

**Performance Monitoring Report  
Strategy & Resources Committee  
Q2 2023/24**

<b>Date of S&amp;R meeting</b>	23 November 2023	
<b>Date of Performance Monitoring meeting</b>	9 November 2023	
<b>In attendance</b>	<b>Members:</b> Cllr Gordon Craig, Cllr Stephen Davies <b>Youth Council Members:</b> Cate James-Hodges <b>Officers:</b> Andrew Cummings, Hannah Barton, Kate Hunt	
<b>S&amp;R Ideagen dashboards</b>	<a href="#">Main Strategy &amp; Resources dashboard</a> <a href="#">Strategy &amp; Resources Performance Indicator dashboard</a>	
<b>Items on S&amp;R agenda relevant to the Council Plan</b>	ER4.3: Procurement Strategy	
<b>Risks</b>	Corporate Risk Register presented to Audits & Standards Committee	
<b>Council Plan Actions Traffic Light Status</b>	Red	0
	Amber	2
	Green	26
	Not Started and Assigned	3
	Cancelled	2
<b>Any issues of concern to be reported to Strategy &amp; Resources Committee</b>		
<b>Any actions or recommendations for Strategy &amp; Resources Committee</b>		
<p>Performance Monitors suggested that Community, Services and Licensing Committee may wish to review the targets for call answering at some point in their work programme.</p> <p>After the discussions at the performance monitoring meeting, the next meeting is going to include a focus on Economic Development. In the next quarter officers will look to review and develop the performance indicators used in this area.</p> <p>Local spend was discussed and it was noted that the Procurement Strategy is being considered at this Committee meeting.</p>		

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<b>Report submitted by</b>	<b>Andrew Cummings</b>
<b>Date of report</b>	<b>15<sup>th</sup> November 2023</b>

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CW3.2	Improve customer service for residents by procuring a Digital Platform that provides for centralised first contact ensuring an easier access to services and that provides additional support for those with complex needs.	Completed and replaced with action 3.2a
Assigned To	Adrian Blick; Liz Shellam	

CW3.2a	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		
Assigned To	Adrian Blick; Liz Shellam		
Sub Action	CW3.2.1 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	40%	<p>Q2 2023/24:</p> <p><b><u>Customer Contact Centre - rebrand</u></b></p> <p>A review of the structure and formal internal rebrand of the customer services team was completed during June &amp; July this included a formal consultation with staff assisted by HR Launch of new Customer Contact Centre (CCC) went live on 1st September 2023</p> <p><b><u>Contact Centre Plan</u></b></p> <p>The Customer Contact Centre currently handle 40% of all SDC calls through the main phone menu, these include all Waste &amp; recycling, Council Tax enquiries, Council Tax Recovery and overflow for Elections calls.</p> <p>Scope for phase 1 agreed and scheduled for completion end of Q3.</p> <p>Planning and development work ongoing to ensure all Elections calls are centralised by 30th November 2023.</p> <p>Liberty Connect training completed by key CCC team members and first iteration of chatbot/ web assistant on schedule to be developed and tested for end of Q3.</p>

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	<p>CW3.2.2 Review and reengineer our processes to streamline and improve experience of customers accessing our services</p>	<p>30%</p>	<p>Customer feedback forms designed and launched for online waste services including; bulky waste, ordering containers, reporting missed collections and garden waste.</p> <p>Q2 2023/24:</p> <p>We are now in Phase 3 of the process re-engineering and 47 processes have been signed off as complete at the Process re-engineering board.</p> <p>Five on-line services have been implemented including:</p> <ul style="list-style-type: none"> <li>• Building Control contact form</li> <li>• Bulky Waste</li> <li>• Garden Waste (new bookings and renewals)</li> <li>• Waste Management (Waste and Recycling).</li> </ul> <p>We recently implemented a customer satisfaction success measure to help us assess how well the on-line services are being received by our customers and feedback has been extremely positive.</p> <p>Our future pipeline for further on-line services includes processes related to:</p> <ul style="list-style-type: none"> <li>• Elections</li> <li>• Enforcement</li> <li>• Licencing</li> <li>• Pest Control (in-development)</li> <li>• Waste Management (Streets and Grounds) (in-development).</li> </ul>
<p>Performance Indicator Linked</p>	<p>CW3.2a Average telephone response time</p>		<p><b>September 2023 result</b></p> 

