Section 1 of the Equality Act, the socio-economic duty, as an effective framework for tackling local poverty and economic inequality.

Report going to S&R committee in November to adopt Social Value Portal Themes Outcomes and Measures for the Council. These relate to the Council Plan and will be used in procurement over £75,000, see paragraph 2.9 below.

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.

Annual spend analysis for 2021/22 completed and will be reported to S&R committee in November with proposals on how to increase local spend, see paragraph 2.10 below.

- 1.3 The Strategy defines our vision to 'demonstrate value for money through the effective procurement of goods, services and works on a whole life basis in terms of generating benefits to the community and the organisation, whilst minimising impacts to the environment'.
- 1.4 The purpose of the strategy, at Appendix A, is to ensure that the Council's procurement activities are undertaken to a high standard, efficiently and effectively to achieve best value, and to support social, economic and environmental benefits. The strategy has 3 procurement aims as follows: Showing Leadership, Behaving Commercially and Achieving Community Benefits
- 1.5 A comprehensive procurement and contract management framework is provided on the staff Hub providing guidance and templates for officers.
- 1.6 This update also provides information on any changes to legislation and details of any changes to the current procurement and contract management framework and corporate guidance.

## **2. MAIN POINTS**

### **2.1 National Procurement Strategy (NPS)**

The National Procurement Strategy for Local Government in England has been refreshed and was published in August 2022, please see the link here for further details [NPS 2022](#)

The themes of the strategy have remained the same, however the NPS toolkit has also been refreshed and is a self-assessment tool for the Council to use as a maturity assessment of the Council's procurement activity, set goals and assess progress.

It is proposed that the Policy & Governance Team update the Council's Procurement Strategy in line with the NPS and use the NPS to assess the Council's maturity. The revised strategy and assessment will be brought back to this committee for approval 20 April 2023.

### **2.2 Transforming Public Procurement**

As reported to this committee last year the government are reviewing the public contract regulations following Brexit, details of the process and aims can be found [here](#)



To summarise the aims are to speed up and simplify procurement processes, the new regulations will state the principles of public procurement: value for money, the public good, transparency, integrity, efficiency, fair treatment of suppliers and non-discrimination. When the new regulations are approved in 2023, members will be provided with a summary and the revised Procurement Strategy will reflect these new regulations too.

### **2.3 Contract and Procurement Procedure Rules (CPPRs)**

Council at its meeting in October 2022 approved the revised CPPRs; these had been jointly reviewed by the Constitution Working Group, colleagues at One Legal and the Policy & Governance Team. The changes provided clarity on roles, provided additional information about types of procurement, amended financial thresholds to incorporate VAT and published procurement definitions.

Bearing in mind the proposed changes to Public Contract the CPPRs will need to be amended to reflect the new legislation.

### **2.4 Social Value Portal (SVP)**

In November 2021, the Social Value Portal was implemented at the Council to enable us to measure and manage the contribution the Council, and its supply chain, make to the district in terms of benefits to the community through its procurement activity.

Social value will be measured using the SDC agreed themes, outcomes, and measures (TOMs) on all contracts with a value of more than £75,000.

### **2.5 Hub and website refresh**

The Policy and Governance Team will be reviewing and refreshing the guidance and templates on both the Hub and Website for officers and suppliers bearing in the mind the previous paragraphs where amendments to documentation and guidance is being undertaken, this will be completed by 31 January 2023.

The intention is to make it more user-friendly and easier to find information relating to the value of the contract.

### **2.6 Procurement and Contract Management Training**

The Policy and Governance Team continue to provide mandatory induction training for all new staff on procurement and contract management; we have agreed with Finance colleagues that staff will not be provided with access to Unit4, the council's financial management system or the SW procurement portal until this training has been given.

The Contract Management Framework was adopted in January 2022 and the Policy and Governance Team have provided training at service managers meetings for Property Services, ICT, Housing Advice, Environmental Health, Housing, Museum, Planning and Contract Services, and are continuing to provide training to other service areas to embed this across the authority.

## **2.7 Strategic Leadership Team (SLT) and Leadership and Management Team (LMT) Dashboards**

The Policy & Governance Team produce quarterly dashboards for SLT and LMT which includes the following information:

- Procurement and contract information
- Policies and Strategies
- Performance management in relation to the Council Plan
- Risk Registers
- iGov update
- Policies and Strategies register

In relation to procurement and contract information this includes procurement plan forms, spend by cost centre, any exemptions from CPPRs, contracts awarded over the previous quarter, it also identifies any non-compliance with procedure rules. It also includes any contracts due for renewal in the next 12 months to enable sufficient options appraisal and planning. Any non-compliance that is not remedied is subsequently reported to the Strategic Leadership Team on the next quarter SLT reports.

## **2.8 Second Line of Defence – Contract Management**

As part of an audit report produced by ARA, one of the recommendations is for the Policy and Governance Team to undertake second line of defence reviews of contracts awarded in the previous quarter. It has been agreed with the Strategic Director of Resources that this will include all contracts awarded over a contract value of £75,000 and a minimum of 3 contracts awarded under £75,000 to check that our procedures have been followed correctly.

The initial process of 2<sup>nd</sup> line of defence is being undertaken on contracts awarded during quarter 2, 2022/23, and will be reported through the managers dashboard. Any learning from this initial process will be included in subsequent quarter contract award reviews.

A checklist has been created that and the contract manager will be asked to confirm that the following items on the checklist have been completed:

- Contract details added to the Contract Register
- Published on Contracts Finder and Find a Tender
- Signed copy of the contract emailed to the Policy and Governance Team
- Contract management form completed and emailed to the Policy and Governance Team
- Retention policy complied with
- Social Value TOMs identified and monitored

Where there are any gaps the Policy and Governance Team will ask the contract manager to rectify, and to confirm with them, with appropriate evidence that this has been completed, within a set timeframe of 2 weeks.

Where the checklist has not been complied with, nor rectified by the contract manager this will reported to the Head of Service / manager through their quarterly dashboard any non-compliance and request that this is rectified, within a set timeframe. We will also ask for

confirmation and evidence that this has been done. If in the subsequent quarter, we have not received an adequate response from the Head of Service / manager this will be escalated to SLT through their dashboard.

## 2.9 Equality, Diversity, and Inclusion Working Group action plan

The 22/23 action plan of the Equality, Diversity and Inclusion (EDI) working group has items in the action plan that relate to the Council's procurement activity and the Council Plan, please see Appendix B, section 2 – Leadership and Organisation Commitment. The actions relate to the use of the Social Value Portal and monitoring the diversity of suppliers employees, which is currently being developed.

The actions and milestones are shown below, as stated the actions relation to the implementation more widely of social value measurement in our contracts by the supplier selecting the Themes, Outcome and Measure that relate to the subject matter of the contract and then this social value being measured and monitored on a regular basis.

EQ2.2 Embed the use of the Social Value Portal, a tool which enables the Council to monitor the additional community benefits of Council procurement.

- Annual report will be reported to members.

EQ2.2.1 When deciding which suppliers are awarded a contract, ask suppliers to evidence diversity monitoring of employees and EDI action plans.

EQ2.2.2 Monitor the diversity of our suppliers by at least two categories of diversity.

- Both milestones above are being developed through review of procurement guidance on the staff hub and website and by the implementation of the SV portal.

## 2.10 Annual Spend Analysis

The Policy and Governance Team produce a spend analysis each year based on the creditor payments of the previous financial year. The Council has agreed the definition of a local supplier is any supplier who has a 'GL' postcode.

The 2021/22 spend analysis information is as follows, financial figures have been rounded up, the figures in brackets show the 2020/21 figures for comparison:

Total spend (all invoices)	£37m	(£29m)
Total spend on local invoices (GL postcode)	£11m*	(12m)
Total spend on other invoices (not GL)	£26m	(£17m)
Total number of invoices	9496	(9220)
Total number of suppliers	1090	(1209)
GL suppliers	476	(647)
Non GL suppliers	614	(562)

There has been an increase in our expenditure this is mainly due to the inflation increase, there has been a reduction in our local spend which is disappointing from 40% to 32%.

To help increase our local spend the Policy and Governance Team are planning to promote a campaign of 'Buy it Local' across the authority on our influenceable spend (this is budget that is not allocated to a particular contract) where we can procure from any supplier following our CPPRs.

As far as possible we have set up our procedures to encourage support for local suppliers. Under our CPPRs for quotes under £25,000, we must obtain value for money by obtaining a minimum of 3 quotes. We have also set up our e-procurement portal, Supplying the Southwest, for up to 8 suppliers, 3 are the buyers choice, and we will encourage these to be local suppliers, 3 must have a GL postcode and 2 can be from any supplier in the UK.

Under Public Contract Regulations 2015 all quotes over £25,000 which are advertised must be published on the government's Contracts Finder website and are open to any supplier in the UK and therefore, the campaign will only be for procurements under £25,000.

### **3. Aims for 2022/23**

- To increase local spending and to ensure that Council procurement brings economic, social, and environmental benefits; we will be reviewing how we further can embed social value into our procurement processes. In particular, the need for climate and ecologically minded business practices must be included, as set out in the Council's 2030 Strategy.
- Continue to work on the EDI actions.
- We intend to carry out a more in-depth review of our suppliers and to identify our key suppliers, local and SMEs.
- Review and provide corporate training needs relating to procurement and contract management as identified by managers.
- Continue to produce quarterly SLT and manager's dashboard relating to spend and procurement activity, identifying any non-compliance.
- Implement any changes to procedures as a result of revised public contract regulations and the renewed NPS and provide appropriate training relating to this.

## **4. IMPLICATIONS**

### **4.1 Financial Implications**

There are no significant financial implications. All procurement activity should be in line with agreed budgets.

Actions taken to ensure compliance with procurement regulations reduce the risk of loss to the authority.

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### **4.2 Legal Implications**

The report above sets out legal implications in paragraph 2.10

One Legal

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#### **4.3 Equality Implications**

Equality issues have been addressed in the body of this report in paragraph 2.9.

#### **4.4 Environmental Implications**

The report above sets out environmental implications in paragraphs 2.4.

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# Procurement Strategy

## 2019 – 2023

**Last updated:** *December 2021*

**Next document review by:** *November 2022*

**Reviewed by:** *Sarah Turner, Senior Policy and Governance Officer*

**Approved by:** *Strategy and Resources Committee 11<sup>th</sup> July 2019*

Agenda Item 7

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Appendix A

**1.0 Introduction**

- 1.1 The importance of effective procurement has never been greater for local government. The demand for public services is increasing, while resources are drastically reducing. The pressure to find greater efficiencies and improve productivity is driving councils to look for different ways to deliver better outcomes for local people.
- 1.2 This strategy sets out our vision for procurement and our priorities for the next 5 years to 2023 incorporating the latest government procurement legislation and initiatives; and recent motions agreed by the Council. It is a statement of the procurement commitments of the Council.
- 1.3 We aim to provide quality services that are responsive to the needs of our community and deliver optimum value for money. It is also important that the strategy reflects both our compliance obligations and our procurement aspirations.
- 1.4 In 2018/19 we spent £28million on goods, works and services, we clearly have a responsibility to make sure this spending represents best value for money.
- 1.5 A strategy by itself will not lead to effective procurement; it is the commitment of our members, senior managers and staff carrying out procurement activity which is key to its success.

**2.0 What is Procurement?**

- 2.1 Procurement is the process of acquiring, goods, works and services, covering both acquisition from third parties and in-house providers. The process spans the whole cycle from identification of needs through to the end of a contract or the end of the useful life of an asset. It involves options appraisal and the critical 'make or buy' decision which may result in the provision of services in-house in appropriate circumstances.

**3.0 Why is procurement important?**

- 3.1 The impact of procurement is far greater than just the definition of a 'process' and our vision, aims and objectives set out in this strategy detail the contribution that effective procurement arrangements can make to a range of socio-economic agendas. These include a successful local economy, a thriving voluntary sector, community empowerment, environmental issues and value for money.
- 3.2 Good procurement is essential to ensure good public services, from buying works, goods and services that work as they are supposed to, to achieving savings that can be ploughed back into front-line services.
- 3.3 Local Government spends over £60billion a year procuring a wide range of works, goods and services, from everyday items such as pens and paper, to major construction projects such as schools and hospitals. All those who, as taxpayers, use and fund public services have the right to expect government to meet the highest professional standards when it procures on their behalf.

**4.0 Our Vision for Procurement**

- 4.1 Our vision for procurement over the term of this strategy is to demonstrate value for money through the effective procurement of goods, services and works on a whole life basis in terms of generating benefits to the community and the organisation, whilst minimising impacts to the environment.

## 5.0 Strategic Procurement Aims

- 5.1 Our strategic procurement aims are shown below, Appendix 1 provides more details:

- **Showing Leadership**

With local government third party expenditure totalling around £60 billion a year in revenue alone, procurement clearly has a major contribution to make. A more strategic approach to procurement should be at the heart of thinking for our councillors and decisions makers because procurement is not merely about ensuring compliance. There is an ever-growing need to engage with service heads and procurement teams on high value, high risk procurements to drive innovation, generate savings and identify opportunities for income generation.

- **Behaving Commercially**

We need to improve public sector commissioning and procurement to increase the effectiveness and efficiency of government. This means improving the skills of our leaders, both members and officers so their teams can design service provision, influence external parties, and shape and manage markets to get the best outcomes. This can be done by creating commercial opportunities, managing contracts and supplier relationships and risk management.

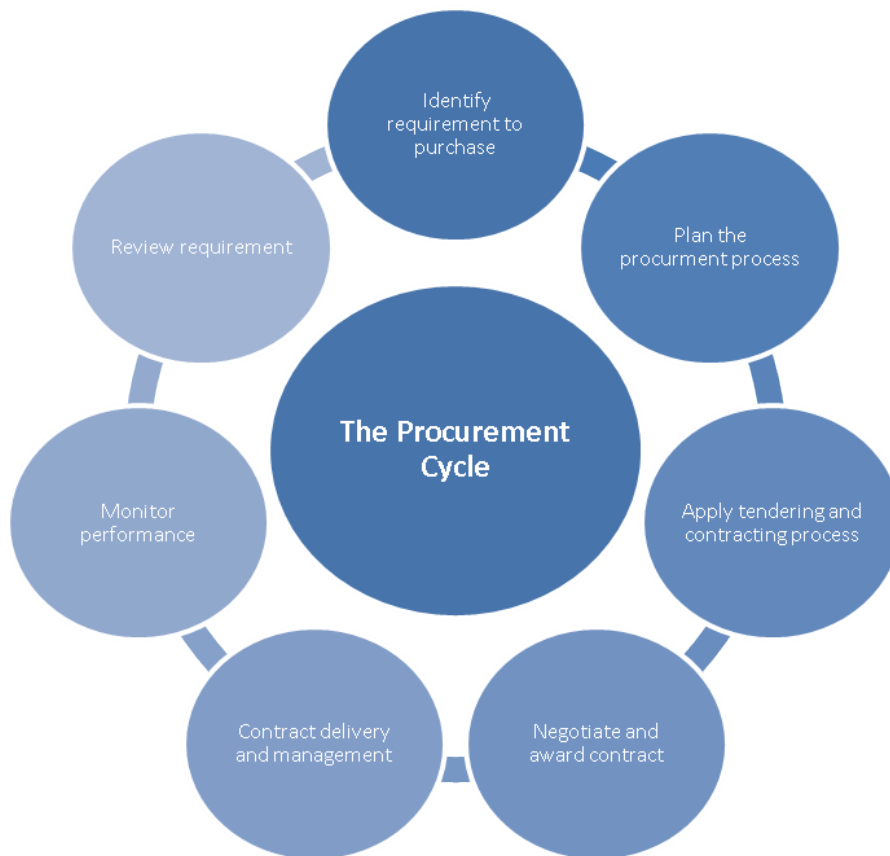
- **Achieving Community Benefits**

We can use procurement to achieve wider financial and non-financial outcomes, including improving wellbeing of individuals and communities, social value and improved environment.

- 5.2 Success of this strategy will depend on the implementation and effectiveness of the following key principles and actions:

- Political and management endorsement and support.
- Council-wide recognition of the importance of the role of procurement in delivering improvement and efficiency;
- Improved forward planning by service areas;
- Adequate resourcing and prioritisation of projects;
- Adequate support from key internal functions throughout the procurement cycle;
- Continued development of procurement capacity and capability within services, encouragement of continuous improvement;
- Identification, allocation and continuous management of risk;
- Management of performance shortfalls and adequate tools to tackle poor performance;
- Continuity of knowledge throughout the procurement phases and the delivery of regular and effective training.

## 6.0 The Procurement Cycle



- 6.1 Effective procurement forms a continuous cycle of action and improvement, from identification of needs through to review of delivery and achievement of outcomes and includes procurement and contract management activity. The stages are inter-dependent – each stage builds on the previous ones. The outcome for the procurement exercise may not be known at the outset and this may result in a grant being awarded, provision remaining in-house or a fully tendered procurement.
- 6.2 This strategy is aimed at promoting effective procurement across all services and should be read in conjunction with our Contract and Procurement Procedure Rules, Financial Regulations and the [procurement toolkit](#) on the Hub.
- 6.3 There are several types of procurement procedures we can legitimately use, these are described below:
- Open Procedure – any supplier may submit a bid for an advertised opportunity.
  - Restricted Procedure – any supplier may express an interest to participate in this procedure, but only those suppliers who pass a pre-selection process may submit bids.
  - Competitive negotiated procedure – any supplier may express an interest to participate but only those who pass a pre-selection process may submit an initial bid and then to negotiate.
  - Competitive dialogue – any supplier may express an interest to participate but only those who pass a pre-selection process may enter into a dialogue over possible solutions to our requirements. Following the conclusion of the dialogue we must invite a minimum of 3 bids.

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- Innovation partnership – allows us to develop innovative products, works or services where no suitable solution exists in the market and then to purchase the resulting products, services or works.
- Framework agreements - a framework agreement is a particular type of contract where a council or buying organisation establishes an arrangement where a number of suppliers are accepted as competent to deliver the service and the framework specifies the terms for awarding specific contracts as required.  
Contracts obtained from a framework are called call-offs and the framework specifies the terms of call-offs, such as awarding directly to a single supplier or through a mini-competition with all suppliers.  
The restrictions on framework agreements are that they cannot exceed four years and the terms of a contract cannot be varied substantially from what is set out in the framework. Only authorities clearly identified as part of the framework can award contracts, though the contracts awarded can last longer than the framework itself.
- Dynamic Purchasing System - a Dynamic Purchasing System is like a framework agreement, but it allows new suppliers to be added as potential suppliers over the duration of the arrangement and there is no time limit on its application.
- Light Touch Regime Regulations - contracts valued above the threshold for services specified as part of the Light Touch Regime have to follow the procedure for publishing an opportunity through a contract notice or prior information notice in OJEU, as well as publishing the contract award notice in OJEU. However, we are not bound to follow any of the procedures specified under the full regulations.

## 7.0 Legislation

- 7.1 Public procurement operates in a highly regulated environment that is governed by legislation and policies set by the European Union (EU), nationally through statute and case law and locally by the Council's Constitution. Please see Appendix 2 for details of the relevant legislation and procedure rules.

## 8.0 Governance, structure and responsibilities

- 8.1 The National Procurement Strategy recommends that local authorities demonstrate political and senior officer leadership of procurement.

### 8.2 Members role in procurement

Members are responsible for:

- Strategy and Resources Committee are responsible for authorising this Procurement Strategy and reviewing progress on the strategic aims.
- Audit and Standards Committee are responsible for ensuring compliance with the Contract and Procurement Procedure Rules.
- Each committee's performance monitors are responsible for reviewing service specific procurement activity at the performance monitoring meetings with directors.
- Procurement activity requiring more detailed member involvement includes:
  - Making key decisions in the procurement process for major projects.
  - Where a new service or a substantially varied service is being considered.
  - High public interest.
  - Significant reputational or financial risk.
  - Significant risk of failing to meet legislative requirements.

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### **8.3 Senior Leadership Team (SLT)**

SLT are responsible for:

- Management of the strategy and to review progress against the implementation of the actions.
- Strategic leadership and governance of procurement.
- Ensuring the Procurement Strategy aligns with corporate objectives.
- Overseeing the arrangements for procurement and to ensure they are operating effectively.
- Ensuring value for money and risk management are considered as part of any procurement activity.
- Ensuring equality and sustainability are considered at each stage of the procurement process.

### **8.3 Operational Managers and Relevant Staff**

- Each relevant operational manager is responsible for ensuring that the staff in their areas have the right level of skills to deliver effective procurement and will also monitor all procurement activity in their services.
- For specific, high value (£250,000) or high risk contracts, project teams are formed to ensure that technical, legal and commercial issues are considered, using the project management framework.
- Staff involved directly with the purchase of goods, services and works must ensure they comply with this strategy, and the Contract and Procurement Procedure Rules, with reference to the guidance on the Hub; and conduct relationships with suppliers and the Council in an ethical and appropriate manner to ensure they promote their employer in a positive way.

### **8.4 Procurement Team**

The duties of the procurement team are to maintain procurement guidance in line with best practice, and to monitor procurement activity across the Council, including:

- Coordinating this procurement strategy on behalf of the Council, and leading on the implementation of the procurement aims.
- Providing assistance to contract owners in the control and management of contracts.
- Development and maintenance of procurement documentation and web pages to publicise procurement plans, information and advice to potential suppliers and staff; to comply with transparency requirements.
- Continue the development of e-procurement to deliver savings in transactional processes.
- Providing assistance to contract owners in the planning and co-ordination of improvement of current contracts, business continuity, exit strategies and post contract appraisals and reviews.
- Ensuring the procurement process eliminates the potential for fraud and favouritism towards any supplier.
- Supplier analysis to identify supplier base, spend per supplier, spend per category.
- Coordinate and monitor the Council Contracts Register to allow improved advanced planning for procurement and contract management activity.

- Organising training for staff, to include specific procurement training, induction and Contract & Procurement Procedure Rules, and use of the procurement portal.

## **9.0 Value for Money (VFM)**

- 9.1 Value for money does not mean the lowest cost. There are many aspects to achieving VFM through the procurement process; mainly to select a procurement model that is proportionate to the value and risk of individual contracts.
- 9.2 It also requires a proportionate approach to the evaluation of cost and quality; where the costs can be broadly predetermined there will be a higher weighting towards quality.
- 9.3 VFM is not just about price, there are a wide range of other considerations that may be taken into account when assessing VFM, including for example, quality relevant and appropriate to the specifics of the contract; social value in terms of community experience and outcomes and whole life value.

## **10.0 Social Value**

- 10.1 The Public Services (Social Value) Act 2012 requires us to consider how the services we procure might improve the economic, social and environmental well-being of the area. It is defined as improving economic, social and environmental wellbeing from public sector contracts over and above the delivery of the services directly required at no extra cost. Used properly, additional social value can be beneficial to both suppliers and councils and represent a joint effort to exploit maximum value from procurement.
- 10.2 Our Social Value Policy is attached at Appendix 3 and sets out our approach to ensure that all resources are used wisely and that we protect and enhance the environment whilst ensuring the efficient use of resources and delivery of value for money.

## **11.0 Sustainable Procurement**

- 11.1 Sustainability is an important consideration when making procurement decisions. It ensures that we consider the environmental impact of procurement decisions.
- 11.2 We are committed to making our spending decisions in a way that delivers both value for money on a whole life cycle basis, and achieving wider economic, social and environmental benefits.
- 11.3 We are committed to achieving the aims of the Council's Environmental Policy and Strategy, and we will:
- Require our suppliers and contractors to reduce the impact of goods, works and services by considering whole life costs; ending our use of single use plastics; and the carbon impacts associated with goods works and services.
  - Require information from potential suppliers on how they will help us to progress our environmental objectives as part of the delivery of a contract.

## **12.0 Supporting the Local Economy**

- 12.1 We recognise that there are significant advantages of engaging with small local businesses, for both the Council and the local economy. We are committed to using

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procurement processes that encourage such businesses to compete for opportunities.

12.2 We are precluded from any explicit local buying policies by the Treaty of Rome, however we will procure in a manner that benefits the local economy. Procurement Aim 3 – achieving community benefits, in Appendix 1 further identifies our aims in relation to supporting the local economy. We will also recommend to suppliers and contractors that local suppliers are used in the supply chain, where appropriate.

### **13.0 Ethical Procurement**

13.1 Ethical procurement considers the impact of environmental, economic and social factors along with price and quality. We must be aware and look out for signs of unacceptable practices in the supply chain such as modern slavery, fraud and corruption.

13.2 We are committed to the Co-operative Party's Charter against Modern Slavery and we will:

- Train all staff using the Chartered Institute of Purchasing and Supply's online course on Ethical Procurement and Supply.
- Require contractors to comply fully with the Modern Slavery Charter 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.
- Challenge any abnormally low-cost tenders to ensure they do not rely upon any potential contractor practising modern slavery.
- Highlight to our suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.
- Publicise our whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.
- Require our contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
- Regularly review our contracted spending to identify any potential issues with modern slavery.
- Highlight to our suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.
- Refer for investigation via the National Crime Agency's national referral mechanism any of our contractors identified as a cause for concern regarding modern slavery.
- Annually report on the implementation of this policy and publish on our website.

### **14.0 Management of Risk**

14.1 Risk management is an integral part of a procurement process and must be considered at the planning stage of any procurement process. We will identify the risks associated with all major procurement activity and the contingencies for service disruption in each project and how these are to be mitigated and managed.

14.2 For any high financial value, high risk or high profile procurement and which also involves significant risk including staff transfer; or significant potential for reputational or financial risks we will utilise the project management methodology throughout a projects life to ensure it delivers the project objectives and outcomes. Risks and issues register(s) relating to the procurement will be set up and regularly monitored by the project team.



## **15.0 Managing Contracts and Supplier Relationships**

- 15.1 Contract and relationship management refers to the effective management and control of all contracts from their planning inception until their completion by the appointed contractor(s). It covers the supported policies, procedures and systems needed to undertake it, together with broader issues from the identification and minimisation of risk, successful and timely delivery of outcomes and performance, effective control of cost and variations, and the maintenance of clear communications and operational relationships with contractors.
- 15.2 Buyers and contract managers will be proactive in relation to managing contracts and performance in order to ensure that positive output and outcomes are maximised, cost variations are minimised and any issues in relation to the delivery of the contract are appropriately addressed at the earliest opportunity.

## **16.0 Business Continuity**

- 16.1 Business continuity is the process of preparing for and responding to a disaster, event or situation that could have a serious impact on the delivery of services. For high risk procurements the suppliers will be required to submit a business continuity plan as part of the tender submission. All key suppliers will be required as part of contract management to provide an annual update of their business continuity plans.

## Procurement Strategy – Strategic Aims

<b>Vision for procurement</b>	<b>Our vision for procurement over the term of this strategy is to demonstrate value for money through the effective procurement of goods, services and works on a whole life basis in terms of generating benefits to the community and the organisation, whilst minimising impacts to the environment.</b>
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<b>Procurement Aim 1 - Showing Leadership</b>	With local government third party expenditure totalling around £60 billion a year in revenue alone, procurement clearly has a major contribution to make. A more strategic approach to procurement should be at the heart of thinking for our councillors and decisions makers because procurement is not merely about ensuring compliance. There is an ever-growing need to engage with service heads and procurement teams on high value-high risk procurements to drive innovation, generate savings and identify opportunities for income generation.
Engaging Councillors	<p><b>What it is:</b> Councillors set the council vision and strategic priorities and must be satisfied that the procurement and commercial arrangements for their delivery are robust. Councillors make key decisions, particularly in major projects, and maintain oversight of the performance of key contracts, agreeing corrective action where necessary. Councillors need to be fully engaged in these roles. Councillor engagement needs to be supported through training, good procurement and commercial advice and reporting arrangements.</p> <p><b>Why it is important:</b> When councillors are fully engaged with procurement and commercial matters, the quality of decision-making is better and oversight and accountability are improved. Among other things, councillor engagement leads to better project delivery and better outcomes for the local community.</p>
Engaging Senior Managers	<p><b>What it is:</b> Key decision-makers value and benefit from procurement and commercial advice, including advice at the early stages of major projects. This is a two-way process requiring action by senior managers on the one hand and by procurement and commercial advisors on the other.</p> <p><b>Why it is important:</b> Good procurement and commercial (wherever possible, provided in-house or shared between councils) can have a decisive impact on the outcome of a project, particularly one involving innovation. It is important that senior managers engage with the procurement and commercial issues from the earliest stages of the project.</p>
Working with Partners	<b>What it is:</b> The council works as a single team to design and implement solutions for public services and commissioners / budget holders, and commercial and procurement advisors work together as part of that team.

	<p><b>Why it is important:</b> A team approach is the best use of limited resources and can lead to innovative solutions and better results. The team approach should characterise how council departments work together and how the council works with other councils, health, fire, police, housing, VCSEs and other partners.</p>
Engaging Strategic Suppliers	<p><b>What it is:</b> The council takes a strategic approach to the management of relationships with the most important suppliers (otherwise known as Strategic Supplier Relationship Management). This activity should be carried out cross-department and is most effective when done cross-organisation.</p> <p><b>Why it is important:</b> Effective management of strategic supplier relationships can deliver a range of benefits including improved outcomes for the public, added social value, reduced cost, reduced risk and innovation.</p>

<b>Procurement Aim 2 - Behaving Commercially</b>	<p>We need to improve public service commissioning and procurement to increase the effectiveness and efficiency of government. This means improving the skills of public sector leaders so their teams can design service provision, influence external parties, and shape and manage markets to get the best outcomes.</p>
Page 67 Creating Commercial Opportunities	<p><b>What it is:</b> There are many ways in which commercial opportunities can be created through the strategic management of the commercial cycle and the services and assets delivered through the contracts it creates. Commercialisation is a broad and important subject to the sector. This key area is confined to how procurement teams should contribute to helping identify and create commercial opportunities.</p> <p><b>Why it is important:</b> As grants from central government are reduced, organisations are required to look at other means of reducing funding deficits. Commercial opportunities can be created in many different ways, from conventional means such as increasing returns on assets to the way it engages with its development partners and third party contractors.</p>
Managing Contracts and Relationships	<p><b>What it is:</b> Contract and relationship management is the process by which all contracts and variations are managed effectively to control costs, secure the quality and timeliness of agreed outcomes and performance levels and minimise the occurrence of risks.</p> <p><b>Why it is important:</b> Research by the International Association for Contract and Commercial Management (IACCM) shows that contracts exceed their expected costs by 9.4 per cent on average over their lifetime. Poor contractor performance or commercial failure can seriously damage a council's reputation and its ability to deliver effective services and support to local communities.</p>
Managing Strategic Risk	<p><b>What it is:</b> A series of actions and policies designed to reduce or even eliminate the probability of a perceived risk occurring and minimising the detrimental effects that may occur should it materialise.</p> <p><b>Why it is important:</b> The occurrence of any risk, particularly when it could be foreseen, can have a devastating impact on the organisation's reputation and the lives of the people it serves, the quality of the services that it provides, and even its financial viability.</p>

<p><b>Procurement Aim 3 - Achieving Community Benefits</b></p>	<p>We can use procurement to achieve wider financial and non-financial outcomes, including improving wellbeing of individuals and communities, social value and improved environment.</p>
<p>Obtaining Social Value</p>	<p><b>What it is:</b> Social value is about improving economic, social and environmental wellbeing from public sector contracts over and above the delivery of the services directly required at no extra cost.</p> <p><b>Why it is important:</b> Experience from procurements let by Councils that have fully included social value requirements has shown that a minimum +20 per cent social value ‘additionality’ can be obtained on contract value by way of direct community benefits.</p>
<p>Local small medium enterprises (SMEs) and micro-business engagement</p>	<p><b>What it is:</b> SMEs are non-subsidiary, independent firms.</p> <p><b>Why it is important:</b> SMEs play a major role in creating jobs and generating income for those on low incomes; they help foster economic growth, social stability, are a source of innovation and contribute to the development of a dynamic private sector. With the potential localisation of business rates, it will be even more important for local authorities to encourage the establishment and growth of SMEs in their areas.</p>
<p>Enabling voluntary, community and social enterprise (VCSE) engagement</p>	<p><b>What it is:</b> The VCSE sector is diverse in size, scope, staffing and funding of organisations. It provides a broad range of services to many different client groups. However, VCSE sector organisations share common characteristics in the social, environmental or cultural objectives they pursue, their independence from government, and the reinvestment of surpluses for those objectives.</p> <p><b>Why it is important:</b> VCSE organisations can play a critical and integral role in health and social care including as providers of services; advocates; and representing the voice of service users, patients and carers.</p>

## **Legislation, Council policy and procedure rules relating to Procurement**

Public procurement operates in a highly regulated environment that is governed by legislation and policies set by the European Union (EU), nationally through statute and case law and locally by our Constitution and Contract and Procurement Procedure Rules, and other relevant Council policies. These are listed below:

### **EU Directives and Public Contract Regulations (PCR) 2015**

The EU procurement regime is based on the Treaty principles of transparency, non-discrimination, equal treatment and proportionality. The directives give detailed instructions on how public procurement over a certain threshold should be carried out. The detail behind the legislation and regulations is complex, and since their inception has been supplemented by a raft of case law.

