


**Performance Monitoring Report
Strategy & Resources Committee
Q3 2023/24**

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| Date of S&R meeting | 7 March 2024 | |
| Date of Performance Monitoring meeting | 7 February 2024 | |
| In attendance | Members: Cllr Gordon Craig Youth Council Members: Cate James-Hodges Officers: Andrew Cummings, Hannah Barton, Kate Hunt | |
| S&R Ideagen dashboards | Main Strategy & Resources dashboard Strategy & Resources Performance Indicator dashboard | |
| Items on S&R agenda relevant to the Council Plan | ER2: Canal Report ER4: Financial resilience and Community Funding (Crowdfunding) EC4: Visitors Car Park Ebley Mill | |
| Risks | Strategic Risk Register presented to Audits & Standards Committee | |
| Council Plan Actions Traffic Light Status | Red (Overdue) | 0 |
| | Amber (Overdue Milestone/s) | 3 |
| | Green (On Target) | 19 |
| | Cancelled | 2 |
| | Completed | 11 |
| Any issues of concern to be reported to Strategy & Resources Committee | | |
| | | |
| Any actions or recommendations for Strategy & Resources Committee | | |
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| Report submitted by | Hannah Barton | |
| Date of report | 27 February 2024 | |

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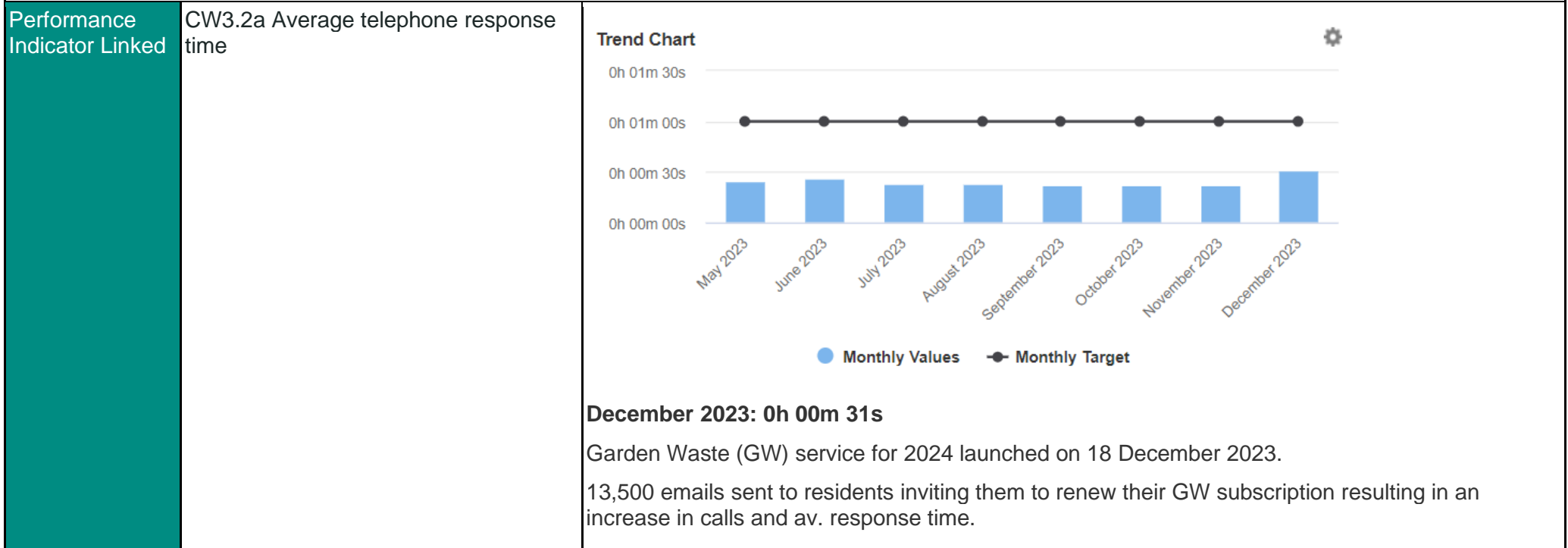
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| CW3.2 | Improve customer service for residents by procuring a Digital Platform that provides for centralised first contact ensuring an easier access to services and that provides additional support for those with complex needs. |  100% Completed and replaced with action CW3.2a |
| Assigned To | Adrian Blick; Liz Shellam | |

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| 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 | | 43% |
| 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 given to those that need us the most | 45% | <p><u>Key Achievements for Q3</u></p> <p>Election calls centralised on 12 November 2023. Preparation included training of all Customer Contact Officers (CCO), Elections web pages reviewed and FAQs updated. Ongoing operational performance meetings scheduled bi-monthly.</p> <p>Customer Contact management form launched on 12 December 2023. Any contact made via Customer Contact Centre (CCC) will be recorded and managed via Liberty Create. This will allow us to capture all reasons for contact, outcome and escalation routes.</p> <p>Developed our first iteration of our web assistant. We are on track to go live on 1st February 2024 and we will be launching with a simple guided experience to help residents navigate our website and also promote self-service options in three key service areas: Waste & recycling, Council Tax and Elections. We'll be approaching this as a pilot to help us understand if our residents will use this functionality and we will seek feedback to assist with improving and developing it further.</p> <p>Ongoing training for CCOs. Training completed in this period has included Advance Customer Service training focussing on dealing with and managing difficult customers scenarios both face to face and telephone contact.</p> |

