

Appendix B
Refreshed Council Plan

KEY

Progressing	Action started and on track, in most cases to be delivered by the original deadline but in some cases an extension is proposed to reflect the ongoing nature of the work and to allow for continued reporting of progress
Known delays	Action has some risk/delay or is behind the original schedule
Newly developed Action	Some elements of the action have been significantly changed
Completed & closed	The action is fully complete and/or operational and progress will not longer be reported in Refreshed Council Plan
Replaced Action	Previous action has been completed and replaced with a new action reflecting the ongoing development of the work
New Action	New action not included in the original Council Plan

COMMUNITY RESILIENCE AND WELLBEING:

Strengthening and supporting our communities so people feel included and connected

CW1 Community resilience: Support communities to help each other and build resilience through a network of community hubs and other community-led networks, with mental and physical health and wellbeing at its heart		Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
CW1.1	Develop a framework for working with the community and voluntary and social enterprise sector including the network of community hubs	Community Services & Licensing	Angela Gillingham	Progressing	31/03/2024	SUB ACTION: Work with partners to develop and agree the framework SUB ACTION: Work with partners to build resilience within the Hub network SUB ACTION: Work with the VCS sector on attracting future volunteers	1. 10 well managed Hubs serving the Stroud district by end of 2024
CW1.2	Act to improve the physical and mental health and wellbeing of people in the district through delivery of a new 3 year Health and Wellbeing Plan	Community Services & Licensing	Angela Gillingham	Progressing	31/03/2025	MILESTONE: Develop a partnership approach to tackle the rising issue of vaping amongst young people MILESTONE: Update the current plan with a stronger focus on Cost of Living measures to support the health of residents MILESTONE: Develop a Health and Wellbeing Plan targeted at children and young people from 2024-26 SUB ACTION: Support the delivery of Stroud and Berkeley Vale Integrated Locality Partnership priorities	1. Number of physical activity initiatives developed 2. Number of mental health initiatives developed
CW1.3	Ensure residents continue to receive the advice they need, by continuing our work in partnership with the Citizens Advice Bureau and developing a new Service Level Agreement	Community Services & Licensing	Keith Gerrard	Completed & closed			1. Number of referrals to CAB
CW1.4	Work to reduce the impacts and causes of anti-social behaviour by developing a district wide policy in partnership with the Community Safety Partnership	Community Services & Licensing	Angela Gillingham	Known delays	31/03/2024	MILESTONE: Review of council ASB processes and design a One Council approach MILESTONE: Develop a system utilising Liberty Create on holding ASB information which is accessible to all officers who handle ASB MILESTONE: Design appropriate response method using preset templates and reporting forms to ensure all officers are working together MILESTONE: Through the CSP conduct community engagement and develop appropriate action plan which serves the district MILESTONE: Increase the reporting of ASB as a result of the previous milestones	Once district-wide policy has been developed and first milestones have been completed: 1. Reported anti-social behaviour instances and reports (minimise)
CW1.5	Work with strategic and operational partners to improve food resilience, access and equity including support for those affected by the cost of living	Community Services & Licensing	Emma Keating-Clark	Newly developed action and known delays	31/03/2026	SUB ACTION: Support the delivery of the Feeding Gloucestershire Action Plan SUB ACTION: Support the development of Stroud Food Forum (District arm of Feeding Gloucestershire) to deliver better food resilience, access and equity	Minimise the following: 1. Number of referrals to CAB and foodbanks 2. Number of evictions due to financial difficulty 3. Number of free food vouchers disseminated 4. Number of children on free school meals or fed through HAF 5. Number of families in temporary accommodation
CW2 Affordable homes: Build affordable, energy efficient homes and deliver high quality services for all tenants by investing in the renovation of existing council homes and meet a range of housing needs for those who experience disadvantage and creating a culture of tenant engagement and empowerment							
		Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
CW2.1a	Deliver new affordable homes across the District, through planning policy and work with partners including community-led housing groups and housing associations	Housing	Pippa Stroud	Newly developed action	31/03/2026		1. Number of new affordable homes completed per annum (Target: 120)
CW2.1b	Design, build and deliver new affordable homes across the District via our own New Homes Programme which will deliver EPC-A rated properties	Housing	Kim Read	Newly developed action	31/03/2026	MILESTONE: Deliver 8 new affordable homes at Gloucester St/Bradley St, Wotton-under-Edge achieving a minimum EPC-A rating MILESTONE: Deliver 13 new affordable homes at Cambridge House, Dursley achieving a minimum EPC-A rating MILESTONE: Deliver 23 new affordable homes at Glebelands, Cam achieving a minimum EPC-A rating MILESTONE: Secure planning permission and delivery 7 new affordable homes at Queens Drive, Cashes Green achieving a minimum EPC-A rating	1. Number of affordable starts on site per annum 2. Number of new affordable homes completed which are EPC-A rated in 2024/25 (Target: 8) 3. Number of new affordable homes completed which are EPC-A rated in 2025/26 (Target: 36) 4. Number of planning applications approved per annum
CW2.2	Invest £30m over the next 5 years to maintain, invest and repair our council homes ensuring they are good quality, safe, fit for purpose places where tenants can live well	Housing	Tara Skidmore	Progressing	31/03/2026		1. Spend per property in upper quartile compared with peers 2. Empty property (minor void) ready to let turnaround time in upper quartile compared with peers (Target: 30 days) 3. Empty property (major void) ready to let turnaround time in upper quartile compared with peers (Target: 64 days)
CW2.3	Prioritise the prevention of homelessness and invest in temporary accommodation and specialist support, including working with partners to develop the specialist housing and support	Housing	Pippa Stroud	Progressing	31/03/2025		1. Percentage of homeless applications that are successfully prevented (Target: 25%) 2. Number of B&B placements per quarter (Target: less than 45)
CW2.4	Implement robust engagement principles to ensure structured and consistent mechanisms for tenants to be involved in decision making affecting their homes and the places they live	Housing	Andy Kefford	Progressing	31/03/2024	MILESTONE: Cross-service Tenant Scrutiny Panel established with half yearly report on work programme delivery (31/03/2024) MILESTONE: Obtain benchmarking data from comparable peers MILESTONE: Develop engagement principles MILESTONE: Consult on engagement principles MILESTONE: Implement engagement principles	1. 80% of tenants satisfied that the landlord listens to tenants' views and acts upon them 2. 80% of tenants satisfied that the landlord keeps tenants informed about things that matter to them 3. 80% of tenants satisfied that the landlord makes a positive contribution to neighbourhoods 4. 100% of complaints responded to within Complaint Handling Code timescales