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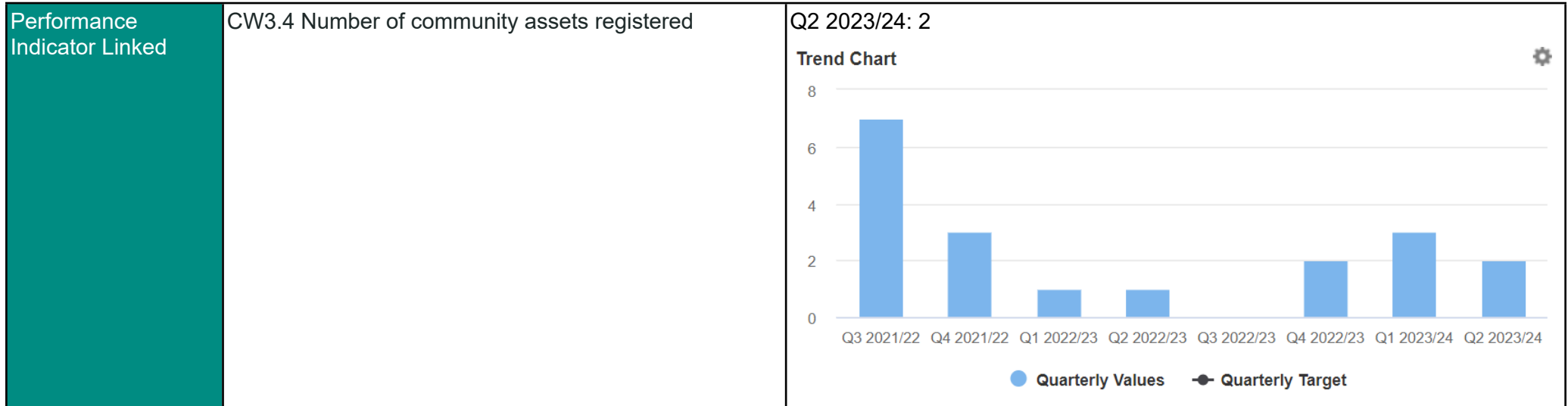
	<p>CW3.2b Positive customer satisfaction through Annual Satisfaction Survey</p>	<p>71%</p>																											
	<p>CW3.2c Number of complaints received under 'Delay in Communication' or 'Poor Communication' categories</p>	<p><b>Trend Chart</b> <span style="float: right;">⚙️</span></p> <table border="1"> <caption>Quarterly Values and Targets for CW3.2c</caption> <thead> <tr> <th>Quarter</th> <th>Quarterly Values</th> <th>Quarterly Target</th> </tr> </thead> <tbody> <tr> <td>Q3 2021/22</td> <td>12</td> <td>12</td> </tr> <tr> <td>Q4 2021/22</td> <td>8</td> <td>8</td> </tr> <tr> <td>Q1 2022/23</td> <td>10</td> <td>10</td> </tr> <tr> <td>Q2 2022/23</td> <td>12</td> <td>12</td> </tr> <tr> <td>Q3 2022/23</td> <td>14</td> <td>14</td> </tr> <tr> <td>Q4 2022/23</td> <td>13</td> <td>13</td> </tr> <tr> <td>Q1 2023/24</td> <td>14</td> <td>14</td> </tr> <tr> <td>Q2 2023/24</td> <td>8</td> <td>8</td> </tr> </tbody> </table> <p>● Quarterly Values    ● Quarterly Target</p>	Quarter	Quarterly Values	Quarterly Target	Q3 2021/22	12	12	Q4 2021/22	8	8	Q1 2022/23	10	10	Q2 2022/23	12	12	Q3 2022/23	14	14	Q4 2022/23	13	13	Q1 2023/24	14	14	Q2 2023/24	8	8
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	<p>CW3.2d Number of processes reengineered</p>	<p><b>Trend Chart</b> <span style="float: right;">⚙️</span></p> <table border="1"> <caption>Quarterly Values and Targets for CW3.2d</caption> <thead> <tr> <th>Quarter</th> <th>Quarterly Values</th> <th>Quarterly Target</th> </tr> </thead> <tbody> <tr> <td>Q3 2021/22</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q4 2021/22</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q1 2022/23</td> <td>9</td> <td>5</td> </tr> <tr> <td>Q2 2022/23</td> <td>2</td> <td>5</td> </tr> <tr> <td>Q3 2022/23</td> <td>15</td> <td>10</td> </tr> <tr> <td>Q4 2022/23</td> <td>1</td> <td>5</td> </tr> <tr> <td>Q1 2023/24</td> <td>14</td> <td>14</td> </tr> <tr> <td>Q2 2023/24</td> <td>19</td> <td>20</td> </tr> </tbody> </table> <p>● Quarterly Values    ● Quarterly Target</p>	Quarter	Quarterly Values	Quarterly Target	Q3 2021/22	0	0	Q4 2021/22	0	0	Q1 2022/23	9	5	Q2 2022/23	2	5	Q3 2022/23	15	10	Q4 2022/23	1	5	Q1 2023/24	14	14	Q2 2023/24	19	20
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CW3.3	Work with Town and Parish Councils to develop, agree and implement a new strategic approach for partnership working between district, towns and parishes including specific support for rural communities.		Completed. Ongoing performance will be measured with the PIs outlined below
Assigned To	Hannah Barton; Hannah Emery		
Performance Indicator Linked	CW3.3a No. of Town and Parish Councils signed up to the Charter	<p style="text-align: center;"><b>Q2 2023 result</b></p>	
	<p><i>The following PI will not include data until the conclusion of the annual survey with Parish and Town Councils (by end of 2023):</i></p> <p>CW3.3b 50% satisfaction with Charter measured through annual survey with Parish and Town Councils</p>		

