

THE COUNCIL PLAN 2021 – 2026, OUR VISION FOR THE STROUD DISTRICT

FOREWORD

Stroud district is a unique and beautiful part of the world, a place of stunning landscapes and innovation in business and community-led initiatives, but our district also faces significant challenges: the ecological and climate emergency, rising inequality, and the impacts of the pandemic on our health and wellbeing.

The pandemic reminded us how local government and communities working together can make a real difference to people's lives, providing essential services, supporting local residents and businesses, and helping to ensure everyone in our district can continue to lead safe and fulfilling lives.

Over the last year, we have listened to what people in our district have been saying about the challenges they face, and what is important to them. This is the basis for our new five-year plan, based on three key priorities: the environment, community wellbeing, and our local economy.

At the heart of the plan is partnership and collaboration, shown by the Cooperative Alliance of Labour, Green and Liberal Democrats that has run Stroud District Council since 2012.

We recognise that achieving our plan depends on partnerships – with the county council, towns and parishes, the voluntary and charitable sectors, and local businesses.

The next five years bring much uncertainty. Since 2010 we have seen our funding decrease, and the strains of the pandemic are likely to make this worse. However, we will keep working for the best interests of the district, securing funds to invest in our district, in the people and the places where we live. With your support, there is much we can achieve together to make this district a better place for all who live and work here and face the challenges of our time.

Doina Cornell
*Council Leader and Labour
Group Leader*

Catherine Braun
*Deputy Leader and Green Group
Leader*

Ken Tucker
Liberal Democrat Group Leader

INTRODUCTION

The Council Plan has been developed collectively by Alliance Members, the Strategic Leadership Team and all services across the Council.

In July 2020 we published our 'Recover, Reset and Renew a strategy for the Stroud district 2020-2021'. The work delivered under the strategy focused on recovery and renewal and identifying opportunities to 'join up' processes and engage with our communities and key partners in a conversation to help define our overall priorities.

As a result of this work and the lessons we have learnt from the pandemic, we have asked what good practice looks like and we have taken stock on how the crisis has affected our finances, organisation, residents, businesses, communities and our district. From this, we have determined our priorities and the activity to undertake to ensure resources are directed to where they will be most effective.

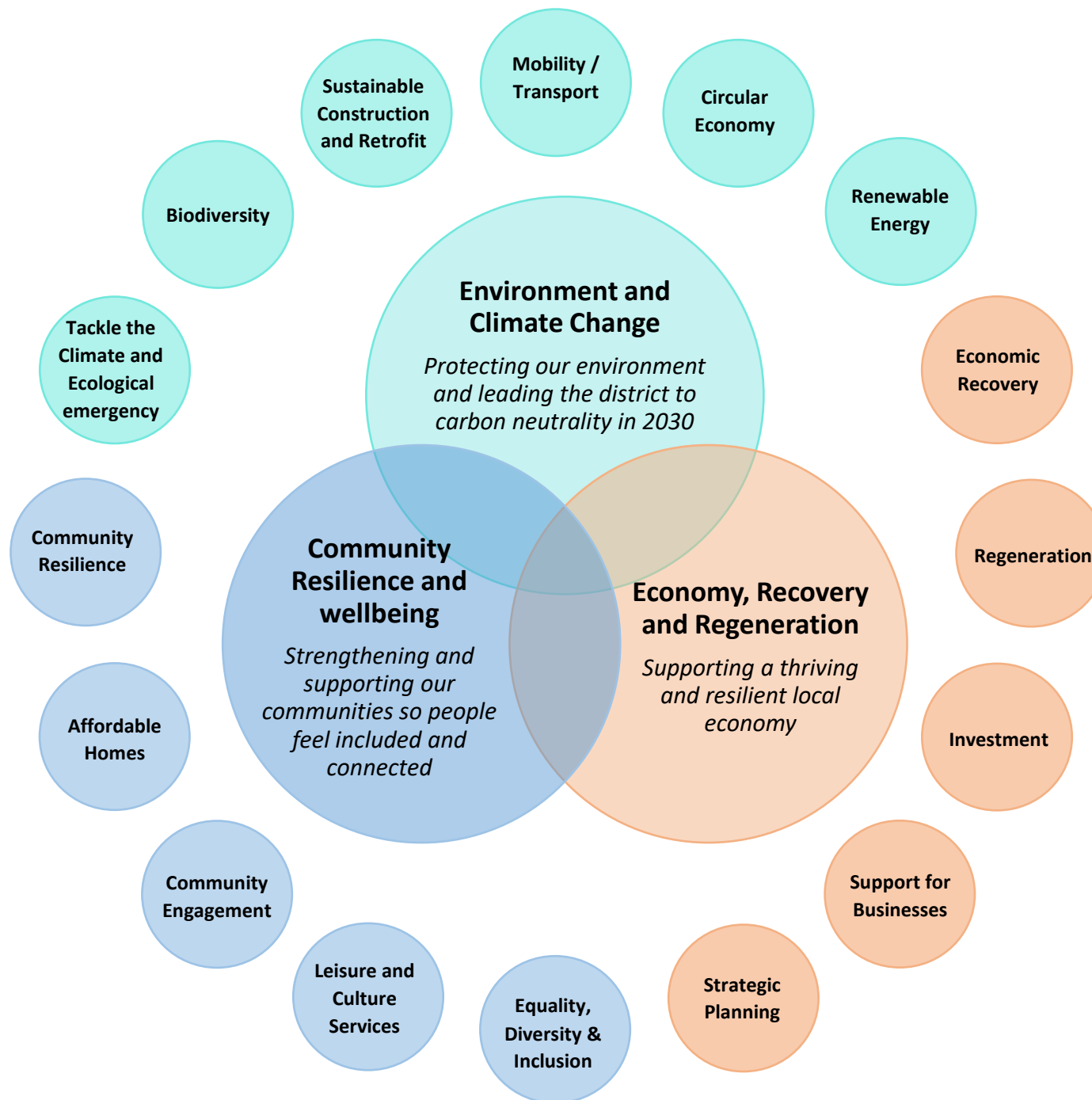
The Council Plan has been built on three tiers consisting of our priorities, our objectives and the key projects and activity we will carry out to achieve our objectives.