CW2.5	Provide high quality, fit for purpose Independent Living Provision in line with the 2023-2027 Independent Living Strategy	Housing	Alison Fisk	Replaced Action (previous action completed)	31/03/2026	SUB ACTION: Progress modernisation improvements to the approved schemes for 2023/24 MILESTONE: Start on site for each modernisation scheme MILESTONE: Completion on site for each modernisation scheme	1. Starts on site (Target: 3) 2. Completions on site (Target: 3)
						SUB ACTION: Progress modernisation improvements to the approved schemes for 2024/25 MILESTONE: Start on site for each modernisation scheme MILESTONE: Completion on site for each modernisation scheme	1. Starts on site (Target: 3) 2. Completions on site (Target: 3)
						SUB ACTION: Progress modernisation improvements to the approved schemes for 2025/26 MILESTONE: Start on site for each modernisation scheme MILESTONE: Completion on site for each modernisation scheme	1. Starts on site (Target: 3) 2. Completions on site (Target: 3)
						SUB ACTION: Progress conversion of communal areas where possible at schemes which are converted to Independent Living MILESTONE: Possible conversion consultation completed MILESTONE: Start on site for each conversion MILESTONE: Completion on site for each conversion	1. Consultations completed (Target: 5) 2. Starts on site (Target: 5) 2. Completions on site (Target: 5)
CW2.6	Co-ordinate accommodation and support services for migrants arriving in the district and link to other statutory and voluntary services to support the health and wellbeing of migrant households	Housing	Pippa Stroud	New Action	31/03/2024	SUB ACTION: Homes for Ukraine: provide planned moves where hosting arrangements are ending via rematches to new hosts, supporting moves into the private sector or moves into properties purchased under the Local Authority Housing Fund programme SUB ACTION: Support the health and wellbeing of asylum seekers placed into the district by linking health services, specialist support agencies to address safeguarding or other problems when they arise	1. Number of properties bought under the Local Authority Housing Scheme
						SUB ACTION: Review the electrical safety testing time period and commence a programme of works to reduce the time period from 10 years to 5 years. Programme to start by March 2025 MILESTONE: Submit Tenant Satisfaction measures to Social Housing Regulator (from April 2024) MILESTONE: Project group set up to prepare for Social Housing Regulatory changes MILESTONE: Draft Action Plan developed MILESTONE: Draft Action Plan implemented MILESTONE: Conduct mock inspection	1. Percentage of homes for which all gas safety checks have been carried out (Target: 100%) 2. Percentage of homes with an in-date 10-year electrical safety certificate (Target: 100%) 3. Percentage of communal areas with an in-date 5-year electrical safety certificate (Target: 100%) 4. Percentage of homes for which all required legionella risk assessments are in date (Target: 100%) 5. Percentage of residential homes and communal areas for which all required asbestos management surveys have been carried out (Target: 100%) 6. Percentage of homes for which all required fire risk assessments are in date (Target: 100%)
CW2.7	Ensure our council homes meet legislative and regulatory compliance standards	Housing	Andy Kefford	New Action	31/12/2024		