In December 2009, the Remedies Directive provided additional regulations which provide suppliers with additional powers to challenge and arrange for a contract award to be set aside under certain conditions.

The Public Contracts Regulations 2015 came into force in February 2015. Failure to adhere to the provision of the EU Directive and The Public Contracts Regulations 2015 can result in the authorities becoming subject to Court action or enforcement action by the European Union.

### **Local Government Transparency Code 2015**

The Transparency Code requires the Council to publish details of every invitation to tender for contracts with a value that exceeds £5,000. We must also publish details of any contracts, commissioned activity, purchase order, framework agreement or any other legally enforceable agreement with a value that exceeds £5,000.

### **The Public Services (Social Value) Act 2012**

This act places a duty on local authorities, at the 'pre-procurement' phase of procuring services to consider how and what is being procured might improve the economic, social and environmental well-being in their community; and how they might secure that improvement in the procurement process itself as long as such action is relevant to what is being procured, and is considered to be proportionate. This applies to all public services contracts with only an element of goods or works. It does not apply to public works contracts or public supply (goods) contracts.

### **Community Right to Challenge (Localism) Act 2012**

This act enables "relevant bodies", for example voluntary and community groups, employees or Parish Councils, to challenge to take over local services that they think they can run differently or better. The right enables a relevant body to submit an expression of interest (EOI) to a relevant authority to provide or assist in providing a relevant service.

### **Freedom of Information Act 2000**

This act provides people with the right to access to information held by public bodies. This with the government's transparency agenda has consequences for those contracting with the partners where the financial details of contracts awarded may be made public.

### **Data Protection Legislation**

The General Data Protection Regulation 2016 and the Data Protection Act 2018 sets out the basis on which we process the personal data we collect. Any contract must clearly set out the

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roles and responsibilities of the council and the contractor, and require the contractor to comply with Data Protection legislation and indemnify the council against any claim.

**Contract and Procurement Procedure Rules, Financial Regulations and Scheme of Delegation**

As part of its corporate governance arrangements the Council must ensure that there are adequate controls, procedures and standard documentation in place to satisfy the need to meet probity, propriety and transparency tests. The Contract and Procurement Procedure Rules, Financial Regulations and Scheme of Delegation fulfil this requirement and they are part of the approved Constitution. They must be observed by both Members and Officers within the procurement process.

**Other Council plans and policies**

The Council's procurement framework is aligned to the commitments made in other Council plans and policies:

- Corporate Delivery Plan
- Environmental policy and strategy, including ISO14001
- Risk Management strategy
- Capital Strategy



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# Social Value Policy

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October 2021

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Corporate Policy &  
Governance

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Appendix A

<b>Document Responsibility</b>		
<b>Name</b>	<b>Document title</b>	<b>Service</b>
Hannah Barton, Policy and Projects Officer	Social Value Policy	Corporate Policy and Governance

<b>Document Version Control</b>			
<b>Date</b>	<b>Version</b>	<b>Issued by</b>	<b>Summary of changes</b>
6 September 2021	1.0	Hannah Barton	First version of draft
15 October 2021	1.1	Hannah Barton	Incorporated feedback on procurement wording and roles and responsibilities from Senior Policy and Governance Officer
25 October 2021	1.2	Hannah Barton	Added more detail to delivery and review sections following feedback from Corporate Policy and Governance Manager
15 November 2021	1.3	Hannah Barton	Incorporated feedback from One Legal regarding social value being relevant and proportionate to procurement

<b>Policy Review</b>			
<b>Updating frequency</b>	<b>Review date</b>	<b>Person responsible</b>	<b>Service</b>
3 years unless required earlier	November 2024	Policy and Projects Officer	Corporate Policy and Governance

<b>Document Review and Approvals</b>		
<b>Name</b>	<b>Action</b>	<b>Date</b>
Strategy and Resources Committee	Approved	25 November 2021



## 1 INTRODUCTION

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### 1.1 Purpose and scope

- (a) This Social Value Policy is intended to assist Stroud District Council and its staff and members with measuring Social Value through its commissioning and procurement processes.
- (b) This policy outlines the approach that will be taken in order to ensure that Stroud District Council considers economic, social and environmental wellbeing in connection with its contracts.

### 1.2 What is Social Value?

**Social Value** has been defined as the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services, works and outcomes. Social Value can be measured in terms of economic, social and environmental activities and outcomes.

**Economic outcomes** provide contributions to the local economy and economic growth that supports social outcomes. Includes retaining, recirculating and leveraging funds in the local area and a wider contribution to skills, tackling unemployment and maintaining employment.

**Social outcomes** contribute to a vibrant and healthy community. Includes community-based actions such as local relationships, partnerships and people. Equality, diversity, cohesion and inclusion.

**Environmental outcomes** relate to protecting, promoting and enhancing the environment. Includes supporting local activities that improve the environment.

## 2 BACKGROUND

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The Council recognises the important role it can play in enabling Social Value through its procurement activity. In 2020/21 we spent approximately £29 million via our procurement activity and through our approach to social value, we will integrate economic, environmental and social sustainability into our procurement processes.

The Public Services (Social Value) Act 2012 came into force in January 2013, cementing the responsibilities of a contracting authority when procuring contracts subject to public procurement regulations to take into account the “economic, social and environmental wellbeing of the relevant area” in its procurement activity.

The Public Services (Social Value) Act 2012 states the authority must consider:

- a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area; and
- b) how, in conducting the process of procurement, it might act with a view to securing that improvement.

Stroud District Council intends to further commit itself to the Act by going beyond the Act’s requirements and implementing this policy into all aspects of its commercial and procurement activity where it is practicable to do so. Used properly, additional social value can be beneficial to suppliers and councils, and represent a joint effort to exploit maximum value from procurement.

### 3 WHY IS STROUD DISTRICT COUNCIL DOING THIS?

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In order to really deliver social value and have it fully embedded and considered, buyers must move away from just considering the core contract being delivered by a supplier to one that recognises the overall value of outcomes delivered.

Requiring suppliers to deliver social benefits while they deliver the main element of their contract means that there is a magnified benefit for the Council. Incorporating social value into our commissioning and procurement process can make a tangible difference to people in the community, to service delivery and to the council's spending plans as a whole.

Adoption of this policy can provide the following benefits:

- **Encouraging a diverse base of suppliers:** Promoting supplier diversity; including the participation of small and medium sized enterprises (SMEs) and third sector organisations, and local suppliers in general;
- **Promoting fair employment practices:** Ensuring workforce equality and diversity within supply chains;
- **Meeting targeted recruitment and training needs:** Offering a range of apprenticeship, training and skills development opportunities as well as employment opportunities;
- **Community benefits:** Maximising opportunities for Stroud District organisations to participate in the council's supply chains and encouraging suppliers to make a social contribution to the local area;
- **Ethical sourcing practices:** Ensuring compliance with UK and international standards, promoting fair trade and fair pricing policies, tackling corruption, child labour, animal welfare, blacklisting of union members and similar social issues;
- **Promoting greater environmental sustainability:** Minimising waste and pollution, supporting carbon reduction initiatives, furthering energy efficiency and other sustainability programmes.

This Social Value Policy fully supports the council's corporate priorities in:

- Environment and climate change
- Community resilience and wellbeing
- Economy, recovery and regeneration.

### 4 DELIVERY

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In practice the Social Value Policy will be applied as follows:

- i. As a minimum, all procurements over £75,000 will be required to include social value metrics as a part of the scoring and evaluation process where appropriate. However, wherever possible to do so, procurements below this value should also seek social value benefits from contracts. Social value metrics must be proportionate and relevant to the subject of the procurement.
- ii. The standard weighting for social value will be a minimum 10% of the overall evaluation score and where it is feasible, this may be higher.
- iii. The National Themes, Outcomes and Measures (TOMs) measuring tool as agreed by the Local Government Association will be used to capture social value offers from bidders to ensure offers can be evaluated in an open, fair and transparent way.
- iv. Once a procurement exercise is concluded, the responsibility for ensuring the committed social value benefits are actually delivered will fall to those officers responsible for contract management of that individual contract.

#### 4.1 National TOMs Framework

The National TOMs Framework (Appendix A) was developed in collaboration with the Local Government Association and offers a consistent measurement solution used by public, private and third sector organisations. The framework provides a minimum reporting standard for measuring social value and consists of five themes, 20 outcomes and 48 measures.

Stroud District Council's three strategic priorities are aligned with the themes within the TOMs Framework:

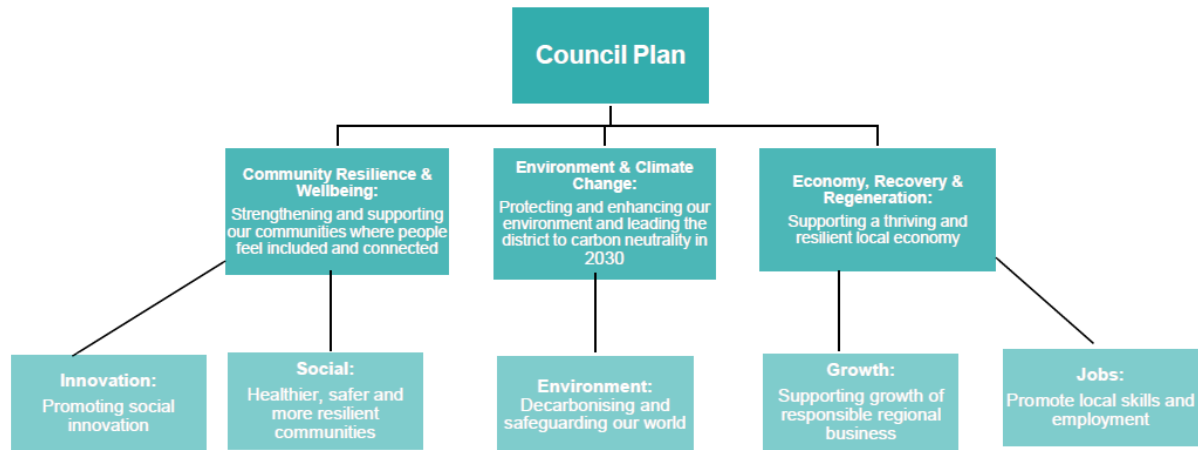


Figure 1: How the Council's strategic priorities relate to the themes within the TOMs Framework.

Stroud District Council will use the National TOMs Framework to measure and report on Social Value. The TOMs will be reviewed annually to ensure continued alignment with the Council's priorities.

#### 4.2 Procurement below £75,000

Officers procuring works, goods or services contracts under £75,000 should seek advice and guidance from the Corporate Policy and Governance team on how to seek social value benefits. The National TOMs Framework can be utilised for contracts of any value.

### 5 REVIEW

Stroud District Council will review its Social Value Policy a minimum of every 3 years, or as required due to changes in legislation. In doing so, it will take account of any changes in legislation pertaining to the Public Services (Social Value Act) 2012, the Local Government Act, UK legislation and any changes to the council's priorities when it is reviewed.

### 6 ROLES AND RESPONSIBILITIES

- The corporate performance management framework will enable members through each committee to review progress on contracts and social value outputs which relate to their committee.
- The Corporate Policy and Governance team are responsible for oversight of this policy and its implementation at the Council.
- Any officer responsible for procurement with a contract value of £75,000 or over is responsible for measuring and evaluating Social Value in their contracts as per this policy.

### 7 RELATED DOCUMENTS

- Procurement Strategy 2019 -2023
- Contract Management Framework
- Performance Management Framework
- Social Value Statement

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# Equality, Diversity, and Inclusion Working Group Action Plan 2022/23

## EDI Action Plan Q2 Update

### 1. Communities: Listen and learn from our communities and use this to deliver services that work well for everyone

Code	Action/Milestone Required	Deadline	% Complete	Lead Officer	Status	Comments
<a href="#">EQ1.1</a>	Embed consistent governance arrangements for conducting Equality Impact Assessments (EIAs) across the organisation.	31/03/2023	90	Eka Nowakowska	On Target	07/10/2022: Quarter 2: Additional guidance on conducting EIAs has been produced taking services through the steps to complete a thorough assessment. This is currently being tested and will be made available on the Hub.
» <a href="#">EQ1.1.1</a>	Publish all EIAs with the relevant reports to Committee and in a designated area on the Council's website.	30/06/2022	100	Eka Nowakowska	Completed	28/06/2022: EIAs are published with reports on Modern.gov and are available on the Council's website.
» <a href="#">EQ1.1.2</a>	Share learning from service EIAs across the organisation	30/09/2022	100	Eka Nowakowska	Completed	11/10/2022: Completed EIAs are uploaded to the Hub and are available to all services.
» <a href="#">EQ1.1.3</a>	Continue to work with MAIDeN team at GCC to promote and make best use of available data.	31/03/2023	10	Eka Nowakowska	On Target	11/10/2022: 2021 Census data has been released for population, age and households. Stroud district's population has increased by 7.4% to 121,100; there has been a 28.3% increase in people aged over 65; there has been a 9.6% increase in the number of households to 52,400. Further data is expected to be released this autumn.






## Equality, Diversity, and Inclusion Working Group Action Plan 2022/23

<a href="#">EQ1.2</a>	Develop the Council's website by creating a Customer Portal for residents to self-serve (eg. request a service or track an enquiry) at a time that suits them, which in turn frees up resources for staff to give additional support to those who need more help.	31/03/2023	20	Liz Shellam	On Target 	22/07/2022: Quarter 1: Compiling a process inventory. Process mapping work is continuous and ongoing. We are on track to launch the first full process Bulky Waste on digital platform. The creation of a customer portal will be launched once we have several self-serve options available to ensure a strong sign up and positive experience.
» <a href="#">EQ1.2.1</a>	Embed the Customer Portal to provide the organisation with real time data and customer profiles to help to focus our services on the needs of our communities and support those most in need.	31/03/2023	0	Liz Shellam	Not Started 	22/07/2022: See above
<a href="#">EQ1.3</a>	Develop a Community Engagement Strategy, which incorporates the Council's Hear by Right Commitment for young person's involvement and ensures the voice of the community and key stakeholders is at the heart of council priorities. (CW3.1)	31/03/2023	30	Eka Nowakowska	On Target 	20/10/2022: Quarter 2: Awaiting update from Community Connected lead officer.





Appendix B

Agenda Item 7

## Equality, Diversity, and Inclusion Working Group Action Plan 2022/23

<a href="#">EQ1.4</a>	Continue to work with local partners and community groups to support and organise events to celebrate the different communities that live in the district.	31/03/2023	50	Eka Nowakowska	On Target		10/10/2022: Quarter 2: The EDI working group has finalised the notable dates they wish the Council to celebrate. These relate to the objectives set in the Council Plan and EDI Action Plan and have been assigned a lead officer/group to organise related events and publicity.
» <a href="#">EQ1.4.1</a>	Develop the use of social media platforms and the Council's website to publicise notable dates celebrating these diverse communities.	31/03/2023	20	Ben Falconer	On Target		11/10/2022: The EDI WG have agreed the notable dates and will look to develop an electronic calendar with the Comms team.
<a href="#">EQ1.5</a>	Raise awareness of the Councils' Customer Care Standards and ensure documents are easily understood and available in accessible formats.	31/03/2023	75	Liz Shellam	On Target		11/10/2022: Quarter 2: Our Service Standards developed and adopted at full council July 2022. An "Easy Read" version has been produced by an external company and needs to be approved by EDI working group
» <a href="#">EQ1.5.1</a>	Provide training for Customer Services staff to meet the needs of customers with visual, hearing or language requirements.	31/12/2022	15	Liz Shellam	On Target		11/10/2022: Simul spec walk took place with the Gloucestershire Sight Loss Council (GSLC). These are walks where councillors and officers wear glasses simulating different eye conditions and walk around the town to get a sense of what it is like for someone who is blind or partially sighted. GSLC will be providing visual awareness training for staff in the new year.
» <a href="#">EQ1.5.2</a>	Report to senior management the number of Equality, Diversity & Inclusion related complaints made by service users.	31/03/2023	5	Liz Shellam	On Target		22/07/2022: We capture some information relating to ED&I related complaints. We have a new iGov officer and will be working together to review our complaints policy, data captured and reporting.

## Equality, Diversity, and Inclusion Working Group Action Plan 2022/23

<a href="#">EQ1.6</a>	Work with Gloucestershire Sight Loss Council (GSLC) to improve accessibility and raise awareness of visual impairment:	31/03/2023	50	Eka Nowakowska	On Target		10/10/2022: Quarter 2: Members of the EDI working group, Wotton Town Council and officers attended awareness training with GSLC, which included a walk about Wotton town centre wearing sight loss simulation spectacles. Observations made by the group have led to a number of recommendations eg level of hanging baskets, street furniture which Wotton TC have agreed to progress. A similar exercise in another town is planned before the end of the year.
» <a href="#">EQ1.6.1</a>	Review the accessibility of web-based recruitment	30/09/2022	0	Elaine Gordon	Not Started		
» <a href="#">EQ1.6.2</a>	Work with Housing to improve accessibility of communications for Tenants	31/10/2022	0	Michelle Elliott	Not Started		
» <a href="#">EQ1.6.3</a>	Deliver a programme of visual impairment awareness training (face to face; e-learning & sight loss simulation) for staff & members	31/03/2023	50	Eka Nowakowska	On Target		10/10/2022: Sight loss simulation walk in WUE on 18/08/22

Appendix B

Agenda Item 7





## Equality, Diversity, and Inclusion Working Group Action Plan 2022/23

<p><a href="#">EQ1.7</a></p>	<p>Street &amp; Statue recommendations</p>	<p>31/03/2023</p>	<p>20</p>	<p>Hannah Emery</p>	<p>On Target <span style="color: green;">■</span></p>	<p>14/10/2022: Quarter 2: Rec 1 (removal of clock and statue): We have attempted to make contact with the owners on a number of occasions but at this point the owner has not provided their comments or views on potential removal of the statue. It has been agreed with the Review Panel that if we do not receive a response by the end of October we will approach Historic England to look at alternative options. Rec 2 (removal to museum): No progress as dependent on the above Rec 3 (rename Blackboy House): One resident of Blackboy House is against renaming and it requires consent from all residents. This matter is due to raised again at a future Blackboy House Management Meeting. Rec 4 (Consultation with "Blackboys", Dursley): Consultation was held with all address in "Blackboys", Dursley in the summer of 2022. One property did not respond and of the seven responses received, five stated clearly that they did not want the street name to be changed. This recommendation is complete and there will be no further consultation with residents. Rec 5 (restoration of the Arch): Budget has been allocated for the works to restore the Arch and a procurement process is due to begin in the next month. Rec 6 (Task Force); A recruitment plan to appoint Taskforce members has been put in place. Recruitment should be complete by the first week in December and the first meeting of the Taskforce will be held w/c 12 December Rec 7 (street naming protocol): The protocol has been reviewed and updated and is due to go to consultation with Town and Parish Councils in the next month Rec 8 (Cultural Strategy): The</p>
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## Equality, Diversity, and Inclusion Working Group Action Plan 2022/23

						procurement process to appoint a company to develop the Cultural Strategy is complete.
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**2. Leadership & Organisation Commitment: Actively champion our commitment to equality, diversity and inclusion and tackle inequality together.**

Code	Action/Milestone Required	Deadline	% Complete	Lead Officer	Status	Comments
<a href="#">EQ2.1</a>	Consider ('pay due regard' to) how we can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions. (CW5.2)	31/03/2023	30	Sarah Turner	On Target 	20/10/2022: Quarter 2: Report going to S&R committee in November to adopt Social Value Portal Themes Outcomes and Measures for the Council. These relate to the Council Plan and will be used in procurement over £75,000. We also have a "light" version for contracts valued under £75,000
<a href="#">EQ2.2</a>	Embed the use of the Social Value Portal, a tool which enables the Council to monitor the additional community benefits of Council procurement.	31/03/2023	50	Sarah Turner	On Target 	20/10/2022: Quarter 2: Report going to S&R committee in November to adopt Social Value Portal Themes Outcomes and Measures for the Council. These relate to the Council Plan and will be used in procurement over £75,000. We also have a "light" version for contracts valued under £75,000



## Equality, Diversity, and Inclusion Working Group Action Plan 2022/23

» <a href="#">EQ2.2.1</a>	When deciding which suppliers are awarded a contract, ask suppliers to evidence diversity monitoring of employees and EDI action plans (TIDE)	17/12/2022	5	Sarah Turner	On Target		21/07/2022: Being developed through review of procurement guidance and implementation of the SV portal
» <a href="#">EQ2.2.2</a>	Monitor the diversity of our suppliers by at least two categories of diversity. (TIDE)	31/12/2022	5	Sarah Turner	On Target		21/07/2022: Being developed through review of procurement guidance and implementation of the SV portal
<a href="#">EQ2.3</a>	Work with Gloucestershire County Council (GCC) and other influencing organisations across the County to address health and wellbeing inequalities, as set out in the Director of Public Health Report 2020/21.	31/03/2023	25	Emma Keating Clark	On Target		29/09/2022: Quarter 2: SDC are partnering Kids Stuff, Community Hubs and Citizens Advice to deliver the Household Support Fund to combat the cost of living crisis. SDC are also presenting the Community Hubs and Disordered Eating projects at the county ILP showcase event. This will inform future NHS practice and commissioning for health inequalities.
» <a href="#">EQ2.3.1</a>	Identify a strategic and operational lead to represent SDC	31/12/2022	0	Hannah Emery	Not Started		
<a href="#">EQ2.4</a>	Work collaboratively with Gloucester City Council and other public sector organisations in implementing the four Calls to Action from the Gloucester Race Commission Report	31/03/2023	10	Elaine Gordon	On Target		20/10/2022: Quarter 2: The Gloucester Race Equality Council (GREC) has been established, but is still looking to appoint roles to the group.







## Equality, Diversity, and Inclusion Working Group Action Plan 2022/23

» <a href="#">EQ2.4.1</a>	Establish closer links with the Hate Crime & Incident Group to monitor incidents in the Stroud district	31/03/2023	50	Eka Nowakowska	On Target 	18/10/2022: As part of National Hate Crime Awareness week 9th – 16th October, the Council promoted a new ASB app to allow tenants to report and upload evidence directly to their Neighbourhood Management Officer. Tenants and residents can upload diary sheets, videos, sound recordings and photos straight from their smartphone. This has resulted in reducing the length of time for noise abatement notices and other enforcement action and has been used to collect evidence for injunctions. There were 17 recorded incidents of Hate Crime in the district during September, compared to 5 incidents for the same period last year. The 12-month total to September is 186 incidents compared to 112 for the previous year.
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### 3. Workforce: Build a diverse and engaged workforce, where everyone is respected

Code	Action/Milestone Required	Deadline	% Complete	Lead Officer	Status	Comments
<a href="#">EQ3.1</a>	On-going EDI training to be identified in the Member Development Programme Eg. LGA Councillor Workbook; Develop resources on the Members' hub	30/09/2022	5	Hannah Emery	On Target 	14/10/2022: Quarter 2: The first meeting of the MDWG took place in September and the Terms of Reference and Work Programme have been agreed. A Member Training and Development Strategy will be developed by the MDWG for approval at Council in the summer of 2023.
<a href="#">EQ3.2</a>	Equality Champions to work with Council leaders to celebrate and act as EDI allies, sponsors or role models	31/03/2023	50	Elaine Gordon	On Target 	20/10/2022: Quarter 2: Members of the EDI WG and EDI staff champions have promoted various events and continue to link internally and with community groups. A meeting with members of the Muslim community has taken place to develop actions around the Council's adoption of the AGGP definition of Islamophobia.

## Equality, Diversity, and Inclusion Working Group Action Plan 2022/23

<a href="#">EQ3.3</a>	Implement new HR/Payroll system to develop recruitment/onboarding module to analyse equality data	30/06/2022	60	Elaine Gordon	On Target		20/10/2022: Quarter 2: New system in place. Recruitment and on-boarding module is currently being built and will be trialled in the new year for a spring roll-out.
<a href="#">EQ3.4</a>	Work with service units to identify Positive Action Opportunities for the groups, Women into Management, People with Disabilities, LGBTQ+	31/03/2023	10	Elaine Gordon	On Target		20/10/2022: Quarter 2: No successful candidate was recruited to the role. Currently in process of redesigning the JD for a resourcing role.
» <a href="#">EQ3.4.1</a>	Identify development opportunities for Black, Asian and Minority Ethnic staff, women in management and staff with disabilities	31/03/2023	0	Elaine Gordon	Not Started		
» <a href="#">EQ3.4.2</a>	Promote Work Experience placements for under-represented groups	31/03/2023	0	Elaine Gordon	Not Started		
<a href="#">EQ3.5</a>	Ensure that all interview questions have an Equalities Question for all candidates	30/06/2022	100	Elaine Gordon	Completed		16/08/2022: Quarter 1: All interview questions are monitored by HR to ensure an equalities question is included. The team aim to produce some template questions.
<a href="#">EQ3.6</a>	Use the results of the staff survey to focus the work of staff groups (Equality Champions, STRIDE, Black, Asian and Minority Ethnic) over the coming year	30/09/2022	50	Elaine Gordon	On Target		20/10/2022: Quarter 2: Events and meetings have taken place, namely Menopause awareness; interfaith coffee morning; disability staff group. These groups just establishing and we will continue to work with staff to develop the groups.

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**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES COMMITTEE**  
**THURSDAY, 24 NOVEMBER 2022**

<b>Report Title</b>	Performance Management Framework (PMF) Review			
<b>Purpose of Report</b>	To update the Committee on the progress of embedding the Performance Management Framework (PMF) across the Council			
<b>Decision(s)</b>	<b>The Committee RESOLVES to:</b> <b>a. Note the report</b> <b>b. Agree that the Policy and Governance Team meet regularly with all the committee performance monitors to share any best practice and recommend improvements.</b>			
<b>Consultation and Feedback</b>	None			
<b>Report Author</b>	Sarah Turner, Senior Policy and Governance Officer Tel: 01453 754346 Email: sarah.turner@stroud.gov.uk			
<b>Options</b>	None			
<b>Background Papers</b>	LGA Peer Review Recommendation 1			
<b>Appendices</b>	Appendix A – Performance Management Framework Appendix B – Performance Management Timetable for 2022/23			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

## 1. INTRODUCTION / BACKGROUND

- 1.1 The Council Plan was adopted in October 2021 and sets out the Council's objectives over the term of the plan and includes projects and activities to achieve each of the objectives.
- 1.2 The Council's Performance Management Framework was updated in line with best practice last year and approved by Strategy & Resources Committee at its meeting in November 2021.
- 1.3 The PMF has been designed to ensure that the Council's priorities are translated into clear plans with performance indicators which can be easily monitored by elected members and support effective implementation by officers.
- 1.4 The PMF is based on the 'Plan – Do – Review – Revise' model of performance management, see section 4 of the attached PMF (Appendix A) for details.
- 1.5 By measuring what we are doing we will see progress, challenges, areas needing more emphasis or where priorities need to change.

## 2. FRAMEWORK REVIEW

- 2.1 When the revised framework was approved, it was also agreed to keep the framework under review and provide an update after one year of operating the framework. The review has also been informed with feedback from committee performance monitors, staff

performance monitors and Directors and lead officers in terms of what is working well and where improvements should be made.

- 2.2 The PMF is continuing to be embedded across the authority. This section includes what is working well and areas that need to be improved.
- 2.3 The Performance Management Timetable for 2022/23 (Appendix B) was developed to set out the reporting timetable for each quarter. To streamline the process, it was agreed that there would be the same deadline for updates to the performance management system for all committees. This was an important change following the adoption of the Council Plan as several actions are reported to more than one committee. This has proved to be successful as officers only need to report progress against the Council Plan once a quarter.
- 2.4 Directors and lead officers identified in the Council Plan are responsible for ensuring that performance monitoring meetings take place with the member performance champions and representatives from the Youth Council. They are also responsible for co-ordinating the subsequent committee report for each committee during each committee cycle.
- 2.5 Staff representatives have been identified to support each director and their directorate in reviewing and monitoring their service area actions in the Council Plan and assisting in production of the quarterly committee monitoring reports. The Policy and Performance Officer has provided support where there has been insufficient capacity within the directorate.
- 2.6 Members of the Stroud District Youth Council have been allocated to each of the Council's committees; these Youth Council Members are invited to and have input into the quarterly committee monitoring meetings and the subsequent report presented at each committee.
- 2.7 As reported to this Committee for the previous PMF approval, the existing use of the performance management system (PMS) would be reviewed and if considered necessary a new system would be procured. A project team of staff across the authority was created and several demonstrations of different systems arranged. It was agreed that the market for PMS had significantly changed since the implementation of our current system and that a new system should be procured. This procurement process has been completed and a contract recently signed for a new PMS, this is called Pentana Risk, and will be supplied by Ideagen Ltd.

The project team will remain in place for the implementation and training on the use of the system which will commence imminently. The implementation plan and associated timetable is in development with the supplier, but members will be informed once this has been produced.

## **2.8 New Performance Management System – Ideagen Pentana Risk**

- 2.8.1 The new performance management system is a cloud-based system that members will have access to. The new system will provide more up to date and user-friendly functionality for all users and is fully adaptable to meet our requirements. It will be an improvement on our existing system, which many users have found difficult to use in terms of functionality and obtaining management information.
- 2.8.2 Up to eight members of staff across the authority will be trained as super-users and will provide system administration functionality for the council and ongoing training and development of the system for staff and members.
- 2.8.3 The system is customisable to our requirements and provides real-time data and drillable self-service dashboards, self-service reporting of the Council Plan, service plans and associated risks.



The implementation plan being developed with the supplier will also include the transfer of existing information from Excelsis to Pentana Risk.

## 2.9 Areas for Improvement

2.9.1 Whilst reporting on progress with actions in the Council Plan is well embedded, some improvements should be made and are identified here as areas for improvement, which have been informed by feedback from committee performance monitors, staff performance monitors, SLT and lead officers, and the Policy and Governance Team:

- Updates are provided to the actions; however, the Council Plan has milestones and both numerical and descriptive performance indicators and these are not always updated.
- The size of the Council Plan and subsequent performance indicators can make it resource intensive for some lead officers to update.
- The fact that some actions do not start this year has caused confusion in how it is set out in the performance management system.
- Members do not have access to Excelsis.
- Not all service areas have completed a service plan.
- Each committee is doing performance management slightly differently and committee performance monitors do not regularly meet to discuss issues and improvements that could be made.
- Committee performance monitors do not attend the performance meetings with directors, or in some cases there is a lack of nominated monitor for a committee.

2.9.2 Details of how these areas can be improved are set out in the recommended actions for 2022/23 below.

## 3. Recommended actions for 2022/23

- 3.1 The Policy and Governance Team will continue to support each directorate in updating the performance management system and preparing quarterly committee reports whilst continuing to embed a performance management culture. This process of reporting to committee also provides the opportunity to review progress and make amendments to deadlines or performance indicators where necessary. Where further training or support is needed the Policy and Governance Team will provide this.
- 3.2 Any non-compliance or lack of updates for actions, milestones and performance indicators will be reported in the quarterly managers and SLT dashboards.
- 3.3 The Policy and Governance Team will work with staff and members to review and improve Performance Indicator monitoring and reporting.
- 3.4 The Policy and Governance Team will regularly meet with all committee performance monitors and lead officers together to review how committee performance monitoring is progressing, share any best practice and recommend improvements in the process or reporting templates where necessary. This should include a regular opportunity for committee performance monitors to meet with each other and with chairs if necessary, it is suggested that a quarterly performance network meeting be scheduled.

- 3.5 Regular updates will be provided on the implementation of the new PMS through the Members Hub. And it is intended that actions that have not started will not appear in the current years' activity
- 3.6 Members of the Youth Council will be involved and have input in to performance monitoring of the Council Plan and their role will continue to be developed; by attending performance monitoring meetings with the member performance champions, directors and lead officer.

#### **4. IMPLICATIONS**

##### **4.1 Financial Implications**

There are no financial implications of this decision.

Andrew Cummings, Strategic Director of Resources

Tel: 01453 754115 Email: [Andrew.cummings@stroud.gov.uk](mailto:Andrew.cummings@stroud.gov.uk)

##### **4.2 Legal Implications**

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

Hayley Sims, Head of Law, One Legal

Email: [legalservices@onelegal.org.uk](mailto:legalservices@onelegal.org.uk)

##### **4.3 Equality Implications**

Equality issues have been addressed in the body of the report in relation to the Youth Council see paragraphs 2.6 and 3.6.

##### **4.4 Environmental Implications**

There are no significant implications within this category.