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			
Assigned To	Simon Maher			
Latest Note	Q2 2023/24: Support and advice continues to be provided to communities wishing to register and protect local assets within the framework of the legislation set out by The Localism Act 2011 and the Assets of Community Value (England) Regulations 2012. 2 ACVs were registered during Q2.			
Milestones	<b>Milestone Description</b>	<b>Completion Y/N</b>	<b>Milestone Due Date</b>	<b>Latest Milestone Note</b>
	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	No	30-Sep-2024	
	Refresh of guidance	No	31-Dec-2023	

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<p>CW5.4</p>	<p>Promote initiatives which improve skills, celebrate diversity in the workplace and offer equal access to well paid jobs and economic opportunities for everyone</p>		
<p>Assigned To</p>	<p>Amy Beckett</p>		
<p>Latest Note</p>	<p>Q2 2023/24:</p> <p>Fortnightly meetings with Stroud Growth Hub and South Gloucestershire and Stroud College to understand what courses are available to residents and workers within the district and how to support uptake of courses.</p> <p>Continued conversations with businesses and stakeholders to understand what skills development is required and how this can be met.</p> <p>Quarterly meetings with skills and education providers who are supporting the district through UKSPF funded projects to understand uptake to support residents furthest from the labour market take up new training opportunities to encourage them back into the workplace.</p>		
<p>Sub Action</p>	<p>CW5.4.1 Work with education providers to support businesses to take up sector specific training opportunities</p>	<p>0%</p>	<p>Q2 2023/24: Meet bi-weekly with SGSC to discuss updates regarding courses available for adults, young people and businesses and how to support</p>

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			<p>share information on these courses.</p> <p>Attend apprenticeship focused meetings at SGSC Stroud campus to support with the development of future courses and ensuring the programmes meet the needs of businesses in a hybrid business environment.</p> <p>Attend quarterly meetings with training provider network to understand what provision has good take up in the district and how the needs of businesses and residents are being met.</p>																												
	CW5.4.2 Work with social enterprises and charities to encourage residents to access training and job opportunities	0%																													
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note																											
	Deliver or facilitate a Jobs Fair	No	31-Oct-2024																												
Performance Indicator Linked	CW5.4a Unemployment figures	<p><b>Trend Chart</b> <span style="float: right;">⚙️</span></p> <table border="1"> <caption>Quarterly Values for Unemployment Figures</caption> <thead> <tr> <th>Quarter</th> <th>Quarterly Values</th> <th>Quarterly Target</th> </tr> </thead> <tbody> <tr> <td>Q3 2021/22</td> <td>1,500</td> <td>-</td> </tr> <tr> <td>Q4 2021/22</td> <td>1,200</td> <td>-</td> </tr> <tr> <td>Q1 2022/23</td> <td>1,300</td> <td>-</td> </tr> <tr> <td>Q2 2022/23</td> <td>1,400</td> <td>-</td> </tr> <tr> <td>Q3 2022/23</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q4 2022/23</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q1 2023/24</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q2 2023/24</td> <td>-</td> <td>-</td> </tr> </tbody> </table>			Quarter	Quarterly Values	Quarterly Target	Q3 2021/22	1,500	-	Q4 2021/22	1,200	-	Q1 2022/23	1,300	-	Q2 2022/23	1,400	-	Q3 2022/23	-	-	Q4 2022/23	-	-	Q1 2023/24	-	-	Q2 2023/24	-	-
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CW5.4b NEET figures	Q2 2023/24: 1.44																														
CW5.4c Number of businesses accessing Growth Hub intervention and support	<i>We are waiting on this data from a partner organisation.</i>																														



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EC1.4	Establish an ethics policy for our investments, incorporating work within the Brunel Partnership to divest pension funds from fossil fuels	Completed & closed – Ethical Investment Policy was approved by Council in February 2022
Assigned To	Lucy Clothier	

EC1.5	Explore and progress additional projects for carbon reduction and /or biodiversity net gain and funding opportunities to deliver them.		
Assigned To	Brendan Cleere; Georgia Spooner; Jenny Youngs		
Sub Action	EC1.5.1 Identify funding opportunities for carbon reduction projects	0%	
	EC1.5.2 Identify funding opportunities for biodiversity net gain projects	0%	