CW3 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

		Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
CW3.1	Develop Community Engagement Principles that set out how we identify and engage with our communities in a positive and consistent manner, informed by the views of our communities	Community Services & Licensing	Sarah Clark	Known delays	31/03/2024	MILESTONE: Research external good practice MILESTONE: Develop Community Engagement Principles MILESTONE: Consult on Principles with Members and officers MILESTONE: Finalise and sign off Principles MILESTONE: Embed community engagement principles across the organisation MILESTONE: Report on results of community engagement	Once Principles have been published: 1. Number of community engagement activities undertaken 2. Improved feedback from community through annual satisfaction ratings
CW3.2	Improve customer service for residents by developing the Digital Platform to provide centralised customer contact to ensure easy access to services via all contact channels with additional support provided for those who need us the most	Strategy & Resources/Community Services & Licensing	Liz Shellam	Replaced Action (previous action completed)	01/04/2026	SUB ACTION: Design and develop a centralised Customer Contact Centre that consolidates all customer interactions through one multi skilled team, providing a choice of contact channels focusing on resolving queries at the first point of contact and ensuring support is given to those that need us the most SUB ACTION: Review and reengineer our processes to streamline and improve experience of customers accessing our services	1. Telephone response times (minimise) 2. Positive customer satisfaction rates (maximise) 3. Number of complaints received under 'Delay in Communication' or 'Poor Communication' categories (minimise) 4. Number of processes reengineered (Target: 65 by end of 2023/24) Further PIs will be developed as the Contact Centre progresses
CW3.3	Work with Town and Parish Councils to develop, agree and implement a new strategic approach for partnership working between district, towns and parishes including specific support for rural communities.	Strategy & Resources /Community Services & Licensing	Hannah Emery	Completed & closed			1. 40 Parish/Town Councils signed up to Charter 2. 50% satisfaction with Charter measured through Annual Survey
CW3.4	Promote and encourage 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	Strategy & Resources	Simon Maher	Progressing	31/03/2026	MILESTONE: Refresh of guidance (31/12/2023) MILESTONE: Communications campaign publicising the process to include engaging with relevant community, social and recreational groups who may wish to register assets specific to their interest area (30/09/2024)	1. Number of community assets registered

CW4 Leisure and Culture Services: Adopt a long term investment plan for leisure services and facilities across the district to ensure everyone has access to good quality leisure opportunities that meet their needs

		Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
CW4.1	Deliver high quality leisure services through directly managed provision at Stratford Park Leisure Centre and The Pulse	Community Services & Licensing	Angela Gillingham	Replaced Action (previous action completed)	31/12/2024	MILESTONE: Recruit a Leisure Services Manager MILESTONE: Develop a plan which brings the current contract to an end and defines the start of the service MILESTONE: Rebrand the service MILESTONE: Procure a new Leisure Management System MILESTONE: Write a service delivery specification for the new service MILESTONE: TUPE current SPLC team into the council	Performance Indicators will be developed once the Action has been progressed
CW4.2	Working with partners, increase the number, accessibility, and quality of playing pitches, play areas and outside spaces within the district	Community Services & Licensing	Angela Gillingham	Progressing	31/03/2026	MILESTONE: Review the current Playing Pitch Strategy in line with the Local Plan refresh MILESTONE: Develop communications plan to raise awareness of the support available to aid communities to develop sports facilities	1. Number of 4G pitches (maximise) 2. Number of clubs benefiting from Pitch Preparation Fund

CW4.3	Increase physical activity and sports participation through our Healthy Lifestyles Scheme in partnership with the Gloucestershire We Can Move programme	Community Services & Licensing	Angela Gillingham	Progressing	31/03/2026	MILESTONE: Develop the range of Choose2move classes across the district using data and insight to inform their locations MILESTONE: To work in partnership with local organisations to deliver Activity on Referral for children and young people MILESTONE: Continue to develop Active Tots & Active Kidz trampolining & gymnastics at Stratford Park Leisure Centre MILESTONE: Complete a gap analysis in partnership with health partners to produce a demographic breakdown of long term conditions in the districts MILESTONE: Support implementation of a 'Refer All' system to improve the accurate reporting of the Healthy Lifestyles Scheme	1. Referrals to the Healthy Lifestyle Scheme received each year (Target: 100) 2. Number of participants who complete the 12 week Health Lifestyles programme (maximise)
CW4.4	Complete a conditions survey and review the development implications of longer term development for Stratford Park Lido	Community Services & Licensing	Hannah Drew	Progressing	31/03/2025	MILESTONE: Complete conditions survey MILESTONE: Support Friends of the Lido to gain charitable status MILESTONE: Develop a priority development plan including grant sources to develop the facility	
CW4.5	Develop a Culture Strategy for the District	Community Services & Licensing	Keith Gerrard	Progressing	31/12/2024	MILESTONE: Consultation on draft Culture Strategy MILESTONE: Culture Strategy approved and published MILESTONE: Develop Action Plan based on Culture Strategy	
CW4.6	Implement the Museum in the Park's free-to-join Supporter Scheme to provide residents with exciting opportunities to engage with the museum and extend community reach to new audiences ensuring the museum remains at the heart of the wider community	Community Services & Licensing	Keith Gerrard	Completed & closed			1. Number of Museum members 2. Average open rate of Museum membership communication