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# Performance Management Framework

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November 2021

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Corporate Policy &  
Governance

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Stroud District Council  
Ebley Mill  
Stroud  
GL5 4UB

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<b>Document Responsibility</b>		
<b>Name</b>	<b>Document title</b>	<b>Service</b>
Sarah Turner	Performance Management Framework	Corporate Policy & Governance

<b>Document Version Control</b>			
<b>Date</b>	<b>Version</b>	<b>Issued by</b>	<b>Summary of changes</b>
1 November 2021	Version 1.0	Sarah Turner	Initial document

<b>Policy Review</b>			
<b>Updating frequency</b>	<b>Review date</b>	<b>Person responsible</b>	<b>Service</b>
Annually	November 2022	Policy & Performance Officer	Corporate Policy & Governance

<b>Document Review and Approvals</b>		
<b>Name</b>	<b>Action</b>	<b>Date</b>
Strategy & Resources Committee	To approve the framework	25 November 2021

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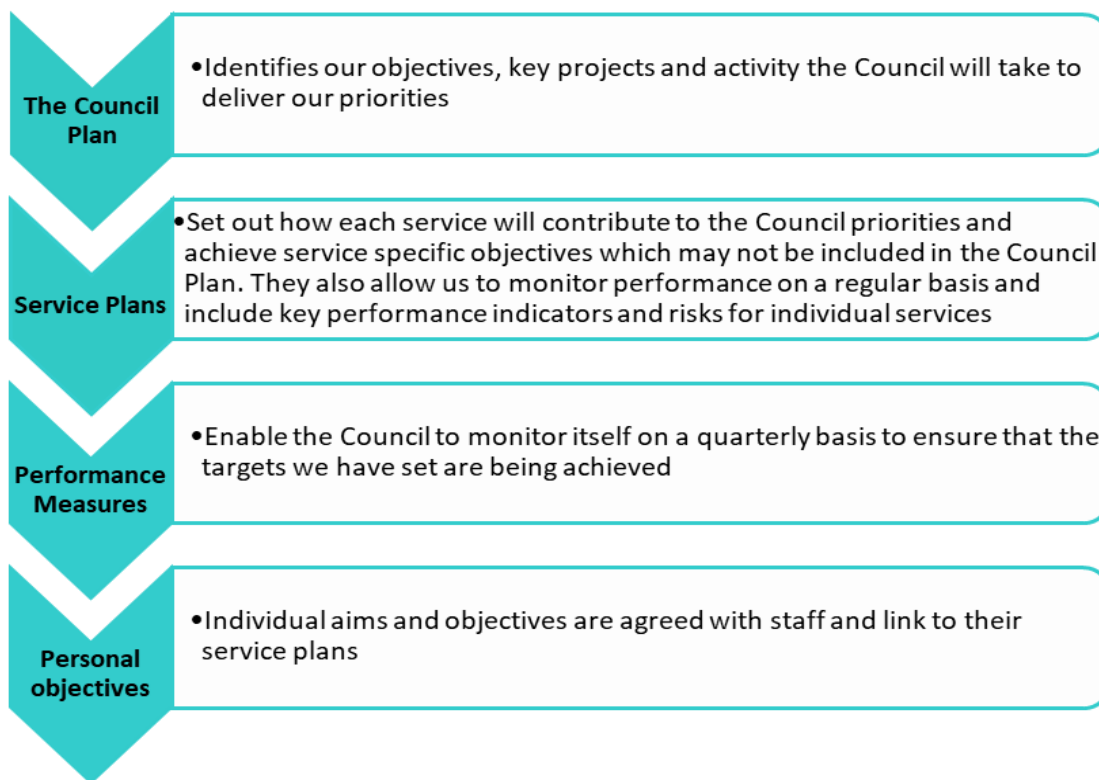
## **1. Introduction**

Managing performance is part of everyday effective management and work practice, and should be integral to all that we do.

- 1.1 Effective performance management plays a central role in putting our communities and residents at the heart of everything. It also enables them to see how well we are doing and how we intend to improve.
- 1.2 Stroud District Council has adopted its Council Plan which identifies priorities which it will focus on until 2026.
- 1.3 The approach set out in this Performance Management Framework (PMF) will support the delivery of the priorities within the Council Plan, improve transparency and assist local people in holding the council to account.
- 1.4 Openness, transparency and accountability is an inherent part of the Council's culture and is fundamental to the achievement of our priorities set out in the Council Plan 2021-26. Moreover, they are essential to effective corporate governance. Therefore, this framework will further strengthen arrangements by enabling our decision making, processes, culture and effective leadership to further focus on the issues that matter to service users and the public.
- 1.5 This PMF has been designed to ensure that the Council's priorities are translated into clear plans with performance indicators which can be easily monitored by elected members and support effective implementation by officers.
- 1.6 The framework also sets out how we intend to measure our work and when we intend to report on this (and to whom).
- 1.7 Through performance indicators that reflect achievable progress, outside observers should understand how the council approaches strategic priorities and change. They will see quarterly reports to councillors that measure progress against priorities and a yearly report that sets out our progress and key achievements.
- 1.8 To officers, the framework should be embedded throughout their individual performance management. Through this, their line managers will be expected to work with them to understand how they as individuals, support the delivery of the council's strategic priority themes. This "golden thread" principle will allow our staff to focus on and prioritise the things that matter most to our residents and communities.

## **2.0 Performance Management at Stroud District Council**

- 2.1 Performance management is a key part of delivering our Council Plan. It is integral to creating a 'golden thread' to all that we do and ensures all our decisions are evidence based. Through clear and accountable performance management the council will ensure its goals and objectives are being consistently met. This document sets out the process by which performance and outcomes are set, monitored and improved.



## 2.2 The Council Plan

The Council Plan sets out what the Council intends to achieve over the lifespan of the document; it contains 3 distinct priorities, and 16 strategic objectives, as follows:

### Environment and Climate Change

- Tackle the Climate and Ecological Emergency
- Biodiversity
- Sustainable Construction and Retrofit
- Mobility / Transport
- Circular Economy
- Renewable Energy

### Community Resilience and Wellbeing

- Community Resilience
- Affordable Homes
- Community Engagement
- Leisure and Cultural Services
- Equality, Diversity and Inclusion

### Economy, Recovery and Regeneration

- Economic Recovery
- Regeneration
- Investment
- Support for Businesses
- Strategic Planning

## 2.4 Service and Team Plans

Services and teams will set their own goals for the year. These will reflect the Council Plan and business as usual functions such as statutory responsibilities. Service plans should contain:

- actions that contribute to achievement of the councils' priorities as identified in the Council Plan.
- actions that are driven by the need to improve efficiency and effectiveness in the service.
- actions that relate to frontline service or delivery of statutory requirements, whether-or-not directly related to the Council's priorities.
- Identify risks associated with the key actions / projects of the service or team.

## 3.0 What is Performance Management and why is it important?

### 3.1 What is Performance Management?

Performance management is the way in which the council ensures that its goals and objectives outlined in the Council Plan are consistently being met in an efficient and effective manner.

This is achieved by the systematic monitoring and evaluation of practice, policies and procedures and user outcomes. Robust monitoring also provides an early indication of any issues allowing priorities to be adjusted and resources moved where needed to ensure that objectives are met.

### Corporate Governance

Corporate governance is about doing the right things in the right way. It encompasses accountability and transparency in our actions and decisions.

In developing this framework, the following principles – which are designed to ensure that our processes and arrangements enable robust corporate governance – have been identified:

- **Embedding a strategic approach**

The framework should provide meaningful and accurate performance information and data to the right people at the right time. This will support the monitoring and implementation of the councils' strategic objectives as set out in our Council Plan.

- **Openness and accountability**

Performance management is everyone's responsibility and requires clear lines of accountability to facilitate openness and transparency. Performance information will be shared openly and used to take informed and transparent decisions.

- **Continuous improvement process and learning culture**



This framework should be underpinned by a culture of understanding what went well, what didn't work as planned, and what can be done better.

### **3.2 Why is it important to have a Performance Management Framework (PMF)?**

A PMF allows us to demonstrate that we:

- know what we're aiming for
- know what we have to do to meet our objectives
- know how we're going to measure progress towards meeting our objectives; and
- can detect performance issues early on and remedy them.

It helps the whole Council work in the same direction, to ensure we deliver a real difference on the ground as we all work to meet the communities' needs.

The PMF ensures we deliver what we say we will, makes sure we all remain focussed on our objectives, and helps us identify and address any problem areas.

It's not about highlighting bad performance, but about identifying areas that are not doing as well as they could be so we can understand the reasons why and make improvements early on.

### **3.3 How will the PMF help us to deliver the Council Plan?**

By measuring what we are doing we will see progress, challenges, areas needing more emphasis or where priorities need to change. Some performance indicators will be numerical and some will be descriptive.

From high-level strategies down to individual services, this establishes where we are and how we need to progress to achieve the outcomes we want.

This creates a "golden thread" that links individual performance to our Council Plan.

The PMF with quarterly reports which will be prepared by lead officers identified in the Council Plan and includes an annual strategic review will be a clear way to report on our performance to the public when progress is outlined to S&R Committee.

#### **Why measure progress?**

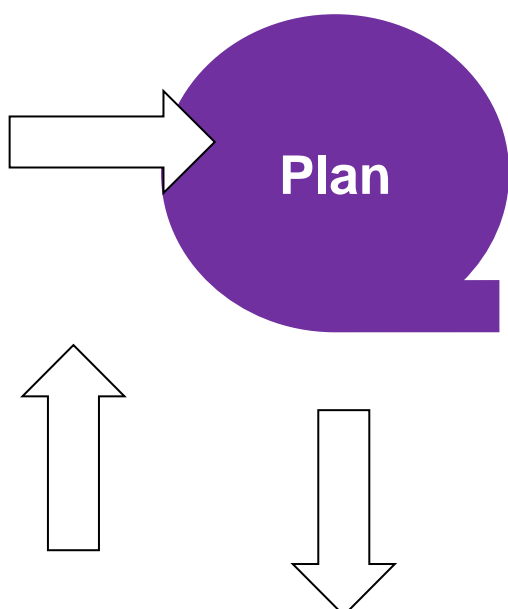
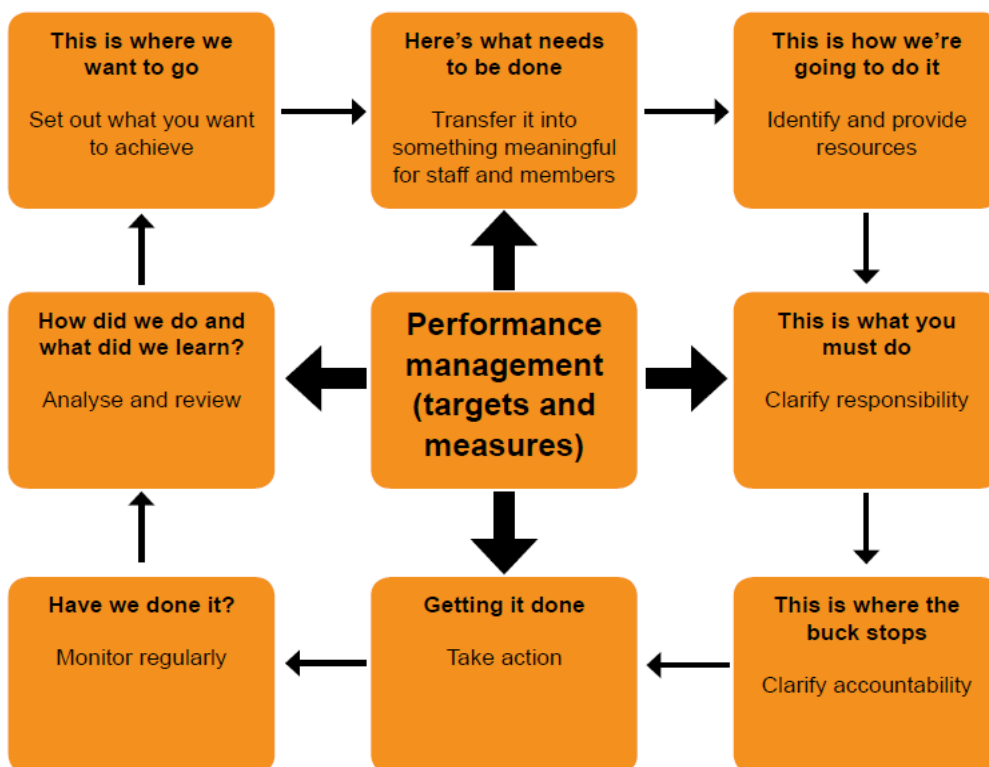
It's important that we measure how we're doing because:

- What gets measured gets done;
- If you don't measure results, you cannot tell success from failure;
- If you cannot see success, you cannot reward it or learn from it;
- If you cannot recognise failure, then you cannot correct it; and
- If you cannot demonstrate results, it makes it that much harder to win public support and drawn down external funding.

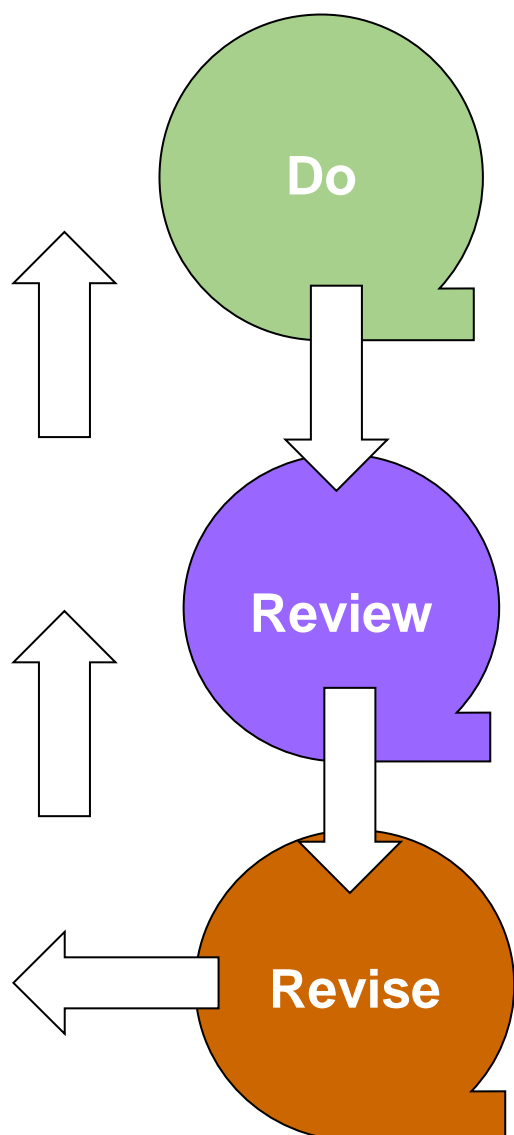
#### 4.0 Stroud’s Model of Performance Management

- 4.1 It’s important that our PMF is embedded across the Council and we are all joined up to achieve our Vision **“Leading a community that is making Stroud District a better place to live, work and visit for everyone”**.
- 4.2 Our Performance Management Framework is based on the ‘Plan – Do – Review – Revise’ model of performance management.

#### 4.2 The process – plan, do, review and revise



**PLAN** – The delivery plan sets out the key activities aligned to the priority themes of the the Council Plan. Services should use this to establish their service plans and include actions related to improving performance, or actions that relate to frontline service or statutory requirements



**DO** – Deliver services according to plans. Performance management must be in place to support the delivery of the plans and ensure those responsible appropriate action, manage risk, and support people to achieve better performance improvement.

**REVIEW** – Evaluate performance against objectives.

Regular review meetings need to be held to assess the delivery of plans, the management of known risks and service/employee performance.

**REVISE** – Update the Council Plan based on performance and on changing circumstances. Use the lessons learned from review to change what is done. Where there is under performance develop recovery plans, where people are under performing understand why and help them to improve, identify new and emerging risks and objectives.

## 4.2 Setting Performance Indicators (PIs)

A set of key performance indicators have been developed to monitor our progress in implementing the Council Plan priorities. Performance indicators can be either Quantitative (numeric) or Qualitative (narrative based e.g. case studies).

Performance Indicators (PIs) are the tools of performance measurement, used to measure and monitor how well we are progressing towards achieving our goals. Goals can be expressed as **outcomes** (the end result or consequence of an action – tends to take the form of well-being for people) or **outputs** (the amount of something produced – a tangible measure that helps quantify an outcome).

Targets are set for performance indicators stating the level of performance or the outcomes we would ultimately like to achieve. Where possible, all targets should be **'SMART'**. This means that they have the following characteristics:

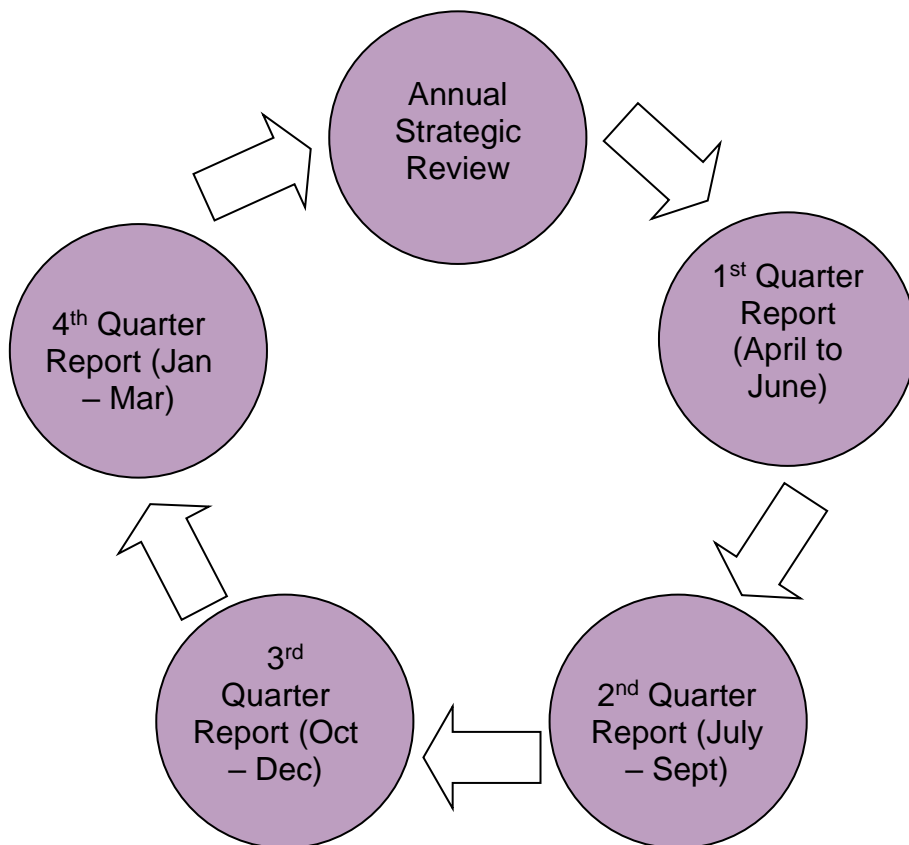
- **Specific** actions are set out (not vague intentions)
- **Measurable** outputs/outcomes are quantified, so we know when targets are achieved

Appendix A

- **Achievable** through effective project management, with the financial and human resources needed to implement actions being available
- **Relevant** to priorities and aims; and
- **Time-scaled** (clear deadlines and milestones are set)

### 4.3 Reporting framework

Elected members of each Committee will receive relevant performance reports on a quarterly and annual basis. These reports evaluate the councils' progress in implementing corporate plan priorities. Diagram below illustrates this reporting and monitoring cycle:



### 4.4 Quarterly Reports

These reports contain detailed data and information on the progress of the Council plan actions and indicators. They also include financial and resource information which can be used to determine resource allocation to support the implementation of priorities. In addition, details of remedial actions required to address a lack of progress or poor performance. This detailed evidence can then be used to revise timescales and activities as appropriate, as well progress reports being published for public scrutiny

### 4.5 Annual Strategic Review

The annual strategic review will provide an opportunity to reflect on the councils' progress in implementing the Council Plan. It will be used to highlight key achievements and will include case studies to demonstrate positive impact on residents.

The publication will be aimed at elected members, residents, staff and partner organisations.

The report should replicate the design of the Council Plan to demonstrate how they interlink and to provide visible and tangible progress on its implementation.

The annual report will be a key part of developing the delivery plan for the year ahead and allow elected members the opportunity to re-prioritise actions, projects or resources to respond to any changes in the council's landscape.

## 5.0 Roles and Responsibilities

Our approach relies on us all to take performance management seriously and ensure the Council makes its plans, policies and decisions based on good quality information. Roles and responsibilities are outlined in the following table:

<p><b>Chief Executive and Strategic Directors – Senior Leadership Team</b> (individually and/or collectively)</p>	<p>SLT advise members regarding the setting of strategic direction and performance improvement priorities. Strategic Directors set targets and standards for performance, and identify and manage strategic and performance issues and opportunities facing the Council.</p> <p>Strategic Directors receive regular information on performance from Service Managers and consider reports on key strategic performance issues, including achievement against the Council Plan.</p> <p>SLT have responsibility for promoting the integration of performance management into the culture of the Council and for ensuring that performance information used in decision making is 'fit for purpose' and reliable.</p>
<p><b>Leadership and Management Team (LMT) / Heads of Service</b></p>	<p>LMT / Heads of Service are responsible for the overall operational performance of their service and for the contribution that their service makes to the outcomes and objectives within the Council Plan. They are responsible for contributing to the integration of performance management into their area and for ensuring the quality of all data collected and reported within their areas of responsibility.</p> <p>Where performance targets/standards are not achieved, LMT / Heads of Service are required to explain this and consider what remedial action is required; for corporately monitored performance indicators this is reported in the quarterly monitoring and action reports.</p> <p>LMT / Heads of Service are required to provide assurance on the effectiveness of controls in place to mitigate/reduce poor performance in their service and ensure the involvement of staff in setting relevant and appropriate targets through the annual Service Planning and appraisal process.</p>
<p><b>Elected members</b></p>	<p>are ultimately accountable to the electorate for the overall performance of Council services.</p>
<p><b>Committees</b></p>	<p>Committees support the PMF by ensuring that plans and policies are coherent and linked to the budget making process. They monitor performance on an ongoing basis and regularly review the Council's priorities in light of the Council Plan process.</p>

<b>Committee Performance Monitors</b>	(2 per committee) review and scrutinise the performance of the Council against its objectives, performance indicators, risks and any other measures and targets to monitor the performance of particular service areas and report back to their respective committees.
<b>Audit &amp; Standards Committee</b>	The Audit & Standards Committee monitors the risk management and governance arrangements of the Council to help ensure the effective delivery of services and the achievement of objectives. The Audit & Standards Committee, through the work of Internal Audit, ensure the Council has adequate controls in place. The Committee review and should contribute to the development of the Annual Governance Statement ahead of its formal presentation to the Committee for approval.
<b>Internal Audit</b>	ARA produces the Annual Governance Statement which is approved by the Audit & Standards Committee. They also provide an of audit services, they operate under the statutory requirements of the Accounts and Audit Regulations and relevant Benefits and Council tax legislation. If data quality issues are identified through the course of an audit, whether linked to performance indicator data or not, this will be raised in the audit report. ARA also provide an independent review of the corporate approach to performance management and data quality.
<b>Managers / Supervisors / Team Leaders</b>	All levels of staff with managerial responsibility are responsible for the operational performance of their team and for the two-way communication of corporate initiatives and performance issues. This group of staff are responsible for ensuring their staff have regular appraisals and review the training and skills needed to carry out their roles. They should also ensure that their staff have access to and are familiar with corporate and departmental policies and procedures on performance management and data quality.
<b>Individual staff</b>	All staff have a responsibility to manage their own performance. Each member of staff will be set specific targets as part of their appraisal every year, which staff members will be involved with agreeing.
<b>Policy &amp; Governance</b>	This function supports performance management and data quality within the Council by co-ordinating the corporate approach to performance management and Service Planning. Support and guidance is provided to Strategic Directors and LMT / Heads of Service and other managers and supervisors in delivering the performance management framework, and on elements such as performance indicators, monitoring of achievement against corporate priorities, benchmarking, research. Support is also provided to services in the creation of data processes that support monitoring including advice and guidance regarding the collection and calculation of performance indicators.

## 2022/23 Quarterly Performance Monitoring

Quarter	Quarter dates	Excelsis PMF Update deadline	Performance Monitoring meeting No later than	Committee	Committee Meeting dates
2021/22 4 <sup>th</sup> Qtr	1 January – 31 March 2022	2021/22 Outturn <b>22 April 2022</b>	01/06/2022	Community Services	23/06/2022
			25/05/2022	Environment	16/06/2022
			30/05/2022	Housing	21/06/2022
			18/05/2022	Strategy & Resources	09/06/2022
2022/23 1 <sup>st</sup> Qtr	1 April – 30 June 2022	<b>14 July 2022</b>	25/08/2022	Community Services	15/09/2022
			18/08/2022	Environment	08/09/2022
			23/08/2022	Housing	13/09/2022
			09/09/2022	Strategy & Resources	29/09/2022
2 <sup>nd</sup> Qtr	1 July – 30 September 2022	<b>14 October 2022</b>	11/11/2022	Community Services	01/12/2022
			18/11/2022	Environment	08/12/2022
			16/11/2022	Housing	06/12/2022
			04/11/2022	Strategy & Resources	24/11/2022
3 <sup>rd</sup> Qtr	1 October – 31 December 2022	<b>24 January 2023</b>	03/03/2023	Community Services	23/03/2023
			10/03/2023	Environment	30/03/2023
			08/03/2023	Housing	28/03/2023
			17/02/2023	Strategy & Resources	09/03/2023
2022/23 4 <sup>th</sup> Qtr	1 January – 31 March 2023	<b>21 April 2023</b>	Tbc when civic timetable for 23/24 agreed	Community Services	Tbc when civic timetable for 23/24 agreed
			Tbc when civic timetable for 23/24 agreed	Environment	Tbc when civic timetable for 23/24 agreed
			Tbc when civic timetable for 23/24 agreed	Housing	Tbc when civic timetable for 23/24 agreed
			Tbc when civic timetable for 23/24 agreed	Strategy & Resources	Tbc when civic timetable for 23/24 agreed

## 2022/23 Quarterly Performance Monitoring

COMMITTEE	DIRECTOR	SUPPORT OFFICER	COMMITTEE CHAIR & PERFORMANCE MONITORS	LEAD OFFICERS REPORTING TO COMMITTEE ON COUNCIL PLAN	COUNCIL PLAN
<b>Community Services &amp; Licensing</b>	Keith Gerrard	Nikki Iles  Becky Poole (DS)	Chair: Cllr Chris Brine  Cllr Julie Job Cllr Nigel Prenter	Rachel Andrew; Amy Beckett; Adrian Blick; Hannah Emery; Keith Gerrard; Angela Gillingham; Emma Keating-Clarke; Liz Shellam; Kevin Ward.	Actions: 19 Milestones: 41 Indicators: 7  <b>Total: 67</b>
<b>Environment</b>	Brendan Cleere	Eka Nowakowska  Becky Poole (DS)	Chair: Cllr Chloe Turner  Cllr Chris Evans	Rachel Brain; Helen Scullard; Angela Gillingham; Maria Hickman; Simon Maher; Conrad Moore; Mark Russell; Mike Towson.	Actions: 21 Milestones: 26 Indicators: 20  <b>Total: 67</b>
<b>Housing</b>	Keith Gerrard	Fraya Nicholls  Katie Kirton (DS)	Chair: Cllr Mattie Ross  Cllr Lindsey Green Cllr Katrina Davis	Rachel Brain; Alison Fisk; Maria Hickman; Pippa Stroud; Helen Scullard.	Actions: 8 Milestones: 6 Indicators: 16  <b>Total: 30</b>
<b>Strategy &amp; Resources</b>	Andrew Cummings	Eka Nowakowska  Jenna Malpass (DS)	Chair: Cllr Catherine Braun  Cllr Nicholas Housden Cllr Gordon Craig	Amy Beckett; Adrian Blick; Rachel Brain; Brendan Cleere; Andrew Cummings; Lucy Clothier; Hannah Emery; Alison Fisk; Leonie Lockwood; Simon Maher; Lucy Powell; Mark Russell; Chris Mitford-Slade; Liz Shellam; Helen Scullard; Sarah Turner.	Actions: 30 Milestones: 68 Indicators: 11  <b>Total: 109</b>



# 2022/23 Quarterly Performance Monitoring

## Procedure:

1. **Lead officers** provide their quarterly update on Excelsis by the deadline date. Guidance notes are available on the staff Hub.
2. **Heads of Service/Managers** ensure that Service Plans are updated.
3. **Support officers** liaise with Executive Assistant to schedule quarterly performance monitoring meetings and run the Performance report for their Committee from Excelsis.
  - a. In Excelsis sort by Action / Milestone / Indicator and produce Summary for PM report template.
  - b. Liaise with Director to add any additional information to PM report template.
  - c. Send report to Performance Monitors.
4. **Directors** meet with **Performance Monitors** to answer any questions arising from the report.
  - a. Following discussion **Performance Monitors** agree and sign off final version of report.
  - b. Where no information has been provided, officers may be asked to attend Committee to give an update in person.
5. Final report submitted to **DS/SLT** as part of Committee papers.
6. **Performance Monitors** present report to Committee, noting where performance is on target/overdue/not started and any areas for improvement. Committee discuss and agree which areas to focus on for next meeting and schedule as part of the Work Programme.

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**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES COMMITTEE**  
**THURSDAY, 24 NOVEMBER 2022**

<b>Report Title</b>	<b>LGA Corporate Peer Challenge Action Plan</b>			
<b>Purpose of Report</b>	To provide an overview of the work that has taken place to address the recommendations in the LGA Peer Challenge Action Plan.			
<b>Decision(s)</b>	<b>The Committee RESOLVES to note the progress made with addressing the recommendations in the LGA Peer Challenge Action Plan prior to the Peer Challenge Team's revisit in January 2023.</b>			
<b>Consultation and Feedback</b>	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.			
<b>Report Author</b>	Kathy O'Leary, Chief Executive Tel: 01453 754780 Email: kathy.oleary@stroud.gov.uk			
<b>Options</b>	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 took place in March 2022. 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.			
<b>Background Papers</b>	<a href="#">Report to Council on LGA Corporate Peer Challenge Feedback Report 19 May 2022.</a> <a href="#">LGA Corporate Peer Challenge Feedback Report 2022 (Appendix 1 to that report).</a> <a href="#">Report to Strategy &amp; Resources on LGA Corporate Peer Challenge Action Plan 9 June 2022</a>			
<b>Appendices</b>	Appendix 1 – LGA Peer Challenge Action Plan			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	No	No	No	No

## 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.
- 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 in 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 five 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.

- 1.6 The team prepared by reviewing a range of documents and supporting information, including the Council's key documents and a position statement, which included the challenges we are facing and the progress we have made since the last Peer Challenge visit in 2019. The team held a focus group with town and parish council representatives and spent 2.5 days 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.

- 1.7** 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.
- 1.8** 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.
- 1.9** The Peer Challenge team is due to revisit the Council in January 2023 to consider the progress the Council is making.

## **2. LGA PEER CHALLENGE ACTION PLAN**

- 2.1** The Action Plan at Appendix 1 sets out the eight recommendations in full and the actions identified to address them. Progress has been made in all areas and the Action Plan includes details of the work already started, the next steps to address the recommendation in full, as well as the anticipated timescale and lead officers identified.
- 2.2** Some highlights of the progress made so far are:

**Recommendation 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.**

- The Chief Executive and SLT work closely with the Leader, Deputy Leader, Group Leaders and Chairs of the policy committees to ensure that the Council stays focused on agreed priorities, holding regular 121s and meetings.
- The Policy and Governance Team produce quarterly dashboards to SLT and LMT to provide up-to-date business intelligence to enable corporate oversight and decision making.
- A new performance management system has been procured and will be implemented in the next quarter, with comprehensive training for all staff and members to enable real time dashboard reporting.

**Recommendation 3. 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.**

- A Member Development Working Group has been established with the Terms of Reference and Work Programme agreed by the Alliance Leadership Team (ALT).

- The working group have held two meetings so far and are developing a Member Training and Development Strategy and a new and enhanced Member Induction Programme for 2024 as well as a review of the support provided to Members

**Recommendation 6. OPPORTUNITY TO RESET CUSTOMER SERVICES: 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 responding to queries at first point of contact. Good customer service leads to a highly regarded council. (Related to Council Plan objective CW3.2).**

- The Council's new 'Our Service Standards' were developed in conjunction with a member working group and adopted by Full Council on 21 July 2022.
- These are being rolled out to staff together with wider training on Values and Behaviours as part of the 'One Council' ethos which is being embedded across the Council as part of the Fit for the Future programme (Recommendation 4).

**Recommendation 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).**

- A Draft Charter has been developed in collaboration with Town and Parish Councils involved in the Working Together working group. Following input from SDC managers and consultation with Members, it is now out for consultation with all Town and Parish Councils and will be adopted by full Council.
- A Town and Parish Council 'Hub' website similar to the Members' Hub is being built to share information and resources specifically tailored for Town and Parish Councils, and an annual schedule of events including important dates and training opportunities has been prepared.