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EC3.2	In line with the Zero Carbon Public Estate project, produce methodology for the retrofitting of identified public buildings and deliver a masterplan for the sites at Beeches Green and the Station/Cheapside areas (including Bath Place)			
Assigned To	Ali Fisk; Leonie Lockwood			
Sub Action	EC3.2.1 Develop and deliver a masterplan for Station/Cheapside area	20%	Q2 2023/24: A high-level masterplan has been completed. The next step is a meeting with the DfT to seek their approval to the disposal of the Network Rail car park to enable the comprehensive regeneration proposals to proceed. Meanwhile a formal pre app is to be held on the proposals.	
	EC3.2.2 Develop and deliver a masterplan for Beeches Green	5%	Q2 2023/24: Meetings have been held with the landowner, NHS Property Services, and the Integrated Care Board to progress the masterplan for this site. Two GP practices and the podiatry service have moved off site into the Five Valleys centre leaving one GP practice on site who wish to remain in a newly built facility on site. We have been requesting that we arrange a pre app for NHS PS to look at what is possible on site as the local plan calls for a comprehensive masterplan and they are looking at a new build GP practice at the back and then the rest developed around which is not necessarily best use of the site, but they are currently reluctant to proceed making it difficult to progress the masterplan.	
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Produce methodology for the retrofitting of identified public buildings	No	31-Mar-2024	The Building Performance Evaluation (BPE), Operational Energy Report, Whole Life Carbon and Lifecycle Cost Assessment Reports have been completed and sent to partners. We are also undertaking an energy efficiency review of Ebley Mill, which will provide further useful information on the key considerations for retrofitting heritage properties The next steps are to see how we can use these reports to inform and develop a retrofitting process for traditional buildings. In line with this we have been liaising with Pat Mcleod at SGS about their retrofitting

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				aspirations and we are working with Energy Systems Catapult to linking the reports to The Retrofit Centre website and initiatives.
Performance Indicator Linked	<i>PIs will be in place following completion of sub actions and milestones</i>			

EC3.4	Work with partners to position Stroud District as a Retrofit Centre for Excellence which provides training and develops the skills needed to retrofit homes and businesses.			
Assigned To	Amy Beckett; Brendan Cleere; Mark Russell; Georgia Spooner; Jenny Youngs			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Green skills and retrofit centre to be established by SGS college at Berkeley Site	No	30-Apr-2024	
Performance Indicator Linked	<i>PIs will be in place once the new Climate Change and Sustainability Manager is in post</i>			

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EC4.2	In partnership with GCC encourage the expansion and improvement of public transport and links to walking and cycling routes – to include bus services and railway stations and services, and bids for new facilities that benefit residents			
Assigned To	Simon Maher; Conrad Moore			
Latest Note	Q2 2023/24: Reviewed the information shared for Gloucestershire County Council’s Interchange Study. Working on Draft Interchange Study where Gloucestershire vision for buses is being established with Rapid Transit (urban core) and Express Bus Services (interurban routes) and Interchange Hubs that links high frequency routes with rural hinterlands. GCC have commissioned a study to inform the County Council decision to invest £1.2 million in interchange hubs across Gloucestershire. Looking at prioritisation tool to direct this investment.			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Endorsement of Gloucestershire Decarbonisation Statement of Intent	No	30-Sep-2023	Q2 2023/24: UK100 Statement of Shared Intent – Annex sets out the intentions to deliver on 80% carbon reduction by 2030, net zero by 2050. A high-level progress update on the agreed officer level updates to the annex went to June CLG, the final agreed Annex to go back to September’s CLG for approval.
	Input into Gloucestershire Decarbonisation Strategy	No		
	Publicity campaign promoting the use of public transport and links to active travel across the district	No	01-Apr-2025	Q2 2023/24: Attended meetings of Gloucestershire Transport and Decarbonisation Modelling group
Performance Indicator Linked	EC4.2a Percentage of trips taken by public transport			
	EC4.2b Co2/greenhouse gas emissions from transport			
	EC4.2c Number and frequency of public transport services			
	EC4.2d Number of public transport hubs			

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EC6.2	Deliver the water source heat pump projects at Ebley and Brimscombe Port Mills		Completed and replaced with EC6.2a
Assigned To	Ali Fisk		
Performance Indicator Linked	EC6.2 At least 97 tonnes of carbon saved per annum for Ebley and Brimscombe Port Mills combined		

EC6.2a	Deliver the decarbonisation projects at Stratford Park Leisure Centre, Museum in the Park and The Pulse, utilising Salix funding		
Assigned To	Ali Fisk		
Sub Action	Deliver decarbonisation projects at Stratford Park Leisure Centre and Museum in the Park	0%	
	Deliver decarbonisation project at The Pulse	0%	
Performance Indicator Linked	<i>PIs will be in place following completion of sub actions</i>		

