









# 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*




EC1	<b>Tackle the Climate and Ecological Emergency</b> 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 <b>Core Group</b> to provide high level strategic overview on delivery, engage with external stakeholders and the public, identify funding opportunities and resourcing required to meet them			
Governance		Timescale		Lead officer
2030 Cores Group (Community Engagement Board)		Start	End	
Full Council, strategy themes to relevant committee		2021	2021	Rachel Brain
How will we measure success?  SDC measures: <ul style="list-style-type: none"> <li>Community Governance Group work plan identified by Spring 2022</li> <li>Community Governance Group progress to plan included to 2030 annual reporting</li> </ul> SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"> <li></li> </ul>				
EC1.2  	Establish the <b>performance management</b> of the 2030 Strategy across the organisation to monitor and report progress towards the Strategy's aims and commitments			
Governance		Timescale		Lead officer
2030 Core Group (Officer/Member)		Start	End	
Full Council, strategy themes to relevant committee		2021	2021	Eka Nowakowska
How will we measure success?  SDC measures: <ul style="list-style-type: none"> <li>Quarterly PM update reports on Council Plan to relevant Committee on progress for each activity / project</li> </ul> SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"> <li>Not applicable to this activity</li> </ul>				



<div>EC1.3</div> <div></div>	Plan and implement the community engagement aspect of the Strategy, to include a <b>2030 community website</b> and direct activities with residents, linking to the Community Engagement Strategy (CW3.1)					
Governance		Timescale		Lead officer (s)		
		Start	End			
2030 Core Group (Officer/Member)		Full Council, strategy themes to relevant committee		2021	2021	Georgia Spooner/Liz Shellam
How will we measure success?						
SDC measures: <ul style="list-style-type: none"><li>2030 Community Engagement Board work plan drafted</li><li>2030 web pages live Spring 2021</li><li>Number of activities and residents engaged in community engagement aspect of 2030 strategy (performance measure to be determined through Community Engagement work plan)</li></ul>						
SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"><li>To be confirmed</li></ul>						
EC4	<b>Mobility / transport</b> 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					
<div>EC4.4</div> <div></div>	Review <b>taxi and private hire licensing conditions</b> 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)					
Governance		Timescale		Lead officer		
		Start	End			
		Community Services & Licensing Committee		2021	2023	Rachel Andrew
How will we measure success?						
SDC measures: <ul style="list-style-type: none"><li>Increase the % of taxi and private vehicles that are Euro 6 standard or EV from 50% (2021) to 75% by 2023</li></ul>						
SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"><li>Not applicable to this action</li></ul>						
CW1	<b>Community resilience</b> 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					
<div>CW1.1</div> <div></div>	Develop community led networks and <b>community hubs</b> across the district by helping communities to develop their own networks and hubs, connecting smaller and larger hubs and providing support and training					




Governance		Timescale		Lead officer (s)
		Start	End	
	Community Services & Licensing Committee	2021	2024	Angela Gillingham / Emma Keating-Clark
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> <li>10 well managed Hubs across the District serving the local community by the end of 2024</li> <li>All Hubs connected and working together by the end of 2024 Ange G this is a PI the measure of success is all hubs are connected – each report period will include the number connected and working together</li> <li>Develop a website for Hubs by December 2022, where Hubs can access resources and training</li> <li>Establish a Peer Network for the Hubs by December 2022</li> </ul> <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> <li></li> </ul>				
<b>CW1.2</b>	Act to improve the physical and mental health and wellbeing of people in the district through delivery of a new 3 year <b>Health and Wellbeing Plan</b>			
Governance		Timescale		Lead officer
		Start	End	
	Community Services & Licensing Committee	2021	2024	Angela Gillingham
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> <li>Write a 3-year health and wellbeing plan which is linked to the Leisure and Wellbeing Strategy by March 2022</li> <li>Adopt a measure for each element of the action plan which is reported on quarterly through the performance monitoring mechanism</li> </ul> <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> <li></li> </ul>				
<b>CW1.3</b>	Ensure residents continue to receive the advice they need, by continuing our work in partnership with the <b>Citizens Advice</b> Bureau and developing a new Service Level Agreement			
Governance		Timescale		Lead officer
		Start	End	
	Community Services & Licensing Committee	2021	2022	Keith Gerrard
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> <li>SLA with CAB written and signed by 1st April 2022</li> </ul> <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> <li>Not applicable to this actions</li> </ul>				