**2.3 Recommendation 5. ACTION PLAN FOR IMPROVEMENT TO HOUSING SERVICES: 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 to put tenants at the heart of what they do.**

- The timescale for recommendation 5 has been affected due to delays in the recruitment of Strategic Head of Housing; although an Interim Head of Housing is in post and will be developing this recommendation.

### **3. NEXT STEPS**

**3.1** The Peer Challenge team will conduct a 'check-in' session in January 2023, which will provide an opportunity for the council to update peers on progress against the action plan as set out in Appendix 1 and discuss next steps.

## **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](mailto:andrew.cummings@stroud.gov.uk).

### **4.2 Legal Implications**

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

One Legal  
Tel: 01684 272691 Email: [legal.services@onelegal.org.uk](mailto: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.

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**Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report**

Report ref.	Action	Progress so far	Next steps	Council Lead	Deadline
<p><b>Recommendation 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.</b></p>					
CPC1	<p>Monitor the effectiveness of the new Performance Management Framework – a key element of Council Plan delivery.</p>	<p>Streamlined strategic meeting approach has now been implemented. Performance monitoring system now operating for all committees, including the involvement of the Youth Council.</p> <p>The Chief Executive and SLT work closely with the Leader, Deputy Leader, Group Leaders and Chairs of the policy committees to ensure that the Council stays focused on agreed priorities, holding regular 121s and meetings.</p> <p>The Policy &amp; Governance (P&amp;G) Team produce quarterly dashboards for both Strategic Leadership Team (SLT) and Leadership and Management Team (LMT). This includes details of the following, and is normally detailed by exception, i.e., what is not being completed or carried out correctly:</p> <ul style="list-style-type: none"> <li>• Performance and Risk Management</li> <li>• Procurement and Contract Management</li> <li>• Information Governance (mandatory GDPR training, freedom of information requests, complaints)</li> <li>• Policies and Strategies</li> <li>• Project Management</li> <li>• Spend analysis</li> <li>• Low / Medium audit recommendations</li> </ul>	<p>A review of the PMF will be reported to Strategy &amp; Resources Committee in November; this will highlight progress and identify where improvements can be made.</p> <p>Subsequent recommendations from committee will be implemented and monitored.</p>	Andrew Cummings	31/03/2023

**Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report**

Report ref.	Action	Progress so far	Next steps	Council Lead	Deadline
CPC1	Procure and implement a new software solution for comprehensive performance management (Performance Management System -PMS).	<p>Consultation with SLT, LMT, ICT and Performance Management System (PMS) project team (which involves officers representing service areas and members of the P&amp;G team) has taken place to create specification / requirements of a PMS.</p> <p>Agreed on the most appropriate procurement route, which is the use of the Crown Commercial Services (CCS) framework agreement – GCloud, RW1557.12 through the Digital Marketplace</p> <p>CCS is the government's buying organisation and we as a district council are legally permitted to use this organisation's framework agreements.</p> <p>The GCloud has three lots, we have chosen the second lot, cloud software, as the most appropriate lot for our requirements.</p> <p>We filtered the 11896 suppliers identified as suitably qualified organisations under this lot to a more proportionate number of suppliers by using categories, filters and key words. This filtered to 5 suppliers.</p> <p>Information on the offers of the 5 suppliers was downloaded and evaluated against our requirements to select the most appropriate PMS based on this.</p>	<p>Implement the new Performance Management System.</p> <p>Meeting with the supplier to agreed order form, and next steps</p> <p>A new performance management system has been procured and will be implemented in the next quarter, with comprehensive training for all staff and members to enable real time dashboard reporting. The new PMS is for corporate performance management of the Council Plan and service plans, but will be developed conjunctly with the people-based performance of the HR system iTrent.</p> <p>Schedule timescales for implementation and training.</p> <p>Involve project team in implementation</p>	Andrew Cummings	31/03/2023

Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report

Report ref.	Action	Progress so far	Next steps	Council Lead	Deadline
		Preferred supplier now selected, we are working with the supplier to develop and implementation plan including the timescales.			
<b>Recommendation 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.</b>					
CPC2	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.	Completed 19 May 2022 to time with the Council’s AGM, in agreement with all political Group Leaders.	To be kept under review now that a streamlined meeting pattern being established.	Kathy O’Leary	31/05/2022
<b>Recommendation 3. 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.</b>					
CPC3	Develop a co-designed programme of ongoing training and support including a Member Induction Programme 2024 shaped to members needs and requirements	The Terms of Reference and Work Programme for the Member Development Working Group (MDWG) have been agreed by the Alliance Leadership Team (ALT). Group Leaders have been asked to nominate 1 councillor from each political group to join the Working Group and the first meeting has been scheduled for September. A number of Equality, Diversity and Inclusion training opportunities have been identified to be considered by the Working Group	The first meeting of the MDWG took place in September and the Terms of Reference and Work Programme have been agreed.  A Member Training and Development Strategy will be developed by the MDWG for approval at	Hannah Emery	31/03/2023

**Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report**

<b>Report ref.</b>	<b>Action</b>	<b>Progress so far</b>	<b>Next steps</b>	<b>Council Lead</b>	<b>Deadline</b>
			<p>Council in the summer of 2023.</p> <p>The MDWG is scheduled to begin drafting the Member Induction Programme for 2024 in early 2023.</p>		
CPC3	Co-ordinate and prioritise training and encourage member attendance		This is scheduled in the Work Programme to take place between February and April 2023	Hannah Emery	31/03/2023
CPC3	Embrace the protocol for member officer relations		This is scheduled in the Work Programme for spring 2023	Hannah Emery	31/03/2023
CPC3	Help with understanding of specific roles and responsibilities of members and officers		<p>MDWG will review the roles of members and officers and in some case develop role profiles.</p> <p>Work has already begun on the Member Champion Framework and Champion role profiles are being developed by the MDWG for approval at Council December 2023.</p>	Hannah Emery	31/03/2023
CPC3	Review guidance and information provided to members including the content of the Member Hub		This is scheduled in the Work Programme to begin in January 2023 for completion in April 2023	Hannah Emery	31/03/2023

**Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report**

Report ref.	Action	Progress so far	Next steps	Council Lead	Deadline
CPC3	In relation to 4 below, consider best approach to embed One Council ethos.		Working alongside the Fit for the Future Programme, the MDWG will consider how our Values and Behaviours including the One Council ethos will be embedded.	Hannah Emery	31/03/2023
<p><b>Recommendation 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 includes officers and members displaying corporate loyalty and mutual respect to each other.</b></p>					
CPC4	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. (See Milestones)	<p>This is part of the People and Organisational Development workstream of the Fit for the Future (FFF) Modernisation programme. Progress is reported to the monthly officer Modernisation Board and to Strategy &amp; Resources Committee as part of FFF reporting. See also above on Member Development Group.</p> <p>There is a plan to embed values and behaviours across the Council – this has started with Values &amp; Behaviours (V&amp;B) workshops, upskilling champions to support facilitation on this and creating a logo and branding for the V&amp;B that can be used on Policies and other documentation around the Council. Reinforcing that the V&amp;B are the heart of all we do.</p>	<p>Share a visual of embedding V&amp;B plan so that staff are aware of what this means and where they can expect to see V&amp;B become part of our processes. We have already rolled out screensavers, signs near staff doors, and mugs</p> <p>Values Based Recruitment approach – design and implement a values-based recruitment approach. This will be worked on and implemented in line with the iTrent development of the recruitment &amp; induction of system development.</p> <p>Launch a People-centred Performance Management</p>	Lucy Powell	31/03/2023

**Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report**

<b>Report ref.</b>	<b>Action</b>	<b>Progress so far</b>	<b>Next steps</b>	<b>Council Lead</b>	<b>Deadline</b>
			<p>approach that is also values based. This will be specifically for staff but running conjunctly with our new corporate performance management system</p> <p>Continue to work with the FFF champions to embed</p>		
CPC4	FFF Champion training programme designed to explore the V&B and embed the one Council ethos.	FFF Champions had training delivered by Ascend (our consultants supporting the council on the FFF workstream) on facilitation skills so that they can support by facilitating team meetings, supporting an LMT member in discussing how the V&B relate to staff individually and as part of their team and demonstrated in the work they do.	Further training being planned for managing change for the Champions	Lucy Powell	31/03/2023
CPC4	Two LMT sessions will be delivered to explore the V&B at service, team and individual level and embedding of the one Council ethos.	LMT sessions were delivered in the form of a workshop, facilitated by Ascend to encourage LMT members to think about the V&B, how they relate to them individually, to their teams and the work they are delivering.	Follow up actions are to work with the FFF Champions and or workstream leads to further explore the V&B with their teams, creating an action plan of things that the team/service need to do more of, less of, to start or stop doing.	Lucy Powell	31/03/2023
CPC4	SLT sessions will be delivered to explore the V&B at service and individual level and embedding the One Council ethos.	Some discussions have taken place, but a more specific workshop is needed.	Confirm date and plan for SLT workshop	Lucy Powell	31/03/2023

## Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report

Report ref.	Action	Progress so far	Next steps	Council Lead	Deadline
CPC4	Member Development Group to consider approach to embedding One Council ethos (see 3(f) above).	Initial discussions with Corporate Policy and Governance Manager on best approach for Member development. Workshop to be delivered to Members to refresh on V&B, where they originated, why we want and need them and how they will be used.	<p>Confirm workshop outline plan and agree approach for delivery. In house or consultancy or a combined approach.</p> <p>Consultation will take place with the Member Development Working Group for member training on V&amp;B; and this will also be included in the Member Induction programme</p>	Lucy Powell	31/03/2023
<p><b>Recommendation 5. ACTION PLAN FOR IMPROVEMENT TO HOUSING SERVICES: 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 to put tenants at the heart of what they do.</b></p>					
CPC5	Recognise good work already underway & celebrate success.	Informal 'cross service' familiarisation lunches are taking place, with the first one occurring on 28 September. Strategic Director, Chief Executive and Chair of Housing Committee attend Property Services 'toolbox talks'	Cross service celebrating successes and sharing good practice elements to be included in 'Team Lunches' in Q3	Keith Gerrard	31/10/2022
CPC5	Provide challenge and support to further improve landlord services.	A new, interim, Head of Service is working through key improvements: Initially looking at void numbers and processing times, which are 50% improved on pre-Covid levels.	Ongoing current focus is on recruitment and retention within Landlord Services	Keith Gerrard	31/10/2022
CPC5	Ensure leadership and management is in place to deliver and embed change and improvement.	Agent of change appointed and providing support to interim manager.	Mini service review scheduled for completion in Q4	Keith Gerrard	31/10/2022

## Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report

Report ref.	Action	Progress so far	Next steps	Council Lead	Deadline
CPC5	Appoint an overarching Head of Housing to lead a service which is wholly integrated within a One Council approach.	Interim manager in post support and developing service delivery.	Interviews for permanent appointment to head of housing will be 14 <sup>th</sup> November 2022	Keith Gerrard	31/10/2022
CPC5	Produce a Comms Strategy	Workshop to confirm outputs has been scheduled	Proactive comms plan to be drafted in Q3	Keith Gerrard	31/10/2022
CPC5	Review the work and patch sizes of neighbourhood management officers to ensure there is capacity provide support for tenants in the most appropriate way.	Currently scoping brief. Work under way.  Sharing of health/health inequalities data and workshop on intelligence led working delivered through the Strategic Housing and Health Group (August 2022)	Strategic Housing and Health Group to convene intelligence lead 'patch pilot' - will include information available from the County Joint Strategic Needs Assessment	Keith Gerrard	31/10/2022
CPC5	Provide additional resources and capacity to enable good quality tenant involvement.	Identifying resource requirement.  Additional staff in post	Tenant empowerment and development days ongoing	Keith Gerrard	31/10/2022
CPC5	Refresh our focus on repairs and returning empty properties into use continue the improvement journey	Working on next steps from successful task and finish groups.  Q2 exceeded pre-Covid performance	Void Improvement action plan to be refreshed building on successes – reinforce recruitment and retention work. Mapped phased transition of voids works in house	Keith Gerrard	31/10/2022
CPC5	Identify opportunities to strengthen joint	Work under way.	Joint Warden, Landlord Services and public realm	Keith Gerrard	31/10/2022



**Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report**

Report ref.	Action	Progress so far	Next steps	Council Lead	Deadline
	working with neighbourhood wardens to deliver a cohesive approach to managing neighbourhoods.	Collaboration is proactively celebrated across services	prioritisation workshops planned for Q3		
<p><b>Recommendation 6. OPPORTUNITY TO RESET CUSTOMER SERVICES: 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 responding to queries at first point of contact. Good customer service leads to a highly regarded council. (Related to Council Plan objective CW3.2).</b></p>					
CPC6	Produce and implement a Customer Contact Strategy to deliver an efficient, corporate and centralised customer services (or customer contact) team.	Customer Contact Strategy is a core focus of the Fit for the Future Modernisation programme and will be reported to the monthly officer Modernisation Board.	Contact Centre strategy to be reviewed by SLT Nov 2022. Road map and action plan to be agreed.	Liz Shellam	31/12/2022
CPC6	Develop and adopt Corporate Care Standards	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. As part of this process the Corporate Care Standards were renamed Our Service Standards.	Following robust consultation with various stakeholders Our Service Standards were developed and adopted by full council on 21st July 2022. Roll out and implementation to take place Oct/ Nov 2022	Liz Shellam	31/12/2022
<p><b>Recommendation 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</b></p>					

**Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report**

Report ref.	Action	Progress so far	Next steps	Council Lead	Deadline
<b>work done on external communications and engagement with the media. Ensure that there is also attention paid to internal communications with a communications strategy to ensure that resources are appropriately assigned to both aspects.</b>					
CPC7	Produce a framework for the Council Plan, Fit for the Future (FFF) modernisation programme & 2030 Strategy.	Mapping document linking Fit for the Future and the Council Plan has been produced by the Strategic Director of Change and Transformation.	Mapping is to be considered by SLT and the Modernisation Board.	Andrew Cummings	31/12/2022
CPC7	Work with FFF workstream leads to ensure FFF interventions align with MTFP budgets and savings targets.	Finance is a recurring item on the Modernisation Board agenda.	When the settlement is known and the future financial position for the Authority is clearer the financial savings targets, including the phasing, can be reset. This will be agreed by the modernisation board.	Andrew Cummings	31/12/2022
CPC7	The MTFP is to continue to link Council Plan and budget allocations.	The existing MTFP for 2022/23 is fully integrated with the Council Plan and an update to the MTFP was taken to Strategy and Resources Committee in September 2022.	The budget process for the 2023/24 year is well underway. Although the budget is likely to be dominated by the impact of inflation, existing growth items linked to Council Plan projects are to be protected.  Member briefings will take place on the Council's financial position in November 2022 and Policy Committees will consider	Andrew Cummings	31/12/2022

## Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report

Report ref.	Action	Progress so far	Next steps	Council Lead	Deadline
			<p>their estimates in December.</p> <p>The final budget will be considered by Council in February 2023.</p>		
CPC7	Review how best to govern the overall programme of change across FFFP, Council Plan, MTFP and 2030 Strategy.	The Strategic Leadership Team sits as the body responsible for the overall governance of change and must ensure that these different strands are linked. The current process has the Council Plan as the overarching document with all of Strategies feeding into the delivery of that plan.	SLT are to continue to ensure that different elements of the Council's overall Strategic Plan fit well together.	Andrew Cummings	31/12/2022
CPC7	Communications Strategy to be produced including Internal Communication.	A Communications Strategy covering all aspects of Council Comms, internal and external, is currently in production.	The Comms Strategy will be produced in draft form by the end of November 2022 and will be reviewed by SLT at that point.	Andrew Cummings	31/12/2022
<p><b>Recommendation 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).</b></p>					
CPC8	Accelerate the Working Together project and adopt the Town and Parish Charter which will set out Consultation, Communication, Engagement and Resource commitments.	The suggestion of accelerating the pace of the project was taken to the working group who unanimously agreed that the project is progressing at the right speed, giving SDC sufficient time to produce the outputs and working group members adequate time to consider them. It was felt that any attempt to accelerate the process could lead to a reduction in the quality of the outputs and potentially cause volunteer workload issues.	Following the consultation period, the Draft Charter will be submitted to full Council's for approval. The Charter will be reviewed annually with all Town and Parish Councils. In the first year, this review will include a feedback questionnaire with SDC managers, Councillors and Town and	Hannah Emery	30/09/2022

**Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report**

Report ref.	Action	Progress so far	Next steps	Council Lead	Deadline
		<p>The Draft Charter has been developed in collaboration with Town and Parish Councils involved in the Working Together working group. This was consulted on with SDC’s managers and feedback has been incorporated into a new version which is ready for consultation with Members and all Town and Parish Councils.</p> <p>A Town and Parish Council Hub is being built to share information and resources specifically tailored for Town and Parish Councils.</p>	<p>Parish Councils as well as a workshop with Town and Parish Councils to assist with measuring performance against the Charter.</p> <p>The Town and Parish Council Hub is in development with a content plan in place. ICT have recommended Microsoft Sharepoint as the most suitable platform and are working to resolve access requirements.</p>		
CPC8	Enhance the regular forums already in place (theme based, e.g. engaging with planning policy/planning consultations).	<p>The working group meeting on 13 September 2022 included a presentation from SDC’s Planning Strategy and Development Management teams, which gave Town and Parish Councils an overview of planning policy, policy consultation and how they can influence and see the results of their engagement. This was very well received by the attendees and the presentation will be shared with those not in attendance.</p> <p>An annual schedule of events for Town and Parish Councils has been prepared which includes a biannual strategic forum meeting, which is an evolution of the Chief Executive annual forum which used to take place. The agendas for these forum meetings will be set</p>	The first biannual strategic forum meeting is planned for end of November 2022.	Hannah Emery	30/09/2022

**Stroud District Council – LGA Corporate Peer Challenge – 6-month progress report**

<b>Report ref.</b>	<b>Action</b>	<b>Progress so far</b>	<b>Next steps</b>	<b>Council Lead</b>	<b>Deadline</b>
		in collaboration with Town and Parish Councils and will be theme-based.			
CPC8	Consider the role of Town & Parish Councils during emergency response.	On 13 July 2022 a workshop was held with Town and Parish Councils covering the Emergency Response structure and how towns and parishes fit into the response. Town and Parish Councils were encouraged to prepare their own emergency plans using templates made available to them.	The workshop/training sessions can be built into the annual training sessions and held as and when required.  Lessons learnt following emergency responses will be co-ordinated with Town and Parish Councils.	Hannah Emery	30/09/2022

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**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES COMMITTEE**  
**THURSDAY, 24 NOVEMBER 2022**

<b>Report Title</b>	<b>Rural England Prosperity Fund (REPF) submission</b>			
<b>Purpose of Report</b>	To consider the draft REPF Addendum.			
<b>Decision(s)</b>	<b>The Committee RESOLVES to:</b> <b>a. Approve the development of the Rural England Prosperity Fund Addendum</b> <b>b. Approve the next steps and outlined plan prior to submission of the plan</b> <b>c. Delegate Authority to the Strategic Director of Resources, in consultation with the Chair and Vice-Chair of this committee, to finalise the grant scheme.</b>			
<b>Consultation and Feedback</b>	Consultation and discussions have taken place with members of the Strategic Leadership Team, Regeneration and Investment Board, town and parish councils, local businesses, business groups and Community Groups.			
<b>Report Author</b>	Amy Beckett, Senior Economic Development Specialist Email: amy.beckett@stroud.gov.uk			
<b>Options</b>	Option 1: to do nothing. This is not recommended as it would lead to the District not being able to draw down its share of the Rural England Prosperity Funding. Option 2: to agree or make amendments to Stroud Districts addendum and proposed interventions			
<b>Background Papers</b>	None			
<b>Appendices</b>	Appendix 1 – REPF Addendum Appendix 2 – REPF Grant eligibility and application form			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

## 1. INTRODUCTION / BACKGROUND

- 1.1 Further to the announcement of the UK Shared Prosperity Fund (UKSPF), Stroud District has been awarded a further £400,000.00 through the Rural England Prosperity Fund (REPF). Similar to the UKSPF, the rural round of funding is a non-competitive funding stream, replacing European Funding that has previously been available. REPF is available to all rural Local Authorities who are set in rural locations; and each area is required to develop an addendum, outlining high level details on how the fund will be utilised over the funding period of 2023 – 2025.

- 1.2 At the time of writing we have received no updates from Central Government on our UKSPF Investment Plan so no updates can be given to the Committee on that project at this stage.
- 1.3 The Rural England Prosperity Fund will support the UKSPF priorities: Supporting Local Businesses and, Community and Place. The funding is available to provide additional support to rural areas and:
  - Support new and existing rural businesses to develop new products and facilities that will be of a wider benefit to the local economy. This includes farm businesses looking to diversify income streams,
  - Supporting new and improved community infrastructure, providing essential community services and assets for local people and businesses to benefit the local economy.
- 1.4 The funding is available for rural locations as defined by DEFRA's rural area's Eligibility of parishes, for the purpose of this funding are:
  - Towns villages and hamlets with populations below 10,000 and the wider countryside
  - Market or 'hub towns' with populations of up to 30,000 that serve their surrounding rural areas as centres of employment and in providing services.
- 1.5 Stroud District has been awarded £400,000.00 REPF over the two-year funding period, this is capital funding only. Government have announced a split of funding across the two years, for Stroud District, this is outlined as follows:
  - Year 1 (2023-24): £100,000.00
  - Year 2 (2023-24): £300,000.00

## **2. ENGAGEMENT WITH PARTNERS**

- 2.1 As with the UKSPF, engagement with partners and communities that ensures the REPF is being utilised effectively across the area is expected. Partners from communities, businesses, parishes, neighbouring authorities, public sector organisations, skills providers and rural business support organisation have been engaged with. Partners have been met with on a one-to-one basis.
- 2.2 In addition to the external engagement, an officer group was formed, made up of colleagues across the UKSPF thematic areas, this included colleagues from the following areas: Leisure, Economic Development Planning Strategy, The Canal Team, The 2030 Team, The Museum Team, Community Health and Wellbeing, and Regeneration.
- 2.3 When meeting with both internal and external partners, understanding their opinion on the needs of the district was important. Spending time ensuring the recommended method of spend would be best suited for the widest range of business and community organisations was essential. Furthermore, gaining an understanding of what other funding streams are available and removing any duplicate funding opportunities was carried out.



- 2.4 Conversations are taking place across the County with all Rural Local Authorities, each are looking to utilise the funding as a capital grants programme. Enquiries have been made to understand if the Farming and Wildlife Advisory Group (FWAG) would be able to administer the grants on behalf of all four areas.
- 2.5 Both MPs within the District have had written briefings on the progress of SDC's addendum.

### 3. OUR PRIORITIES

- 3.1 When government first announced the UK Shared Prosperity Funding, officers carried out a mapping exercise to understand how the priorities of the funding matched with Council priorities. The Rural England Prosperity Funding further supports the priorities of the UKSPF and aligns with priorities from:
- 3.1.1 SDC Council Plan;
  - 3.1.2 CN 2030 Strategy;
  - 3.1.3 Emerging Cultural Strategy;
  - 3.1.4 Canal Projects priorities;
  - 3.1.5 Economic Development Strategy;
  - 3.1.6 Leisure and Wellbeing Strategy;
  - 3.1.7 Museum in the Park Policies;
  - 3.1.8 Physical Activity Strategy
- 3.2 As outlined with the UKSPF investment plan, the need to support our businesses and communities with the ongoing cost of living crisis remains an immediate priority. The pressures for community organisations to offer safe, warm and trusted space is as essential as ever. Further to this we are continually seeking ways to support businesses as they manage increased supply chain and energy costs.
- 3.3 In order to best meet the needs of our businesses and communities it is proposed that the Council administer a grants scheme to allocate individual grants to businesses and community groups. This will be in line with the priorities of both the Council and the REPF.
- 3.4 Following on from considerations as to how best to manage the rural funding and the fair awarding of grants, we are proposing the grant allocation is open both businesses and communities as an even split.
- 3.5 As with the UKSPF, it remains an ongoing priority that funding is fairly distributed across the District. Through the REPF, officers will continue to ensure funding is distributed evenly across eligible areas.
- 3.6 To deliver fair distribution of the REPF grant programme the following will take place:
- 3.6.1 Marketing of the fund focussed to areas of the District that are eligible for funding, as per DEFRA's rural area definition.
  - 3.6.2 Monitoring of take up per parish location, allowing opportunities to notify businesses and community organisations where uptake is low.

#### **4. REPF Grant Governance**

- 4.1 The funding is available to support businesses and communities within rural locations and is to be spent on capital projects only and will run for the duration of the funding years. The grants will be available to businesses and community organisations that meet the eligibility criteria set out in appendix 2.
- 4.2 The successful applications will have evidenced good value for money for the grant amount drawn down in comparison to the outputs that will be met. The outputs have been defined by central government; these are outlined the Appendix 1, within the REPF addendum.
- 4.3 The grants will be assessed by an officer group who will score against the allocation criteria. This will be agreed by the Strategic Director of Resources, in consultation with the Chair and Vice Chair of the Strategy and Resources Committee.
- 4.4 Regular updates on marketing of the REPF, grants allocated and spend will be shared with Strategy and Resources Committee.

#### **5. NEXT STEPS**

- 5.1 Following on from committee, there is time to ensure comments can be included, prior to the addendum being submitted. Submission of the REPF Addendum is by 30<sup>th</sup> November 2022. The REPF Addendum is available in appendix 1.
- 5.2 Following submission of the Addendum, government will approve the plans and award the first year's funding. Approval of the REPF submission is confirmed as January 2023, with the fund being available from April 2023.
- 5.3 Prior to the funding being made available to the District Council, the grant process, criteria, and application form will be finalised. This will include ensuring the grants meet the requirements of the funding whilst meeting the priorities of the district, the communities, and the businesses.

#### **6. IMPLICATIONS**

##### **6.1 Financial Implications**

All funding for the grant scheme is provided by Central Government. Administration costs will be met from the 4% allowance to be claimed from the primary UKSPF.

Andrew Cummings, Strategic Director of Resources  
Tel: 01453 754115 Email: [andrew.cummings@stroud.gov.uk](mailto:andrew.cummings@stroud.gov.uk)

##### **6.2 Legal Implications**

The Fund will be governed by detailed government guidance and care must be taken to ensure that all of the requirements of the scheme are complied with and actioned accordingly to reduce and mitigate risks.

Legal advice should be taken when the terms and conditions of the funding become available and in the preparation of the process for awarding grant funding to businesses and community organisations.

Hayley Sims, Head of Law, One Legal

Email: [legalservices@onelegal.org.uk](mailto:legalservices@onelegal.org.uk)

### **6.3 Equality Implications**

Equality implications were considered at the time of submitting the UK Shared Prosperity Funding Investment Plan. The same considerations will be made for the REPF, as an addendum to the UKSPF.

### **6.4 Environmental Implications**

As outlined in section 3.1 of this report, the REPF has the potential to align strongly with a number of key SDC plans which have positive environmental ambitions, such as the Council Plan, 2030 Strategy, Economic Development Strategy and the canal regeneration project and wider strategy.

The assessment of any future applications for REPF will include consideration of their likely environmental impact and contribution to key SDC plans.

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You have already submitted your UKSPF investment plan. Here, we would like you to provide any additional information about specific rural challenges, market failures, and opportunities for rural businesses or rural communities in your area that you would like us to consider.

Stroud District is a largely rural one, served by the main town centres of Stroud, Dursley, Nailsworth, Stonehouse, and Wotton-Under-Edge and formed of a number of smaller parishes and villages.

A large proportion of Stroud's residents are affluent, however, there is a higher level of deprivation in some LSOAs around areas. Stroud District is home to the second largest population in the County, and with the noted decline in working age population combined with a predicted increase in the older population, there is a need to prioritise that communities have access to support across all abilities and ages. With a declining budget for support services, these communities are turning to the Voluntary and Community Sector and adding to the pressures these organisations face.

Whilst Stroud's economy has seen growth in its Gross Value Added (GVA), this has not been linear and is lagging behind the increases seen across other rural locations. Stroud districts GVA per hour has consistently been lower in the years 2004 – 2019, ONS sub regional productivity release, July 2021, falling behind other rural locations across the county and not yet fully recovering. This impacts on the innovation, productivity and overall economic outputs of the area, with support needed for businesses to make improvements to the overall economic benefits of the district.

Please choose the interventions you wish to use under the rural business investment priority (2023-2024). Select as many options as you wish from the menu:

- **Capital grant funding for small scale investment in micro and small enterprises in rural areas**
- **Capital grant funding for growing the local social economy and supporting innovation**
- **Capital grant funding for developing and promoting the visitor economy**

Please choose the interventions you wish to use under the rural business investment priority (2024 - 2025). Select as many options as you wish from the menu:

- **Capital grant funding for small scale investment in micro and small enterprises in rural areas**
- **Capital grant funding for growing the local social economy and supporting innovation**
- **Capital grant funding for developing and promoting the visitor economy**

Please explain how the interventions selected will address local rural business challenges, market failures, and opportunities (max 300 words)

Stroud District's business base is predominately made up for micro (less than 10 employees) businesses, with a higher closure than start up rate of businesses. Being able to support enterprises within the District to both start, and increase their productivity and growth rates through the whole range of opportunities available through the Rural England Prosperity Fund. This will enable us to deliver support as required by industry and to all sectors as well the priority sectors outlined within the Districts Economic Development Strategy.

Small scale investment into micro and small enterprises within our rural areas will offer businesses access to capital grants that may not have previously considered approaching their Local Authorities for support. It will increase their confidence in their abilities to do business as well as having a positive impact in our communities.

Appendix 1

The District has a strong social enterprise base, who are dedicated to making positive changes within their communities. Social enterprises are severely impacted by a lack of funding, and sometimes the expertise to access funding opportunities. Offering accessible capital grants will encourage innovation within the social enterprises and increase the impacts received by all communities, from access to wellbeing support to the increased confidence to improve the positions they're currently in.

Stroud District is sometimes referred to as the forgotten Cotswolds, with excellent tourism locations and businesses who require access to better promotion methods which would enable increased visitor footfall, duration and spend. Offering this sector access to capital grants to support increase footfall whilst customers are less inclined to spend will help increase their footfall and aim to have a positive impact on their profit margins.

Please rank the interventions selected in order of expected value added.

To be completed.

Please choose the interventions you wish to use under the rural communities' investment priority (2023-2024). Select as many options as you wish from the menu.

- Capital grant funding for investment and support for digital infrastructure for local community facilities
- **Capital grant funding for investment in capacity building and infrastructure support for local civil society and community groups**
- **Capital grant funding for creation and improvements to local rural green spaces**
- **Capital grant funding for existing cultural, historic and heritage institutions that make up the local cultural heritage offer**
- **Capital grant funding for local arts, cultural, heritage and creative activities**
- Capital grant funding for active travel enhancements in the local area
- **Capital grant funding for rural circular economy projects**
- **Capital grant funding for impactful volunteering and social action projects to develop social and human capital in local places**

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Please choose the interventions you wish to use under the rural communities investment priority (2024-2025). Select as many options as you wish from the menu.

Capital grant funding for investment and support for digital infrastructure for local community facilities

**Capital grant funding for investment in capacity building and infrastructure support for local civil society and community groups**

**Capital grant funding for creation and improvements to local rural green spaces**

**Capital grant funding for existing cultural, historic and heritage institutions that make up the local cultural heritage offer**

**Capital grant funding for local arts, cultural, heritage and creative activities**

Capital grant funding for active travel enhancements in the local area

**Capital grant funding for rural circular economy projects**

**Capital grant funding for impactful volunteering and social action projects to develop social and human capital in local places**

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Please explain how the interventions selected will address local rural communities challenges, market failures, and opportunities (max 300 words)

Capital grant opportunities across the range of community needs is essential for continuing to support essential services to continue and be improved. A number of services provided through community organisations are underfunded and oversubscribed and deliver essential support within their areas. By enabling capital grants to be available across all areas of support as determined by the Rural England Prosperity Fund this offers access to funding to the broadest spectrum of community support provision as possible. Furthermore, this ensures that the communities are able to identify their own priorities and market failures before applying for the appropriate grant funding criteria.

Where interventions have not been chosen, this is because there are other funding packages available to businesses and communities to access funding on these specific areas and it allows the widest spread of support via the District Council.

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Please rank the interventions selected in order of expected value added.

To be completed.