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ER1.1	Develop and implement an inclusive and sustainable ‘Economic Development Strategy’ including supporting market towns and sectors most impacted by the pandemic.	Completed and replaced with ER1.1a
Assigned To	Amy Beckett	

ER1.1a	Implement an inclusive and sustainable ‘Economic Development Strategy’ to support a thriving and resilient economy for our businesses, communities and visitors																														
Assigned To	Amy Beckett																														
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note																											
	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	No		This was previously a separate action (ER1.5) but was changed to become a milestone of ER1.1 as it contributes to this action and will allow for more effective performance monitoring.																											
	Implement Short Term Action Plan by 2025	No	31-Mar-2025																												
	Review and refresh Medium Term Action Plan	No	30-Nov-2024																												
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	ER1.1a Average residential gross weekly pay for FTE	2022/23: £656.90																													

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	workers	
	ER1.1b Living Wage employers	2022/23: 35
	ER1.1c Gender pay gap	2022/23: -£87.20
	ER1.1d Number of businesses in the district	2022/23: 5,935
	ER1.1e Town Centre vacancy rates	
	ER1.1f Town Centre footfall rates	
	ER1.1g Tourist spend in the district	
	ER1.1h Number of green tech sector businesses in the district	
	ER1.1i Gross Value Added (GVA)	

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		
Assigned To	Amy Beckett; Ben Falconer		
Sub Action	ER1.2.1 Work with partners to promote digital connectivity needs across the district	20%	<p>Q2 2023/24:            Updates on Fastershire programme received quarterly at Economic Development Officer meeting - next update due end of November.</p> <p>Regular grant searches completed via GrantFinder to ensure when funding is available for businesses to updates their connectivity, they are updated on this.</p>
	ER1.2.2 Work with partners to support businesses to improve their online presence, including by delivering social media training	0%	<p>Q2 2023/24:            Maybe* training has now come to an end. There was good uptake of the webinars and training opportunities by business across the district to help them improve how the use online platforms to increase their customer reach and online sales.</p> <p>Continue to promote the Growth Hubs free and easy to access</p>

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			courses, events and webinars that are available for businesses to attend including: how to improve your web presences, how to increase your SEO, how to sell on social media platforms, how to develop an online marketing strategy and many more
Performance Indicator Linked	ER1.2a Improved connectivity of the district via the fastershire website	<i>We are waiting on this data from a partner organisation.</i>	
	ER1.2b Percentage of businesses reporting online reach via the annual satisfaction survey with businesses	2022/23: 78%	



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ER1.3	Support local high streets through the 'Think Local, Shop Local' campaign and local initiatives to increase footfall such as markets, events and community-led initiatives.	This action is operational and has been replaced with a revised action merging ER1.3 and ER1.4 to develop work in this area
Assigned To	Amy Beckett; Ben Falconer	

ER1.4	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		
Assigned To	Amy Beckett		
Latest Note	<p>Q2 2023/24:</p> <p>Continual work takes place via the ED team and Tourism officer including:</p> <ul style="list-style-type: none"> <li>Supporting the DMO structure realign with LVEP status, supporting the application for the region to be accredited with LVEP status and responsibility for workstreams to support sustainable tourism and active travel.</li> <li>Successful application for funding through the walking and cycling capital pot to improve the place making app, Discover Stroud District</li> <li>Continued partnership work with parish and town councils, tourism businesses and leisure attractions to understand the needs of businesses and work alongside them to meet the objectives of the district.</li> </ul>		
Sub Action	ER1.4.1 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	0%	
	ER1.4.2 Develop a work programme for our Tourism Officer with a partnership steering group to include promotion of a programme of arts and culture events	50%	<p>Q2 2023/24:</p> <p>Since the Tourism Officer has been in post, their work programme has been developed in partnership with Tourism stakeholders, visit Cotswolds, Stroud Chamber of Trade and our Market Town and Parish Councils.</p> <p>Since being in post the Tourism Officer has achieved a number of goals and</p>

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		<p>priorities including but not limited to:</p> <ul style="list-style-type: none"> <li>- Supported regions DMO (destination management organisation) with the national review of the DMO structure and successfully applied for LVEP (local visitor economic partnership) status.</li> <li>- Supporting lead on two working groups for the LVEP: sustainable transport and sustainable business practices and biodiversity.</li> <li>- Working closely with Cotswold Tourism to improve the areas relationships with Visit England and Visit Britain, supporting with calls for content and information on events for the district, ensuring they are promoted nationally.</li> <li>- Creation of the Tourism app, Discover Stroud District. Working with partners to include 2-3 new walks per month as well as successfully applying for funding from the walking and cycling capital pot to make updates to the app including events to promote local events such as goodwill evening and markets.</li> <li>- Supporting GCRP with promotional maps and also supporting with the creation of the shuttle bus trial in the south of the district for Summer 2023.</li> </ul>
Performance Indicator Linked	ER1.1e Town Centre vacancy rates	
	ER1.1f Town Centre footfall rates	
	ER1.1g Tourist spend in the district	
	ER1.3a Employment in towns	
	ER1.3b Number of day and overnight visitors	
	ER1.4 % increase in expenditure by tourists in the district based on 2019/20 data Direct Visitor spend (£149,610,000)	