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| | | | <p>Next steps for Q4</p> <ul style="list-style-type: none"> • Prepare for next service area contact to be centralised - service to be confirmed. • Embed Customer Contact management form and enhance based on feedback. • Data gathering - insight from why our customers are contacting us, feedback to services areas and potential opportunities to channel shift. • Web assistant development based on feedback. |
| | <p>CW3.2.2 Review and reengineer our processes to streamline and improve experience of customers accessing our services</p> | <p>41%</p> | <p>41% of our customer facing processes are either in mapping, approved or implemented.</p> <p>The latest maps that have been approved and are due to be implemented include:</p> <ul style="list-style-type: none"> • Property Services Section 156 and 157 • Planning (pre-app) • ICT - Service Desk • Elections - applying for a postal vote • Health and Safety Inspection visits • Museum Volunteer Recruitment <p>Planned work for the next period includes some internal processes namely:</p> <ul style="list-style-type: none"> • Payroll • Debt Recovery • Antisocial Behaviour |

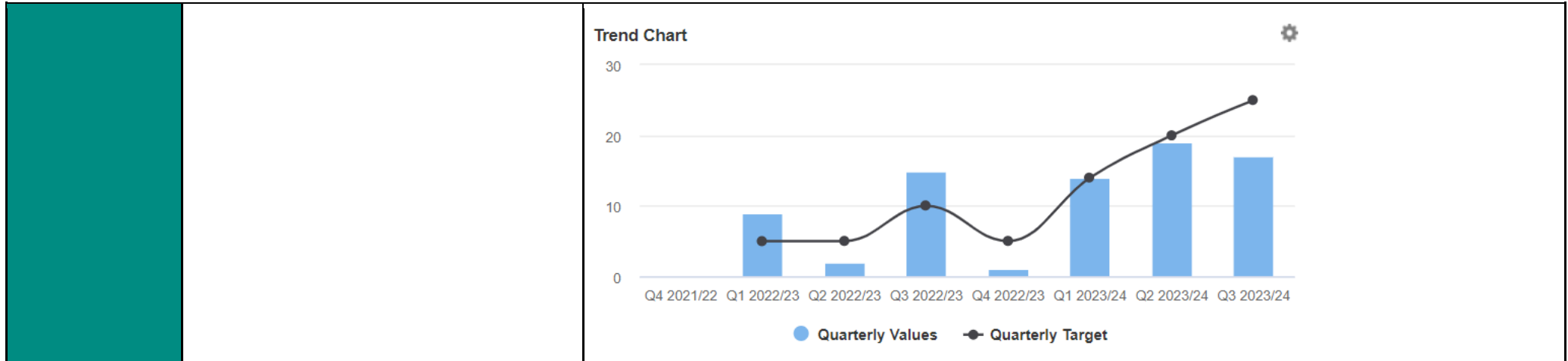
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| | <p>CW3.2b Positive customer satisfaction through Annual Satisfaction Survey</p> | <p>Trend Chart</p> <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Year</th> <th>Annual Values (%)</th> <th>Yearly Target (%)</th> </tr> </thead> <tbody> <tr><td>2016</td><td>70</td><td>75</td></tr> <tr><td>2017</td><td>68</td><td>75</td></tr> <tr><td>2018</td><td>65</td><td>75</td></tr> <tr><td>2019</td><td>62</td><td>75</td></tr> <tr><td>2020</td><td>60</td><td>75</td></tr> <tr><td>2021</td><td>70</td><td>75</td></tr> <tr><td>2022</td><td>70</td><td>75</td></tr> <tr><td>2023</td><td>62</td><td>75</td></tr> </tbody> </table> <p>The data for this PI is taken from the Annual Satisfaction Survey with residents.</p> <p>The percentage of customer satisfaction is taken from the response to the question 'Overall, I am satisfied with the way SDC runs things' and is the sum of those who responded 'strongly agree' or 'agree'.</p> <p>The 2023 result was 62%.</p> | Year | Annual Values (%) | Yearly Target (%) | 2016 | 70 | 75 | 2017 | 68 | 75 | 2018 | 65 | 75 | 2019 | 62 | 75 | 2020 | 60 | 75 | 2021 | 70 | 75 | 2022 | 70 | 75 | 2023 | 62 | 75 |
|---|---|---|-------------------|-------------------|-------------------|------|----|----|------|----|----|------|----|----|------|----|----|------|----|----|------|----|----|------|----|----|------|----|----|
| | Year | Annual Values (%) | Yearly Target (%) | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2016 | 70 | 75 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2017 | 68 | 75 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018 | 65 | 75 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019 | 62 | 75 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 | 60 | 75 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021 | 70 | 75 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022 | 70 | 75 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2023 | 62 | 75 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>CW3.2c Number of complaints received under 'Delay in Communication' or 'Poor Communication' categories</p> | <p>Q3 2023/24: 7</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>CW3.2d Number of processes reengineered</p> | <p>Q3 2023/24: 17</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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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. | <div style="border: 1px solid black; padding: 2px; display: inline-block; background-color: #4a86e8; color: white; width: 40px; text-align: center;">100%</div> 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;">Q4 2023 result</p> |
| | <p><i>The following PI will not include data until the conclusion of the annual survey with Parish and Town Councils (survey closes 15 February 2024):</i></p> <p>CW3.3b 50% satisfaction with Charter measured through annual survey with Parish and Town Councils</p> | |