CW5 Equality Diversity & 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

		Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
CW5.1	Deliver our Equality, Diversity and Inclusion Action Plan 2021-25, through engaging with communities, showing leadership and championing equality, diversity and inclusion in all that we do	Community Services & Licensing	Hannah Emery	Progressing	31/03/2025	MILESTONE: Annual report on progress of ED&I Action Plan presented to Council (31/07/2024) MILESTONE: Review the EQIA process and publish guidance for officers and members so EQIAs are prepared earlier	1. Number of EDIE events held (Target: 4) 2. Number of EQIAs published
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	Community Services & Licensing	Hannah Emery	Progressing	31/03/2025	MILESTONE: Implement the TIDE assessment recommendations MILESTONE: Monitor the EDIE policies of our key suppliers	
CW5.3	Devise and implement a delivery plan to reduce health inequalities, in collaboration with partners from across all sectors to support those most affected by the Cost-of-Living crisis	Community Services & Licensing	Emma Keating-Clark	Progressing	31/03/2026	MILESTONE: Review current health inequality data using health data and local insight MILESTONE: Conduct engagement activity with local communities and delivery partners MILESTONE: Develop delivery plan with key partners MILESTONE: Develop KPIs	
CW5.4	Promote initiatives which improve skills, celebrate diversity in the workplace and offer equal access to well paid jobs and economic opportunities for everyone	Community Services & Licensing	Amy Beckett	Progressing	31/03/2026	SUB ACTION: Work with education providers to support businesses to take up sector specific training opportunities SUB ACTION: Work with social enterprises and charities to encourage residents to access training and job opportunities MILESTONE: Deliver or facilitate a Jobs Fair (31/10/2024)	1. Unemployment figures (minimise) 2. NEET figures (minimise) 3. Number of businesses accessing Growth Hub intervention and support (maximise) 4. LSOA areas sitting in top 3 deprived areas (minimise) 5. Number of apprentices (maximise)
CW5.5	Work with partners to support older people to stay in their homes for longer	Community Services & Licensing	Angela Gillingham	Progressing	31/03/2025	MILESTONE: Develop the Careline service by creating a business plan which extends the delivery and accessibility of the service across the district MILESTONE: Report to CS&L committee to accept the funding for the new Careline service MILESTONE: Play an active role in the Stroud Dementia Action Alliance SUB ACTION: Support the delivery of the ILP workstream - Frailty, Dementia and Carers	1. Increase Careline units in place by 25 per annum 2. Percentage of Carelines transitioned to digital (Target: 100% by December 2025)
CW5.6	Support our Armed Forces Champion and provide help as needed to former members of the armed services who need extra support and continue to deliver the Armed Forces Covenant across the local area	Community Services & Licensing	Michelle Elliott	Completed & closed			1. Housing and accommodation support provided to former members of the Armed Forces in line with our Armed Forces Covenant commitment

ENVIRONMENT & CLIMATE CHANGE
Protecting and enhancing our environment and leading the district to carbon neutrality in 2030

EC1 Tackle the Climate and Ecological Emergency: Achieve the commitments set for 2021-2024 of the Strategy to be a carbon neutral and ecologically sound district by 2030							
		Committee		Status	End date	Sub Actions/Milestones	Performance Indicator(s)
EC1.1	Facilitate continued community engagement through the established 2030 Community Engagement Board to support the delivery of the 2030 Strategy	Full Council, Strategy themes to relevant committee	Brendan Cleere	Replaced Action - merged with EC1.3 (previous actions completed)	31/03/2024	MILESTONE: Work of the Community Engagement Board summarised in Annual 2030 report for 2023/24 to be published in Spring 2024 and annually thereafter <i>Please note, this milestone will be reviewed once the new Climate Change and Sustainability Manager is in post</i>	
EC1.2	Establish the performance management of the 2030 Strategy across the organisation to monitor and report progress towards the Strategy's aims and commitments	Full Council, Strategy themes to relevant committee		Completed & closed			
EC1.3	Plan and implement the community engagement aspect of the Strategy, to include a 2030 community website and direct activities with residents, linking to the Community Engagement Strategy (CW3.1)	Full Council, Strategy themes to relevant committee	Brendan Cleere	Closed (merged with EC1.1)			
EC1.4	Establish an ethics policy for our investments, incorporating work within the Brunel Partnership to divest pension funds from fossil fuels	Strategy & Resources / Audit & Standards		Completed & closed			
EC1.5	Explore and progress additional projects for carbon reduction and/or biodiversity net gain and funding opportunities to deliver them.	Strategy & Resources / Environment	Brendan Cleere	Progressing	31/03/2026	SUB ACTION: Identify funding opportunities for carbon reduction projects SUB ACTION: Identify funding opportunities for biodiversity net gain projects	1. Money leveraged through successful funding bids and level of associated council investment approved by Councillors 2. Number of additional projects established or supported with an estimate given of biodiversity net gain and/or carbon savings that will be achieved 3. Number of external carbon reduction projects worked on with partners <i>Please note, these PI's will be reviewed once the new Climate Change and Sustainability Manager is in post</i>

EC2 Biodiversity: Work with local communities and partners to protect and enhance the district's green infrastructure and biodiversity providing accessible environments that people can enjoy and which positively contribute to their good health and well-being

	Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
EC2.1	Environment / Full Council	Conrad Moore / Rebecca Charley	Progressing	30/09/2024	MILESTONE: Publication of Gloucestershire biodiversity net gain guidance (30/11/2023) MILESTONE: Adoption of Severn Estuary Mitigation Strategy (31/12/2023) MILESTONE: Publication of Gloucestershire Nature Recovery Strategy (30/09/2024) MILESTONE: District document developed, aligned with Gloucestershire Nature Recovery Strategy by September 2024 (30/09/2024) MILESTONE: Implement recreational pressure mitigation identified within the adopted strategies (SPA, RAMSAR, SAC site strategies)	1. Achieve a minimum of 10% BNG from new developments (from November 2023) 2. Increase in average Insect biomass - based on Bug Life Citizen Science project data (consultation with Bug Life needed for this PI) 3. Extent of strategic gaps in GI network (to tie in with LNRS publication - September 2024)
EC2.2	Environment	Maria Hickman	Completed & closed			1. Number of interventions installed as part of the natural flood management project 2. Number of landowners engaged with the natural flood management project (Target: 3)
EC2.3	Environment	Conrad Moore	Progressing	30/09/2024	MILESTONE: Publication of Gloucestershire Nature Recovery Strategy (30 September 2024) MILESTONE: District document developed, aligned with Gloucestershire Nature Recovery Strategy (30 September 2024) MILESTONE: Progress with tree planting schemes	1. Increase canopy cover in Stroud District, towards the target of 20% county wide coverage by 2030 (interim targets for Stroud District will be identified) 2. Amount of land (hectares) subject to new tree planting 3. Canopy cover as a % of District
EC2.4	Environment	Mike Towson	Progressing	31/03/2026	MILESTONE: Green Spaces Action Plan developed based on county-wide Nature Recovery Strategy endorsed in the Gloucestershire Nature Recovery Strategy (30/09/2024) MILESTONE: Develop and implement plans for expansion of No Mow May for 2024	
EC2.5	Environment	Mark Russell	Progressing	31/03/2026	MILESTONE: Work with partners to promote the use of Building with Nature Standards MILESTONE: Building with Nature Standards endorsed in the Gloucestershire Nature Recovery Strategy (30/09/2024) MILESTONE: District document developed endorsing Building with Nature Standards	Once new Local Plan has been adopted: 1. Percentage of strategic sites in the Local Plan that incorporate Building with Nature standards 2. Number of development sites (total area) in the district delivering Building with Nature standards

EC3 Sustainable Construction and Retrofit: Work with partners to establish Stroud district as a sustainable construction centre of excellence, investing in the skills and capacity in the local economy so public and private buildings across the district can become low carbon and energy efficient

	Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
EC3.1	Housing	Tara Skidmore	Newly developed action	31/03/2026	MILESTONE: Complete Wave 1 Retrofit programme MILESTONE: Commence Wave 2 Retrofit programme MILESTONE: Complete Wave 2 Retrofit programme MILESTONE: Review housing stock data to establish prioritised need for future retrofit programmes MILESTONE: Research funding opportunities for further programmes	1. Percentage of housing stock that has achieved an EPC-C rating or above 2. Number of homes retrofitted each year (Target: 470) 3. Tonnes of carbon saved through council home retrofit
EC3.2	Strategy & Resources	Alison Fisk	Progressing	31/03/2026	SUB ACTION: Develop and deliver a masterplan for Station/Cheapside area (2023/24) SUB ACTION: Develop and deliver a masterplan for Beeches Green (2024/25) MILESTONE: Produce methodology for the retrofitting of identified public buildings (2023/24)	PI's will be in place following completion of sub actions and milestones
EC3.3	Housing	Brendan Cleere	Progressing	31/03/2026	SUB ACTION: Full take up of Low Carbon Communities Project service to provide detailed advice to home owners on retrofit options for their home	1. Number of households supported through Low Carbon Communities Project
EC3.4	Strategy & Resources	Brendan Cleere	Progressing	31/03/2026	MILESTONE: Green skills and retrofit centre to be established by SGS college at Berkeley Site by Spring 2024	1. Number of individuals (businesses and students) engaged in new training offered by Green Skills and Retrofit Centre <i>Please note, these PI's will be reviewed once the new Climate Change and Sustainability Manager is in post</i>
EC3.5		Mark Russell	Replaced Action (previous action completed)	31/12/2024	MILESTONE: Publish supplementary guidance (30/09/2024) MILESTONE: Develop programme of support for developers to deliver standards (31/12/2024)	1. Number of new dwellings that have achieved a net zero carbon standard by 2026

EC4 Mobility / transport: Support development of an integrated active travel (walking and cycling) and public transport network and development of electric vehicle charging infrastructure working with county and regional partners

	Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
EC4.1	Environment	Simon Maher	Progressing	31/03/2026	MILESTONE: Develop a dedicated walking and cycling page on the council's website where community design guidance and other tools can be used to support the development of local projects (31/12/2023) MILESTONE: Develop and deliver a promotional campaign to encourage and support parish councils to make funding bids for local walking and cycling projects (31/03/2024) MILESTONE: Allocate funding to deliver improved and new priority strategic and local walking and cycling schemes (31/03/2026) MILESTONE: Provide input to GCC to aid the production of LCWIPs and the delivery of active travel projects (31/03/2026) MILESTONE: Develop and deliver promotional events and activities to encourage communities to take up active travel modes of transport (31/03/2026)	1. Percentage of trips taken by walking and cycling (maximise) 2. Number of new or improved facilities such as cycle lanes, cycle tracks, walking trails 3. Amount of funding allocated to and spent on improved and new strategic and local walking and cycling schemes
EC4.2	Strategy & Resources	Conrad Moore	Progressing	31/03/2026	MILESTONE: Publicity campaign promoting the use of public transport and links to active travel across the district MILESTONE: Endorsement of Gloucestershire Decarbonisation Statement of Intent (30/09/2023) MILESTONE: Input into Gloucestershire Decarbonisation Strategy	1. Percentage of trips taken by public transport (maximise) 2. Co2/greenhouse gas emissions from transport (minimise) 3. Number and frequency of public transport services 4. Number of public transport hubs