The Council Plan is not an exhaustive list of everything we will be doing in the next five years, it sets out the critical activity for the council and ensures this activity is focused through our governance arrangements. Elected Members from all political parties will consider the activity within the plan as it progresses through the Council's governance structure.

PRIORITIES

The Council Plan focuses on three distinct priorities:

- Environment and Climate Change
- Community Resilience and Wellbeing
- Economy, Recovery and Regeneration



OBJECTIVES

Each priority has a set of strategic objectives represented in the outer circles.

The Delivery Plan underpins the objectives and outlines the key projects and activities the council will undertake to deliver our objectives.

ENVIRONMENT & CLIMATE CHANGE

Protecting our environment and leading the district to carbon neutrality in 2030

We want to ensure our district is a place where people and communities can thrive, while respecting the wellbeing of all people and the health of the whole planet.

In 2018 the council declared a climate emergency and made the commitment to 'do everything within the council's power' to become a carbon neutral district by 2030. We recognise that this ambition needs a huge amount of work not only from the council but across all parts of the district, and our 2030 Strategy mission is to act as an example in the community, to be an enabler and encourager of positive action. The detailed action plan underpinning the 2030 strategy, as adopted by the council in 2020, has informed the objectives of our plan to take the first crucial steps towards net zero and lay the foundations for the work to come.

We are fortunate in that in our communities there is so much support for making the changes that are needed, and expertise amongst local people, businesses and organisations to help shape solutions, reducing our carbon emissions, and building resilience into our natural surroundings. We also face an ecological emergency, and our plan includes key objectives to protect and enhance biodiversity.

We know we cannot achieve this alone, and through our services, policies and projects, we need to do all we can to collaboratively achieve a just transition to a carbon neutral, resilient, inclusive and equality driven district.

Environment and Climate Change Objectives

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

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

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

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

EC5. Circular economy: Develop the foundations of a sustainable circular economy for the district by minimizing 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

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

Community Resilience and Wellbeing Objectives

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

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

CW3. Community engagement: Strengthen local democracy by developing a culture of community engagement to enable greater involvement of residents, council tenants, communities and businesses in decisions on council services and priorities

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

CW5. Equality, diversity and inclusion: Embed equality, diversity and inclusion as a priority across the Council and the District with targeted support for those who experience the most disadvantage in our communities

COMMUNITY RESILIENCE & WELLBEING

Strengthening and supporting our communities so people feel included and connected

What matters to us is that local people can live healthy and happy lives whatever their background or life situation, and that the places where they live and work can thrive.