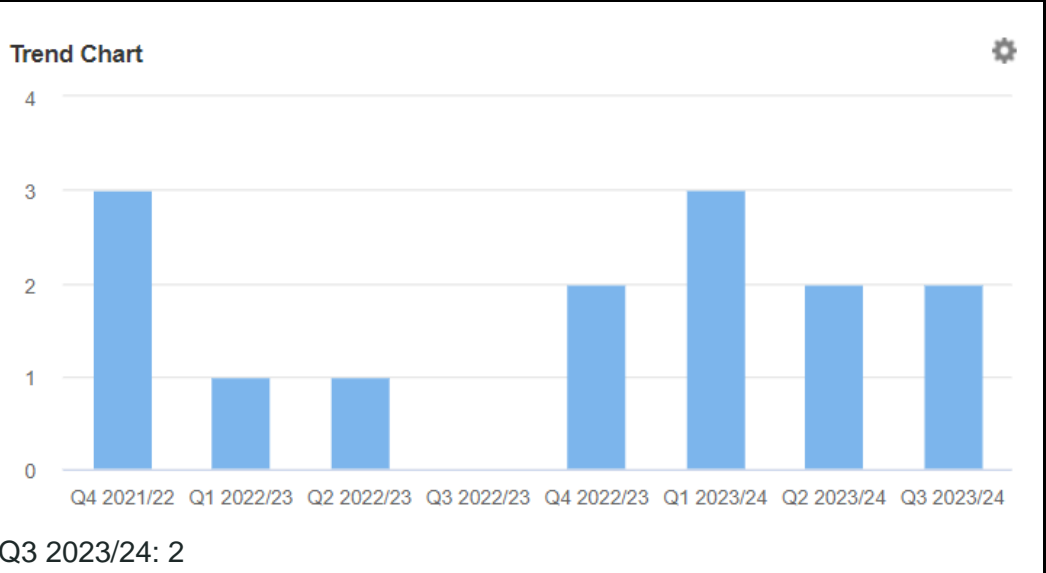
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| CW3.4 | Promote and encourage the registration of community assets so communities have more control and ownership of local buildings, land and community shops as well as protecting publicly owned land and assets | | | <div style="border: 1px solid black; width: 50px; height: 20px; display: inline-block; background-color: #4F81BD; color: white; text-align: center; padding: 2px;">50%</div> |
| Assigned To | Simon Maher | | | |
| Latest Note | Q3 2023/24: A steady stream of Assets of Community Value (ACV) applications continue to be submitted. Advice on how local organisations can proceed when registered ACVs are put up for sale has been given in several instances as communities seek to protect local assets. | | | |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note |
| | 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 | Yes | 30-Sep-2022 | Information sheets on the ACV process sent out to relevant groups and members |
| | Monitor the number of community assets registered | Yes | 31-Dec-2022 | Monitoring of applications ongoing |
| | Refresh of guidance | No | 31-Mar-2024 | Q3 2023/24: Website update on hold until migration to new system by IT is complete |
| | 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 | Q3 2023/24: No update |

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Performance Indicator Linked