EC4.3	Working with partners, expand the network of Electric Vehicle charging points and increase support for low carbon transport, and a reduction in private car use and explore measures to reduce air pollution such as no-idling zones	Environment	Mike Towson	Progressing	31/03/2026	SUB ACTION: Work with partners to expand the network of EV charging points and increase support for low carbon transport, and a reduction in private car use SUB ACTION: Explore measures to reduce air pollution such as no-idling zones	1. Number of EV charge points installed in SDC car parks
EC4.4	Develop initiatives to encourage an increase in the percentage of Low, Ultra Low Emission and Euro 6 compliant taxi and private hire vehicles (CN2030 M8)	Community Services & Licensing	Rachel Andrew	Progressing	01/04/2025	MILESTONE: Deliver initiatives to encourage an increase of EV, ULEV and Euro 6 compliant taxi and private hire vehicles (31/12/2023) MILESTONE: Review of existing license holders' compliance with Taxi and Private Hire policies (30/04/2025)	1. Increase the percentage of taxi and private hire vehicles that are Euro 6 standard or EV to 75% by end of 2023
EC5	Circular economy: Develop the foundations of a sustainable circular economy for the district by minimising consumption, reducing the quantity of resources sent to incineration and applying the waste hierarchy: prevent, reduce, reuse, recycle, recover and as a last resort disposal						
		Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
EC5.1	Further reduce the quantity of resources discarded as waste and minimise its environmental impact	Environment	Mike Towson	Progressing	31/03/2024	SUB ACTION: Deliver 'Repair' campaigns via Gloucestershire Resources and Waste Partnership	1. Number of kilograms of residual household waste collected per household per quarter (Target: 63kg)
EC5.2	Work with our partner Ubico to identify joint opportunities for carbon reduction projects in household collection and management of public spaces	Environment	Mike Towson	Progressing	31/03/2025	SUB ACTION: Use of HVO fuel fully rolled out on Ubico contract	1. Number of carbon reduction projects scoped with Ubico, including analysis of potential carbon saving 2. Number of Ubico vehicles using HVO fuel
EC5.3	Support the phasing out of single use plastics in the district and encourage and support local initiatives to 'reduce, repair and recycle'	Environment	Mike Towson	Progressing	31/03/2026	SUB ACTION: Create an Action plan based on facilities audits undertaken in 2023 and deliver against objectives SUB ACTION: Develop local initiatives to promote "reduce, reuse and recycle"	1. Percentage of plastic as a part of the overall composition of dry mixed recycling, against a 2020/21 baseline (minimise)
EC5.4	Continue to increase recycling rates across the district	Environment	Mike Towson	Progressing	31/03/2026	SUB ACTION: Introduce an additional material that can be collected at kerbside for recycling and develop communication plan to promote new material for recycling	1. Percentage of household waste sent for reuse, recycling and composting (maximise)
EC6	Renewable energy: Increase the proportion of energy generated by renewable sources in the district and work on decarbonising existing networks						
		Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
EC6.1	Continue to increase renewable generation in the district and to decarbonise existing networks, and support community-owned renewable energy schemes	Environment	Brendan Cleere	Progressing	31/03/2026		1. Number of community owned or other renewable energy schemes supported by the council 2. Reported carbon saved/avoided (maximise) <i>Please note, these PI's will be reviewed once the new Climate Change and Sustainability Manager is in post</i>
EC6.2	Deliver the decarbonisation projects at Stratford Park Leisure Centre, Museum in the Park and The Pulse, utilising Salix funding	Strategy & Resources	Alison Fisk	Replaced Action (previous action completed)	31/03/2024	SUB ACTION: Deliver decarbonisation project at Stratford Park Leisure Centre and Museum in the Park SUB ACTION: Deliver decarbonisation project at The Pulse	PI's will be in place following completion of sub actions
EC6.3	Increase the proportion of Council and partner fleet vehicles powered by zero or low carbon technologies	Environment	Mike Towson	Progressing	31/03/2026	MILESTONE: Investigate feasibility of supply capacity upgrade, or PV and battery storage at Gossington Depot to enable further EV expansion on Ubico fleet	1. Percentage increase of fleet vehicles powered by zero or low carbon technology (maximise)
EC6.4	Deliver key low carbon exemplar projects	Housing	Tara Skidmore	Progressing	31/03/2025	MILESTONE: Completion of feasibility studies MILESTONE: Wave 1 and 2 bids submitted for grants MILESTONE: Demonstrator project delivered (dependent on success of obtaining grant funding)	PI's will be developed on completion of Milestones
ECONOMY, RESILIENCE & REGENERATION <i>Supporting and thriving and resilient local economy</i>							
ER1	Economic recovery: Support our high streets and businesses to enable recovery of the local economy from the impacts of COVID-19 and building foundations for a sustainable and inclusive local economy						
		Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
ER1.1	Implement an inclusive and sustainable 'Economic Development Strategy' to support a thriving and resilient economy for our businesses, communities and visitors	Strategy & Resources	Amy Beckett	Replaced Action (previous action completed)	31/03/2025	MILESTONE: Implement Short Term Action Plan by 2025 MILESTONE: Review and refresh Short Term Action Plan MILESTONE: 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	1. Unemployment figures (minimise) 2. Average residential gross weekly pay (maximise) 3. Living Wage Employers (maximise) 4. Gender pay gap (minimise) 5. Number of businesses in the district (maximise) 6. Number of green tech sector businesses in the district (maximise) 7. Town Centre vacancy rates (minimise) 8. Town Centre footfall rates (maximise) 9. Tourist spend in the district (maximise) 10. GVA (maximise)
ER1.2	Support high street and other businesses to increase their digital and virtual visibility, through promotion, training, new applications and facilitating the acceleration of highspeed broadband	Strategy & Resources	Amy Beckett	Progressing	31/03/2026	SUB ACTION: Work with partners to promote digital connectivity needs across the district SUB ACTION: Work with partners to support businesses to improve their online presence, including by delivering social media training	1. Improved connectivity of the district via the fastershire website 2. Number of businesses reporting online reach via the annual satisfaction survey with businesses (maximise)
ER1.3	Support local high streets to increase footfall and achieve a sustainable visitor economy through delivering and enabling promotional campaigns, markets, cultural and leisure events, growing the night-time economy and by improving sustainable access to local centres from our rural hinterlands	Strategy & Resources	Amy Beckett	Replaced Action (previous action completed)	31/03/2026	SUB ACTION: Work with partners to consider ways to support improvements to the night time economy, creating a positive impact on footfall and spend in Market Towns SUB ACTION: Develop a work programme for our Tourism Officer with a partnership steering group to include promotion of a programme of arts and culture events	1. Town Centre vacancy rates (minimise) 2. Town Centre footfall rates (maximise) 3. Employment in towns (maximise) 4. Number of day and overnight visitors (maximise) 5. Tourist spend in the district (maximise) 6. Percentage increase in expenditure by tourists in the district based on 2019/20 data direct visitor spend (£149,610,000)
ER1.4	Work with partners across Stroud district to grow a sustainable visitor economy, including the night time economy, walking and cycling, culture and leisure attractions	Community Services & Licensing	Amy Beckett	Closed (merged with ER1.3)			
ER1.5	Consult with all types of businesses on how to improve business services, for example by providing a 'one door' access point into the Council, direct engagement from Councillors and in particular actions to address the needs of small businesses	Strategy & Resources	Amy Beckett	Closed (milestone for ER1.1)			
ER2	Regeneration: Deliver key regeneration sites across the district, especially brownfield sites and longterm empty properties, for local jobs, homes, community facilities and green spaces						
		Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
ER2.1	Develop Brimscombe Port as a key strategic site to support a thriving community, in line with project milestones which include securing a development partner and delivering infrastructure works	Full Council, Strategy themes to relevant committee	Leonie Lockwood	Progressing	31/03/2026	MILESTONE: Planning approval for redevelopment and commencement of the infrastructure (2024/25) MILESTONE: Commence the infrastructure works (2024/25) MILESTONE: Completion of infrastructure works (2025/26)	