Our objectives under this priority are focused on measures that support people to lead healthier and happier lives, tackle racism and inequality, put people at the heart of decision making, enable residents to live in an accessible and inclusive community and ensure our vibrant local communities continue to grow.

Our district is also a deeply rural place of tiny hamlets and farms. We recognise the specific rural challenges many people face, and we want to make sure that access to services and housing is fair wherever you live.

We will tackle housing needs on a variety of fronts, such as: increasing supply of affordable homes of all tenures, action to prevent housing debt in all sectors, action to provide temporary housing where homelessness arises and action to ensure that best use is made of housing stock in all tenures.

Supporting our residents' health and well-being is also more important than ever. Our leisure services are much valued by our communities and have been especially badly affected by the COVID-19 pandemic.

ECONOMY, RECOVERY & REGENERATION

Supporting a thriving and resilient local economy

Stroud District has begun to recover from the economic impact of the pandemic, but significant challenges remain. It is critical that our high streets are supported in their recovery, and that district's economy remains resilient and makes a rapid transition to the low carbon economy of the future. We will continue to support those sectors of the economy that have been most affected, recognising our local strengths in the visitor economy, manufacturing and the creative industries.

Our district has one of the largest numbers of small and medium sized businesses in the county. Our objectives aim to support the creation of local decent jobs, support our market towns and provide assistance for our home-grown businesses, large and small.

The pandemic has seen a groundswell of innovation and energy in our market towns and communities in creating locally led approaches to economic recovery and revival. Our objectives focus on harnessing that energy and finding local solutions to big challenges.

In 2018 we adopted the principles of 'Community Wealth Building', to maximise the value of local assets and enable the benefits of economic development to be retained locally, spend local on goods and services and wealth created by a community stay in the area in which it was earned. Our objectives under this priority will help us to achieve this.

Economy, Recovery and Regeneration Objectives

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

ER2. Regeneration: Deliver key regeneration sites across the district, especially brownfield sites and long-term empty properties, for local jobs, homes, community facilities and green spaces

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

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

ER5. Strategic Plan: Adopt the new Stroud District Local Plan

DELIVERY

The Delivery Plan translates the priorities and objectives into tangible work to be undertaken and commitments to be achieved through its lifespan.

Our priorities and objectives are cross-cutting and owned by the whole council, this is reflected in many of the projects and activities not solely being the responsibility of one service, but a number of services.

The Plans will be delivered in times of uncertainty and therefore the Delivery Plan will be reviewed annually to allow for some flexibility and opportunity for redesign to be built into the process.

THE ROLE OF STAFF AND ELECTED MEMBERS

The Council Plan cannot be delivered without the hard work and contribution of our staff. The Delivery Plan outlines the Lead Officers who are responsible for making sure each activity is delivered effectively. The detail of how and when activity and projects will be achieved sits in underpinning documents, such as business cases and project plans. The responsibility for successfully delivering the objectives sits with the Strategic Leadership Team who ensure the right resources and capacity are in place to support delivery.

Elected Members play an important role in considering the key projects and activities through the governance and decision making arrangements for the council. Committees will drive and scrutinise the effectiveness of delivery for the benefit of the district's residents and taxpayers.

Members will also work with officers to provide input and advice and have oversight of delivery through other governance arrangements such as Task and Finish Groups, Boards and Working Groups.

PERFORMANCE MANAGEMENT

The Council Plan will sit at the heart of our Performance Management Framework. The Framework is intended to ensure that we are meeting our milestones and objectives, drive change and improvement across the organisation, enable effective measurement of the Council Plan and provide a golden thread throughout the organisation.



As part of delivering our Council Plan, we shall be monitoring and reporting on progress in relation to the delivery. Progress updates will be provided to Strategy and Resources Committee on a quarterly basis, these progress updates will be published quarterly so residents, communities and businesses can see how we are delivering for them as an organisation.