<b>CW1.4</b> 	Work to reduce the impacts and causes of <b>anti-social behaviour</b> by developing a district wide policy in partnership with the Community Safety Partnership			
Governance		Timescale		Lead officer (s)
		Start	End	
	Community Services & Licensing Committee / Housing Committee	2021	2022	Kevin Topping / Mike Hammond
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> <li>Reduction in anti-social behaviour instances/ reports (performance measures to be informed by Stroud Community Safety Panel – awaiting information)</li> <li>Achieve Safer Communities (performance measures to be informed by Stroud Community Safety Panel – awaiting information)</li> <li>Agreed work outcomes with OPCC</li> </ul> <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> <li>Measures to be confirmed</li> </ul>				
<b>CW1.5</b> 	Appoint <b>Food Justice Champions</b> 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			
Governance		Timescale		Lead officer (s)
		Start	End	
Food Justice Champions	Community Services & Licensing Committee / Council	2021	2022	Angela Gillingham / Emma Keating Clark
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> <li>Create a Food Justice task and finish group by December 2021 which will define future performance indicators and is connected to the Health and Wellbeing action plan</li> <li>Establish feeding Stroud partnership by March 2022</li> </ul> <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> <li>Ange G – Emma is working with a number of partners on this. PI yet to be established</li> </ul>				
<b>CW3</b>	<b>Community Engagement</b> 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			
<b>CW3.1</b> 	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			
Governance		Timescale		Lead officer
		Start	End	

Fit for the Future Board	Community Services & Licensing Committee	2021	2023	Mike Hammond
How will we measure success? Mike H – Following a Strategy being produced then the outcomes could be measured as well as implemented				
SDC measures: <ul style="list-style-type: none"><li>Develop a Community Engagement Strategy and implementation of action plan –</li><li>Youth Council are involved in decision making and consultation</li></ul> SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"><li>Not applicable to this action</li></ul>				
<b>CW3.2</b> 	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			
Governance		Timescale		Lead officer
		Start	End	
Fit for the Future Board	Strategy & Resources / Community Services & Licensing Committee	2021	2023	Liz Shellam / Mike Hammond / Adrian Blick
How will we measure success? The programme team will need to perform analysis to understand what first contact services should be centralised, which processes should be targeted for improvement and which of these should be delivered on a self-service basis vs those that need to be delivered by officers as they are handling more complex cases. The team will then be able to assess improvement based on a before and after analysis of performance on a process by process basis.				
SDC measures: <ul style="list-style-type: none"><li>First contact services centralised</li><li>Straightforward processes identified and made available for self-service via the internet</li><li>Repetitive processes identified and automated</li><li>Resource capacity increased to serve those with complex needs</li></ul> SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"><li>Not applicable to this action</li></ul>				
<b>CW3.3</b> 	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.			
Governance		Timescale		Lead officer
		Start	End	
	Strategy & Resources / Community Services & Licensing Committee	2021	2022	Hannah Emery
How will we measure success?				
SDC measures: <ul style="list-style-type: none"><li>Formal establishment of a Town and Parish Council Strategy to create a framework and Charter for how we work in partnership.</li><li>Number of Town and Parish Councils signed up to the Charter</li></ul>				
2021/22 baseline		2022/23 target		2023/24 target
0		50%		75%

SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"> <li>Not applicable to this action</li> </ul>					
<b>CW4</b>	<b>Leisure and Culture Services</b> 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				
<b>CW4.1</b> 	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.				
Governance			Timescale		Lead officer
			Start	End	
Leisure and Wellbeing Task & Finish Group		Community Services & Licensing Committee	2021	2022	Angela Gillingham
How will we measure success?  SDC measures: <ul style="list-style-type: none"> <li>Agree the preferred management option of leisure, health and wellbeing services by March 2022</li> <li>Write a 3-year rolling physical activity action plan to deliver the objectives of the Leisure and Wellbeing 20-year strategy by March 2022 (Ange G – once written a set of KPIs will be set against each of the projects. The projects will then be reported on under this code CW4.1)</li> <li>Monitor the recovery of both leisure centres and report quarterly through the performance management mechanism</li> </ul> SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"> <li>(Ange G – Once the action plan is in place this can be completed in full)</li> </ul>					
<b>CW4.2</b> 	Working with partners, increase the number, accessibility, and quality of playing pitches, play areas and outside spaces within the district				
Governance			Timescale		Lead officer
			Start	End	
Leisure and Wellbeing Task & Finish Group		Community Services & Licensing Committee	2021	2023	Angela Gillingham / Mike Towson / Kevin Topping / Conrad Moore / Alison Fisk
How will we measure success?  SDC measures: <ul style="list-style-type: none"> <li>Increase the number, accessibility and quality of 3G and grass pitches in the Stroud District, as identified within the playing pitch strategy (PI measure – by 2023 to have added 1 3G pitch and access to 1 additional grass pitch in Stroud. The strategy sits with Leisure Strategy and will be included within the action plan)</li> </ul> SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"> <li>Support sports clubs with funding applications to improve their playing pitches and changing facilities (dependent on the application)</li> </ul>					
<b>CW4.3</b> 	Increase physical activity and sports participation through our <b>Healthy Lifestyles Scheme</b> and in partnership with the Gloucestershire We Can Move programme				