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Please select what outcomes the interventions selected in the rural business investment priority are expected to achieve:

**Jobs created**

**Jobs safeguarded**

**Number of new businesses created**

**Number of businesses adopting new to the firm technologies or processes**

**Number of businesses with improved productivity**

**Number of businesses experiencing growth**

**Number of businesses increasing their export capability**

**Number of businesses increasing their turnover**

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Please select what outcomes the interventions selected in the rural communities investment priority are expected to achieve

**Jobs created**

**Jobs safeguarded**

**Increased users of facilities or amenities**

**Improved perception of facilities or amenities**

**Number of new businesses created**

**Increased footfall**

**Increased visitor numbers**

**Increased use of cycleways or paths**

**Improved engagement numbers**

**Number of community-led arts, cultural, heritage and creative programmes as a result of support**

**Improved perception of events**

**Improved perception of local facilities or amenities**

**Number of community-led programmes as a result of support**

**Volunteering numbers as a result of support**

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Appendix 1

Please set out the indicative spend profile of your REPF allocation, additional to that of your UKSPF investment plan. Please detail the indicative budgets at investment priority level and at intervention level, for the 2 years of the fund. Including if REPF money will be used to complement UKSPF funded projects. (300 words max)

The REPF allocation will be spent across the two financial years as follows:

2023 – 24: £100,000

2024 – 25: £300,000

The split across the investment priorities has not been determined to ensure the money can be used to support the widest range of projects and local priorities. As such we anticipate there will be an even split across rural business interventions and rural community interventions. This will be monitored throughout the funding period, as will the spread of funding take up across the district, seeking to see a fair distribution of funds across the rural parish locations.

The REPF will seek to support new projects, in addition to those that will be supported by the UK Shared Prosperity, offering a greater reach of the funding and greater returns as the funding will offer to support businesses and communities who were not successful through the UKSPF.

Please set out how you intend to select projects to support, detailing including how you will ensure they deliver value for money, including additionality. Please set out how you will determine that projects cannot be funded by private finance. (500 words max)

Projects will be selected through an open grants scheme. Each project will need to complete a grant application which will be assessed by an Officer grants panel against the following criteria before being shortlisted and recommendations for approval:

- Does the project deliver one or more of the interventions for business and or community support?
- Does the project meet one or more of the agreed outputs?
- Does the project meet one or more of the agreed outcomes?
- Evidence of how the project offers additionality to what is currently on offer?
- What postcodes does the project support?
- Does the project offer good value for money through the interventions, outputs, outcomes and postcodes supported?
- Does the project meet the timescales of spend and will be completed in one of the following years: 2023-24 or 2024-25?
- Confirmation that the project is capital spend.
- Confirmation and explanation to why the project required investment from REPF and cannot access private funding.
- Projects will need to evidence they have gone out for quotes to ensure best value for money
- Projects will need to evidence spend as outlined on the application form to ensure projects are funded as outlined in the application form.

Have you identified opportunities to work with other places on specific interventions and/or projects for the rural business interventions?

No



Further to your UKSPF Investment Plan engagement, have you engaged or consulted with rural stakeholders, or expanded your UKSPF local partnership group, to inform the information you have submitted above? If yes, please give details. You should also use this section to tell us about planned future engagement with rural stakeholders.

To date, engagement has taken place with Rural community organisations, such as the Farming and Wildlife Advisory Group (FWAG) and Gloucestershire Rural Partnership Community Council (GRCC). Engagement has also taken place with Higher and further education organisations, local Growth Hub and neighbouring local authorities and the local Area of Outstanding National Beauty organisation.

At the date of writing this, meetings are still to take place with the District Parishes and Community organisations.

Each meeting ensured an understanding of the requirements and needs of the local areas and ensured that the funding would have maximum reach.

Describe the engagement you have undertaken with your Rural Advisory Group and any other local rural stakeholders to inform your investment plan and what support you have from them (500 words max)

When meeting with each stakeholder there has been opportunities to find out how their priorities can be supported through the Rural England Prosperity Funding. This has offered space to confirm the priorities of the funding will complement the needs of the different rural localities and stakeholders.

When presenting to different stakeholders, the offer of a grant programme and the prioritisation of interventions that do not currently have funding methods available to them has been explained. The method of a grant programme has been well received as has ensuring no double funding opportunities to maximise the funding available.

As a replacement for previous LEADER funding, stakeholders are keen to see the investment continues to support the correct type of businesses and communities, ie, rural businesses that are land based. Feedback has been received as to how previous funding opportunities have been received by different sectors and the best reach for the funding – ie, good value for money and higher outputs delivered, which will help shape the grant programme.

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## Rural England Prosperity Fund Grant

### Stroud District Council

#### Introduction

The Rural England Prosperity Fund is available for rural areas which face challenges of lower productivity rates, poorer connectivity and poorer access to key services. This capital funding is available to support small business projects and community infrastructure to enable improvements to productivity and to strengthen the rural economy and communities.

The total funding for Stroud District for years 2023-24 and 2024-25, is £100,000 and £300,000 respectively, and is for capital projects only.

#### Grant programme

##### *Eligibility:*

- A business or community organisation based in the District (They must be a town, village or hamlet with population below 10,000 or a market town with populations up to 30,000.)
- The grant will fund a capital project (lasting assets such as building or equipment)
- The project will have spent their agreed grant allocation in years 2023-24 or 2024-25
- The project will support new and/or existing rural businesses to develop new products and facilities
- The project will support new and/or improved community infrastructure to provide essential community services and assets for local people and businesses.
- Confirmation that the project meets the requirements of the interventions listed for a rural business or community.
- The project will achieve defined outcomes (see below) and those outcomes demonstrate value for money.

##### *Projects not eligible:*

The fund cannot support projects that have received funding from DEFRA schemes, including:

- [The Farming in Protected Landscapes Programme](#) - funding for farmers and land managers to work in partnership with National Parks and Areas of Outstanding Natural Beauty bodies to deliver projects on climate, nature, people and place
- [The Farming Investment Fund](#) - grants to improve productivity and bring environmental benefits, covering 2 funds - the Farming Equipment and Technology Fund and the Farming Transformation Fund
- [The Platinum Jubilee Village Hall Improvement Grant Fund](#) - grant funding over 3 years (to 2025) to support capital improvement projects for village halls, covering extending buildings and modernising facilities.

#### Grant Funding

To ensure the Rural Funding will support a wide range of business and community organisations the following criteria will be applied.

- Minimum grant payable: £3,000.00
- Maximum grant payable: £20,000.00
- The grant can cover up to XX% of the total project cost, it is not inclusive of VAT
- Evidence that three quotes have been obtained for the project costs and justification is provided if the lowest price has not been selected.

Appendix 2

- Your organisation must be either a business or a community organisation based within a rural location.
- An eligible business organisation will be a micro or small business, with 0-10 employees or a turnover of less than €10million.
- A community organisation is one that supports the area and does not have private membership criteria.
- The grant total will be reimbursed once evidence of payment has been provided.

## Grant Application Form

### Project Overview

Project Name:	
Application Organisation:	
Application Address:	
Application Post Code:	
Primary Contact (Name & Job Title):	
Email Address:	
Telephone Number:	

### Project Interventions

If you are a rural business, please fill in Q.1 and Q.2 below. If you represent a rural community organisation please answer Q.3 and Q.4 below. All applicants should complete Q.5 onwards.

#### Rural Businesses

Please tick which priority intervention your project will meet:

Capital grant funding for small scale investment in micro and small enterprises (0 – 10 employees or a turnover of less than €10million) in rural areas	
Capital grant funding for growing the local social economy and supporting innovation	
Capital grant funding for developing and promoting the visitor economy	

Please select which outcomes your project will achieve and the total of the you expect to achieve:

Outcomes	Tick	Est. Total
Jobs created		
Jobs safeguarded		
Creating a new business		
Adopting new to the firm technologies or processes		
Improving productivity of business		
Increasing growth of business		
Increasing businesses export capability		
Increasing business turnover		

Rural Communities

Please tick which priority intervention your project will meet:

Capital grant funding for investment in capacity building and infrastructure support for local civil society and community groups	
Capital grant funding for creation and improvements to local rural green spaces	
Capital grant funding for existing cultural, historic and heritage institutions that make up the local cultural heritage offer	
Capital grant funding for local arts, cultural, heritage and creative activities	
Capital grant funding for rural circular economy projects	
Capital grant funding for impactful volunteering and social action projects to develop social and human capital in local places	

Please select which outcomes your project will achieve and the total of the you expect to achieve:

Outcome	Tick	Est. Total
Jobs created		
Jobs safeguarded		
Increased users of facilitates or amenities		
Improved perception of facilities or amenities		
Creating a new business		
Increased footfall		
Increased visitor numbers		
Increased use of cycle ways or paths		
Improved engagement numbers		
Number of community-led arts, cultural, heritage and creative programmes		
Improved perception of events		
Improved perception of local facilities or amenities		
Number of community-led facilities as a result of support		
Increase in volunteer numbers		

<p>By ticking this box you confirm you have not received funding from the following:</p> <p>The Farming in Protected Landscapes Programme (DEFRA), The Farming Investment Fund;                  The Farming Equipment or Technology Fund (DEFRA) or;                  The Platinum Jubilee Village Hall improvements Grant (DEFRA)</p>	
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Please explain why you require grant funding:

*(No more than 500 words)*

Agenda Item 10

Appendix 2

Total amount of grant funding being applied for:	2023-24 £	2024-25 £
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Please list the capital items the grant will be spent on:

Item	Total (not incl. VAT)
TOTAL (not incl. VAT):	£

By ticking this box you confirm you are able to provide auditable evidence of three quotes for each item the grant will be spent on.

By ticking this box you confirm you will complete monitoring and evaluation paperwork as required by Central Government, as well as providing evidence of outcome achieved. (This to be completed with requirements)

By ticking this box you confirm all information provided is to the best of your knowledge.

**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES COMMITTEE**  
**THURSDAY, 24 NOVEMBER 2022**

<b>Report Title</b>	<b>Canal Project Update</b>
<b>Purpose of Report</b>	To update on the progress of the Canal Project, to reaffirm the support of the Council for the project as accountable body, and to allocate an additional resource towards the project.
<b>Decision(s)</b>	<p><b>The Committee RESOLVES to:</b></p> <ol style="list-style-type: none"> <li><b>1) Confirm Stroud District Council's commitment to the Cotswold Canals Partnership and to acting as the Accountable Body in managing the grant from the Lottery Fund and the overall management of the project</b></li> <li><b>2) Allocate £1 million from the Capital Reserve as a contribution to the Canal Partnership</b></li> </ol> <p><b>The Committee recommends that COUNCIL:</b></p> <ol style="list-style-type: none"> <li><b>1) Increase the capital budget for the Canal Project by £10.187m, to be funded as set out in this report</b></li> </ol>
<b>Consultation and Feedback</b>	<p>SDC is represented on the Cotswold Canals Connected (CCC) Project Board (chaired by Brendan Cleere (Strategic Director of Resources) with Kathy O'Leary (Chief Executive), Cllr Catherine Braun and Cllr Chloe Turner as voting members). Lucy Clothier is the Financial Accountant on the project and is a member of CCC Executive Team. All matters raised in this paper have been shared with this team.</p> <p>The Project is working to the budget that was submitted and approved in the successful National Lottery Heritage Fund (NLHF) bid. This budget was prepared in 2018 and approved on 2<sup>nd</sup> October 2020. Project and financial governance are overseen by the CCC Project Board with financial reports presented and reviewed at Board Meetings (approx. every 12 weeks).</p> <p>Cost forecast and funding gap was last presented to the Project Board on 18<sup>th</sup> October 2022. The plans for meeting the Funding Gap requires additional contribution from all CCC project partners, National Lottery Heritage Fund, National Highways, grants and fundraising. All partners have confirmed their commitment to the successful delivery of the project and securing the additional funds that will be required.</p> <p>This request for funding is SDC's additional contribution towards meeting this funding gap.</p>

<b>Report Author</b>	Chris Mitford-Slade, CCC Project Director Email: chrism@stroud.gov.uk			
<b>Options</b>	Option 1: Agree to an additional grant of £1M Option 2: Agree to a reduced contribution (ie less than £1m) Option 3: Not agree to any further awards (this will have significant implications as set out below).			
<b>Background Papers</b>	CCC Board Minutes – 18 <sup>th</sup> October 2022 NLHF Canal Minutes – 1 <sup>st</sup> November 2022			
<b>Appendices</b>	Appendix A – Finance update (Canal tables) Appendix B – Cotswolds Canals Connected Impact Report			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	Yes	Yes	No	Yes

**1. INTRODUCTION / BACKGROUND**

- 1.1 The Strategic Partnership Agreement for the Cotswold Canals Connected (CCC) project was signed on 20<sup>th</sup> May 2020 and included Stroud District Council (SDC), Gloucestershire County Council (GCC), Cotswold Canals Trust (CCT), Stroud Valleys Canal Company (SVCC) and the Canal and Rivers Trust (CRT). These are known as the “core partners”.
- 1.2 The detailed proposal (aims, objectives and benefits) and project plan was set out in the NLHF bid which was submitted with the support of SDC in June 2020 and approved in October 2020. The Strategic Aims of the project are summarised below and the detailed Economic Impact Statement, which was included within the NHLF bid, is at Reference B.



- 1.3 It should be noted that the project budget was set in in early 2020 before the start of the COVID pandemic and was based on a completion date of end 2024. A COVID impact



assessment was written in May 2020 where it was noted that: “This situation could of course change again if there is a second Covid-19 wave of transmission, but we are in the lowest recorded UK death/cases area and we have the 12 months programme contingency.” This risk has materialised resulting in a significant impact on both project delivery and costs. The project has been significantly impacted by COVID and is now being further impacted and by rising inflation, Russian invasion of Ukraine, increasing energy increasing costs and the cost and availability of materials.

- 1.4 Project delivery and governance is managed through the CCC Executive Team (chaired by Chris Mitford-Slade, Canal Project Director,), CCC Project Board (Chaired by Brendan Cleere, SDC Director of Place) and National Lottery Heritage Fund Project Team (Chaired by Tom Brewer, NLHF Account Manager). Financial and risk management is a standing agenda on each of these meetings, with costs, budget and forecasts monitored and scrutinised.
- 1.5 Forecast costs (as set out in Appendix A show a cost increase of between £9M to £10M. The majority of the cost increase (£7.5M) is in the capital costs for the Engineering Programme. The Project Team have also been extended in their role for a further 30 months resulting in a cost increase in staff costs of £1.4M and Environment project costs have increased by £0.3M. Due to uncertainty in the cost of construction and materials, a significant contingency remains within the project forecast and gives rise to the range in costs. There are also costs of £0.2m outside of the NLHF Project for works on the A38 roundabout which were predominantly funded by a Highways England grant.
- 1.6 The project team are already making positive progress in closing the funding gap and securing the additional funds required to deliver the project. This can be achieved through a combination of fundraising, charitable grants, legacies, donations, public funds and additional funds from project partners. The provisional plan for securing the additional funds required to deliver the project is shown in the table below:

Funding source	Amount	Notes
Grants	£4.0M	Applications in progress
Lock Sponsorship	£1.0M	Over next 3 years
Sale of excavated materials	£1.0M	
SDC	£1.0M	S&R Committee application
Partners	£1.0M	Over next 3 years
Fundraising	£2.0M	Over next 3 years
<b>TOTAL</b>	<b>£10.0M</b>	Over next 3 years

- 1.7 NLHF need to be reassured that the CCC Project Team can secure the additional funding that will be required to deliver this project and this is a key requirement in order for NLHF to grant full Permission to Start (PTS). NLHF have awarded partial Permission to Start (PTS) which has been extended until 31<sup>st</sup> December 2022. The following criteria must be met in order to achieve full PTS:

- 1.7.1 *Proof of required statutory permissions, licenses and consents*
- 1.7.2 *Proof of ownership or signed third party landowner agreements*
- 1.7.3 *Evidence that a governance review in relation to diversity and inclusion has taken place and been implemented*
- 1.7.4 *Evidence that all partnership funding has been secured (including evidence previously submitted to ensure we have all documents in one place)*
- 1.7.5 *An updated integrated project programme*
- 1.7.6 *An updated cashflow*

## 2. MAIN POINTS

- 2.1 Progress against achieving the full PTS criteria was presented and discussed at a recent meeting with NLHF representatives. Although excellent progress was noted across a range of areas of the project, there were two criteria which could not be met by 31<sup>st</sup> December 2022:
  - 2.1.1 Statutory permissions: The Missing Mile planning application has been delayed due to additional work required on flood modelling and ecology. These matters are being addressed and we aim to submit the application to SDC for approval at Development Control Committee on 7<sup>th</sup> March 2023.
  - 2.1.2 Partnership funding: Project costs have escalated since the original lottery bid (prepared in 2018) due to Brexit, COVID, Ukraine, energy crisis, cost of materials and inflation. We need to provide evidence to NLHF that the project can be completed with partnership funding contributions.
- 2.2 Current delays to the Missing Mile Planning Application are not currently impacting the Engineering Programme but there have been significant delays to the Environment Programme due to the need for additional surveys and the application for water vole relocation licences. NLHF understand the reasons for the delay and the mitigation measures that have been put in place.
- 2.3 It is recognised that additional time will be required to secure this funding which could delay the completion of the project. However, we would deliver the three elements of the project over the following timescales:
  - 2.3.1 Environment programme – complete by end 2024
  - 2.3.2 Community Engagement programme – complete by November 2025
  - 2.3.3 Engineering programme – complete Sections 2 and 3 by end 2025; may require further time to complete Section 1 (western end of the canal and connection to the national network at Saul Junction).
- 2.4 In response to the financial challenges of the project a new response to managing the programme and associated risks is proposed. The financial risk to SDC could be mitigated by controlling project spend in line with income. Essentially this means that each stage of the project would only proceed when fundraising and partner contributions have generated sufficient funds to meet the costs. There could be a risk that delaying projects could result in increased costs. Therefore, cashflow and forecasts would need to be tightly managed and aligned with the engineering programme.
- 2.5 As accountable body for the project, SDC is committed to working with partners to secure all necessary additional funding to complete the project.
- 2.6 There are three Options that could be considered:
  - 2.6.1 Option 1 – Agree to an additional grant of £1M. This is the recommended Option and the details behind this are set out in this paper.
  - 2.6.2 Option 2 - Reduced contribution. A reduced contribution would be likely to result in reduced contributions from all core partners which would result in increased reliance on fundraising. This would result in a longer time required to secure the funding with resulting delays on project delivery.
  - 2.6.3 Option 3 – Not agree to any further awards. If SDC did not make any further financial contribution to the project, then there is a significant risk that other core partners would follow suit. It is therefore likely that the project would fail to demonstrate the commitment to full funding that is required to satisfy NLHF

'permission to start' criteria. In the event that SDC and other core partners cannot demonstrate a commitment and ability to complete the project, there is a risk that NLHF could withdraw their support for the project and potentially seek repayment of all funding provided to the project to date. It should also be noted that a decision to pursue this option would significantly jeopardise the Council Plan commitment to deliver phase 1B of the canal project and the benefits arising from it (noted earlier in this report).

### 3. CONCLUSION

- 3.1 For all the reasons set out in this report, the Committee is recommended to support Option 1 – an additional contribution of £1M.

### 4. IMPLICATIONS

#### 4.1 Financial Implications

- 4.1.1 This report sets out that the cost of delivering phase 1B of Cotswold Canals Connected has increased significantly due to many external factors outside the control of the project. In particular the cost of labour and materials increasing, inflation costs being higher than previously expected and delays leading to a longer delivery period. This increase is expected to be in the region of £9m to £10m, which includes some contingency to reflect uncertainty in some costs at this stage. There have also been additional costs of £0.2m on delivering the works at the A38 roundabout, which although do not fall within the NLHF project, will need to be funded within the project partnership.
- 4.1.2 SDC committed to fund £3m towards Phase 1B, of which £0.5m funded the development stages of the bid, and £2.5m was available for the delivery stage. An amount of £0.16m was also allocated to fund salaries during an interregnum period between the delivery and development stages.
- 4.1.3 The additional costs of £10.2m identified in this report are to be funded across the partnership, through seeking new grant funding and the sale of excavated material. The additional contribution sought from SDC is £1m. As the accountable body SDC must include the full cost of the project within its capital programme but it is only that £1m which will come from Council resources.
- 4.1.4 The additional contribution of £1m could be funded from the capital reserve (existing funding allocated by Council for capital works). This would allow SDCs contribution to be increased without new borrowing and without an impact to the Medium Term Financial Plan which would require a reduction in Council revenue services. It should also be noted that this is a General Fund reserve and is therefore not available to fund housing capital works.
- 4.1.5 As accountable body SDC will continue to work with the other partners in order to secure the remaining funding needed.
- 4.1.6 Should the project not continue, NLHF could withdraw funding and request that the existing project funding provided be returned. The funding currently received from NLHF for the delivery stage is £3.1m.

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#### **4.2 Legal Implications**

If Option 1 is adopted then there will be no Legal Implications as the project will continue to be delivered under the agreements with both NLHF and core partners.

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#### **4.3 Equality Implications**

The bid submitted to NLHF included a wide range of community benefits, with a particular focus on promoting equality, inclusion and wider health and wellbeing. These benefits were outlined in a community engagement programme and associated activity plan, submitted as part of the bid. If the recommended option 1 is adopted, the project will have the required funds to deliver the community engagement programme and benefits.

#### **4.4 Environmental Implications**

The bid submitted to NLHF included a wide range of environmental benefits, outlined in an associated environmental programme. If the recommended option 1 is adopted, there will be sufficient funding to deliver the environmental benefits set out in the NLHF bid.

**Cotswold Canals Connected Phase 1B Forecast**

	NLHF Bid Budget £k	Forecast £k	Variance to Project Budget £k
<b>Project Cost</b>			
Engineering - Section 1 (Saul to A38)	2,330	4,178	1,848
Engineering - Section 2 (missing mile)	3,183	6,920	3,737
Engineering - Section 3 (Eastington to Ocean)	5,046	6,003	957
Engineering – Project costs	113	1,112	999
<b>Total Engineering</b>	<b>10,672</b>	<b>18,213</b>	<b>7,541</b>
Land Acquisition	750	868	118
Biodiversity	512	792	280
Community Engagement	592	602	10
Salaries	1,869	3,313	1,444
Contingency	948	1,500	552
<b>Total Project Expenditure</b>	<b>15,343</b>	<b>25,288</b>	<b>9,945</b>
Additional Costs (A38 roundabout)	0	242	242
<b>Total Expenditure</b>	<b>15,343</b>	<b>25,530</b>	<b>10,187</b>

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# Cotswold Canals Connected Impact Report

Update report by Peter Brett Associates (now part of Stantec): 2019

**FINAL REPORT**

On behalf of **Stroud District Council**



Project Ref: 47228/001 | Rev: B | Date: December 2019

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## Document Control Sheet

**Project Name:** Cotswold Canals Connected Impact Report

**Project Ref:** 47228

**Report Title:** Final Report

**Doc Ref:** v2

**Date:** December 2019

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<b>For and on behalf of Stantec UK Limited</b>				

Revision	Date	Description	Prepared	Reviewed	Approved
1	October 2019	Draft	AD, EB, SF	SF	NS
2	December 2019	Final	AD, EB, SF	SF	NS

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# 1 Introduction

## 1.1 Purpose

- 1.1.1** In August 2017, Peter Brett Associates LLP (PBA) submitted a report to Stroud District Council entitled *HLF Bid Theme 6 Support*, providing advice to the Council on its Round 1 application to the National Lottery Heritage Fund for funding to restore a 4-mile section of the Stroudwater Navigation between Saul Junction and Ocean Railway Bridge at Stonehouse.
- 1.1.2** The purpose of this report is to update and expand upon the 2017 report to support the planned Round 2 application, and to provide answers to the following questions:
- Based on economic and other indicators, how prosperous is Stroud District now?
  - What has changed since the report that Peter Brett Associates produced for the 2017 Round 1 bid?
  - What kinds of impacts on the District's prosperity is the completion of the canal likely to have and why?

## 1.2 Context

- 1.2.1** The District Council is currently reviewing the Local Plan and is proposing to extend it for the period 2020-2040. Documents prepared to date include:
- Issues and Options Paper (October 2017)
  - Emerging Strategy Paper (November 2018)
  - Draft Plan for Public Consultation (November 2019)
- 1.2.2** Initial draft documents have highlighted the role of the Cotswolds Canals in the District and the potential of the proposed scheme to deliver a reopened Stroudwater Canal from Saul Junction to Brimscombe Port. In the Draft Plan, Draft Site Allocation PS20 M5 Junction 13 additionally identifies the land required for the proposed canal scheme as part of a wider development:
- “Land at M5 Junction 13 (in Eastington Parish), as identified on the policies map, is allocated for a strategic mixed use development, including 10 ha employment, sports stadium, sports pitches, canal and open space uses, together with strategic landscaping. Detailed policy criteria will be developed to highlight specific mitigation measures and infrastructure requirements and how development will prioritise walking, cycling and public transport over the use of the private car. A development brief incorporating an indicative masterplan, to be approved by the District Council, will detail the way in which the land uses and infrastructure will be developed in an integrated and co-ordinated manner.”*
- 1.2.3** This consultation document has currently little or no weight in terms of the determination of future planning applications. However it identifies the current direction of travel of the Council and if carried forward into the Pre-submission Draft Local Plan, scheduled for approval by September 2020, will have some weight in the planning context for the proposed scheme.

## 1.3 Report Structure

1.3.1 The report is structured as follows:

- **Section 2** provides an **economic baseline analysis** of current conditions and trends in Stroud District and in the canal corridor
- **Section 3** provides an **update on the 2017 PBA report**, summarising the significant changes that have taken place since its publication
- **Sections 4** provides an overview of Creative Sustainability CIC's **target audience groups**, examining how many individuals fall into each of these groups in Stroud, and how this differs from the national average
- **Section 5** provides an update to our **economic impact analysis**, setting out in more detail the workings behind our assessment of the economic impacts of increased walking, running and cycling activities, and an additional analysis of the land value uplift implications of the canal corridor restoration
- **Section 6 concludes**, by building on the evidence of the report, to provide a clear, evidence-based response to the three questions above.

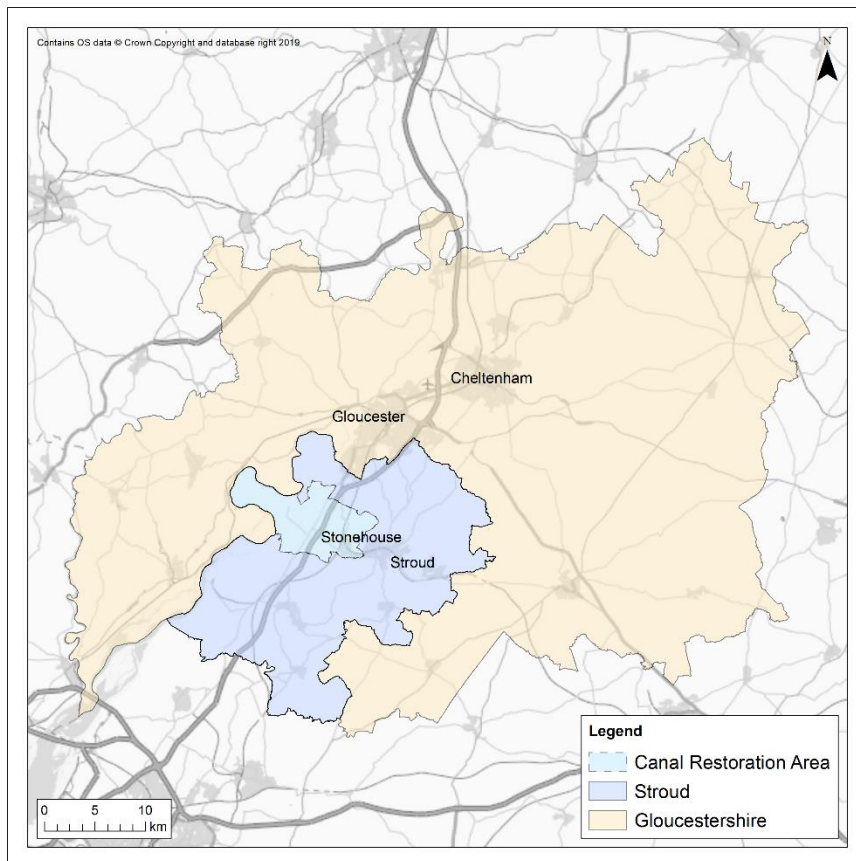
## 2 Economic Baseline Analysis

### 2.1 Introduction

2.1.1 This section provides an overview of current demographic, economic and labour market conditions in the Canal Phase 1B Upgrade Corridor<sup>1</sup> (referred to hereafter for brevity as after as the Canal Restoration Corridor) and Stroud District; how these are changing; and how these compare to trends across Gloucestershire and England as a whole. The Canal Restoration Corridor is represented in **Figure 2.1** below.

2.1.2 Having an understanding of these baseline conditions will be beneficial both in terms of informing the design of the project, to ensure that it reflects local needs, and in developing an evaluation framework and set of performance metrics that will enable the project’s impact to be assessed in future.

Figure 2.1: Canal Restoration Corridor



J:\47228 Cotswolds Canal Economic Impact Assessment 2019\Maps, Graphics and Photos\GIS\02\_mxd\47228\_1\_F.mxd  
30/06/2019

Source: Stantec (2019)

<sup>1</sup> For the purpose of this analysis, we have defined the Canal Phase 1B Upgrade Corridor as consisting of the Stroud 003A, 003B and 003C Lower Layer Super Output Areas and the Stroud 005 Middle Layer Super Output Area. Where detailed data is not available for the LSOA’s and MSOA, Stroud District has been used. These are compared against Gloucestershire and England providing wider context.

## 2.2 Demographic Trends

### Population

2.2.1 ONS population estimates for 2017 (**Table 2.1**) show that an estimated 13,579 people live on the Canal Restoration Corridor, equivalent to 11% of Stroud District's population. Stroud District (118,200) in turn makes up 19% of Gloucestershire (627,600), with Gloucestershire contributing 1% of England's total population (55,628,600).

Table 2.1: Population

	Canal Restoration Corridor <sup>2</sup>	Stroud District	Gloucestershire	England
2017	13,579	118,200	627,600	55,628,600

Source: ONS population estimates (2018)

2.2.2 Over the 10yr period of 2008-2018 (**Table 2.2**), population growth in Stroud increased at a marginally slower rate (7%, or 0.68% per annum) than that of Gloucestershire and England (both 8%, or 0.77% per annum). While ONS does not publish directly comparable figures for the Canal Corridor area, figures for the period between 2011-2017 suggest that the population of this area grew more slowly over this period, at a rate of 0.54% per annum.

2.2.3 Population projections for the next ten years (2018-2028) show that the populations of Stroud and Gloucestershire are both projected to rise by a further 7% over this period, while the population of England as a whole is only expected to rise by 5%.

Table 2.2: Population Projections

	Comparators		
	Stroud District	Gloucestershire	England
2008	111,400	587,600	51,815,900
2018	119,000	633,600	55,977,200
2028	127,800	675,300	59,043,500
% change			
2008-2018	7%	8%	8%
2018-2028	7%	7%	5%

Source: ONS population estimates 2016-based subnational population projections (2019)

<sup>2</sup> As figures for 2018 are not yet published at a SOA level, this figure is an estimate based on applying the four-year average population growth rate in this area to the published 2017 figure.

### Age Profile

2.2.4 **Table 2.3** below shows that Stroud’s population is older than the Gloucestershire and England average, with 22% of the district’s population aged 65 or above (compared to 21% in Gloucestershire and 18% in England). It also shows that proportion of Canal Restoration Corridor residents aged 65 or older is below the Stroud and Gloucestershire averages, but still above the average for England as a whole.

Table 2.3: Population Age Profile

	Canal Restoration Corridor	Stroud District	Gloucestershire	England
0-15 population	19%	18%	18%	19%
16-64 population	61%	60%	61%	63%
65 + population	20%	22%	21%	18%

Source: ONS population estimates - local authority based by five-year age band (2018)

## 2.3 The Labour Market

### Economic Activity

2.3.1 The economic activity rate measures the proportion of the 16-64 year old population that are either employed or are actively seeking employment. The latest available statistics (**Table 2.4**) indicate that between April 2018 and March 2019, 87% of the Stroud population were economically active, a figure that is higher than that report in both Gloucestershire (83%) and across England as a whole (79%).