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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.			
Assigned To	Celeste Dauncey; Leonie Lockwood			
Milestones	<b>Milestone Description</b>	<b>Completion Y/N</b>	<b>Milestone Due Date</b>	<b>Latest Milestone Note</b>
	Commence the infrastructure works	No	31-Mar-2025	
	Completion of infrastructure works	No	31-Mar-2026	
	Developer appointed	No	31-Dec-2023	The terms of the Development Agreement are currently being agreed between the parties with a view to signing the agreement and formally appointing the developer in qtr 4 following their selection in July 2022.
	Planning approval for redevelopment	No	31-Mar-2024	As with many major brownfield redevelopment programmes, it is taking longer than originally anticipated - it's a difficult site with a legacy of contamination, and a canal basin which forms part of the planned Cotswold Canals restoration.  The current challenging market conditions and inflationary pressures, which are particularly difficult for the construction sector, and have arisen since the selection of St Modwen Homes (SMH), have set a further test, all of which has led to some delays to the initial programme. It is now not expected that planning approval for the redevelopment will be received until 2024/25.

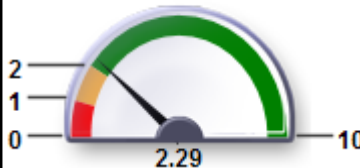
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ER2.2	Deliver Phase 1b of the Canal Project (Cotswold Canals Connected), incorporating land acquisition, planning application for the 'missing mile', Ocean Bridge works, environment and community programmes in line with National Lottery Heritage Fund bid			
Assigned To	Chris Mitford-Slade			
Milestones	<b>Milestone Description</b>	<b>Completion Y/N</b>	<b>Milestone Due Date</b>	<b>Latest Milestone Note</b>
	Approval of the Missing Mile Planning Application	No	30-Oct-2023	Through the 2023 Council Plan refresh the deadline for this milestone has been extended to 30 October 2023.  Q2 2023/24: Hydrology and Ecology concerns have all been addressed. However, further information is required on the Severn Estuary SPA. This will require an updated HRA and ES and further consultation (primary consultee is Natural England). DCC review meeting will not be until early 2024.
	Land acquisitions secured	No	30-Oct-2023	Through the Council Plan refresh the deadline for this milestone has been extended to 30 October 2023.  Q2 2023/24: Land acquisitions have been delayed due to planning application delay.
	Monitoring and Evaluation progress reports in place	No	31-Mar-2024	Through the Council Plan refresh the deadline for this milestone has been revised to 31 March 2024.  Q2 2023/24: Activity Plan and M&E framework was reviewed by the Project Board on 28 Sep 2023 and the first set of quarterly reports (up until end Dec 23) will be presented by March 2024.
	The approved activity plan, focusing on social and community outcomes, is delivered in line with the successful heritage lottery bid.	Yes	30-Sep-2023	The revised Activity Plan was approved in principle by NLHF on 1st November 2022 and will be developed by the Community Engagement Manager (Sarah Burgess) who started on 4th January 2023. Quarterly progress reports will be submitted to the CCC Project Board and NLHF.

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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		
Assigned To	Leonie Lockwood; Mark Russell		
Sub Action	ER2.3.1 Progress May Lane, Dursley in accordance with the agreed milestones of project	0%	
	ER2.3.2 Progress the station and Cheapside area of Stroud in accordance with the agreed milestones in the project plan	50%	<p>Q2 2023/24:</p> <ul style="list-style-type: none"> <li>• The high-level masterplan was completed by Fielden Clegg Bradley on the 31 May 2023</li> <li>• Draft transport assessment and car parking strategy completed. Further car parking survey taking place on the 18 Nov to supplement the data already received and to finalise the report.</li> <li>• Meeting held on 25 October with the Interim Development Director at Network Rail who is in principle supportive of the idea that releasing the car park land can create a land receipt, which can then be reinvested into the station, benefiting passengers and facilitating new housing.</li> <li>• The next steps are a presentation to the DfT of the proposals to seek approval prior to proceeding with the formal clearance processes with Network Rail. At the same time a formal pre app is to be held with planning services. Once these steps are achieved the delivery strategy for the site will be agreed between Network Rail, LCR and the council. This is not expected until Quarter 1 of 2024/25</li> </ul>
	ER2.3.3 Progress Brimscombe Port in accordance with the agreed milestones in the project plan	0%	
	ER2.3.4 Progress the reuse of long term empty commercial properties across the district	0%	