ER2.2	Deliver Phase 1b of the Canal Project (Cotswold Canals Connected), incorporating land acquisition, planning application for the 'missing mile', Ocean Bridge works, environment and community programmes in line with National Lottery Heritage Fund bid	Full Council, Strategy themes to relevant committee	Chris Mitford-Slade	Progressing	31/03/2026	MILESTONE: Approval of the Missing Mile Planning Application (30/10/2023) MILESTONE: Land acquisitions secured (30/10/2023) MILESTONE: The approved activity plan, focusing on social and community outcomes, is delivered in line with the successful heritage lottery bid (30/09/2023) MILESTONE: Monitoring and Evaluation progress reports in place (31/03/2024)	1. Engineering programme delivery against plan 2. Funding gap and fundraising targets against plan 3. Activity plan delivery and monitoring and evaluation
ER2.3	Progress 'hard to develop' brownfield sites and long-term empty commercial properties across the district, delivering quality local jobs and homes, while preserving and enhancing biodiversity	Full Council, Strategy themes to relevant committee	Leonie Lockwood	Progressing	31/03/2026	SUB ACTION: Progress May Lane, Dursley in accordance with the agreed milestones of project MILESTONE: Prospect Place planning application submitted (November 2023) MILESTONE: Prospect Place planning consent obtained (May 2024) MILESTONE: May Lane planning application submitted (November 2023) MILESTONE: May Lane planning consent obtained (May 2024) SUB ACTION: Progress the station and Cheapside area of Stroud in accordance with the agreed milestones in the project plan MILESTONE: Transport assessment and car parking strategy completed (July 2023) MILESTONE: High level masterplan completed (July 2023) MILESTONE: In principle commitment received from Network Rail to the regeneration proposals (October 2023) MILESTONE: Delivery Strategy agreed (January 2023) SUB ACTION: Progress Brimscombe Port in accordance with the agreed milestones in the project plan MILESTONE: Obtain planning approval for the development and commencement of the infrastructure (2024/25) MILESTONE: Commence the infrastructure works (2024/25) MILESTONE: Complete the infrastructure works (2025/26) SUB ACTION: Progress the reuse of long term empty commercial properties across the district MILESTONE: Identify list of properties and prioritise (2023/24)	PI's will be developed on completion of Sub actions
ER2.4	Support the development of a diverse local economy of social enterprises, cooperatives and small businesses by supporting them to find well connected commercial space available for expansion and by exploring the use of land for low cost sites and start-ups	Strategy & Resources / Audit & Standards	Mark Russell	Progressing	31/03/2026	SUB ACTION: Work with partners to increase commercial space available for expansion and explore the use of land for low cost sites and start-ups, as well as protecting existing employment sites	1. Net additional employment land (ha) completed by use class 2. Number of business registrations and de-registrations
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						
		Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
ER3.1	Attract investment by setting out the offer of Stroud District in a new 'Place Prospectus' to showcase the district's achievements and future priorities	Strategy & Resources	Mark Russell	Completed & Closed			Monitor role of The Natural Place in attracting investment in the District by: 1. Number of businesses in the district (maximise) 2. Number of green tech sector businesses in the district (maximise) 3. Town Centre vacancy rates (minimise)
ER3.2	Promote prosperity and visitors to the district's waterways, by delivering physical enhancements and stronger links with our communities, aligned with heritage and biodiversity objectives	Strategy & Resources	Mark Russell	Replaced Action (previous action completed)	31/03/2025	MILESTONE: Finalise Canal Strategy Action Plan (31/12/2023) MILESTONE: Delivery of canal physical enhancements (31/03/2026) MILESTONE: Delivery of community events (31/03/2026)	1. Physical enhancements of canal corridor 2. Length of canal restored 3. Number of community events held
ER3.3	Work to secure external funding for priority projects, by establishing a task force to review bid options and developing a bid to the Government's Levelling Up Fund and other funding opportunities	Strategy & Resources	Brendan Cleere	Completed & Closed			1. External funding secured for priority regeneration and infrastructure bids
ER3.4	Work with partners including Western Gateway and neighbouring local authorities to promote Severn Edge (Oldbury and Berkeley sites) to be a green energy hub, at the forefront of a renewable energy revolution that delivers an affordable zero carbon future for everyone	Strategy & Resources / Full Council	Mark Russell	Replaced Action (previous action completed)	31/03/2024	MILESTONE: Publish vision for Severn Edge MILESTONE: Promote Severn Edge to potential green energy providers	1. Green energy infrastructure at Berkeley GSTP (maximise) 2. Business at Berkeley GSTP (maximise)
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						
		Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
ER4.1	Work with business networks and trade unions to recognise and promote access to living wage employers who lead on social and environmental good practice	Strategy & Resources	Amy Beckett	Newly developed action (merging 2 previous actions)	31/03/2025	MILESTONE: Research and develop a charter or accreditation that recognises good social and environmental good practice (31/03/2024) MILESTONE: Adopt a charter or accreditation that recognises good social and environmental good practice (30/09/2024) MILESTONE: Promote the charter accreditation through channels to all businesses (31/03/2025)	1. Living Wage employers (maximise) 2. Employers leading on social and environmental good practice (maximise)
ER4.2	Increase the financial resilience of the district by exploring additional options for community funding	Strategy & Resources / Audit & Standards	Andrew Cummings	Progressing	31/03/2025	MILESTONE: Report to Committee to consider crowdfunding scheme (31/03/2024) MILESTONE: Introduction of Crowdfunding Scheme (31/12/2024)	1. £ generated through crowdfunding
ER4.3	Review the Procurement Strategy and develop initiatives to increase spend on low carbon, sustainable and ethical goods and services to create stronger supply chains within the local economy	Strategy & Resources	Hannah Emery	Progressing	31/03/2026	MILESTONE: Review the Procurement Strategy for committee approval (30/11/2023) MILESTONE: Develop KPIs for ongoing performance monitoring (31/12/2023) MILESTONE: Provide procurement training for Members and officers (31/03/2024) SUB ACTION: Develop initiatives for procurement of ethical, sustainable and low carbon goods	1. Local spend (maximise) 2. Spend on low carbon goods 3. Percentage of overall annual spend from businesses with a GL postcode (maximise)