THE DELIVERY PLAN

















The Delivery Plan outlines the key projects and activity we are committed to undertaking in order to achieve our objectives. Projects which are contributing to one or more of the priorities are denoted by the use of the related priority colour




























ENVIRONMENT AND CLIMATE CHANGE

Protecting and enhancing our environment and leading the district to carbon neutrality in 2030

	OBJECTIVES		KEY PROJECTS & ACTIVITIES	GOVERNANCE	TIMESCALE		LEAD OFFICER	
					START	END		
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	EC1.1 	Set up a 2030 Core Group to provide high level strategic overview on delivery, engage with external stakeholders and the public, identify funding opportunities and resourcing required to meet them	2030 Core Group (Community Engagement Board)	Full Council, Strategy themes to relevant committee	2021	2021	Rachel Brain
		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	2030 Core Group (Officer/Member)	Full Council, Strategy themes to relevant committee	2021	2021	Eka Nowakowska
		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)	2030 Core Group (Officer)	Full Council, Strategy themes to relevant committee	2021	2021	Liz Shellam
		EC1.4 	Establish an ethics policy for our investments, incorporating work within the Brunel Partnership to divest pension funds from fossil fuels	Regeneration and Investment Board	Audit & Standards /Strategy & Resources	2021	2021	Lucy Clothier
		EC1.5 	Explore and progress additional projects for carbon reduction and /or biodiversity net gain and funding opportunities to deliver them.	2030 Core Group	Strategy & Resources Committee/Enviro nment	2021	Ongoing	Rachel Brain
EC2		EC2.1 	Develop a district Local Nature Recovery Strategy (2030 commitment NE7) and seek opportunities for re-wilding to boost biodiversity in partnership with landowners, businesses, the farming community,		Environment	2021	2024	Conrad Moore/Vicki Pettigrew




EC3	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		parish and town councils and local environmental organisations					
		EC2.2  	Deliver the natural flood management project (Stroud Rural SUDS) for the Frome Valley in Stroud in partnership with the Environment Agency, working closely with landowners and communities using innovative flood management techniques	Stroud Rural SUDS Project Board	Environment	2021	2026	Maria Hickman
		EC2.3  	Develop and establish an action plan to Increase our tree canopy, woodland and forestry in line with the Gloucestershire Local Nature Partnership Tree Strategy ambition for 20% canopy cover across the County by 2030		Environment	2021	2022	Conrad Moore
		EC2.4  	Work with partners to protect and enhance green spaces in residential neighbourhoods and town centres, promote 'No Mow May' and adopt best practice for road verges to encourage wildflowers and reduce pesticide use.	2030 Explore Group on Biodiversity/ Market Town Forum	Environment	2022	2023	Mike Hammond/ Kev Topping
		EC2.5   	Use the Building with Nature standards for key regeneration sites across the district	Regeneration and Investment Board	Environment, Full Council	2021	Ongoing	Mark Russell/Alison Fisk
	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	EC3.1  	Agree a costed plan to retrofit all council homes as necessary and begin the first phase of delivery to realise optimum emission reductions and achieve an average Energy Performance Certificate (EPC) rating C across all council homes by 2030	Retrofit task and finish group	Housing	2021	2023	Joe Gordon
		EC3.2  	In line with the Zero Carbon Public Estate project, produce blueprints for the retrofitting of identified public buildings such as Beeches Green and the Rail Station/Cheapside areas of Stroud as well as identifying other opportunities across the district	Regeneration and Investment Board	Strategy & Resources	2021	Ongoing	Alison Fisk
		EC3.3 	Develop partnerships, provide advice, and support local action to help private home owners and businesses meet the retrofit challenge (CN2030 BE2, BE7 and BE8)	Warm & Well Steering Group	Housing	2021	2023	Maria Hickman / Amy Beckett
		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	Regeneration and Investment Board / 2030 Explore Group	Strategy & Resources	2021	2026	Rachel Brain / Amy Beckett