Table 2.4: Economic Activity

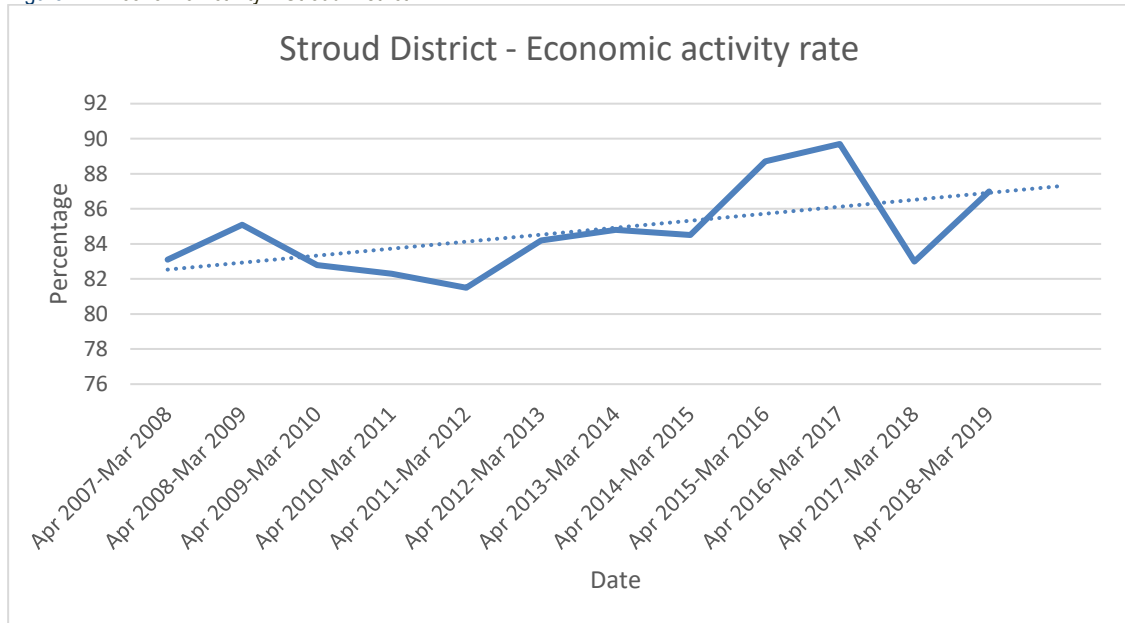
	Comparators		
	Stroud District	Gloucestershire	England
Economically active population	62,100	314,800	27,414,100
Economically Active %	87%	83%	79%
Economically Inactive %	13%	17%	21%

Source: ONS Annual Population Survey - April 2018 to March 2019 (2019)

2.3.2 A review of the economic activity rate (16-64yrs) from April 2007 to March 2019 (**Figure 2.2**) shows some significant fluctuations in the economic activity rate. It should be noted that these figures are survey driven and may therefore be influenced by sampling errors. However, these figures appear to indicate a clear long-term upward trend in economic activity rates.



Figure 2.2: Economic Activity – Stroud District



\*aged 16-64yrs as a percentage  
 Source: ONS annual population survey - April 2007 to March 2019 (2019)

### Employment, unemployment and inactivity

- 2.3.3 As can be seen in **Table 2.5** below, in April 2018 to March 2019, Stroud District had an employment rate of 85%. This is 3% above that for Gloucestershire and 9% above England.
- 2.3.4 Unemployment in Stroud and Gloucestershire (both 2%) are both below the average for England as a whole (4%)

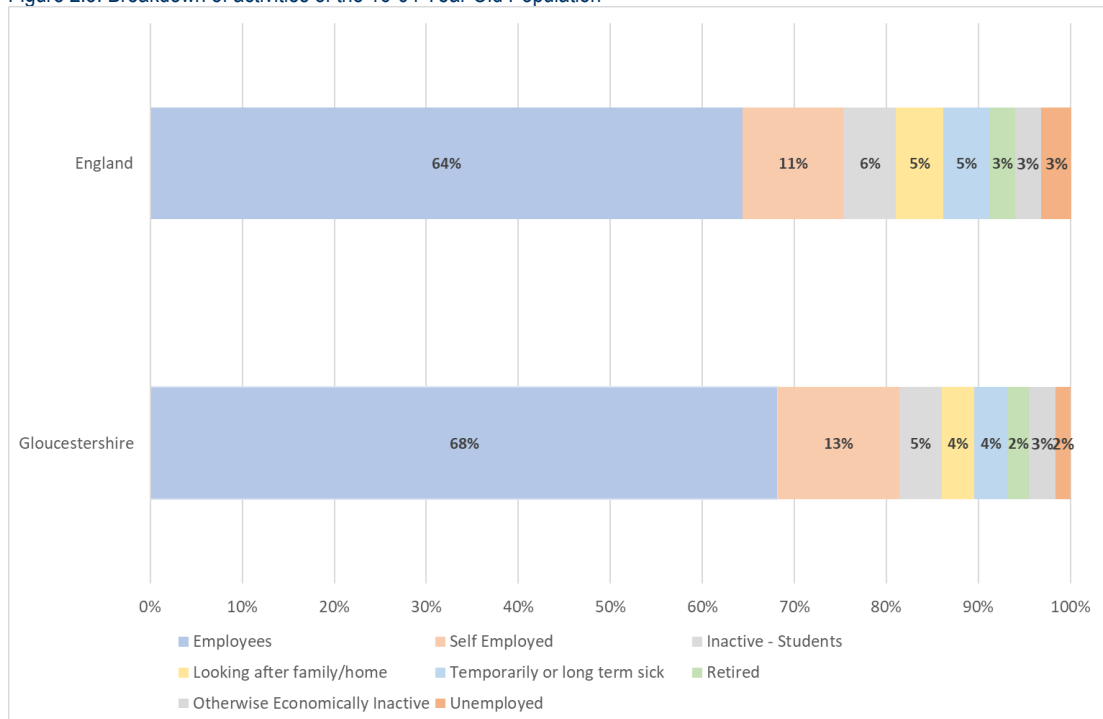
Table 2.5: Economic Activity by Type

	Comparators		
	Stroud District	Gloucestershire	England
<b>%</b>			
Employment rate - aged 16-64	85%	82%	76%
Unemployment rate - aged 16-64	2%	2%	4%
Inactivity rate – aged 16-64	13%	17%	21%

Source: ONS annual population survey - April 2018 to March 2019 (2019)

- 2.3.5 The figure below provides a breakdown of the types of activity that people aged 16-64 in Gloucestershire and England engage in (these figures are not all available at a district level). It shows that a higher proportion of Gloucestershire’s 16-64 year olds are employees, and are self-employed, while a lower proportion are students, sick, looking after the family/home and retired.

Figure 2.3: Breakdown of activities of the 16-64 Year Old Population



## 2.4 Employment Structure

### Occupational Profile

- 2.4.1 Stroud District has a higher than average proportion of its workforce employed (Table 2.6) in administrative and secretarial occupations (13%) compared to Gloucestershire and England (11% and 10% respectively). It also has higher employment shares in caring, leisure and other service occupations (12%) compared to Gloucestershire and England (8% and 9% respectively). In contrast, the proportion of those employed as managers, directors and senior officials (8%) and process, plant and machine operatives (4%) is lower.
- 2.4.2 The District is otherwise comparable to Gloucestershire and England with the leading occupational profile being professional occupations (17%) and associate professional and technical occupations (17%).

Table 2.6: Occupational Profile

Occupational Profile	Comparators		
	Stroud District	Gloucestershire	England
Managers, directors and senior officials	8%	12%	11%
Professional occupations	17%	19%	21%
Associate professional and technical occupations	17%	14%	15%
Administrative and secretarial occupations	13%	11%	10%
Skilled trades occupations	11%	11%	10%
Caring, leisure and other service occupations	12%	8%	9%
Sales and customer service occupations	8%	8%	7%
Process, plant and machine operatives	4%	6%	6%
Elementary occupations	10%	11%	10%

Source: ONS annual population survey - April 2018 to March 2019 (2019)

### Sectoral profile

- 2.4.3 The sectoral profile of Stroud and the Canal Corridor also differ from the Gloucestershire and England averages (**Table 2.7**), with the area's workforce more likely to be employed in manufacturing and construction occupations, and less likely to be employed in public sector or professional services roles.

Table 2.7: Industries of Employment

Industry of Employment	Study Area	Comparator		
	Canal Restoration Corridor	Stroud District	Gloucestershire	England
Agriculture, forestry, fishing, extractive industries, mining, utilities and water (SIC sections A, B, D & E)	0%	3%	2%	2%
Manufacturing (SIC section C)	35%	20%	12%	8%
Construction (SIC section F)	10%	7%	6%	5%
Wholesale and retail trade; repair of motor vehicles and motorcycles (SIC section G)	9%	14%	15%	15%
Transportation and storage (SIC section H)	4%	3%	3%	5%
Accommodation and food service activities (SIC section I)	4%	9%	9%	7%
IT, Finance, Real Estate and Professional Services (SIC sections J, K, L & M)	10%	13%	19%	19%
Public administration, education & health (SIC sections N, O, P & Q)	27%	28%	32%	35%
R: Arts, entertainment, recreation and other service activities (SIC sections R&S)	2%	4%	3%	5%

Source: Business Register and Employment Survey (2017)

### Job Density

- 2.4.4 Jobs density is defined as the number of jobs in an area divided by the resident population aged 16-64yrs in that area. For example, a job density of 1.0 would mean that there is one job for every resident aged 16-64yrs.
- 2.4.5 In 2017, Stroud had a job density of 0.85<sup>3</sup>, marginally below the figures for Gloucestershire (0.88) and England (0.87).

## 2.5 Earnings

- 2.5.1 In 2018, average gross weekly pay in Stroud was £546.60, significantly below the England average of £574.90.
- 2.5.2 Between 2008 and 2018, earnings in Stroud grew by 8%, against significantly below the average growth rate for England as a whole of 19%.

<sup>3</sup> Source: ONS jobs density (2017)

Table 2.8: Average Earnings Levels and Growth Rates

	Comparators		
	Stroud District	Gloucestershire	England
Average earnings, 2008	£504.20	£479.70	£484.50
Average earnings, 2018	£546.60	£555.90	£574.90
% change	8%	16%	19%

Source: Annual Survey of Hours and Earnings (2018)

## 2.6 Gross Value Added (GVA)

2.6.1 GVA is the measure of the value of goods and services produced in an area, industry or sector of an economy, and is broadly equivalent to both:

- the total value of all sales made in an area minus the total cost associated with those sales
- the combined earnings of the local workforce plus the combined profits of the local business base

2.6.2 While local area GVA data is only currently available up to 2016, this data shows that Stroud's economy is currently worth in the region of £3 bn, and is growing at a rate that is comparable to the England average (though more slowly than Gloucestershire as a whole).

Table 2.9: GVA Levels and Growth Rates

	Comparators		
	Stroud District	Gloucestershire	England
GVA, 2006	£2.1 bn	£18.2 bn	£1.1 tn
GVA, 2016	£2.9 bn	£25.5 bn	£1.5 tn
% change	36%	41%	35%

Source: Regional Gross Value Added (Balanced) by Local Authority in the UK

### GVA per head of population

2.6.3 Despite Stroud’s above average employment rate, the District has a lower GVA per head of population than the Gloucestershire and England averages, although this gap is narrowing slightly. This suggests that a high proportion of the area’s workforce are employed in less productive areas of economic activity, although the situation is improving.

Table 2.10: GVA Per Capita Levels and Growth Rates

	Comparators		
	Stroud District	Gloucestershire	England
2006	£19,272	£21,718	£21,773
2016	£24,653	£28,343	£27,108
% change	28%	31%	25%

Source: Regional Gross Value Added (Balanced) by Local Authority in the UK

### GVA per working age adult

2.6.4 One explanatory factor for this difference is the fact that the dependency ratio (the ratio between the number of non-working age adults to working age adults in a community) is higher in Stroud than the England average, on account of its proportionately higher 65 + population.

2.6.5 After correcting for this, by using working age population as the denominator, it can be shown that the productivity gap in the area is not as significant as the above figures suggest, though the GVA per working age adult figure in Stroud is still lower than the England and Gloucestershire averages.

Table 2.11: GVA Per Working Age Adult

	Comparators		
	Stroud District	Gloucestershire	England
2006	£30,670	£33,987	£33,516
2016	£40,998	£46,248	£42,983
% change	34%	31%	25%

Source: Stantec, based on Regional Gross Value Added (Balanced) by Local Authority in the UK and ONS population estimates - local authority based by five-year age band (2018)

## Conclusions

This economic baseline review has found that:

- Stroud is experiencing a more rapid rate of population growth than England as a whole, and housing sites need to be opened up to accommodate this growth
- Stroud has proportionately fewer working age adults than the England average, and this is placing a constraint on its economic performance
- The canal corridor is more attractive to working age adults and to households with children than the District average
- Despite its higher than average employment rate, the Stroud economy is less productive than the average for England as a whole, with lower average earnings and more limited opportunities for work in professional occupations and private sector roles

Based on these observations, it can be concluded that any policies that can attract talent and knowledge intensive jobs to the area, either through opening up new sites for housing and commercial development, or by positioning the district as an attractive and healthy place to live and work, will help the area to overcome its productivity gap and lift average earnings closer to the national average.

A strong argument can be put forward in favour of the canal restoration project within this context, and there is a strong rationale for including indicators around productivity, earnings and demographic composition as performance metrics in the application.

### 3 Update of 2017 Report

#### 3.1 Introduction

3.1.1 This chapter provides an update to the information presented in sections 2,3 and 4 of the 2017 PBA report.

#### 3.2 Local Policy

3.2.1 The local policy landscape within which the canal restoration will be delivered has remained broadly unchanged since 2017, and the key policy documents are still the Stroud District Local Plan (2015), the Stroud Neighbourhood Plan (2016) and the Eastington Neighbourhood Development Plan (2016). We summarise how the project supports the delivery of each of these plans in the table below.

Table 3.1 Policy Compliance

Document	Policy	Description
Stroud District Local Plan (2015)	Accessible Communities (S01)	Several housing sites will be enabled by canal restoration, as identified in the Local Plan.
	Local Economy and Jobs (S02)	Development of a number of employment sites will be enabled by canal restoration, in addition to potential smaller scale enterprises from activity stimulated by restoration (e.g. cafes, bike hires, etc.)
	Town Centres and Rural Hinterlands (SO3)	The canal will support urban centre regeneration and tourism. It will link population centres and draw rural & urban communities together to promote an integrated local tourism offer.
	Transport and Travel (SO4)	Canal restoration is a key priority, noting the potential to reduce car journeys and to integrate housing and employment localities.
	Climate Change and environmental limits (SO5)	Sustainable housing locations will be attributable to the canal restoration. Future sites may utilise the canal as an integrated SuDs measure. It promotes the reuse of brownfield land.
	District's Distinctive Qualities (SO6)	Canal restoration will directly influence brownfield sites in the canal corridor. It will also support rural stewardship programmes.
	Site Allocation policies	The canal will support development of some of the allocations West of Stonehouse, thereby supporting affordable housing provision (30%), providing key services (education, etc.), employment opportunities, and improved strategic transport infrastructure.
Stroud Neighbourhood Plan (2016)	Retail and Social (AP2)	A restored canal and points of access to town centre will increase footfall to Stroud and impact the vitality of shopping districts. Increased confidence will help develop a more diversified town centre with varied accommodation, social and cultural enterprises to cater for a variety of canal users.
	Access and Movement (AP3)	Improved towpaths and integrated walking/cycle routes and PROW will improve accessibility between the town centre and canal.
	Green space, amenity space and setting (AP5a-5b)	Canal restoration will directly impact local green spaces (Wallbridge, in particular and Capel's Mill area), creating amenity spaces along the canal embankment.
	Affordable Housing (NP7)	Where sites come forward as a result of the value and infrastructure enhancement from canal restoration, opportunities for local affordable housing will also be enabled. This is particularly the case on brownfield sites.



Document	Policy	Description
	Canal Basin Site (ZP2b)	Canal restoration is a prerequisite for the redevelopment of the canal basin site (Lower Wallbridge).
Eastington Neighbourhood Development Plan (2016)	Protect and Enhance Biodiversity and the Natural Environment (EP2)	Canal restoration will enable creation of a green linear corridor including: associated woodland replanting; promotion and conservation of historic rural character; creation of new public access & open green spaces; and enhanced habitats/orchards.
	Restoration and development of the canal corridor (EP3)	This is an explicit objective, with a focus on linking footpaths to the canal, creation of green recreational spaces, and adequate parking.

### 3.3 Tourism Baseline

#### Overnight trips

- 3.3.1 The latest statistics from VisitEngland (covering the period from 2015-2017) show significant increases in the numbers of domestic overnight trips made to Stroud (up 15% on the 2013-15 figure reported in 2017), the number of nights they stayed for (also up 15%), and their total visitor spend (up 64%).
- 3.3.2 These growth rates are significantly higher than those experienced across England as a whole, where the number of domestic overnight trips grew by 3%, total visitor nights grew by 2% and total visitor spend grew by 2%. They also occur over a period when visitor trips to the rest of Gloucestershire have been on a downward trajectory.
- 3.3.3 One possible explanation for this increase is the rapid emergence of online private holiday letting platforms such as Airbnb over this period, which is likely to have had a disproportionate impact on areas with strong visitor appeal, but limited hotel capacity such as the Cotswolds.
- 3.3.4 At the time of reporting, the website listed 306 properties in the Stroud area and, while we have been unable to establish how many local properties were listed on the site in 2015, we note that the number of Airbnb hosts registered in Bristol increased by 69% between 2015 and 2017<sup>4</sup>.

<sup>4</sup> Source: <http://insideairbnb.com/get-the-data.html>. 1,334 hosts were listed at 31<sup>st</sup> December 2015, while 2,260 were listed by 31<sup>st</sup> December 2017.

Table 3.2 Total Visitor Trips to Stroud, Gloucestershire and England

	2013/15	2015/17	% change
<b>Domestic Overnight Trips (thousands)</b>			
Stroud	197	226	15%
Gloucestershire	1,611	1,574	-2%
England	99,028	102,078	3%
<b>Total Nights Spent by Domestic Overnight Visitors (thousands)</b>			
Stroud	555	641	15%
Gloucestershire	4,162	3,865	-7%
England	289,850	295,560	2%
<b>Spend (£million)</b>			
Stroud	22	36	64%
Gloucestershire	269	266	-1%
England	18,788	19,086	2%

Source: Visit Britain Statistics, 2017.

### Day Trips

- 3.3.5 Stroud has also been more successful in attracting day visitors over this period than the County-wide and national averages, with visitor numbers rising by 44% and spend rising by 57%. This significant upward trend is likely to put pressure on Stroud town centre, and there will be a requirement to spread the benefits of this growth to other parts of the district through interventions such as the restoration of the Stonehouse to Saul Junction section of the canal.

Table 3.3 Day Visits to Stroud and England

	2013/15	2015/17	% change
<b>Visits</b>			
Stroud	2.26 million	3.27 million	44%
Gloucestershire	274,320	295,680	8%
England	1.42 billion	1.45 billion	3%
<b>Spend</b>			
Stroud	£74 million	£116 million	57%
Gloucestershire	£276 million	£303 million	10%
England	£48.4 billion	£50.3 billion	4%

Source: Visit Britain Statistics, 2017.

### Water Based Tourism

- 3.3.6 Since our last report, the number of people using the canal for passenger trips has increased by 8.7%. Again, this growth could lead to constraints on the existing canal infrastructure, and could be used as evidence to support the case for restoring new sections of canal.
- 3.3.7 The Trust does not appear to have been as successful as it could have been in encouraging these new passengers to make use of the visitor centre, and the number of visits made to the centre has fallen slightly over this period.

Table 3.4 Participation in Water Based Tourism

	2016/17	2018/19	% change
Trip boat passenger numbers	3,820	4,151	8.7%
Visitor centre numbers	16,838	16,555	- 1.7%

Source: Cotswold Canals Trust, 2019

### Conclusions

- Stroud's tourism economy has performed well in recent years, with the numbers of day visitors and overnight visitors, and the value of visitor spend attracted all outperforming the Gloucestershire and England averages.
- Part of this growth may be attributable to the rise of online holiday letting platforms such as Airbnb, which have helped the area to address the challenge of limited accommodation supply identified in our 2017 report
- This rapid growth could place additional pressures on Stroud town centre, and it would be beneficial if the benefits of these additional tourist could be spread across the district through initiatives such as the canal corridor restoration
- This increase in visitor numbers has contributed to a rise in demand for water based tourism in the area, with the number of passenger boat trips on the canal rising by 8.7%. This growth will place a constraint of the existing canal infrastructure, and investments in restoring further sections of the canal corridor may be necessary in order to sustain this growth.
- Stroud's economic development policy landscape has not changed markedly since we reported in 2017, and a strong strategic case can still be made in favour of the project.

## 4 Additional Analysis on Audience Groups

### 4.1 Introduction

- 4.1.1 In September 2017, the Canals & River Trust published the findings into a major study into the economic impacts of waterways on the wellbeing of communities<sup>5</sup>.
- 4.1.2 This research identified the significant physical and mental health benefits associated with access to waterways, finding that waterway users exercised almost twice as often as non-users; provided evidence of the positive impacts of accessing waterways on individuals experiencing anxiety and depression; and noted the significant impacts that waterways can have on community engagement, broadening opportunities and inclusivity; community safety, education; skills & lifelong learning; economic growth; regeneration and development. However, the research noted that young people and people from BAME communities were proportionately far less likely to utilise waterway assets than other population groups.
- 4.1.3 Creative Sustainability CIC is a Stroud based community interest company which aims to encourage community togetherness; extend local resilience; advance local sustainable development; develop environmental and sustainability skills, knowledge and understanding; and explore, extend and empower personal, social and environmental responsibility.
- 4.1.4 It works with local people, community groups and businesses, making sure everyone who wants to can take part in the canal restoration so that the it is inclusive, community-led and benefits local people and communities, wildlife and heritage. It targets its support towards disadvantaged children & young people; disadvantaged adults; people with mental and physical health issues; teenagers, 18-30 year olds and people aged 66 or over; schools; BAME communities; lottery players and people with special interests in heritage, nature and sport; and enterprises in the canal corridor.
- 4.1.5 This section of the report provides details of the size of each of these audience groups, and how they differ from those across England as a whole.

### 4.2 Disadvantaged Children and Young People

#### Disabled children and young people

- 4.2.1 Data from DWP show that there were 575 children aged under 16 who were in receipt of disability living allowance in Stroud in November 2018 (2.7% of all people in this cohort), including 85 children who live in the Canal regeneration corridor (3.4%). These figures are slightly below the 3.8% England average.

#### Children excluded from education

- 4.2.2 Figures from the Department of Education show that school pupils in Gloucestershire are marginally more likely to experience a permanent exclusion from school, but also marginally less likely to experience a fixed term exclusion.

<sup>5</sup> *Waterways & Wellbeing, Building the Evidence Base – First Outcomes Report*

Table 4.1: Permanent and Fixed Period Exclusions From State Funded Schools

	No. of permanent exclusions	Permanent exclusions per 10,000 pupils	No. of pupils receiving 1 or more fixed period exclusions	Pupils receiving fixed period exclusions per 10,000 pupils
<b>State Funded Primary</b>				
Gloucestershire	22	5	260	54
England	1,210	3	29,236	62
<b>State Funded Secondary</b>				
Gloucestershire	100	26	1,524	400
England	6,612	20	153,479	471

Source: Department for Education, 2017/18

### 4.3 Disadvantaged Adults

#### Addiction

- 4.3.1 According to figures from Public Health England<sup>6</sup>, 1,926 admissions were made to Stroud hospitals for alcohol related conditions in 2017/18, equivalent to 1,520 admissions per 100,000 population, a figure that is below the England average of 2,224<sup>7</sup>. However, the same figures also show that the number of admissions of people aged under 18 for alcohol specific conditions in Stroud (25, or 35 per 100,000 population) was marginally above the England average (33 per 100,000 population).

Table 4.2: Alcohol Related Hospital Admissions, 2017/18

	Stroud (number)	Stroud (per 100,000)	England (per 100,000)
Admissions for alcohol related conditions (broad definition)	1,926	1,520	2,224
Admissions for alcohol related conditions (narrow definition)	656	533	632
Admissions of people aged under 18 for alcohol specific conditions	25	35	33

Source: Public Health England

- 4.3.2 While no comparable figures for Stroud are available on drug related admissions, figures for Gloucestershire show a lower rate of diagnosis for drug related mental health and behavioural disorders than the England average, but a higher rate of poisoning by illicit drugs.

<sup>6</sup> <https://fingertips.phe.org.uk/profile/local-alcohol-profiles/>

<sup>7</sup> These figures are based on the broad definition of an alcohol related condition, and includes, for example, admissions where the treatment may cost more because of the part alcohol plays but the treatment itself does not specifically address the alcohol related condition.

Table 4.3: Drug Related Hospital Admissions, 2016/17

	Gloucestershire (number)	Gloucestershire (per 100,000)	England (per 100,000)
Primary diagnosis of drug related mental health and behavioural disorders	58	10	13
Primary or secondary diagnosis of drug related mental health and behavioural disorders	738	127	149
Primary diagnosis of poisoning by illicit drugs	160	27	25

Source: NHS Digital

### Disability

- 4.3.3 The latest ONS local area statistics show that in November 2018 there were 2,195 people claiming disability living allowance in Stroud District, including 340 people who live in the Canal Regeneration Corridor. Over 80% of claimants in both areas had been in receipt of this benefit for 5 years or more, while approximately 1/3 were aged 70 or over.

Table 4.4: Disability Living Allowance Claimants by Age and Duration

Age	Canal regeneration corridor	Stroud	Duration	Canal regeneration corridor	Stroud
Under 16	85	575	Less than 12 months	25	115
16-24	10	90	1-2 years	10	60
25-49	50	300	2-5 years	20	170
50-59	35	245	5 years and over	285	1,850
60-69	40	270	Male	190	1,135
70 and over	120	715	Female	150	1,060
<b>Total</b>	<b>340</b>	<b>2,195</b>	<b>Total</b>	<b>340</b>	<b>2,195</b>

Source: Department of Work and Pensions

### Long term unemployment

- 4.3.4 According to the latest figures from DWP<sup>8</sup>, 30 Stroud residents have been claiming job seekers allowance for 6 months or more (equivalent to 4.2 per 10,000 adults), and 20 who had been claiming for 1 year or more (2.8 per 10,000 adults). These figures are substantially lower than the England averages of 37.8 and 33.3 respectively.

<sup>8</sup> JSA Claimant Statistics, sourced from [www.nomisweb.co.uk](http://www.nomisweb.co.uk)

## Homelessness

- 4.3.5 According to most recent figures<sup>9</sup>, there were 4 people sleeping rough in Stroud in 2018, all of whom were male UK nationals aged 26 and over. This figure equates to 0.6 people per 1,000 households, a figure significantly below the England average of 2.0.
- 4.3.6 Further recent evidence from MHCLG<sup>10</sup> shows that, in December 2018, there were 11 households living in temporary accommodation in Stroud, including 3 households with children. These include 7 households in bed & breakfast hotels, 3 in nightly paid privately managed accommodation<sup>11</sup>, and 1 in private sector accommodation leased by the local authority or by a registered provider. A further 9 Stroud residents were housed in temporary accommodation in another local authority district.

## 4.4 People with Mental and Physical Health Issues

- 4.4.1 According to latest figures from DWP, 60 people in Stroud received either incapacity benefit or severe disablement allowance in Stroud (8.4 per 10,000 working age adults). 25 of these were receiving their benefit due to a mental health issue (3.5 per 10,000 working age adults). These proportions are below the England averages of 12.2 and 4.7 respectively.

## 4.5 Target Age Group

- 4.5.1 According to latest ONS estimates, young adults (age 13-18) account for a significantly lower proportion of the Stroud and Canal Restoration Corridor populations than the English average, while older people (age 66+) account for a higher population share.

Table 4.5: Population Share by Age Cohort (2017)

	Canal Restoration Corridor		Stroud		England	
	Count	%	Count	%	Count	%
Young adults 18 to 30	1,765	13%	14,480	12%	9,410,811	17%
Teenagers age 13 to 18	1,075	8%	8,182	7%	3,680,172	7%
Older people aged 66 +	2,584	19%	24,729	21%	9,471,893	17%

Source: ONS Population Estimates

<sup>9</sup> MHCLG Rough Sleeping in England Street Councils, 2018

<sup>10</sup> Source: MHCLG Temporary Accommodation Statistics

<sup>11</sup> All of the households with children fall into this category

## 4.7 People and Community Groups Living in Target Areas

### Rural areas

- 4.7.1 According to figures from the 2011 Census, 29% of residents of Stroud District live in rural areas (defined as small towns, villages, hamlets and isolated dwellings), compared to 18% of the population of England as a whole.

### Areas of deprivation

- 4.7.2 The 2015 Index of Multiple Deprivation provides an overall deprivation score for 32,844 small areas across the UK (known as ‘super output areas’) based on a range of income, employment, health, education, crime, housing and environmental indicators, including for 8 areas in the canal restoration corridor, and 69 areas across Stroud as a whole.
- 4.7.3 This showed that none of the areas in the Canal Restoration Corridor fell into the 25% of most deprives areas in England, while only 2 areas in Stroud district (Stroud 11F - Woodfield, Cam and Stroud 14D - Dursley, Cam) did so.

Table 4.6: Number and % of Super Output Areas in England’s Most Deprived Quartile

	Number of SOAs	% of SOAs
Canal Restoration Area	0	0%
Stroud	2	3%
England	8,211	25%

Source: 2015 Index of Multiple Deprivation

## 4.8 Education Groups

- 4.8.1 There are 10 schools situated along the Phase 1B Canal Restoration Corridor, including five state funded infant, junior or primary schools, 1 state funded secondary school, 2 special schools and 2 independent schools. Together, they provide teaching to 2,330 pupils.



Table 4.7: Number of Enrolled School Pupils Along Canal Corridor

School	Roll
<b>State Funded Infant/Junior/Primary Schools (5)</b>	<b>802</b>
Lakefield C of E Primary School	202
Whitminster	113
Eastington Primary School	139
Park Junior School	166
Stonehouse Park Infant School	182
<b>State Funded Secondary Schools (1)</b>	<b>580</b>
Maidenhill School	580
<b>Special Schools (2)</b>	<b>159</b>
The Shrubberies School	124
William Morris Camphill Community	35
<b>Independent Schools (2)</b>	<b>789</b>
Hopelands Preparatory School	77
Wycliffe College	712
<b>All Schools (10)</b>	<b>2,330</b>

Source: Gloucestershire Schools Census 2018, Ofsted

#### 4.9 Black, Asian & Minority Ethnic Communities

According to figures from the 2011 Census, 2.3% of the population of the Canal Restoration Corridor and 2.1% of the population of Stroud District identified themselves as belonging to a Black, Asian or minority ethnic group<sup>12</sup>.

<sup>12</sup> This includes all respondents who identified themselves as 'Mixed multiple ethnic groups', 'Asian/Asian British', 'Black/African/Caribbean/Black British' and 'Other ethnic group'

## 4.11 People with Young Children Living in the Canal Corridor

4.11.1 At the time of the last Census in 2011, there were 1,497 households with dependent children living in the canal corridor area (equivalent to 28% of all households in the area), including 248 single parent households (5% of households). These figures are only slightly lower than the average for England as a whole, where 29% of households have dependent children, and 7% of households are lone parent households.

Table 4.8: Dependent and Lone Parent Households as % of All Households

	Canal Corridor	Stroud	Gloucestershire	England
Number of households with dependent children	1,497	13,167	68,457	6,423,941
% of households with dependent children	28%	28%	27%	29%
Number of single parent households	248	2,292	13,130	1,573,255
% of households that are single parent households	5%	5%	5%	7%

Source: Census, 2011

## 4.12 Lottery Players

4.12.1 According to figures from the Gambling Commission, the proportion of the population who played the National Lottery has fallen significantly over the past four years, from 38% in 2014 to 27% in 2018. We have not been able to identify any local breakdowns of participation rates.

## 4.13 People with Specialist Interests in Heritage, Nature and Sport

### Heritage

4.13.1 According to data from English Heritage, 84% of South West adults participate in have visited a heritage site in the past 12 months, a figure significantly above the 73% English average. However, only 76% of people from the region’s lower socio-economic groups, and only 61% of the region’s BAME community have done so.

## 4.14 Enterprise in the Canal Corridor

4.14.1 In 2018, there were 6,695 organisations employing at least 1 person operating in Stroud district, 13% more than was the case in 2010. This is a significantly lower rate of increase than the 24% increase experienced across England as a whole.

4.14.2 Organisations in Stroud are more likely to be sole traders than the English average (17% of all organisations locally, compared to 14% nationally) or to be Partnerships (9% vs 6%), and less likely to be registered companies (67% vs 74%). The proportion of organisations that are either public sector or not for profit is the same in both Stroud and across the UK at 7%.

4.14.3 Organisations in Stroud are marginally more likely to be micro organisations employing 9 people or fewer (86.2% vs 84.7%), and marginally less like to be medium to large organisations employing 50 staff or more (2.1% vs 3.0%)

4.14.4 While the two sectors with the largest number of employers in Stroud are the same as they are in England (construction and professional services), there is a significantly higher

proportion of Stroud employers in the agriculture, forestry & fishing sector (8% of employers in Stroud vs 4% across England), and fewer employers in the retail sector (7.8% of Stroud employers vs an English average of 9.4%).