CW3.4 Number of community assets registered



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| 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 | | | 60% |
| Assigned To | Amy Beckett | | | |
| Latest Note | Continue to work closely with SGSC and the growth hub to ensure courses and opportunities are promoted across the district. SDC currently supporting the job centre by hosting careers fairs at Ebley Mill. | | | |
| Sub Action | CW5.4.1 Work with education providers to support businesses to take up sector specific training opportunities | 20% | Q3 2023/24: Continue to work with the college to ensure we're promoting the needs of businesses and the college have a good understanding of business need across the district. This includes the college attending the Market Towns Forum, meeting with the Chamber of Trade and listening to business asks via the growth hub. | |
| | CW5.4.2 Work with social enterprises and charities to encourage residents to access training and job opportunities | 45% | Q3 2023/24: Continue to support this via the UKSPF funding, delivered by GCC to support residents take up new training opportunities within their communities. | |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note |
| | Deliver or facilitate a Jobs Fair | No | 31-Oct-2024 | Q3 2023/24: Currently looking at options to deliver a Jobs Fair that will support out of work residents and residents wish to upskill. Engaging with stakeholders who deliver upskilling courses and further education courses to identify the best time to deliver the jobs fair. |
| Performance Indicator Linked | CW5.4a Unemployment figures | Q2 2022/23: 1,400 | | |
| | CW5.4b NEET figures | Q3 2023/24: 1.18 | | |
| | 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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| 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. | 100% |
| Assigned To | Michelle Elliott | |
| Performance Indicator Linked | CW5.6a Housing and accommodation support provided to former members of the Armed Forces in line with our Armed Forces Covenant commitment | |
| EC1.4 | Establish an ethics policy for our investments, incorporating work within the Brunel Partnership to divest pension funds from fossil fuels | 100% |
| | | Completed & closed – Ethical Investment Policy was approved by Council in February 2022 |
| Assigned To | Lucy Clothier | |

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| EC1.5 | Explore and progress additional projects for carbon reduction and /or biodiversity net gain and funding opportunities to deliver them. | | 20% |
| Assigned To | Brendan Cleere; Georgia Spooner; Jenny Youngs | | |
| Latest Note | Q3 2023/24: 2030 Community Engagement have had a particular interest in Air Quality, meeting with the EHO with Air Quality responsibilities. 2030CEB have investigated options such as community air quality monitoring and door knocking in areas with high projected PM2.5 levels. Working to support other AQ projects with an interest in communications e.g. clean air night and interviews with community members about how air quality affects them. | | |
| Sub Action | EC1.5.1 Identify funding opportunities for carbon reduction projects | 15% | Q3 2023/24: Currently exploring funding opportunities with Climate Leadership Gloucestershire and partner authorities, to provide funding to continue and develop county wide retrofit projects for domestic properties. |
| | EC1.5.2 Identify funding opportunities for biodiversity net gain projects | 25% | Q3 2023/24: A funding request has been included in the budget for a new post in Development Management, to assist with new BNG requirements expected to come into force in early 2024. More widely on biodiversity, guidance has been issued to parish and town councils on the preparation of local biodiversity plans, and funding has been requested to put in place biodiversity management plans for Selsley Common, Stratford Park and Stringers Wood. We have also identified areas of council owned land to improve biodiversity by introducing different management regimes |
| Performance Indicator Linked | <i>Please note, these PIs will be reviewed once the new Climate Change and Sustainability Manager is in post:</i> | | |
| | EC1.5a Money leveraged through successful funding bids and level of associated council investment approved by Councillors | | |
| | EC1.5b Number of additional projects established or supported with an estimate given of bio-diversity net gain and / or carbon savings that will be achieved. | | |
| | EC1.5c Number of external projects worked on with partners for carbon reduction | | |

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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) | | | 61% |
| Assigned To | Ali Fisk; Leonie Lockwood | | | |
| Sub Action | EC3.2.1 Develop and deliver a masterplan for Station/Cheapside area | 100% | A high level masterplan was completed on 31 May 2023. | |
| | EC3.2.2 Develop and deliver a masterplan for Beeches Green | 5% | Q3 2023/24: The site is not in the Council's ownership. Waiting for the owners to accept the offer of a pre app prior to a masterplan being developed. National organisation with other priorities and so progress has been slow. | |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note |
| | Deliver a master plan for the station and Cheapside area | Yes | 31-May-2023 | The high level master plan was completed on the 31 May 2023. |
| | Produce methodology for the retrofitting of identified public buildings | Yes | 31-Mar-2024 | Q3 2023/24: The methodology for the retrofit of listed buildings has been completed. |
| | Deliver a master plan for the sites at Beeches Green | No | 01-Sep-2024 | Q3 2023/24: The site is not in the Council's ownership. Waiting for the owners to accept the offer of a pre app prior to a masterplan being developed. National organisation with other priorities and so progress has been slow. |
| Performance Indicator Linked | <i>PIs will be in place following completion of sub actions and milestones</i> | | | |

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| 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. | | | 0% |
| Assigned To | Brendan Cleere; Tom Ridley; Georgia Spooner; Jenny Youngs | | | |
| Latest Note | Q3 2023/24: Updating Climate Leadership Gloucestershire that SGS College is at advanced stages of developing the Low Carbon Training Centre at Berkeley. Operational from 2024, the Centre will equip businesses and individuals with essential retrofit training and skills. This may include a cost-effective option to provide in-county PAS2035 qualifications. | | | |
| 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 | Q3 2023/24: Low Carbon Training Centre is linked to the sale by SGS College of the Berkeley Campus to a commercial partner who shares the vision to develop the site as a green energy hub. Further update to be provided in Q4 |
| 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 | | | 80% |
| Assigned To | Simon Maher; Conrad Moore | | | |
| Latest Note | Q3 2023/24: Continue to work with GCC to look for opportunities to improve public transport and active travel links. | | | |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note |
| | Endorsement of Gloucestershire Decarbonisation Statement of Intent | Yes | 30-Sep-2023 | Q3 2023/23 - Planning Strategy have endorsed this statement in Jan 2023. Accompanying Annex agreed Oct 2023. |
| | Input into Gloucestershire Decarbonisation Strategy | Yes | | Q3 2023/24: Input throughout the work. Strategy now endorsed |
| | Publicity campaign promoting the use of public transport and links to active travel across the district | No | 01-Apr-2025 | |
| Performance Indicator Linked | <i>These PIs will be reviewed once the new Head of Planning Strategy and Economic Development is in post:</i> | | | |
| | 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 | | 100% |
| | 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 | | |