EC4		EC3.5 	Develop planning policies and developer guidance to enable all new buildings to achieve a net zero carbon standard			2021	2023	Mark Russell
	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	EC4.1   	Work with GCC and through the new Cycling & Walking Strategy Task & Finish Group to develop and implement three Local Cycling and Walking Infrastructure Plans (LCWIP) for Stroud; Cam, Dursley and Uley; Wotton-under-Edge and Kingswood, support safe cycling, and identify and prioritise the main strategic cycling routes within the district.	Cycling & Walking Strategy Task & Finish Group	Environment	2021	2023	Simon Maher
		EC4.2   	In partnership with the County Council, 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 of the District		Strategy & Resources	2021	Ongoing	Conrad Moore
		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	2021	2023	Mike Towson
		EC4.4 	Review taxi and private hire licensing conditions to consider moving from an ‘age’ condition to an ‘emissions’ based condition – to encourage an increase in the percentage of low and Ultra Low Emission Vehicles (CN2030 M8)		Community Services & Licensing	2021	2022	Rachel Andrew
EC5	Circular economy Develop the foundations of a sustainable circular economy for the district by minimising consumption, reducing the quantity of	EC5.1  	Further reduce the quantity of resources discarded as waste and minimise its environmental impact.		Environment	2021	2023	Mike Towson / Rachel Brain
		EC5.2 	Work with our partner Ubico to identify joint opportunities for carbon reduction projects in household collection and management of public spaces		Environment	2022	2025	Mike Towson













	resources sent to incineration and applying the waste hierarchy: prevent, reduce, reuse, recycle, recover and as a last resort disposal	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	2021	2023	Mike Towson / Rachel Brain
		EC5.4  	Continue to increase recycling rates across the district.		Environment	2021	2023	Mike Towson
EC6	Renewable energy Increase the proportion of energy generated by renewable sources in the district and work on decarbonising existing networks	EC6.1  	Continue to increase renewable generation in the district and to decarbonise existing networks, and support community-owned renewable energy schemes	2030 Governance Energy Explore Group	Environment	2021	Ongoing	Rachel Brain
		EC6.2  	Deliver the water source heat pump projects at Ebley and Brimscombe Port Mills		Strategy & Resources	2021	2021	Alison Fisk
		EC6.3 	Increase the proportion of Council and partner fleet vehicles powered by zero or low carbon technologies		Environment	2021	Ongoing	Joe Gordon / Mike Hammond / Mike Towson
		EC6.4  	Deliver key low carbon demonstrator projects , including a project for 7 homes in Draycott, Cam	Retrofit task and finish group	Housing	2021	2023	Joe Gordon









PRIORITY: COMMUNITY RESILIENCE AND WELLBEING




Strengthening and supporting our communities so people feel included and connected


















OBJECTIVES		KEY PROJECTS AND ACTIVITIES	GOVERNANCE	TIMESCALE		LEAD OFFICER
				START	END	
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	CW1.1  	Develop community led networks and community hubs across the district by helping communities to develop their own networks and hubs, connecting smaller and larger hubs and providing support and training	Community Services & Licensing	2021	2024	Angela Gillingham
	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	2021	2024	Angela Gillingham

CW1	health and wellbeing at its heart	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	2021	2022	Keith Gerrard
		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 /Housing	2021	2022	Kevin Topping Mike Hammond
		CW1.5  	Appoint Food Justice Champions to work with partners to tackle food injustice, set up a food partnership and develop a food strategy to address the causes of food poverty, promote sustainability and food justice	Food Justice Champions	Community Services & Licensing /Full Council	2021	2022	Angela Gillingham
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	CW2.1  	Deliver new affordable homes across the District, through planning policy and work with partners including community-led housing groups, housing associations and via our own New Homes Programme, which will deliver EPC-A rated properties in line with our Strategy for New Council Homes 2020-2024		Housing	2021	2024	Alison Fisk / Pippa Stroud
		CW2.2  	Invest £30m over the next 5 years to repair, maintain and invest in current council housing stock and bring empty council homes back into use as soon as possible	Voids and Repairs Task and Finish Group	Housing	2021	2026	Joe Gordon
		CW2.3  	Prioritise the prevention of homelessness by delivering the Next Steps Accommodation Programme and invest in temporary accommodation and specialist support, including working with partners countywide to develop the specialist housing and support needed		Housing	2021	2024	Pippa Stroud
		CW2.4 	Provide more opportunities for resident involvement in housing decisions through delivery of the Charter for Social Housing Residents and our continuing commitment to build on resident involvement opportunities	Tenant engagement & empowerment Task and Finish Group	Housing	2021	2023	Kev Topping



