### **Conclusion**

- Waterways can have significant positive impacts on society, and are linked with increased exercise and improved mental health and physical activity. There is also evidence to suggest a link between the presence of waterways, and community engagement, broadening opportunities and inclusivity; community safety, education; skills & lifelong learning; economic growth; regeneration and development.
- However, there is evidence to suggest that, across England as a whole, young people and people from BAME communities are significantly less likely to use waterway infrastructure than other population groups.
- Our research has found that there are proportionately more children excluded from school, and more people under the age of 18 admitted to hospital due to alcohol abuse in Stroud than across the rest of the UK, indicating that it is right for Creative Sustainability CIC to be targeting its support towards these groups.
- The research also found that 18-30 year olds account for a significantly lower share of the population in Stroud than across the UK as a whole, and that Creative Sustainability CIC is right to be engaging in projects to help retain these individuals in the local community.

## 5 Economic Impact Analysis

### 5.1 Summary of Impacts

5.1.1 This section sets out the workings from our assessment of the health benefits associated with increased walking, running and cycling activity along the canal corridor. It also presents the findings of our analysis of the land value uplift impacts of the canal restoration, which was not reported in 2017, but has now been added to reflect recent changes to HM Treasury’s *Green Book* appraisal guidance. We summarise our findings for Phase 1B of the project below:

Table 5.1: Summary of Project Impacts – Phase 1B

Phase 1B Summary	Indicator	Phase 1B Key Benefits
Quality of Life	New Canal Users (visits)	630 boat; 230 trail boats; 100,000 informal visitors; 5,500 canoeists and kayakers, 22,400 overnight visitors, and 6,200 anglers.
	Benefits of land-based activities (visits)	8,800 additional walkers; 7,130 cyclists; and 2,400 runners. Monetised health benefits from walking at £1.41m per annum and cycling c. £1.73m per year (combined impact of £3.14m per year). Further modal shift benefits of £2.76 million as a result of people moving from motorised transport to walking, running and cycling <sup>13</sup> . Combined benefit of 5.90 million
Benefits to the local community resulting from environmental improvements	Training and apprenticeships	8 trainees supported, a value of over £100k. The value of work delivered by local contractors would support 1 apprenticeship for canal-based work and 10 in attributable construction.
	Volunteering	Increase of 1,700 youth volunteer hours per year.
	Education	Potential to engage 15,000 secondary school pupils in Gloucester and Stroud in outdoor skills and learning.
	Housing and Population	88 net construction jobs supported <ul style="list-style-type: none"> <li>▪ £9.4m GVA</li> </ul> Council Tax expenditure of £719k annually. Total retained resident retail expenditure of £2.2m per annum <ul style="list-style-type: none"> <li>▪ 17 retail jobs supported</li> <li>▪ £1.5m GVA per annum</li> </ul> 0.66% increase in affordable housing provision. Improved Dependency Ratio by 0.7%. Additional disposable income along Phase 1B: £5.4m.
Drivers for Micro-level prosperity	Increased canal user expenditure	Canal side uses (café + bike or boat hire) support at least 13 FTEs <ul style="list-style-type: none"> <li>▪ Over £1m GVA to the local economy.</li> </ul> £1.5m spend per annum. <ul style="list-style-type: none"> <li>▪ 20 tourism jobs supported in Stroud</li> <li>▪ £0.67m GVA annually.</li> </ul>

<sup>13</sup> This figure includes reduced congestion, infrastructure cost savings, reduced accident rate, improved air quality, and reduced noise and greenhouse gas emissions)

## 5.1.2 We summarise the cumulative impacts across all project phases below:

Table 5.2: Summary of Cumulative Impacts Across all Project Phases

Cumulative Summary	Indicator	Outcome
Quality of Life	New Canal Users (visits)	It is estimated that the canal corridor will see 1,300 boat visits per year, 500 trail boats, 250,000 informal visitors, over 12,000 canoeists and kayakers, 76,000 overnight visitors, and 12,400 anglers.
	Benefits of land-based activities (visits)	c. 22,000 additional walkers; 17,800 cyclists and 6,000 runners. Monetised health benefits from walking at £3.52m per annum, and cycling c. £4.34m per year (combined impact of £7.86m per year). Further modal shift benefits of £6.89 million as a result of people moving from motorised transport to walking, running and cycling <sup>14</sup> . Combined benefit of £14.75 million
Benefits to the local community resulting from environmental improvements	Training and apprenticeships	Expenditure on the canal restoration and attributable housing construction could support 84 trainees, a value of over £1m. The value of work delivered by local contractors would support 1 apprenticeship for canal-based work and 10 in attributable construction.  There will be additional opportunities to build on partnerships with WRG, the Royal Agricultural University, University of Gloucestershire and South Gloucestershire & Stroud College, to build the skills profile of local people and to help people gain skills with an employability focus.
	Volunteering	Increased opportunities for existing and future volunteers for a variety of skilled, semi-skilled and unskilled tasks. There is an opportunity to capitalise on youth volunteering: there is potential to capture an estimated 1,700 youth volunteer hours annually (an increase of between 4% in existing volunteer hours) within the canal corridor;
	Education	Potential to reach some 15,000 secondary school pupils in Gloucester and Stroud to support STEM education. Outdoor learning opportunities for primary and secondary pupils offered by the canal can enhance learning outcomes.  Continued partnerships with local employability organisations, youth groups and local businesses and charities will support skills development.
	Housing and Population	Attributable housing in the District will increase by 2.0% in Phase 1A and 0.66% in Phase 1B. An increase in family housing attributable to the canal and economically active persons will decrease the dependency ratio by 2% in Phase 1A and 0.7% in Phase 1B.
Drivers for Micro-level prosperity	Increased canal user expenditure	Additional spend in the local area estimated at between £5.0 and £5.6m spend per annum from canal users in the local economy. Around 100 tourism jobs supported, generating over £3.0m per year in GVA.
Land value uplift	Conversion of agricultural land to housing land	An uplift of £84.188 million

<sup>14</sup> This figure includes reduced congestion, infrastructure cost savings, reduced accident rate, improved air quality, and reduced noise and greenhouse gas emissions)

## 5.2 Health Benefits from Increased Walking, Running & Cycling

5.2.1 We estimate that the Phase 1B extension to the canal corridor will encourage 11,200 extra walkers per year, and 7,130 extra cyclists per year to use the canal towpath. We believe that this increase in towpath usage will help to generate an additional £3.1 million of health benefits. We show the workings behind this calculation in the table below.

Table 5.3: Economic Impact of Increased Walking, Running and Cycling, Phase 1B

Calculation stage	Walkers & Runners	Cyclists	All users	Sources
A. Number of additional people exercising	11,200	7,130	18,330	Stantec assumption - assumes a 25% increase on current use
B. Mortality rate under 'no exercise' scenario	0.223%	0.223%	-	World Health Organisation
C. Number of deaths under 'no exercise' scenario	24.987	15.907	40.893	= A x B
D. Reduction in risk associated with 'full fitness' scenario	11%	22%	-	Stantec calculation using data from National Transport Survey, and various assumptions around distance walked by users
E. Potential lives saved	2.865	3.526	6.391	= C x D
F. Value of each preventable casualty	£1,640,134	£1,640,134	-	DfT Transport Analysis Guidance
G. Reduced Mortality Benefits associated with having full fitness	£4,699,689	£5,782,901	£10,482,590	= E x F
H. Years of additional continuous exercise needed to achieve full fitness	3.33	3.33	-	Stantec calculation. Assumes 5 years needed to achieve full fitness, adjusted to account for levels of fitness that users may already have
I. Health benefit	£1,409,874	£1,734,884	£3,144,758	=G x H

- 5.2.3 We estimate that combined impact of all project phases will be to encourage 27,989 extra walkers per year, and 17,834 extra cyclists per year to use the canal towpath. We believe that this increase in towpath usage will help to generate an additional £7.9 million of health benefits. We show the workings behind this calculation in the table below.

Table 5.4: Economic Impact of Increased Walking, Running and Cycling, Full Restoration

Calculation stage	Walkers & Runners	Cyclists	All users	Sources
A. Number of additional people exercising	27,989	17,834	45,823	Stantec assumption - assumes a 25% increase on current use
B. Mortality rate under 'no exercise' scenario	0.223%	0.223%	-	World Health Organisation
C. Number of deaths under 'no exercise' scenario	62.442	39.787	102.228	= A x B
D. Reduction in risk associated with 'full fitness' scenario	11%	22%	-	Stantec calculation using data from National Transport Survey, and various assumptions around distance walked by users
E. Potential lives saved	7.161	8.819	15.980	= C x D
F. Value of each preventable casualty	£1,640,134	£1,640,134	-	DfT Transport Analysis Guidance
G. Reduced Mortality Benefits associated with having full fitness	£11,744,607	£14,464,551	£26,209,158	= E x F
H. Years of additional continuous exercise needed to achieve full fitness	3.33	3.33	-	Stantec calculation. Assumes 5 years needed to achieve full fitness, adjusted to account for levels of fitness that users may already have
I. Health benefit	£3,523,300	£4,339,400	£7,862,700	=G x H

### 5.3 Land Value Uplift Assessment

5.3.1 We estimate that Phase 1B of the development will add £28.1 million to local land values, while the project as a whole will add £73.6 million

Table 5.5: Assessment of the Land Value Uplift Impacts of the Development of the Canal Corridor

Indicator	Phase 1B	Full Project	Source
A. Number of additional houses to be developed along the canal corridor	450	1,181	PBA, 2017
B. Average UK plot size (m2)	275.6	275.6	MHCLG English Housing Survey *
C. Total area of land to be developed for housing (ha)	12.4	32.5	= A x B
D. Average cost per ha of housing land	£2,285,000	£2,285,000	MHCLG Land Value Estimates for Policy Appraisal 2017 **
E. Average cost per ha of agricultural land	£22,250	£22,250	MHCLG Land Value Estimates for Policy Appraisal 2017 **
F. Land value uplift per ha	£2,262,750	£2,262,750	= D - E
G. Total land value uplift	£28,062,626	£73,648,802	= C x F

\* As referenced in <https://www.parliament.uk/business/publications/written-questions-answers-statements/written-question/Commons/2019-04-05/241489/>

\*\* as referenced in <https://www.gov.uk/government/publications/land-value-estimates-for-policy-appraisal-201>

#### Conclusion

- We estimate that the Phase 1B extension to the canal corridor will encourage 11,200 extra walkers per year, and 7,130 extra cyclists per year to use the canal towpath. We believe that this increase in towpath usage will help to generate an additional £3.1 million of health benefits.
- We estimate that combined impact of all project phases will be to encourage 27,989 extra walkers per year, and 17,834 extra cyclists per year to use the canal towpath. We believe that this increase in towpath usage will help to generate an additional £7.9 million of health benefits.
- We estimate that Phase 1B of the development will add £28.1 million to local land values, while the project as a whole will add £73.6 million
- All other impacts remain unchanged on those referenced in our 2017 report.



## 6 Conclusions

6.1.1 The following conclusions can be drawn from the preceding analysis:

### 6.2 Economic Baseline Analysis

6.2.1 The economic baseline review has found that:

- Stroud is experiencing a more rapid rate of population growth than England as a whole, and housing sites need to be opened up to accommodate this growth
- Stroud has proportionately fewer working age adults than the England average, and this is placing a constraint on its economic performance
- The canal corridor is more attractive to working age adults and to households with children than the District average
- Despite its higher than average employment rate, the Stroud economy is less productive than the average for England as a whole, with lower average earnings and more limited opportunities for work in professional occupations and private sector roles

6.2.2 Based on these observations, it can be concluded that any policies that can attract talent and knowledge intensive jobs to the area, either through opening up new sites for housing and commercial development, or by positioning the district as an attracting and healthy place to live and work, will help the area to overcome its productivity gap and lift average earnings closer to the national average.

6.2.3 A strong argument can be put forward in favour of the canal restoration project within this context, and there is a strong rationale for including indicators around productivity, earnings and demographic composition as performance metrics in your application.

### 6.3 Update of 2017 Report

6.3.1 Stroud's tourism economy has performed well in recent years, with the numbers of day visitors and overnight visitors, and the value of visitor spend attracted all outperforming the Gloucestershire and England averages.

6.3.2 Part of this growth may be attributable to the rise of online holiday letting platforms such as Airbnb, which have helped the area to address the challenge of limited accommodation supply identified in our 2017 report

6.3.3 This rapid growth could place additional pressures on Stroud town centre, and it would be beneficial if the benefits of these additional tourist could be spread across the district through initiatives such as the canal corridor restoration

6.3.4 This increase in visitor numbers has contributed to a rise in demand for water based tourism in the area, with the number of passenger boat trips on the canal rising by 8.7%. This growth will place a constraint of the existing canal infrastructure, and investments in restoring further sections of the canal corridor may be necessary in order to sustain this growth.

6.3.5 Stroud's economic development policy landscape has not changed markedly since we reported in 2017, and a strong strategic case can still be made in favour of the project.

## 6.4 Additional Analysis on Audience Groups

- 6.4.1 Waterways can have significant positive impacts on society, and are lined with increased exercise and improved mental health and physical activity. There is also evidence to suggest a link between the presence of waterways, and community engagement, broadening opportunities and inclusivity; community safety, education; skills & lifelong learning; economic growth; regeneration and development.
- 6.4.2 However, there is evidence to suggest that, across England as a whole, young people and people from BAME communities are significantly less likely to use waterway infrastructure than other population groups.
- 6.4.3 Our research has found that there are proportionately more children excluded from school, and more people under the age of 18 admitted to hospital due to alcohol abuse in Stroud than across the rest of the UK, indicating that it is right for Creative Sustainability CIC to be targeting its support towards these groups.
- 6.4.4 The research also found that 18-30 year olds account for a significantly lower share of the population in Stroud than across the UK as a whole, and that Creative Sustainability CIC is right to be engaging in projects to help retain these individuals in the local community.

## 6.5 Summary of Economic Impacts

- 6.5.1 We estimate that the Phase 1B extension to the canal corridor will encourage 11,200 extra walkers per year, and 7,130 extra cyclists per year to use the canal towpath. We believe that this increase in towpath usage will help to generate an additional £3.1 million of health benefits.
- 6.5.2 We estimate that combined impact of all project phases will be to encourage 27,989 extra walkers per year, and 17,834 extra cyclists per year to use the canal towpath. We believe that this increase in towpath usage will help to generate an additional £7.9 million of health benefits.
- 6.5.3 We estimate that Phase 1B of the development will add £28.1 million to local land values, while the project as a whole will add £73.6 million

All other impacts remain unchanged on those referenced in our 2017 report.



# STROUD DISTRICT COUNCIL

Ebley Mill • Ebley Wharf • Stroud • Gloucestershire • GL5 4UB  
 01453 766321  
 www.stroud.gov.uk

## Performance Monitoring Report Q2: Strategy & Resources Committee

<b>Date of Meeting</b>	1 <sup>st</sup> November 2022	
<b>Performance Monitors &amp; Officer(s)</b>	<b>Members:</b> Cllr Gordon Craig  <b>Youth Council:</b> Cate James-Hodges (Leader of Youth Council); Brandon Watkins (Chair of Youth Council)  <b>Officers:</b> Andrew Cummings (Strategic Director of Resources); Chris Mitford-Slade (Canal Project Manager) Steve Miles (Senior Youth Officer) Eka Nowakowska (Policy & Performance Officer)  <b>Apologies:</b> Cllr Nicholas Housden	
Performance Update <i>(See report below for full details)</i>		
<b>Council Plan Priorities (see performance management system)</b>	<b>Summary:</b>	<b>Progress &amp; RAG Status</b>
	<b>Action Plans: (30)</b>	24 On Target
		3 Completed EC1.2; EC6.2; ER3.4
		1 Overdue EC1.4
		2 Not started
<b>Council Plan Performance Indicators or Milestones (see performance management system where applicable)</b>	<b>Summary:</b>	<b>Progress &amp; RAG Status</b>
	<b>Milestones: (68)</b>  <i>(C) indicates that SDC can only contribute to the measure</i>	30 On Target
		18 Completed
		4 Overdue CW3.2.1; EC1.4.2; ER2.2.2; ER2.2.3
	<b>Performance Indicators: (11)</b>	16 Not started
10 No data available <i>Officers are in the process of collecting numerical data</i>  1 reported – 2021/22 figure down on previous year. (CDPER4.3)		
<b>Risks</b>	Risk Register presented to Audit & Standards Committee	

**S&R Committee Q2 Performance Monitoring Report 2022/23**





<b>Relevant finance issues</b>	<b>See Q2 Budget monitoring report</b>
<b>Abbreviations used in the report:</b>	<b>ACV</b> Asset of Community Value <b>CCC</b> – Cotswold Canals Connected <b>DCC</b> – Development Control Committee <b>DEFRA</b> – Department of Environment, Food and Rural Affairs <b>EDI</b> Equality, Diversity & Inclusion <b>Gfirst LEP</b> – Gloucestershire First Local Enterprise Partnership <b>M&amp;E</b> – Monitoring and Evaluation (in relation to Canal delivery) <b>NHLF</b> – National Heritage Lottery Fund <b>UKSPF</b> – UK Shared Prosperity Fund
<b>Comments arising from the monitoring meeting:</b>	Comments are included in the report below.

<b>Any issues of significant concern to be reported to Audit and Standards</b>	
<b>Any actions/recommendations for the Committee</b>	
<b>Report submitted by</b>	
<b>Date of report</b>	






## S&R Committee Q2 Performance Monitoring Report 2022/23

### 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
<a href="#">CW3.2</a>	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	40	Adrian Blick	On Target		20/10/2022: Quarter 2: The roadmap for future Digital Platform implementations is being revamped to focus on prioritisation of processes that deliver efficiencies in order to better enable Medium Term Financial Plan target achievement. It will then be converted into new plan activities.
» <a href="#">CW3.2.1</a>	First 2 contact services centralised by end of 2022	31/12/2022	10	Adrian Blick	Overdue		12/10/2022: The Customer Contact Vision draft has had a number of review iterations and is nearing completion, subject to resource availability to complete the task (The resource required to complete this task has competing operational responsibilities)
» <a href="#">CW3.2.2</a>	Straightforward processes identified and made available for self-service via the internet	31/12/2022	20	Liz Shellam	On Target		12/10/2022: Garden waste (renewals and new) on track for November and December deadlines. The team is now also prioritising supporting the Ubico implementation of our new waste management system (Yotta/Alloy) which is part of a multi-council delivery plan. In particular, the team is tailoring a pre-developed Digital Platform service that will allow us to decommission our existing waste management systems prior to renewal (31/03/22), even if Ubico's Yotta/Alloy implementation slips.
» <a href="#">CW3.2.3</a>	Repetitive processes identified and automated	31/12/2022	10	Liz Shellam	On Target		11/10/2022: Process re-engineering activity is identifying repetitive to be automated and will be incorporated into roadmap for delivery.

## S&R Committee Q2 Performance Monitoring Report 2022/23






» <a href="#">CW3.2.4</a>	Resource capacity increased to serve those with complex needs	31/03/2023	0	Liz Shellam	Not Started 	
Officers to be invited to attend Q3 performance monitoring meeting to give a full update.						
<a href="#">CW3.3</a>	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	75	Hannah Emery	On Target 	12/10/2022: Quarter 2: Following the consultation period, the Draft Charter will be submitted to full Council's December 2022 meeting for approval. The Charter will be reviewed annually with all Town and Parish Councils. In the first year, this review will include a feedback questionnaire with SDC managers, Councillors and Town and Parish Councils as well as a workshop with Town and Parish Councils to assist with measuring performance against the Charter. The Town and Parish Council Hub is in development with a content plan in place. ICT have recommended Microsoft Sharepoint as the most suitable platform and are working to resolve access requirements.
» <a href="#">CW3.3.1</a>	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 	20/10/2022: The Working Together with Town and Parish Councils Project Group has been formed to explore how we can work together more effectively. The group has met 5 times and has developed a charter detailing how we will work together, 23 town and parish councils have been involved in the development, and the charter is now out for consultation with all parish and town councils. It will be presented to Council in December for adoption by SDC.
» <a href="#">CW3.3.2</a>	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 	
» <a href="#">CW3.3.3</a>	Market Town meetings and other town and parish meetings convened by SDC	31/12/2022	20	Hannah Emery	On Target 	
» <a href="#">CDPCW3.3</a>	% of Town and Parish Councils signed up to the Charter	N/A	N/A	Hannah Emery	Target: Actual:	

## S&R Committee Q2 Performance Monitoring Report 2022/23

<a href="#">CW3.4</a>	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	50	Simon Maher	On Target 	14/10/2022: Quarter 2: 1 application received and processed. Asset of Community Value (ACV) information sheet sent to all town and parish councils, and members, outlining the process and how the District Council can assist and advise on applications.
» <a href="#">CW3.4.1</a>	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	60	Simon Maher	On Target 	04/10/2022: Monitoring of applications ongoing
» <a href="#">CW3.4.2</a>	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	100	Simon Maher	Completed 	04/10/2022: Information sheets on the ACV process sent out to relevant groups and members




## S&R Committee Q2 Performance Monitoring Report 2022/23

**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
<a href="#">CW5.4</a>	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	10	Amy Beckett	On Target 	14/10/2022: Quarter 2: awareness walk taken place in Wotton under Ede with the EDI working group
» <a href="#">CW5.4.1</a>	Measured campaign relating to increasing awareness of invisible impairments including neurodiversity	31/03/2023	10	Amy Beckett	Not Started 	14/10/2022: The Equality Diversity and Inclusion working group has carried out a tour of Wotton-under-Edge with the Gloucestershire Sight Loss Council to understand what life is like for people with visual impairments. Future events will be planned to offer the same simulation within other town centres in the District.
» <a href="#">CW5.4.2</a>	Future bids for public space improvements to include consideration of accessibility	31/03/2024	15	Amy Beckett	On Target 	14/10/2022: Attend regular regeneration meetings internally to offer improvements that can be made to ensure spaces are accessible for all
» <a href="#">CW5.4.3</a>	Working with business owners / community groups / community organisations (C)	31/03/2024	15	Amy Beckett	On Target 	14/10/2022: Continuing to engage with businesses including social enterprises and community hubs to ensure business support on offer is suitable for the area.
<a href="#">CW5.6</a>	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	Keith Gerrard	On Target 	25/10/2022: Quarter 2: Internal Officer/member Armed Forces group set up with delivery action plan. Website is being updated with appropriate information. Outreach at various Armed Forces Veterans Breakfast Clubs in train.








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» <a href="#">CW5.6.1</a>	Feedback on SDC support provided to be part of an annual update report	31/03/2023	0	Keith Gerrard	Not Started 	
» <a href="#">CW5.6.2</a>	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 	
» <a href="#">CW5.6.3</a>	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 	
» <a href="#">CDPCW5.6</a>	Number of veterans referred for support within one working day of request	N/A	N/A	Keith Gerrard	Target: Actual:	Data 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
<a href="#">EC1.1</a>	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 	18/10/2022: Quarter 2: The core group has been formed under the name "2030 Community Engagement Board" and has begun to collaborate on the development of their work plan
» <a href="#">EC1.1.1</a>	Establish the Community Engagement Board with a cross-section of community members.	31/03/2022	100	Rachel Brain	Completed 	10/10/2022: The Community Engagement Board was established before the deadline and is operating successfully
» <a href="#">EC1.1.2</a>	Community Governance Group work plan identified and reviewed quarterly by Spring 2022	31/03/2023	50	Rachel Brain	On Target 	18/10/2022: The group was formed this year, have their first meeting with a facilitator to help them identify their workplan in collaboration with the communities they represent in July and the whole process is planned to take a year with the plan to be ready in 2023.





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» <a href="#">EC1.1.3</a>	Community Governance Group progress to plan included to 2030 annual reporting to Full Council in October	31/03/2022	100	Rachel Brain	Completed 	10/10/2022: Completed in 2022. Annual reports will continue to be submitted in Spring each year.
» <a href="#">EC1.1.4</a>	Participation in Climate Leadership Gloucestershire Group and leader / convenor of retrofit theme (C)	31/03/2024	100	Rachel Brain	Completed 	10/10/2022: SDC is leading on the retrofit theme and presents regular updates to Climate Leadership Gloucestershire.
» <a href="#">CDPEC1.1</a>	% 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:	The Community Engagement Board has been established (EC 1.1.1) and a meaningful target for this KPI is currently under review. The workplan for CEB is not due until 2023
<a href="#">EC1.2</a>	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	100	Rachel Brain	Completed 	18/10/2022: Quarter 2: Quarter 2: We continue to report via the council plan and excelsis
» <a href="#">EC1.2.1</a>	Completed for Q2 and progress will continue to be reported quarterly, and in the annual 2030 report.	31/03/2022	100	Rachel Brain	Completed 	01/09/2022: A new report delivered each quarter via committee
<a href="#">EC1.3</a>	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 	18/10/2022: Quarter 2: SDC web pages under continuous review and our communications plan including its links to the Greener Gloucestershire campaign continues. We have also launched our Hello Lamppost Campaign to try and extend our demographic reach through texting and QR codes.

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» <a href="#">EC1.3.1</a>	2030 web pages live Spring 2021 with target of unique visits within the first year.	31/12/2022	90	Rachel Brain	On Target 	18/10/2022: Website visits are proving to be an unreliable indicator. Website hits are driven by campaigns that site people towards the website for specific purpose. Since we are not running services through our own website this is not appropriate. We do review our webpages monthly and respond to requests for content where it is appropriate to do so. Largely SDC web content is dedicated to giving overview of our approach and achievements. Our communication strategy is wider and makes links with other networks and a range of media and platforms. For example, we hope to have insights through our Hello Lampost Campaign soon.
» <a href="#">EC1.3.2</a>	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 	Annual Budget Survey is currently underway.
Request by Youth Council member to cover this at next performance meeting.						
» <a href="#">EC1.3.3</a>	Number of activities and residents engaged in community engagement aspect of 2030 strategy.	31/12/2022	20	Rachel Brain	On Target 	18/10/2022: This remains a problematic milestone to capture data on. Ongoing engagement mechanisms such as the 18 Climate Action Neighbourhoods and The 2030 Community Engagement Board continue, the latter included activity at this years Nature Fest to raise the profile of the board and to garner public opinion.
» <a href="#">CDPEC1.3</a>	Number of residents engaged in community engagement aspect of 2030 strategy	N/A	N/A	Rachel Brain	Target: Actual:	This target is under review to understand how it can be improved for more accurate monitoring through measurables that are aligned to the need for meaningful engagement action. The revision of targets is an ongoing action for Q3.
<a href="#">EC1.4</a>	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 	20/10/2022: Quarter 2: The Ethical Investment Policy has been approved by Council in February 2022. Further engagement attempts will be made in the upcoming quarter and reported back to this committee.

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» <a href="#">EC1.4.1</a>	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 	
» <a href="#">EC1.4.2</a>	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 	Further engagement attempts will be made in the upcoming quarter and reported back to this committee.
The Council has been judged A- for its ethical investment, but our influence on the partnership is limited. Cllr Gordon Craig commented that as a District Council we can only make an approach on this and as we have no decision making power would recommend that this action be signed off as complete.						
<a href="#">EC1.5</a>	Explore and progress additional projects for carbon reduction and /or biodiversity net gain and funding opportunities to deliver them.	31/03/2026	50	Rachel Brain	On Target 	18/10/2022: Quarter 2: Bid development in progress to 3 funds to support our retrofit work to support private households. Partnership working progress with Highways around EV Infrastructure funds. UKSPF possibilities being explored.
Request by Youth Council member to cover this at next performance meeting.						
» <a href="#">EC1.5.1</a>	Money leveraged through successful funding bids and level of associated council investment approved by Councillors £s (ongoing 2026)	31/03/2025	20	Rachel Brain	On Target 	18/10/2022: Last quarter we identified funding streams to support with our retrofit coordination and support to the able to pay. Bids are in preparation for the IP of UKSPF; a charitable trust and to county councils Climate Reserves fund.
» <a href="#">CDPEC1.5 (C)</a>	Number of external projects SDC has worked on with partners for carbon reduction (C)	N/A	N/A	Jenny Youngs	Target: Actual:	KPI and progress against it under review as projects specifically linked to carbon reduction as a primary purpose are few and we are working to orientating all council projects to limit carbon through design stage but it will only be possible to monitor carbon reductions in a very small number of cases.




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» <a href="#">CDPEC1.5a</a>	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:	KPI and progress against it under review in consideration of the parameters for which project development areas should be in focus.
» <a href="#">CDPEC1.5b</a>	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:	KPI and progress against it under review, to bring in line with metrics that are available to us.


**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
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
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<p><a href="#">EC3.2</a></p>	<p>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.</p>	<p>31/03/2026</p>	<p>40</p>	<p>Alison Fisk</p>	<p>On Target </p>	<p>21/10/2022: Quarter 2: Action in two specific areas this quarter: Cheapside: •Access for All bid is to be submitted by GWR for step free access across the platforms to assist with the master planning of the area. •Agreed terms for the purchase of a brownfield site close to the Cheapside car parks to enable a comprehensive redevelopment of this area of the town to take place. Retrofit of Listed Buildings •Procured specialist contractor Active Building Centre (ABC) in June 2022, to undertake a desk-based study of the four listed buildings in the project, with a view to identifying and categorising the areas for potential intervention for retrofit, to develop preliminary energy models of the Old Town Hall to determine the predicted energy demand and generation and subsequent energy balance for identifying potential upgrade options. Then, in phase two, undertake a whole-life carbon assessment of the refurbishment of the Old Town Hall building as an assessment template for the listed buildings in the project, which in turn, can inform future training considerations. Temporarily delayed due to ABC staffing issues, work re-programmed to run, with weekly progress updates being provided, September 2022 to February 2023.</p>
<p>» <a href="#">EC3.2.1</a></p>	<p>Blueprints produced for identified buildings within the Zero Carbon Public Estate Project by 2026.</p>	<p>31/03/2026</p>	<p>20</p>	<p>Alison Fisk</p>	<p>On Target </p>	
<p>» <a href="#">EC3.2.2</a></p>	<p>At least XX other opportunities identified for retrofitting of public buildings, with blueprints produced by 2026</p>	<p>31/03/2026</p>	<p>0</p>	<p>Alison Fisk</p>	<p>Not Started </p>	

## S&R Committee Q2 Performance Monitoring Report 2022/23

<a href="#">EC3.4</a>	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	70	Rachel Brain	On Target 	18/10/2022: Quarter 2: In this period we have commenced a partnership with CDC and Local Partnerships to assurance review the overarching approach to all strands of retrofit delivery to provide insights for more progress. Under our One Public Estate scoping a workshop was held with stakeholders to kick off exploring the potential in the Stroud based public estate. The Innovate to Renovate partnership brought together key stakeholders at Berkeley to promote our able to pay work and secure interest in supporting through the forthcoming commissioning. Our partnership under Warm and Well and Social Housing Decarbonisation funds continue.
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




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

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
<a href="#">EC6.2</a>	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
» <a href="#">CDPEC6.2</a>	At least 97 tonnes of carbon saved per annum for Ebley and Brimscombe Port Mills combined	N/A	N/A	Alison Fisk	Target: Actual:	

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





Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
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## S&R Committee Q2 Performance Monitoring Report 2022/23

<a href="#">ER1.1</a>	Develop and implement an inclusive and sustainable 'Economic Development Strategy' including supporting market towns and sectors most impacted by the pandemic.	31/03/2023	30	Amy Beckett	On Target 	14/10/2022: Quarter 2: Continuing to work on action plans as agreed in the Economic Development Strategy
» <a href="#">ER1.1.1</a>	10 year Economic Development Strategy shared for consultation, revised and adopted by March 2022	31/03/2022	100	Amy Beckett	Completed 	
» <a href="#">ER1.1.2</a>	Regular market town forums	31/03/2023	60	Amy Beckett	On Target 	14/10/2022: Regular meetings still taking place, engaging market towns regularly.
» <a href="#">ER1.1.3</a>	% of actions in each prioritised annual action plan are delivered within the Civic Year (80% target)	31/03/2023	0	Amy Beckett	Not Started 	Details on Stroud District's Rural England Prosperity Fund addendum
Details of Stroud Districts Rural England Prosperity Fund submission will be presented at committee.						
<a href="#">ER1.2</a>	Continue to support high street businesses to increase their digital and online visibility.	31/03/2026	60	Amy Beckett	On Target 	14/10/2022: Quarter 2: Business continue to have access to online support via MAYbe*
» <a href="#">CDPER1.2</a>	10 % increase in online visibility for high street businesses annually	N/A	N/A	Amy Beckett	Target: Actual:	
<a href="#">ER1.3</a>	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	60	Amy Beckett	On Target 	14/10/2022: Quarter 2: Continued campaigns through the Welcome back Funding including videos promoting towns and a new trails app to encourage footfall
Request by Youth Council member to cover this at next performance meeting.						