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ER2.4	Support the development of a diverse local economy of social enterprises, cooperatives & small businesses by supporting them to find well connected commercial space available for expansion & by exploring the use of land for low cost sites and start-ups		
Assigned To	Ali Fisk; Mark Russell		
Sub Action	ER2.4.1 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	0%	Q2 2023/24 - The Local Plan examination considered the issue of employment needs in March 2023 and additional employment sites during May-June 2023. The examination will consider employment supply policies if and when the examination re-commences.
Performance Indicator Linked	ER2.4a Net additional land (ha) completed by use class	<p>2022/23 result</p> 	

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.	Completed & closed – ongoing performance will be measured using the PIs below
Assigned To	Mark Russell	
Performance Indicator Linked	<i>Monitor role of The Natural Place in attracting investment in the District by:</i>	
	ER1.1d Number of businesses in the district	
	ER1.1e Town Centre vacancy rates	
	ER1.1h Number of green tech sector businesses in the district	

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ER3.2	Promote prosperity and visitors to the district's waterways, by developing a Canal Strategy, which links to heritage and biodiversity objectives.	Completed and replaced with ER3.2a
Assigned To	Mark Russell	

ER3.2a	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			
Assigned To	Mark Russell; Chris Mitford-Slade			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Finalise Canal Strategy Action Plan	No	31-Dec-23	Q2 2023/24 - A Draft Canals Strategy Action Plan has been prepared and is in the process of being completed.
	Delivery of canal physical enhancements	No	31-Mar-26	
	Delivery of community events	No	31-Mar-26	
Performance Indicator Linked	ER3.2a Physical enhancements of canal corridor			
	ER3.2b Length of canal restored			
	ER3.2c 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.	Completed & replaced with PI to track the delivery of projects identified in the Levelling Up Bid.
Assigned To	Brendan Cleere	
Performance Indicator Linked	ER3.3 External funding secured for priority regeneration and infrastructure bids	Q2 update: No external funding secured as yet for LUF bid projects. Constructive discussions under way with Network Rail and Homes England regarding support for Rail Station and Cheapside development opportunities.

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ER3.4	Work with partners to support the bid to the UK Atomic Energy Authority to secure the first prototype commercial fusion plant and associated research and innovation park at Oldbury & Berkeley.	Completed and replaced with ER3.4a focussing on the promotion of Severn Edge as a green energy hub.
Assigned To	Mark Russell	

ER3.4a	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			
Assigned To	Mark Russell			
Milestones	<b>Milestone Description</b>	<b>Completion Y/N</b>	<b>Milestone Due Date</b>	<b>Latest Milestone Note</b>
	Promote Severn Edge to potential green energy providers	No	31-Mar-2024	Q2 2023/24: A technical document has been completed in draft for approval. Promotional material is being prepared for the party conference season in October 2023
	Publish vision for Severn Edge	No	31-Mar-2024	Q2 2023/24: A draft vision for Severn Edge, to act as a promotional document, has been prepared for circulation between the stakeholders for approval.
Performance Indicator Linked	ER3.4a Green energy infrastructure at Berkeley GSTP			
	ER3.4b Number of businesses at Berkeley GSTP	<p><b>September 2023 result</b></p> 		



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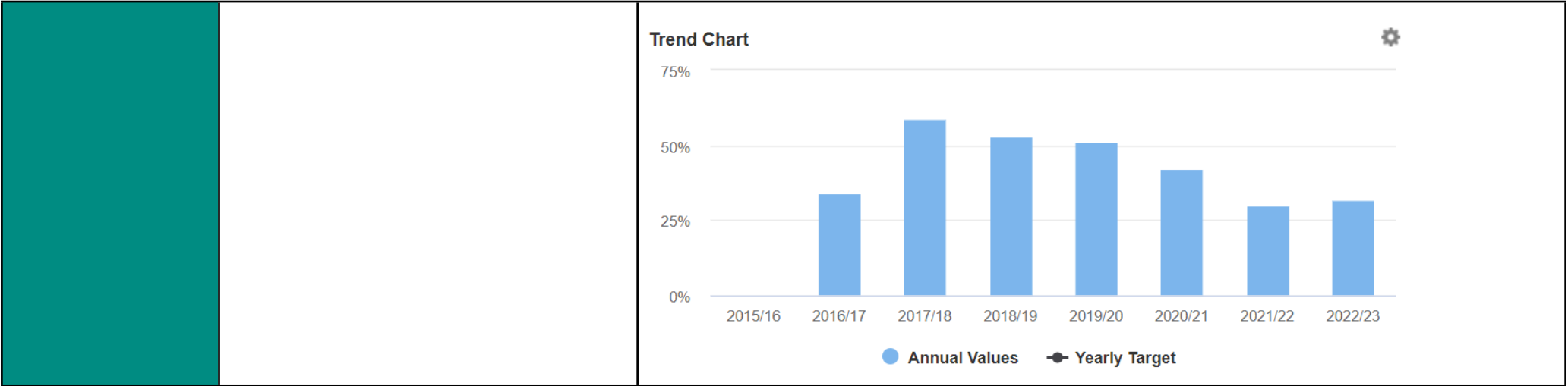
ER4.2	Increase the financial resilience of the district by exploring additional options for community funding			
Assigned To	Andrew Cummings			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Introduction of Crowdfunding Scheme	No	31-Dec-2024	
	Report to Committee to consider crowdfunding scheme	No	31-Mar-2024	Q2 2023/24: Report being prepared for consideration at November Strategy and Resources Committee
Performance Indicator Linked	<p><i>This PI will not start collecting data until completion of first milestone:</i></p> <p>ER4.2 £ generated through crowdfunding</p>			