ER4.4	Work with partners to support the development of skills and training for all ages, including the unemployed, young people and apprentices, and across key sectors including the low carbon sector and visitor economy	Strategy & Resources / Full Council	Amy Beckett	Progressing	31/03/2026	SUB ACTION: Work with education providers to support businesses to take up sector specific training opportunities SUB ACTION: Work with social enterprises and charities to encourage residents to access training and job opportunities MILESTONE: Deliver or facilitate a Jobs Fair by October 2024	1. Number of businesses accessing Growth Hub intervention and support (maximise) 2. LSOA areas sitting in top 3 deprived areas (minimise) 3. Living Wage Employers (maximise) 4. Trade union membership (maximise)
ER4.5	Work with trade unions to support fair employment, encouraging more local businesses and organisations to be real living wage employers			Closed (merged with ER4.1)			
ER5	Strategic Planning: Adopt the new Stroud District Local Plan						
		Committee	Lead Officer	Status	End date	Sub Actions/Milestones	Performance Indicator(s)
ER5.1	Progress the Local Plan through public examination and secure its adoption	Environment	Mark Russell	Known delays	31/12/2024	MILESTONE: Local Plan recommended for adoption by Government Inspector MILESTONE: Local Plan adopted within 3 months of receiving the Inspector's Report	
ER5.2	Support the delivery of strategic site allocations contained within the local plan and the key infrastructure required to support it	Environment	Mark Russell	Progressing	31/03/2026		1. Number of houses built and hectareage of employment land developed annually compared with Local Plan requirements
ER5.3	Work with parish councils to encourage and support local communities to develop Neighbourhood Development Plans and Orders, thereby increasing community planning activities	Environment	Simon Maher	Progressing	31/03/2026	SUB ACTION: Develop and deliver a promotional campaign to encourage and support parish councils to develop neighbourhood planning initiatives by March 2024	1. Number of Neighbourhood Development Plans and Orders progressed or reviewed