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| EC6.2a | Deliver the decarbonisation projects at Stratford Park Leisure Centre, Museum in the Park and The Pulse, utilising Salix funding | | 80% |
| Assigned To | Ali Fisk | | |
| Sub Action | EC6.2.1 Deliver decarbonisation project at Stratford Park Leisure Centre and Museum in the Park | 75% | Project on programme |
| | EC6.2.2 Deliver decarbonisation project at The Pulse | 85% | Project on programme |
| 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. | <div style="text-align: right;">100%</div> Completed and replaced with ER1.1a |
| Assigned To | Amy Beckett | |

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| ER1.1a | Implement an inclusive and sustainable ‘Economic Development Strategy’ to support a thriving and resilient economy for our businesses, communities and visitors | | | <div style="text-align: right;">40%</div> |
| Assigned To | Amy Beckett | | | |
| Latest Note | Q3 2023/24: Progress on the action plan of the Economic Development Strategy continues to take place. A full update was provided to S&R committee, November 2023 including the progress of support for businesses via UKSPF, the progress of the Tourism and Market Town support. | | | |
| 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 | | Consulting with businesses regarding the most effective way for the one door access point will take place following the updates on the SDC website. This engagement will take place via online surveys and 121 meetings with businesses and business representative organisations to gain good understanding of where the website is fit for purpose and where improvements are identified. |
| | Review and refresh Medium Term Action Plan | No | 30-Nov-2024 | Work on reviewing the medium term action plan will take place over the Summer of 2024 to ensure updates are considered head of November 2024. |
| | Implement Short Term Action Plan by 2025 | No | 31-Mar-2025 | Good progress is being made on the short term action plan. Please refer tot the S&R committee update, November 2023 for full details. |
| Performance Indicator Linked | CW5.4a Unemployment figures | Q2 2022/23: 1,400 | | |
| | ER1.1a Average residential gross weekly pay | 2022/23: £656.90 | | |

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| | for FTE 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) | |

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| 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 | 40% | |
| Assigned To | Amy Beckett; Ben Falconer | | |
| Latest Note | Q3 2023/24: Continued support from fastershire for the district, as supported by GCC. Business across the district have access to fully funded courses via the growth hub to increase their digital and virtual visibility. | | |
| Sub Action | ER1.2.1 Work with partners to promote digital connectivity needs across the district | 20% | Q3 2023/24: The fastershire programme is drawing to an end, with 97.4% of properties now able to access improved internet connection. |
| | ER1.2.2 Work with partners to support businesses to improve their online presence, including by delivering social media training | 60% | Q3 2023/24: Local businesses are able to access ongoing support to improving their online presence and conversions to paying customers via fully funded in person and online courses at the Growth Hub. |
| Performance Indicator Linked | ER1.2a Improved connectivity of the district via the fastershire website | | |
| | ER1.2b Percentage of businesses reporting online reach via the annual satisfaction survey with businesses | 2023 result: 69% (78% in 2022) | |

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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. | 100% | | 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 | 25% | | |
| Assigned To | Amy Beckett | | | |
| Latest Note | Working with town and parish councils to understand current needs of support to increase footfall into each market town and improve visitor spend and time. Tourism officer working in partnership with Visit England and the Cotswold Tourism partnership to promote the area, with a current focus on tourism week, March 2024. | | | |
| 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% | Q3 2023/24: Tourism officer continues to work with market town and DMO partners to encourage increase footfall, this is completed via the app, social media and marketing of the district as a place to visit and to stay in. Campaigns include Great Western Rail promotion of businesses and partnership projects during Tourism week each March | |
| | 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% | Q3 2023/24: Meetings in market town and parish councils to ensure the tourism officer work programme is fit for purpose and regularly reviewed. | |
| Performance Indicator Linked | ER1.1e Town Centre vacancy rates | | | |
| | ER1.1f Town Centre footfall rates | | | |
| | ER1.1g Tourist spend in the district | | | |

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| | 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. | | | 33% |
| Assigned To | Celeste Dauncey; Leonie Lockwood | | | |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note |
| | Developer appointed | No | 31-Dec-2023 | Q3 2023/24: Development Agreement still in progress |
| | Planning approval for redevelopment | No | 31-Mar-2024 | Q3 2023/24: Market conditions little changed since previous quarter. Next steps will be the second public consultation followed by the submission of the planning application. |
| | Commence the infrastructure works | No | 31-Mar-2025 | |
| | Completion of infrastructure works | No | 31-Mar-2026 | |