## S&R Committee Q2 Performance Monitoring Report 2022/23






» <a href="#">ER1.3.1</a>	Implement the Economic Development Strategy and adopt the Action Plan • Monitor against performance targets within the Strategy	31/03/2024	10	Amy Beckett	On Target 	14/10/2022: Continuing to progress actions from the Economic Development Strategy including: business engagement across all sectors, working with partners including the parishes, growth hub, local higher and further education provisions, community hubs. We have recruited a tourism officer and implemented actions related to this, worked with colleagues to support develop the cultural strategy.
» <a href="#">ER1.3.2</a>	Social media reach of Shop Local messages	31/03/2023	100	Ben Falconer	Completed 	
<a href="#">ER1.5</a>	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	10	Amy Beckett	On Target 	14/10/2022: Quarter 2: Engaging with businesses to understand their needs and expectations
» <a href="#">ER1.5.1</a>	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	20	Amy Beckett	Not Started 	14/10/2022: Regular business engagement through one to one meetings with the economic development team - both the tourism officer and senior economic development specialist.

## S&R Committee Q2 Performance Monitoring Report 2022/23




### 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
<a href="#">ER2.1</a>	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 	20/10/2022: Quarter 2: At the Strategy and Resources Committee held on the 12 July 2022, selection of St Modwen Homes as the preferred tenderer for the delivery of Brimscombe Port was approved. St Modwen Homes were notified of their successful bid on 13 July, with the standstill period ending on 25 July 2022. A press release was issued on 27 July to confirm who the chosen Developer is and to announce the first public consultation event on 10 August 2022. This first public consultation event held on was attended by over 200 people and the designs were positively received. Feedback from this event will be taken on board for the design development stage. Progression of the finalisation of the Development Agreement. Focus groups are taking place to receive feedback from various stakeholders that will inform the design
» <a href="#">ER2.1.1</a>	Year 1 • Demolition completed • Procurement process for developer commenced	31/12/2022	100	Leonie Lockwood	Completed 	12/07/2022: Final tenders have been received by the three shortlisted tenderers and these have been evaluated and moderated. A recommendation is to be made to Strategy and Resources Committee on the 12 July to approve the preferred bidder. Demolition is complete. All on target within the key milestones set.
» <a href="#">ER2.1.2</a>	Year 2 • Developer selected and appointed • Submission of planning application for redevelopment	31/05/2023	80	Leonie Lockwood	On Target 	20/10/2022: The selection of a developer for the redevelopment was approved by Strategy and Resources on the 12 July 2022 and the planning application is due to be submitted by St Modwen Homes in May 2023.





## S&R Committee Q2 Performance Monitoring Report 2022/23

» <a href="#">ER2.1.3</a>	Year 3 • Planning approval for redevelopment • Commencement of construction of the redevelopment	31/03/2024	10	Leonie Lockwood	On Target 	20/10/2022: Developer selected and initial scheme proposals prepared. Public consultation event, focus groups and pre app taking place to inform the design. Further public consultation event to be held in Jan/Feb before a planning application is submitted in May 2023. Planning application decision is programmed for Nov 2023 with a start on the infrastructure works in Jan 2024.
» <a href="#">ER2.1.4</a>	Year 5 • Completion of redevelopment	31/03/2026	0	Leonie Lockwood	Not Started 	
<a href="#">ER2.2</a>	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	10	Chris Mitford-Slade	On Target 	30/09/2022: The project programme is still on track to be delivered by March 2025. However, there have been delays to both Planning Approval for the Missing Mile and Land Acquisitions. If thee slip beyond 31st December 2022 then there will be an impact to the overall programme. NLHF have extended the deadline for meeting the Permission to Start criteria from 31st March 2022 to 31st December 2022.
» <a href="#">ER2.2.1</a>	Completion of the Ocean Rail Bridge project (April 2022)	30/04/2022	100	Chris Mitford-Slade	Completed 	
» <a href="#">ER2.2.2</a>	Land acquisitions secured (April 2022)	31/12/2022	80	Chris Mitford-Slade	Overdue 	02/09/2022: We have been given an extension until 31st December 2022 to get all land secured under the NLHF Permission to Start criteria. There are three remaining parcels of land to be finalised: 1. Teasdale and Goldingham. We have now received DEFRA consent and therefore we can complete these acquisitions. Expected by signed by end September. 2. Ecotricity. Verbal agreement and now with solicitors to finalise wording of lease, deed and TP1. Expected to be signed by end September. 3. Ractliffe. Commercial framework agreed. Meeting in mid-September to finalise and then write up. Aim to have finalised and signed by end October.




## S&R Committee Q2 Performance Monitoring Report 2022/23

» <a href="#">ER2.2.3</a>	Approval of the Missing Mile Planning Application (May 2022)	30/06/2022	75	Chris Mitford-Slade	Overdue 	30/09/2022: Two remaining areas to be resolved are: 1. Hydrology. Hydrology modelling has been completed and formal response to EA questions to be submitted on 3rd October. EA will take 4 weeks to review and will then complete the Development Model. Expect for have formal EA approval by early December. 2. Ecology. Further work was required on aquatics and migratory fish. This is due to be finalised by mid October with an SEI report circulated to statutory bodies under Regulation 25. Earliest date for responses, and approval is early December. High risk that statutory approval will not be granted in time for DCC Meeting on 13th December.
» <a href="#">ER2.2.4</a>	Monitoring & Evaluation progress reports in place (June 2022)	30/09/2022	10	Chris Mitford-Slade	On Target 	02/09/2022: M&E framework has been agreed. However, the Activity Plan is being reviewed. Formal workshop on 23 September to finalise the Activity Plan. KPIs and Targets will then be set on the revised Activity Plan. NLHF have agreed to this plan which will be formally presented on 1st November for sign-off.
» <a href="#">ER2.2.5</a>	The approved activity plan, focusing on social and community outcomes, is being delivered in line with the successful heritage lottery bid.	30/09/2023	75	Chris Mitford-Slade	On Target 	02/09/2022: Workshops being held in August and September. these are on track with final workshop on 23 September.
Chris Mitford-Slade, the Canal Project manager attended the performance meeting to give an update. A full Canal Project update report is being presented to Committee.						

## S&R Committee Q2 Performance Monitoring Report 2022/23







<a href="#">ER2.3</a>	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	10	Leonie Lockwood	On Target 	20/10/2022: Quarter 2: LUF bid submitted on the 29 July 2022. Announcement due in Dec 2022. In terms of brownfield land regeneration, the bid will include improvements to the Wallbridge public realm and the purchase of a key strategically important brownfield site by the Council at Bath Place. Completion due on this site in Dec 2022. Progress is being made with Network Rail and LCR on the redevelopment opportunities around the station. This will start with a car parking study and feasibility work to establish what scope there is for master planning of the area. Work is progressing with May Lane and the OPE project with highlight reports presented to RIB on the 28 September 2022 setting out progress.
» <a href="#">ER2.3.1</a>	SDC pipeline of regeneration schemes reviewed and reported twice per year	31/03/2026	15	Alison Fisk	On Target 	
» <a href="#">ER2.3.2</a>	Annual progress achieved on each of the priority sites in accordance with approved milestones by 2026 and reported to RIB meetings	31/03/2026	20	Alison Fisk	On Target 	20/10/2022: Progress being made on Bath Place, Cheapside, May Lane and Brimscombe Port with highlight reports presented to RIB. Tricorn House has been sold and it is understood that the new owner is progressing with the current planning application to redevelop the site.
<a href="#">ER2.4</a>	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	70	Mark Russell	On Target 	03/10/2022: Quarter 2: The draft Local Plan allocates 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. The Council has submitted a proposal for new incubator space within the Levelling Up Bid for Stroud town centre and has prepared an investment plan to support social enterprises, cooperatives and small businesses through the proposed UK Shared Prosperity Local Investment Plan.

## S&R Committee Q2 Performance Monitoring Report 2022/23







» <a href="#">ER2.4.1</a>	Sq M of new commercial development and number of new jobs (create KPI)	31/03/2023	0	Alison Fisk	Not Started 	
» <a href="#">ER2.4.2</a>	Land identified for low cost sites	31/03/2026	0	Mark Russell	Not Started 	
» <a href="#">ER2.4.3</a>	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 Q2 Performance Monitoring Report 2022/23

**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
<a href="#">ER3.1</a>	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	50	Mark Russell	On Target 	03/10/2022: Quarter 2: Consultants have been procured and have undertaken an initial analysis of policy documentation, carried out initial stakeholder meetings to explore key themes and have discussed the future content of the Prospectus at Regeneration and Investment Board in September. The Prospectus material is expected to be finalised before the end of 2022.
» <a href="#">ER3.1.1</a>	Produce and share 'Place Prospectus' by end 2022	31/03/2023	30	Mark Russell	On Target 	04/07/2022: A request for quotations has been undertaken and a consultant procured for undertaking the work during summer/autumn 2022.
» <a href="#">ER3.1.2</a>	Positive feedback from external stakeholders (including potential investors) on Place Prospectus	31/03/2023	0	Mark Russell	Not Started 	
<a href="#">ER3.2</a>	Promote prosperity and visitors to the district's waterways, by developing a Canal Strategy, which links to heritage and biodiversity objectives.	31/03/2023	70	Mark Russell	On Target 	04/10/2022: Quarter 2: The Canals Strategy was subject to public consultation which closed at the end of May 2022. The final document, including necessary changes as a result of public consultation, was published with the Environment Committee agenda in September 2022 and subsequently approved at the reconvened meeting on 4 October 2022. The Canals Action Plan is under development.
» <a href="#">ER3.2.1</a>	Canal Strategy adopted as a supplementary planning document by May 2022	06/10/2022	100	Mark Russell	Completed 	03/10/2022: The Canals Strategy was subject to public consultation which closed at the end of May 2022. The final document, including necessary changes as a result of public consultation, was published with the Environment Committee agenda in September 2022 and subsequently approved at the reconvened meeting on 4 October 2022.
» <a href="#">ER3.2.2</a>	Action plan approved by December 2022	31/12/2022	20	Mark Russell	On Target 	03/10/2022: A template for the Action Plan has been developed and the content from the refresh of the Cotswold Canals Connected Activity Plan is being used to start to develop the Action Plan.






## S&R Committee Q2 Performance Monitoring Report 2022/23

<a href="#">ER3.3</a>	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	90	Brendan Cleere	On Target 	21/10/2022: Quarter 2: The Council's Levelling Up Fund bid of £16.7m was submitted at the end of July 2022, before the Government deadline. Government have recently confirmed that announcements on LUF bids has been delayed and will now not be made until the end of this calendar year (2022). In the meantime, all partners on the established programme board have been made aware and are ready to move forward when an announcement is made. The delay in announcement will not affect delivery timetable of the bid.
» <a href="#">ER3.3.1</a>	Levelling Up Bid prepared and submitted in line with Government deadlines when known	31/07/2022	100	Brendan Cleere	Completed 	21/10/2022: Bid submitted by deadline.
» <a href="#">ER3.3.2</a>	Application made to GEGJC for green skills and retrofit local partnership – Spring 2022	30/06/2022	100	Brendan Cleere	Completed 	21/10/2022: An award of £450k was made in June for a new Green Skills and Retrofit Centre, to be created by SGS College at the Berkeley Science and Technology Park.
» <a href="#">ER3.3.3</a>	Creation of a task force to succeed LUF working group	31/03/2022	100	Brendan Cleere	Completed 	
<a href="#">ER3.4</a>	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	100	Mark Russell	Completed 	03/10/2022: Quarter 2: The Council has worked with partners to lobby Government for Severn Edge to be announced as the successful bid. However, on 3 October 2022 the Government announced that Severn Edge had not been successful.
» <a href="#">ER3.4.1</a>	Support provided for UK Atomic Energy Authority bid by December 2022	23/12/2022	100	Mark Russell	Completed 	03/10/2022: The Council has worked with partners to lobby Government for Severn Edge to be announced as the successful bid. However, on 2 October 2022 the Government announced that Severn Edge had not been successful.









## S&R Committee Q2 Performance Monitoring Report 2022/23








**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
<a href="#">ER4.1</a>	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 	14/10/2022: Quarter 2: Not yet started, this is in hand for the next quarter.
» <a href="#">ER4.1.1</a>	Favoured trader list on track to be developed and shared by March 2023	31/03/2023	0	Amy Beckett	Not Started 	14/10/2022: Not yet started, this is on schedule to be started this financial year. This will be focussed on once the Rural England Prosperity Fund addendum has been submitted.
» <a href="#">ER4.1.2</a>	Increase in % of businesses that pay the living wage	31/03/2023	10	Amy Beckett	On Target 	14/10/2022: Working with teams across the council to understand how we understand the percentage of businesses who pay the living wage and consider the ways to encourage businesses pay the living wage.
» <a href="#">ER4.1.3</a>	2 articles annually showcase businesses with environmental and social good practice in Stroud District in regional/national and trade press	31/03/2023	5	Amy Beckett	Not Started 	14/10/2022: Developing a business newsletter to inform businesses in the district of the good practice and business related updates from the Economic Development Team
<a href="#">ER4.2</a>	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 	20/10/2022: Quarter 2: A report has been added to the Strategy and Resources Work Plan for early 2023 to consider future community wealth building work.

## S&R Committee Q2 Performance Monitoring Report 2022/23

» <a href="#">ER4.2.1</a>	Increase in support (time) / funding year on year provided to Community Banks and Credit Unions	31/03/2025	10	Andrew Cummings	On Target 	20/10/2022: No further funding has been provided in the most recent quarter.
» <a href="#">ER4.2.2</a>	Annual investment in renewable energy generation through treasury or capital investment	31/03/2024	25	Andrew Cummings	On Target 	20/10/2022: In September 2022 the Audit and Standards committee received the first ethical appraisal of treasury management investments. An all member training session was held on the subject offering members the chance to ask questions of the report author.
<a href="#">ER4.3</a>	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	65	Hannah Emery	On Target 	20/10/2022: Quarter 2: Annual spend analysis for 2021/22 completed and will be reported to S&R committee in November
» <a href="#">ER4.3.1</a>	Annual improvement in social value as measured through the Social Value Portal	31/03/2026	0	Hannah Emery	Not Started 	
» <a href="#">ER4.3.2</a>	Partnering with local anchor institutions to support community wealth building	31/03/2026	0	Hannah Emery	Not Started 	
» <a href="#">CDPER4.3</a>	% of overall annual spend from local businesses with a GL postcode.	N/A	N/A	Sarah Turner	Target: 42 Actual: 30 	There has been a decline from 42% in 2020/21 to 30% in 2021/22.

## S&R Committee Q2 Performance Monitoring Report 2022/23

<a href="#">ER4.4</a>	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	30	Amy Beckett	On Target 	14/10/2022: Quarter 2: Continuing to meet with businesses and education providers to understand how we can support this. Supporting education provision through the UKSPF plan
» <a href="#">ER4.4.1</a>	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	5	Amy Beckett	Not Started 	14/10/2022: Meeting with businesses and attendance at LEP meeting to discuss skills gaps.
» <a href="#">ER4.4.2</a>	Continued support for SDC apprenticeship scheme and volunteer opportunities	31/03/2026	0	Lucy Powell	On Target 	
» <a href="#">ER4.4.3</a>	Collaboration with local training providers (C)	31/03/2026	15	Amy Beckett	On Target 	14/10/2022: Worked with training providers through the UKSPF Investment Plan to look at increasing provision and raising awareness of available courses.
» <a href="#">ER4.4.4</a>	Input and support for Gloucestershire Skills Strategy (C)	31/03/2026	100	Lucy Powell	Completed 	14/07/2022: Worked with GCC and GFirst LEP to develop their strategy
<a href="#">ER4.5</a>	Work with trade unions to support fair employment, encouraging more local businesses and organisations to be real living wage employers.	31/03/2024	0	Lucy Powell	Not Started 	14/07/2022: Quarter 1: Not yet started
» <a href="#">ER4.5.1</a>	Positive engagement with Trade Unions at SDC	31/03/2024	0	Lucy Powell	On Target 	
» <a href="#">CDPER4.5(C)</a>	Number of businesses who have pledged to be real living wage employers	N/A	N/A	Amy Beckett	Target: Actual:	

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# STROUD DISTRICT COUNCIL

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www.stroud.gov.uk

## STRATEGY & RESOURCES COMMITTEE

### MEMBER/OFFICER REPORT

<b>NAME OF ORGANISATION/BODY</b>	Leadership Gloucestershire
<b>DATE OF LAST MEETING ATTENDED</b>	29 <sup>th</sup> September 2022

#### BRIEF REPORT:

The meeting considered updates on the following items

#### **Armed Forces Covenant**

Sarah Macdonald from the County Council updated on recent work around covenant including in public health.

There was a virtual re-signing event in March this year.

Leadership Gloucestershire was asked to reaffirm the commitment to the covenant, and they did so.

#### **Climate Leadership Gloucestershire**

An update was provided by Jon McGinty of Gloucester City and Julian Atkins, the climate leadership co-ordinator.

Details were given on the outcomes of the themes of work undertaken to date but to be successful there is a need for a further roadmap of work and the commitment of additional resources.

The debate around the required budget considered not only the amount that may be required but whether it was a one-off resource or ongoing budget requirement.

The resource implications are to be considered further by Chief Execs and the Section 151 Officer Group. A paper has since been prepared and individual authorities will have to consider the resourcing as part of their individual budgeting processes.

#### **Levelling Up**

Pete Bungard confirmed that the County Council proposals for a County Deal were still ready for engagement with Government when it is clear that it is the right time for the process to proceed.

Much of the discussion centred around the recent announcement of investment zones.



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## STRATEGY & RESOURCES COMMITTEE MEMBER/OFFICER REPORT

Pete Bungard was able to update on the details that were known but there was still a lot of uncertainty.

The County Council were to create a set of proposals around investments zones and then engage with District Councils as required.

### **Future governance of Gloucestershire Economic Growth Joint Committee (GEGJC)**

This joint committee has previously been extended to run until the end of March 2023.

Gareth Edmundson, working with the other Chief Execs, has prepared a paper setting out future governance options.

There was a discussion around the proposal to move forward with a clarified City Region Board. That name was to be retained in order to fit with existing recognised naming. The issue of the rural nature of the County was discussed and it was said that could be considered in the terms of reference of the Committee.

A further paper will come to the next Leadership Gloucestershire.

Each individual Council would need to sign up by March 2023 through their own decision-making processes.

### **Living with Covid**

An update was given on the level of Covid within the County. Sadly 1,600 people have died in the County with Covid mentioned on the death certificate during the pandemic.

An increase of infections is expected in October and November, and it is important to promote the campaign for Covid and flu vaccinations.

Living with Covid is no longer to be a regular agenda item but an update on the vaccination programme is to come to the next Leadership Gloucestershire.

<b>FUTURE MEETINGS</b>	13 <sup>th</sup> December 2022
<b>REPORT SUBMITTED BY</b>	Cllr Catherine Braun, Leader Andrew Cummings, Strategic Director of Resources
<b>DATE</b>	14/11/2022



# STROUD DISTRICT COUNCIL

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

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## STRATEGY & RESOURCES COMMITTEE

### MEMBER/OFFICER REPORT

<b>NAME OF ORGANISATION/BODY</b>	Regeneration and Investment Board
<b>DATE OF LAST MEETING ATTENDED</b>	28 September 2022

#### BRIEF REPORT:

The last meeting of the Regeneration and Investment Board (RIB) took place on 28 September 2022 and the following items were discussed:

#### **Stroud District Prospectus**

The Board received an update from consultants One Voice Media on progress with the preparation of a prospectus for Stroud District, fulfilling a commitment in the Council Plan to:

***Attract investment by setting out the offer of Stroud District in a new 'Place Prospectus' to highlight the district's achievements and future priorities (Council Plan ER 3.1).***

One Voice colleagues explained that work to date had concentrated on reviewing key plans and strategies and meeting different local groups and organisations to get a clear picture of our district and its priorities.

The Prospectus, which would be mainly web based and encompass the whole district, would be completed during December 2022.

Board members were complimentary about progress to date and suggested a number of additional organisations for One Voice Media to talk to.

Further briefing sessions have now been arranged for **28 November**, where managers and elected members will be able to view and comment on a further developed version of the prospectus.

#### **Stroudwater Rail Station**

The Board considered a Strategic Outline Business Case (SOBC) that had been prepared to support the potential re-opening of the rail station at Stonehouse Bristol Road, known as Stroudwater Station.

The deadline for submission of the SOBC to the Department for Transport was Friday 30 Sept 2022 and the endorsement of RIB was given for the submission.

The Council had been working with Stonehouse Town Council and a Steering Group of other stakeholders (including GCC and GFirstLEP) to develop a high level SOBC. This has looked at other non-rail options for improving public transport connectivity between Stroud District and Bristol/Gloucester and at other potential rail station locations between Stonehouse and Haresfield. If the SOBC is successful, we will be asked to work with Department for Transport and Network Rail on a more detailed Outline Business Case during 2023.



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## STRATEGY & RESOURCES COMMITTEE MEMBER/OFFICER REPORT

### Information Items

The Board noted a number of Project Highlight Reports that had been submitted for information, including Brimscombe Port, One Public Estate (Zero Carbon Project), May Lane (Dursley) and the Levelling Up Fund bid. An announcement on Levelling Up bids is now expected by the end of this calendar year, noting that SDC had submitted a bid for £16.7m.

It was noted that Tricorn House had been sold and that SDC’s Development Management team had been in early contact to establish plans and advise, as necessary. SDC would continue to press for the early redevelopment of the site.

It was reported that the Severn Edge (Berkeley and Oldbury) bid to host the world’s first prototype commercial fusion plant and science/R&D park had unfortunately not been successful. The Government had announced that the project would be hosted in Nottinghamshire. Work would continue with partners to promote the attributes of Severn Edge, and the Berkeley site in particular.

<b>FUTURE MEETINGS</b>	30 November 2022 (bi-monthly meetings in 2023 to be arranged)
<b>REPORT SUBMITTED BY</b>	Brendan Cleere
<b>DATE</b>	15 November 2022





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## STRATEGY & RESOURCES COMMITTEE MEMBER/OFFICER REPORT

### Brimscombe Port

#### BRIEF REPORT:

#### 1 Introduction

- 1.1 The purpose of this report is to update members on the current position and progress with the redevelopment of Brimscombe Port following the last Strategy and Resources committee on 12 July 2022 where the selection of St Modwen Homes as the preferred tenderer was approved.

#### 2 St Modwen Homes

- 2.1 Following Strategy and Resources Committee approval on 12 July, St Modwen Homes was notified of its successful bid on 13 July, with the standstill period ending on 25 July 2022.
- 2.2 A press release was issued on 27 July to confirm who the chosen Developer is and to announce the first public consultation event on 10 August 2022.
- 2.3 An online All Members briefing with St Modwen Homes was held on 28 July following the end of the standstill period.
- 2.4 An introduction meeting with Brimscombe and Thrupp Parish Council and the Developer took place on 2 August, and more detailed discussions around the community facility are now underway.
- 2.5 Final drafting of the Development Agreement is progressing well and is anticipated to be finalised before the New Year, including agreements with SVCC with regard to the canal works and transfer back.
- 2.6 St Modwen Homes is in the process of arranging for ground Investigations which are due to start before Christmas.

#### 3 Community Engagement & Comms Plan

- 3.1 The first public consultation event held on 10 August was attended by over 200 people and the designs were positively received. Feedback from this event will be taken on board for the design development stage.



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## STRATEGY & RESOURCES COMMITTEE MEMBER/OFFICER REPORT

- 3.2 Focus group meetings are taking place throughout October and November with a wide range of stakeholders and local organisations to seek specific feedback on various topics such as nature and the canal.
- 3.3 A second public consultation event will be taking place in the New Year once more detailed plans have been drawn up following all the feedback from the first public consultation, the focus group sessions currently being held, the South West Design Review Panel and the Planning pre-app meeting.
- 3.4 A list of Frequently Asked Questions from the first public consultation has been published on our website and emailed out to those who have signed up to be kept up to date on the Brimscombe Port redevelopment.

### 4 Homes England - Loan Agreement

- 4.1 The current £2million Homes England Funding Agreement is being reviewed with Homes England, and we are now agreeing the final amendments with the Agency in order to clarify certain clauses and formalise the changes previously approved.
- 4.2 The Development Agreement also requires Homes England approval, which is being sought before the Development Agreement has been finalised.
- 4.3 It is expected that the Development Agreement and amendments to the Funding Agreement will be completed by the end of December/beginning of January.

### 5 Current Estimated Key Milestones

Activity	Estimated date
Technical handover of information to Developer	Oct 2022
Individual consultation meetings between Developer and key stakeholders. (9 groups set up based on feedback from drop-in events with some sub divided into smaller groups)	Oct - Dec 2022
Development Agreement – finalisation and signing (including contracts with SVCC and Homes England approval)	Nov – Dec 2022
South West Design Review Panel workshop (Homes England requirement)	Nov 2022



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Pre-App consultation (with SDC's Development Management officers)	Nov/Dec 2022
Public consultation event – showing revised design reflecting feedback	Jan/Feb 2023
Planning Application Submitted	May/June 2023
Opportunity for objections / support to be submitted from the local community and other stakeholders	May/June – June/July 2023
Planning Decision (subject to 3rd party consultees)	Nov 2023
Start on Infrastructure if planning approved	Jan 2024
<b>REPORT SUBMITTED BY</b>	Celeste Dauncey, Project Manager
<b>DATE</b>	16/11/2022

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## Fit for the Future Programme Update

Overall, the programme has made satisfactory progress this period, but staff absences and operational responsibilities have had some impact.

### Service Delivery workstream:

#### *Achieved*

- Most service teams have been trained in process mapping
- Teams across the council are documenting their current processes and considering how they can be improved (better customer experience, more efficient and increased online capability)
- Bulky Waste process implemented on Digital Platform for customer services team and available online for customer self-service
- Garden Waste processes in development and will complete in November (renewals) and December (new requests)
- Roadmap for future implementations is being prepared
- An additional digital developer recruited and started

#### *Next Steps*

- Continue to support teams with their process re-engineering and identify processes that can be automated on our Digital Platform
- Implement Garden Waste processes on Digital Platform
- Continue to collaborate with Cheltenham BC in integration of our Digital Platforms with the new Ubico waste management system
- Complete or Customer Contact strategy

### Community Connection workstream:

#### *Achieved*

- Sarah Clark has replaced Mike Hammond as Workstream Lead
- Workstream objectives are being updated to reflect newer priorities and latest thinking, eg Asset Based Community Development
- Commercial awareness training organised and given to LMT members

#### *Next Steps*

- Approval of updated workstream objectives
- Develop a roadmap of activities based on new objectives and priorities

### People and OD workstream:

#### *Achieved*

- Following the initial implementation of our HR and Payroll system (iTrent), new features have been configured for self-service:
  - Manage personal details

- Expense claims and approvals
- Holiday management (in final stage of user testing)
- HR team trained in how iTrent supports individual performance management, recruitment and on-boarding of new staff
- A number of Wellbeing initiatives have been completed, including “managing menopause in the workplace”
- Begun holding workshops with staff to help them understand our new Values & Behaviours and how they can apply them to the way they work

*Next Steps*

- Continue to hold Values & Behaviours sessions with all staff
- Develop a new and consistent approach to individual performance management
- Implement an improved recruitment process using iTrent to reduce amount of admin required
- Provide Leadership Development training to the next cohort of managers

**Digital and Technology workstream:**

*Achieved*

- Annual security penetration test performed and actioning vulnerabilities
- Tested processes for Cyber incidents and Disaster Recovery (DR)
- DR testing delayed due to technical challenges (assistance secured)
- Working with Tenant Services team to complete the contract with NEC for a new cloud-based Housing Platform

*Next Steps*

- Complete Housing Platform contract and mobilise our team for implementation
- Develop plan for next phase of IT improvements including assessment of costs to move more on-premise infrastructure to the cloud
- Continue to address internal vulnerabilities identified in penetration test complete DR testing

**Key challenges include:**

- Operational priorities continuing to impact progress in certain areas

## **Economic Development Strategy Update**

Good progress has been made on the agreed short-term actions of the Economic Development Strategy, since its approval in March 2022. The main actions and outputs are set out below under each economic objective.

In addition to progress on specific actions set out in the Economic Development Strategy action plan, the Council has developed plans for the delivery of the UK Shared Prosperity Fund and the Rural England Prosperity Fund from 2023/24 onwards. Both rounds are targeted at supporting businesses to become more productive, supporting them to start and grow, as well as increasing the diversity of their offer. The funding also supports with community resilience and infrastructure and increasing skill levels.

### **Key Economic Objective:**

#### **Improve skills and opportunities and reduce inequalities**

- South Gloucestershire and Stroud College have been awarded funding to support the development of green tech courses from the Berkeley training centre.
- Engagement with further and higher education providers including SGS College, Hartpury College and Seetec Plus to develop support for land-based businesses, courses for adult learners, additional support for 14–16-year-olds and courses available for residents who are in receipt of benefits.
- Liaison with the County Council to ensure the Multiply programme meets the needs of residents and businesses.
- Commissioning of consultants to prepare a Cultural Strategy, ensuring a holistic approach to economic prosperity is considered as part of this.
- Partnership work with Stroud District's Growth Hub including:
  - Weekly update meetings between Stroud Growth Hub and the Economic Development Team
  - Planning for future joint events and District outreach to deliver support to businesses
- Partnership work with the district's social enterprises, which has been focussed initially on engaging and supporting them through the UKSPF process.

### **Key Economic Objective:**

#### **Create advanced and connected workspaces and communities**

- Publication of an updated sustainable transport strategy and funding and delivery plan to support the development strategy of the Local Plan.
- The national TOMs framework has been implemented, ensuring Social Value is a priority of procurement opportunities encouraging local employment and upskilling and increased access to procurement opportunities for local businesses.
- Progressed land assembly and the planning application for Phase 1B of the Canal Project to allow commencement on site in Spring 2023.

- Canals Strategy adopted as a supplementary planning document and an Action Plan commenced.
- Levelling Up bid focussed on Stroud town centre developed with partners and submitted. The proposed bid will enhance cultural spaces; support increased footfall in the town centre and make improvements to walking and cycling accessibility within the town centre.
- Developed statements of common ground with the promoters of Local strategic site allocations in preparation for the examination hearing sessions.
- Progressed work on a series of priority brownfield development projects, including Brimscombe Port, May Lane, Tricorn House and One Public Estate project.
- Worked in partnership with destination management organisations to prepare marketing material to promote active travel and public transport as sustainable travel methods.
- Continued partnership work with the Town and Parish Council's through Market Towns Forums, individual meetings, stakeholder engagement for funding opportunities and Tourism focussed initiatives.

**Key Economic Objective:**

**Reduce carbon and ecological impacts**

- The retrofit programme is progressing, however at a slower rate due to inflations and the cost of materials
- Supporting the transition from commuting by use of private car to active travel methods through the development of the District's UKSPF and supporting initiatives that develop shared bicycle schemes for commuters and visitors.
- Funding the strategic walking and cycling network through the Council's strategic CIL and walking and cycling capital budgets.
- Working with parish councils to develop local walking and cycling schemes for funding from the Council's capital budget.

**Key Economic Objective:**

**Boost our market towns and rural vitality**

- Recruited Tourism officer and in post since July 2022, with the following outcomes met to date:
  - Development of a place making app, with a focus on walking and cycling that reaches across the district and encourages users to explore the district and support independent traders whilst doing so. To date there has been 749 individual users since the app went live, 6<sup>th</sup> September 2022.
  - Working with the app developers to improve the offer for end users including a programme of district wide events available through the app.
  - Working with partners to promote the district as a year-round destination and looking to encourage tourism footfall and spend.

**Amy Beckett, Senior Economic Development Specialist**  
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- Developing the Unique Selling Point of the District and individual market towns to support and offer year-round vitality of the market towns.
- Social media training support for businesses in the District is still available with over 450 businesses signed up and actively using the support including webinars, the online toolkit and accessing training videos.

**Key Economic Objective:****Support inward investment into the local economy**

- Marketing consultants appointed to develop an inward investment focussed Prospectus for Stroud District, expected to launch in December 2022.
- Review and updating of the District's webpages for local businesses underway, as well as ensuring signposting to both external and internal partners take place, with a one council approach to support.
- Stroud Districts inwards investment offer is currently being developed, with support from consultants to market to the appropriate audiences and develop up a website.

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

<b>Date</b>	<b>Matter to be considered</b>	<b>Reporting Member/Officer</b>
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
	Second Homes – Council Tax Premium	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	Kingshill House	Property Manager
	Stroud Cemetery Chapel	Property Manager
	Member/Officer Update Reports: a) Performance Management Q3 b) Gloucestershire Economic Growth Joint Committee (GEGJC) c) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) d) Canal Update e) Fit for the Future Update	Councillors Craig & Housden Chair & Chief Executive  Councillor Turner  Canal Manager Strategic Director of Transformation and Change
	Budget Monitoring Report Q3	Accountancy Manager
	Corporate Asset Management Strategy	Property Manager
20 Apr 2023	Community Wealth Building	Strategic Director of Resources
	Member/Officer Update Reports: a) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) b) Regeneration & Investment Board	Councillor Turner  Strategic Director of Place

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