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			
Assigned To	Sarah Turner			
Latest Note	Q2 2023/24: The proposed new Procurement Strategy is due for approval at S&R Committee in November. The new Strategy incorporates an annual procurement action plan and associated performance indicators and measures to enable progress with embedding effective procurement and contract management processes to be evidenced.			
Sub Action	ER4.3.1 Develop initiatives for procurement of ethical, sustainable and low carbon goods	0%		
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Develop KPIs for ongoing performance monitoring	No	31-Dec-2023	Q2 2023/24: A suite of performance indicators and measures has been developed and are due for approval at S&R Committee on 23 November.
	Provide procurement training for Members and officers	No	31-Mar-2024	Q2 2023/24: Subject to approval of the Procurement Strategy at S&R Committee on 23 November a comprehensive programme of training for members and officers is proposed to take place during Q4

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				23/24.																
	Review the Procurement Strategy for committee approval	No	30-Nov-2023	Q2 2023/24: Updated Procurement Strategy is due for review and approval at S&R Committee on Thursday 23 November																
Performance Indicator Linked	ER4.3a Local spend	2022/23: £11,197,078																		
		<p><b>Trend Chart</b> <span style="float: right;">⚙️</span></p> <table border="1"> <caption>Annual Values for Local Spend</caption> <thead> <tr> <th>Fiscal Year</th> <th>Annual Value (£)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>~£12,000,000</td> </tr> <tr> <td>2017/18</td> <td>~£16,000,000</td> </tr> <tr> <td>2018/19</td> <td>~£15,000,000</td> </tr> <tr> <td>2019/20</td> <td>~£15,000,000</td> </tr> <tr> <td>2020/21</td> <td>~£12,000,000</td> </tr> <tr> <td>2021/22</td> <td>~£11,000,000</td> </tr> <tr> <td>2022/23</td> <td>~£11,200,000</td> </tr> </tbody> </table> <p>● Annual Values    ● Yearly Target</p>			Fiscal Year	Annual Value (£)	2016/17	~£12,000,000	2017/18	~£16,000,000	2018/19	~£15,000,000	2019/20	~£15,000,000	2020/21	~£12,000,000	2021/22	~£11,000,000	2022/23	~£11,200,000
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ER4.3b Spend on low carbon goods																				
ER4.3c % of overall annual spend from local businesses with a GL postcode	2022/23: 32%																			

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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.		
Assigned To	Amy Beckett; Emma Keating Clark; Lucy Powell		
Latest Note	<p>Q2 2023/24: Fortnightly meetings with Stroud Growth Hub and South Gloucestershire and Stroud College to understand what courses are available to residents and workers within the district and how to support uptake of courses.</p> <p>Continued conversations with businesses and stakeholders to understand what skills development is required and how this can be met.</p> <p>Quarterly meetings with skills and education providers who are supporting the district through UKSPF funded projects to understand uptake to support residents furthest from the labour market take up new training opportunities to encourage them back into the workplace.</p>		
Sub Action	ER4.4.1 Work with education providers to support businesses to take up sector specific training opportunities	0%	

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	ER4.4.2 Work with social enterprises and charities to encourage residents to access training and job opportunities	0%		
Milestones	<b>Milestone Description</b>	<b>Completion Y/N</b>	<b>Milestone Due Date</b>	<b>Latest Milestone Note</b>
	Deliver or facilitate a Jobs Fair	No	31-Oct-2024	
Performance Indicator Linked	CW5.4c Number of businesses accessing Growth Hub intervention and support			
	ER1.1b Living Wage employers	2022/23: 35		