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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 | | | 40% |
| Assigned To | Chris Mitford-Slade | | | |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note |
| | Approval of the Missing Mile Planning Application | No | 30-Oct-2023 | Q3 2023/24: All issues and concerns have now been addressed with planning application updated and recirculated for statutory consultation. Awaiting formal response from Natural England. Expect to submit for DCC review on 27 February 2024. |
| | Land acquisitions secured | No | 30-Oct-2023 | Q3 2023/24: Land acquisitions for CCR (Ratcliffe) and Ecotricity have been pushed due to delays with planning application. Intention is to acquire the land once planning application approved. CCR land to be acquired first. |
| | Monitoring and Evaluation progress reports in place | No | 31-Mar-2024 | Q3 2023/24: Quarterly programme for M&E progress reports in place for 2024. |


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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 | | | | 15% |
| Assigned To | Brendan Cleere; Leonie Lockwood; Tom Ridley; | | | | |
| Milestone | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note | |
| | Annual progress achieved on each of the priority sites in accordance with approved milestones by 2026 and reported to RIB meetings | No | 31-Mar-2026 | Q3 2023/24: Highlight reports presented to the Regeneration Investment Board (RIB) on the 22 November this quarter providing members with updates on the priority projects including budget, risk and actions since the previous meeting. | |
| Sub Action | ER2.3.1 Progress May Lane, Dursley in accordance with the agreed milestones of project | | | | 0% |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note | |
| | May Lane planning application submitted | No | 29-Mar-24 | Q3 2023/24: Planning application delayed due to heritage value attached to buildings at front of site. Options being explored including further consultation with stakeholders and statutory bodies. | |
| | Prospect Place planning application submitted | No | 29-Mar-24 | Q3 2023/24: Planning application delayed due to heritage value attached to buildings at front of site. Options being explored including further consultation with stakeholders and statutory bodies. | |
| | May Lane planning consent obtained | No | 31-May-24 | | |
| | Prospect Place planning consent obtained | No | 31-May-24 | | |
| Sub Action | ER2.3.2 Progress the station and Cheapside area of Stroud in accordance with the agreed milestones in the project plan | | | | 75% |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note | |
| | High level masterplan completed | Yes | 31-Jul-2023 | The high level masterplan was completed by Fielden Clegg Bradley on the 31 May 2023 | |

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|-------------------|--|-----------------------|---------------------------|---|
| | Transport assessment and car parking strategy completed | Yes | 31-Jul-2023 | Q3 2023/24: Further car parking survey completed on 18 Nov 2023 and final report completed. |
| | In principle commitment received from Network Rail to the regeneration proposals | Yes | 26-Oct-2023 | 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. The next step is presenting the proposal to the DfT, as they will have the final say, before moving on to the final clearance processes with Network Rail. |
| | Delivery Strategy agreed | No | 31-Jan-2023 | Q3 2023/24: It is anticipated that the Delivery Strategy will not be presented to S&R Until July 2023/24 at the earliest as internal approvals from the various organisations is required first. |
| Sub Action | ER2.3.3 Progress Brimscombe Port in accordance with the agreed milestones in the project plan | | | 0% |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note |
| | Commence the infrastructure works | No | 31-Mar-2025 | Q3 2023/24 - Market conditions little changed since previous quarter. Next steps will be the second public consultation followed by the submission of the planning application. This will result in a delay to the start of the infrastructure works. |
| | Obtain planning approval for the development and commencement of the infrastructure | No | 31-Mar-2025 | Q3 2023/24 - Market conditions little changed since previous quarter. Next steps will be the second public consultation followed by the submission of the planning application. This will result in a delay to the submission date. |
| | Complete the infrastructure works | No | 31-Mar-2026 | |
| Sub Action | ER2.3.4 Progress the reuse of long term empty commercial properties across the district | | | 0% |

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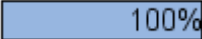
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| ER2.4 | Support the development of a diverse local economy of social enterprises, cooperatives & small businesses by supporting them to find well connected commercial space available for expansion & by exploring the use of land for low cost sites and start-ups | 20% | |
| Assigned To | Brendan Cleere; Ali Fisk; Tom Ridley; | | |
| 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 | 20% | Q3 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. | 100% | Completed & closed – ongoing performance will be measured using the PIs below |
| Assigned To | Brendan Cleere; Tom Ridley; | | |
| 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 | 2022/23: 5,935 | |
| | 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. | 100% |
| Assigned To | Brendan Cleere; Tom Ridley; | |