CW3	Community Engagement Strengthen local democracy by developing a culture of community engagement to enable greater involvement of residents, council tenants, communities and businesses in decisions on council services and priorities	CW2.5 	Continue to invest and deliver the programme to modernise our Independent Living homes for older people		Housing	2021	Ongoing	Alison Fisk
		CW3.1  	Develop a Community Engagement Strategy , which incorporates the Council's Hear by Right Commitment for young person's involvement, and ensures the voice of the community and key stakeholders is at the heart of council priorities	Fit for the Future Board	Community Services & Licensing	2021	2023	Mike Hammond
		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	Fit for the Future Board	Strategy & Resources and Community Services & Licensing	2021	2021	Mike Hammond/ Adrian Blick
		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 and Community Services & Licensing	2021	2022	Hannah Emery
		CW3.4  	Provide dedicated support to communities for the registration of community assets so communities have more control and ownership of local buildings, land and community shops as well as protecting publicly owned land and assets		Strategy & Resources	2021	2023	Simon Maher / Mike Hammond
CW4	Leisure and Culture Services Adopt a long term investment plan for leisure services and facilities across the district to ensure	CW4.1  	Continue work to ensure that our leisure and wellbeing services are fit for the future by completing the Leisure Review options appraisal as well as supporting the recovery of the leisure centres from the pandemic.	Leisure and Wellbeing Task & Finish Group	Community Services & Licensing Committee	2021	2022	Angela Gillingham
		CW4.2  	Working with partners, increase the number, accessibility, and quality of playing pitches, play areas and outside spaces within the district	Leisure and Wellbeing Task & Finish Group	Community Services & Licensing	2021	2023	Angela Gillingham / Mike Towson / Kev Topping / Conrad Moore / Alison Fisk

	everyone has access to good quality leisure opportunities that meet their needs	CW4.3 	Increase physical activity and sports participation through our Healthy Lifestyles Scheme and in partnership with the Gloucestershire We Can Move programme	Leisure and Wellbeing Task and Finish Group	Community Services & Licensing	2021	2023	Angela Gillingham
		CW4.4 	Support refurbishment of Stratford Park Lido by submitting a bid, in partnership with Stroud Town Council and Friends of the Lido to the National Lottery Heritage Fund		Community Services & Licensing	2022	2024	Angela Gillingham / Mike Hammond / Natalie Whalley
		CW 4.5 	Building on previous work, develop an Arts and Culture Strategy for the District		Community Services & Licensing	2022	2024	Keith Gerard
		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	Museum in the Park Governing Body	Community Services & Licensing	2021	2022	Kevin Ward
CW5	Equality, diversity and inclusion Embed equality, diversity and inclusion as a priority across the Council and the District with targeted support for those who experience the most disadvantage in our communities	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.	ED&I Working Group	Full Council	2021	2025	Hannah Emery
		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	ED&I Working Group	Full Council	2021	2022	Sarah Turner
		CW5.3 	Lead and support action to reduce health inequalities in partnership with Public Health and local NHS trusts		Community Services and Licensing	2021	2024	Angela Gillingham / Emma Keating-Clark
		CW5.4 	Work with partners to improve the accessibility and welcome of public spaces and shops, and improve awareness of impairments both visible and invisible	ED&I Working Group and Market Towns Forum	Strategy & Resources /Community Services & Licensing	2021	Ongoing	Amy Beckett

	CW5.5  	Work with partners to support older people to stay in their homes for longer and continue to work to become a dementia friendly district		Community Services & Licensing	2021	2024	Angela Gillingham
	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		Strategy & Resources	2021	2024	Kev Topping