Governance		Timescale		Lead officer
		Start	End	
Leisure and Wellbeing Task & Finish Group	Community Services & Licensing Committee	2021	2023	Angela Gillingham
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> <li>• Increase the number of referrals to the Healthy Lifestyle Scheme received each year 2021/2022 – (100) 2022/2023 (300) 2023/2024 (450) 2024/2025 (600)</li> <li>• Increase the number of participants who complete the 12 week programme 2021/2022 (30) 2022/2023 (120) 2023/2024 (180) 2024/2025 – (250)</li> <li>• Increase participants at all of our activities including with the Healthy Lifestyles Choose to Move programme Ange G - 2021/2022 –(50) 2022/2023 (100) 2023/2024 – (200)</li> </ul> <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> <li>• Ange G - Implement new refer all system which gathers customer referrals and will contribute to accurate reporting of the healthy lifestyles scheme – Refer All launch January 2022 – Active Glos host the system and will generate reports which are delivered to the CCG to show the impact of the scheme across the district.</li> </ul>				
<b>CW4.4</b> 	Support refurbishment of <b>Stratford Park Lido</b> by submitting a bid, in partnership with Stroud Town Council and Friends of the Lido to the National Lottery Heritage Fund			
Governance		Timescale		Lead officer (s)
		Start	End	
	Community Services & Licensing Committee	2021	2024	Angela Gillingham / Mike Hammond / Natalie Whalley
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> <li>• Set up a task and finish group to work on the development of the Stroud Lido</li> <li>• Write a realistic development plan for Stroud Lido based on the findings of the Leisure Strategy and 2019 Stroud Lido business case</li> <li>• Heritage Lottery Fund Bid for Stratford Park Lido submitted by target date Ange G – amount determined by the action plan</li> </ul> <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> <li>• Not applicable to this action</li> </ul>				
<b>CW 4.5</b> 	Building on previous work, develop an <b>Arts and Culture Strategy</b> for the District			
Governance		Timescale		Lead officer
		Start	End	
	Community Services & Licensing Committee	2021	2024	Keith Gerrard
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> <li>• Arts and Culture Strategy developed and agreed upon by 2024 with an agreed action plan</li> </ul> <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> <li>• Not applicable to this action</li> </ul>				

<b>CW4.6</b> 	Implement the <b>Museum in the Park's free-to-join Supporter Scheme</b> 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			
Governance		Timescale		Lead officer
		Start	End	
Museum in the Park Governing Body	Community Services & Licensing Committee	2021	2022	Kevin Ward
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> <li>The successful implementation as per the project plan of the museum membership scheme by end of March 2022</li> </ul> <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> <li>Not applicable to this action</li> </ul>				
<b>CW5</b>	<b>Equality, diversity and inclusion</b> 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			
<b>CW5.4</b> 	Work with partners to improve the accessibility and welcome of public spaces and shops, and improve awareness of impairments both visible and invisible			
Governance		Timescale		Lead officer
		Start	End	
	Strategy & Resources / Community Services & Licensing	2021	Ongoing	Amy Beckett
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> <li>% of public spaces and shops that have accessible access (performance measure to be determined in first period)</li> </ul> <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> <li>Not applicable to this action</li> </ul>				
<b>CW5.5</b> 	Work with partners to support older people to stay in their homes for longer and continue to work to become a dementia friendly district			
Governance		Timescale		Lead officer
		Start	End	
	Community Services & Licensing Committee	2021	2024	Angela Gillingham
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> <li>(performance measure to be determined in first period and will be informed through dialogue with adult social care/Integrated Care System)</li> </ul>				




SDC contributes to PIs at national, regional or county level:

- Continue strategic planning in partnership with Integrated Locality Partnership (ILP) and Integrated Care System (ICS)
- Continue to progress the agreed action plan for older people, frailty and carers with ILP working group
- Work with partners to establish Stroud Dementia Action Alliance
- Contribute to Gloucestershire Dementia Action Alliance Ange - Was told specifically not to put any numbers against areas we cannot control. We will report on progress related to the action plans under this section once plan is developed

## PRIORITY: ECONOMIC, RECOVERY AND REGENERATION

*Supporting a thriving and resilient economy*

ER1	<b>Economic recovery</b> 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				
ER1.4 	Work with partners across Stroud district to grow a sustainable visitor economy, including the night time economy, walking and cycling, culture and leisure attractions				
Governance			Timescale		Lead officer
			Start	End	
	Community Services & Licensing Committee	2021	Ongoing	Amy Beckett	
How will we measure success?					
SDC measures: <ul style="list-style-type: none"><li>% increase in expenditure by tourists in the district based on –(performance measure to be determined in first period) 2019/20 data is £149,610,000 Direct Visitor spend</li></ul>					
SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"><li>To be confirmed</li></ul>					