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| 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 | | | 33% |
| Assigned To | Brendan Cleere; Chris Mitford-Slade; Tom Ridley | | | |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note |
| | Finalise Canal Strategy Action Plan | Yes | 31-Dec-2023 | Q3 2023/24: Canal Strategy Action Plan has been completed by Dec 2023, as an operational planning document |
| | Delivery of canal physical enhancements | No | 31-Mar-2026 | |
| | Delivery of community events | No | 31-Mar-2026 | |
| Performance Indicator Linked | ER3.2a Physical enhancements of canal corridor | | | |
| | ER3.2b Length of canal restored | | | |
| | ER3.2c Number of community events held | | | |

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| 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. | |  100% 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 | Q3 2023/24: SDC contribution of £200k being sought towards Stroud Rail Station enhancement. Further contributions to be sought during 2024/25 for wider redevelopment, subject to business case being developed in partnership with NR and GWR. | |
| 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. | |  100% Completed and replaced with ER3.4a focussing on the promotion of Severn Edge as a green energy hub. |
| Assigned To | Brendan Cleere; Tom Ridley | | |

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| 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 | | | 50% |
| Assigned To | Brendan Cleere; Tom Ridley | | | |
| Latest Note | Q3 2023/24: Western Gateway is leading the promotion of the Severn Edge site as a Green Energy hub. SDC continues to feed in to this work. | | | |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note |
| | Publish vision for Severn Edge | Yes | 31-Mar-2024 | Q3 2023/24: Vision has been published by Western Gateway. |
| | Promote Severn Edge to potential green energy providers | No | 31-Mar-2024 | Q3 2023/24: Q3 Western Gateway continues to lead on promotion of Severn Edge as a Green Energy Hub |
| Performance Indicator Linked | ER3.4a Green energy infrastructure at Berkeley GSTP | | | |
| | ER3.4b Number of businesses at Berkeley GSTP | <p>September 2023 result</p>  | | As at September 2023: Above & Beyond; Allard Sports Cars; Aramark; Aurora Severnside School; Cavendish Nuclear; Green Fuels; Mitie; Retail Services Robotics; WITT Energy |

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|------------------------------|--|-----------------------|---------------------------|--|
| ER4.2 | Increase the financial resilience of the district by exploring additional options for community funding | | | 25% |
| Assigned To | Andrew Cummings | | | |
| Latest Note | Q3 2023/24: S&R has agreed a match funding pot and full Council has agreed the annual revenue sum. A follow up report is to come to S&R with details of how the scheme will function. | | | |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note |
| | Report to Committee to consider crowdfunding scheme | Yes | 31-Mar-2024 | Q2 2023/24: Report being prepared for consideration at November Strategy and Resources Committee |
| | Annual investment in renewable energy generation through treasury or capital investment | No | 31-Mar-2024 | |
| | Introduction of Crowdfunding Scheme | No | 31-Dec-2024 | |
| | Increase in support (time) / funding year on year provided to Community Banks and Credit Unions | No | 31-Mar-2025 | |
| Performance Indicator Linked | <p><i>This PI will not start collecting data until completion of third milestone:</i></p> <p>ER4.2 £ generated through crowdfunding</p> | | | |

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| 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 | | | 33% |
| Assigned To | Sarah Turner | | | |
| Sub Action | ER4.3.1 Develop initiatives for procurement of ethical, sustainable and low carbon goods | 20% | Q3 2023/24: The renewed procurement strategy was approved by S&R Committee in November 2023, this contains actions and PIs relating to the procurement of ethical, sustainable and low carbon goods, works and services | |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note |
| | Review the Procurement Strategy for committee approval | Yes | 30-Nov-2023 | Q3 2023/24: The new Procurement Strategy was approved by S&R in November 23. |
| | Develop KPIs for ongoing performance monitoring | Yes | 31-Dec-2023 | Q3 2023/24: The new Procurement Strategy was approved by S&R in November this included a suite of performance indicators. |
| | Provide procurement training for Members and officers | No | 31-Mar-2024 | Q3 2023/24: A series for training sessions for officers is scheduled in Jan / Feb 24. Training for members will be provided after the Election in May as part of the Member Induction Programme. |
| | Annual improvement in social value as measured through the Social Value Portal | No | 31-Mar-2026 | Q3 2023/24: As part of the approval of the new Procurement Strategy progress on embedding Social Value discussed. Provisional details of the value of SV as part of our procurement activity was commended by members. A suite of performance indicators for the procurement strategy was approved including social value. |
| | Partnering with local anchor institutions to support community wealth building | No | 31-Mar-2026 | Q3 2023/24: CLES have been appointed to assist with our Community Wealth Building. Working with officers to map progress is beginning in January 24. |
| Performance | ER4.3a Local spend | 2022/23: £11,197,078 | | |