PRIORITY: ECONOMY, RECOVERY AND REGENERATION <i>Supporting a thriving and resilient local economy</i>								
	OBJECTIVES	KEY PROJECTS AND INITIATIVES	GOVERNANCE		TIMESCALE		LEAD OFFICER	
					START	END		
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	ER1.1    Develop and implement an inclusive and sustainable 'Economic Development Strategy' including supporting market towns and sectors most impacted by the pandemic	Regeneration and Investment Board	Strategy & Resources Committee	2021	2023	Amy Beckett	
		ER1.2    Continue to support high street businesses to increase their digital and online visibility		Strategy & Resources Committee	2021	Ongoing	Amy Beckett / Ben Falconer	
		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	Market Towns Forum	Strategy & Resources Committee	2021	2022	Amy Beckett / Ben Falconer	
		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 and Licensing Committee	2021	Ongoing	Amy Beckett	
		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	Fit for the Future Board	Strategy & Resources Committee	2022	2024	Amy Beckett	
ER2	Regeneration	ER2.1    Develop Brimscombe Port as a key strategic site to support a thriving community, in line with project	Brimscombe Port Project Board	Strategy & Resources Committee	2021	2026	Alison Fisk / Leonie Lockwood	

ER3	Deliver key regeneration sites across the district, especially brownfield sites and long-term empty properties, for local jobs, homes, community facilities and green spaces		milestones which include securing a development partner and delivering infrastructure works					
		ER2.2	Deliver Phase 1b of the Canal Project (Cotswold Canals Connected), incorporating land acquisition, planning application for the 'missing mile', Ocean Bridge works and a range of activities including five local activity hubs along the canal	Canal Project Board	Strategy & Resources Committee	2021	2025	Chris Mitford-Slade
		ER2.3	Produce a pipeline of regeneration schemes progressing 'hard to develop' brownfield sites and long-term empty properties across the district, delivering quality local jobs and homes, while preserving and enhancing biodiversity	Regeneration and Investment Board	Strategy & Resources Committee	2021	2026	Leonie Lockwood / Mark Russell
		ER2.4	Support the development of a diverse local economy of social enterprises, cooperatives and small businesses by working with others to increase commercial space available for expansion and by exploring the use of land for low cost sites and start-ups, as well as protecting existing employment sites	Regeneration and Investment Board	Strategy & Resources Committee	2021	Ongoing	Mark Russell / Alison Fisk
	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	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	Regeneration and Investment Board	Strategy & Resources Committee	2021	2021	Mark Russell
		ER3.2	Promote prosperity and visitors to the district's waterways, by developing a Canal Strategy , which links to heritage and biodiversity objectives	Regeneration and Investment Board	Strategy & Resources Committee	2021	2022	Mark Russell
		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	Levelling Up Fund Working Group Regeneration and Investment Board	Strategy & Resources Committee	2021	2022	Brendan Cleere
		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	Regeneration and Investment Board	Strategy & Resources Committee / Full Council	2021	2024	Mark Russell
	Support for businesses Champion local businesses of all types and sizes that lead on	ER4.1	Create a ' favoured trader ' list of local businesses and champion those businesses that are living wage employers and lead on environmental and social good practice		Strategy & Resources Committee	2022	2023	Amy Beckett

ER5	environmental and social good practice and support them to grow, keeping wealth in the district, strengthening local supply chains and offering rewarding local jobs	ER4.2  	Explore options for bringing more financial power and resilience to our district such as cooperative banking, credit unions, investment in local schemes including renewable energy projects, and local government bonds		Strategy & Resources Committee/Audit & Standards	2021	2025	Andrew Cummings
		ER4.3   	Support procurement from local businesses and drive local spending on low carbon goods and services to create stronger supply chains within the local economy. This may include collaborative partnerships with local anchor institutions to encourage community wealth building		Strategy & Resources Committee	2021	Ongoing	Hannah Emery
		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.	Regeneration and Investment Board	Strategy & Resources Committee	2021	Ongoing	Lucy Powell / Amy Beckett
		ER4.5 	Work with trade unions to support fair employment , encouraging more local businesses and organisations to be real living wage employers	Regeneration and Investment Board	Strategy & Resources Committee	2022	2024	Lucy Powell / Amy Beckett
	Strategic Planning Adopt the new Stroud District Local Plan	ER5.1   	Progress the Local Plan through public examination and secure its adoption		Environment Committee, Full Council	2021	2022	Mark Russell
		ER5.2   	Support the delivery of strategic site allocations contained within the local plan and the key infrastructure required to support it		Environment Committee, Full Council	2021	2026	Mark Russell
		ER5.3   	Work with parish councils to develop Neighbourhood Development Plans and Orders to meet local development needs		Environment Committee, Full Council	2021	Ongoing	Simon Maher