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| Indicator Linked | | <p>Trend Chart ⚙️</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Annual Values (£)</th> <th>Yearly Target (£)</th> </tr> </thead> <tbody> <tr><td>2015/16</td><td>0</td><td>0</td></tr> <tr><td>2016/17</td><td>12,000,000</td><td>0</td></tr> <tr><td>2017/18</td><td>16,000,000</td><td>0</td></tr> <tr><td>2018/19</td><td>15,000,000</td><td>0</td></tr> <tr><td>2019/20</td><td>15,000,000</td><td>0</td></tr> <tr><td>2020/21</td><td>12,500,000</td><td>0</td></tr> <tr><td>2021/22</td><td>11,500,000</td><td>0</td></tr> <tr><td>2022/23</td><td>11,500,000</td><td>0</td></tr> </tbody> </table> | Year | Annual Values (£) | Yearly Target (£) | 2015/16 | 0 | 0 | 2016/17 | 12,000,000 | 0 | 2017/18 | 16,000,000 | 0 | 2018/19 | 15,000,000 | 0 | 2019/20 | 15,000,000 | 0 | 2020/21 | 12,500,000 | 0 | 2021/22 | 11,500,000 | 0 | 2022/23 | 11,500,000 | 0 |
|--|---|---|-------------------|-------------------|-------------------|---------|---|---------|---------|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---|
| | Year | Annual Values (£) | Yearly Target (£) | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2015/16 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2016/17 | 12,000,000 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2017/18 | 16,000,000 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 | 15,000,000 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019/20 | 15,000,000 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020/21 | 12,500,000 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021/22 | 11,500,000 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022/23 | 11,500,000 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ER4.3b Spend on low carbon goods | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ER4.3c % of overall annual spend from local businesses with a GL postcode. | <p>2022/23: 32%</p> <p>Trend Chart ⚙️</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Annual Values (%)</th> <th>Yearly Target (%)</th> </tr> </thead> <tbody> <tr><td>2015/16</td><td>0</td><td>0</td></tr> <tr><td>2016/17</td><td>35</td><td>0</td></tr> <tr><td>2017/18</td><td>60</td><td>0</td></tr> <tr><td>2018/19</td><td>55</td><td>0</td></tr> <tr><td>2019/20</td><td>52</td><td>0</td></tr> <tr><td>2020/21</td><td>45</td><td>0</td></tr> <tr><td>2021/22</td><td>32</td><td>0</td></tr> <tr><td>2022/23</td><td>32</td><td>0</td></tr> </tbody> </table> | Year | Annual Values (%) | Yearly Target (%) | 2015/16 | 0 | 0 | 2016/17 | 35 | 0 | 2017/18 | 60 | 0 | 2018/19 | 55 | 0 | 2019/20 | 52 | 0 | 2020/21 | 45 | 0 | 2021/22 | 32 | 0 | 2022/23 | 32 | 0 | |
| Year | Annual Values (%) | Yearly Target (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2015/16 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2016/17 | 35 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2017/18 | 60 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 | 55 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019/20 | 52 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020/21 | 45 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021/22 | 32 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022/23 | 32 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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|--------------------|---|-----------------------|---|------------------------------|-----|
| | | | | | 20% |
| Assigned To | Amy Beckett; Emma Keating Clark; Lucy Powell | | | | |
| Latest Note | <p>Q3 2023/24: Continue to work with partners across the county on projects funded via UKSPF including GCC and the job centre.</p> <p>In October we attended an Opportunities Jobs Fair at The University of Gloucestershire meeting various students interested in Graduate Opportunities and placement / volunteering opportunities.</p> <p>November was particularly busy with recruitment events, we attended a national jobs fair at Cheltenham Racecourse which has a large footfall and very engaging with widening the area for potential candidates. We attended an Ask the professional event at Archway school as well as a Careers Event focussing on apprenticeships at Maiden Hill school.</p> <p>We supported the DWP in holding their monthly jobs fair on 22nd November in the SDC Restaurant, this combines supporting unemployed people in the district but also the event is advertised across all SDC social media channels which reaches a number of additional candidates from the local area. The Jobs Fair has a mix of employment support companies and approximately 12 local employers. December is generally a lot quieter for events and we just attended an apprenticeship event at Stroud High School 6th Form.</p> | | | | |
| Sub Action | ER4.4.1 Work with education providers to support businesses to take up sector specific training opportunities | 15% | Q3 2023/24: Attend quarterly meetings to understand the uptake of outreach courses on offer to support the local area, both to upskill residents. | | |
| | ER4.4.2 Work with social enterprises and charities to encourage residents to access training and job opportunities | 10% | Q3 2023/24: Supported via the UKSPF support funding projects with our community organisations. | | |
| Milestones | Milestone Description | Completion Y/N | Milestone Due Date | Latest Milestone Note | |
| | Input and support for Gloucestershire Skills Strategy | Yes | 31-Mar-2026 | | |
| | Deliver or facilitate a Jobs Fair | No | 31-Oct-2024 | | |
| | Collaboration with local training providers (C) | No | 31-Mar-2026 | | |
| | Continued support for SDC apprenticeship | No | 31-Mar-2026 | | |

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| | scheme and volunteer opportunities | | | |
| Performance Indicator Linked | CW5.4c Number of businesses accessing Growth Hub intervention and support | | | |
| | ER1.1b Living Wage employers | 2022/23: 35 | | |