

Stroud District Council

# THE 2030 STRATEGY

Limiting,  
Adapting,  
Recovering  
and Responding in  
a Changing Climate

Spring 2021

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# FOREWORD

Climate Change is the greatest long-term threat to our society. The 2020, Covid-19 pandemic has laid bare the intricacies of our global economies and social infrastructures. The pandemic has also shown the powerful potential of our individual and collective behaviours to perpetuate, mitigate or even, to halt a crisis of almost unimaginable magnitude.

Whereas the pandemic shook the planet in a matter of weeks, climate change has been developing slowly over the last 150 years. It is clear, that the rate of change has been increasing dramatically over the last 30 years and critical effects are predicted to emerge over the next 10 - 40 years.

This gives time for individuals, businesses, communities and governments (locally, nationally and globally) to take the best scientific evidence and advice, to put aside political ideology and to prepare.

For Stroud District to make its fair contribution to managing global temperature rise, then an immediate and rapid programme of decarbonisation is needed. If we maintain rate of emissions as recorded in 2017 we will exceed the recommended budget to 2030 within 7 years.

Stroud District Council is committed to a fast paced target of carbon neutrality by 2030. Our proposed strategy seeks to address the Climate and Ecological Emergency that is already upon us – to protect our District’s character and communities today and for many generations to come.



## Climate and Ecological Emergency

*n.* “a situation in which urgent action is required to reduce or halt climate change and avoid potentially irreversible environmental damage resulting from it.”

*Oxford Dictionaries  
(word of the year, 2019)*

The declaration of a *climate and ecological emergency* by an organisation is a formal and public acknowledgement that it recognises the urgency and scale of actions required to prepare the organisation for changes ahead.

Stroud District Council pledged to do everything within the Council’s power to make Stroud District carbon neutral by 2030.

*Stroud District Council:  
Climate Emergency  
motion carried,  
24th January 2019.*

# THANK YOU FOR YOUR HELP...

Many of the greenhouse gas emissions within the district are not within the direct control of Stroud District Council. We needed to decide together what our strategy would be since everyone will be involved in taking the action forward.

The pandemic lock down challenged many of the established public consultation routes and yet, so many people in our district and neighboring areas gave time and consideration to our questions and shared their expertise and ideas.

## A collaboration

### Assembling this Strategy and Master Plan has involved:

- collaboration with community groups and stakeholders, both within and outside the District Council. This has included participation in the Climate Action Network Forum, Local Strategic Partnership and in the Gloucestershire Energy Sector Group to name a few. Support from Stroud District Youth Council has also been greatly appreciated and we thank them for their contribution and ongoing collaboration for our 2030 mission.
- drawing upon the evidence contained in commissioned reports and studies, aligned to the District Council's Environmental Strategy and Local Plan Review
- district and county-wide survey results and the work of professional and academic networks
- lessons learned from partnership delivery of recent projects and long-running services, including the sustainable energy focused domestic and business support programmes
- a series of on-line consultation events, chaired by local experts and attended by town and parish councils; youth groups; charitable, community and voluntary sector groups; businesses; private landowners and their associations; schools, colleges and, interested individuals.

### This has driven the development of a strategy that strives to be:

- ✓ comprehensive in defining the wide range of necessary actions and development areas for the district
- ✓ targeted on required key achievements
- ✓ supportive in securing provision for the resources required
- ✓ agile, to enable community led schemes to come forward



*Working together  
to limit, adapt,  
recover and  
respond in a  
changing climate.*



### Vision and direction:

The ambitious vision and direction was welcomed by almost everyone who took part and the challenge of achieving this was widely recognised. More explicit emphasis was wanted for the theme of leadership so we have named this in the strategy redraft and it remains covered by our role as exemplar and strategic partner through the commitments.

### Leadership and responsibility:

The approach of considering council influence and scope under the categories of Exemplar, Enabler and Encourager was considered a clear structure. The balance of commitments across those spheres was also supported. It was noted that a clear steer on the purpose of the strategy and plan was needed. We have also taken on board the need for our mission statement to have a clear line on leadership and ecological emergency.

The proposal for community governance was welcomed and seen as very important. There were many good suggestions for how this should be rolled out and these ideas will feed its development as part of our very next steps after strategy adoption.

### Solutions and innovation:

We have now included the context of other district and county strategy and policy documents as a signpost to some of the aspects you noted as missing but that are available elsewhere. We will also be using community governance and continuing our collaborations with key stakeholders and experts to get the specifics right as we deliver actions.

### Fact checking:

There was some helpful feedback on targets which have influenced the approaches in this re-draft. Some wanted to know the detail on assumptions but others were impressed by the evidence paper. The setting of targets over a 10-year stretch is a difficult matter and so, in this version, we have given this context and explained how we will keep targets under check for their sense and reliability in framing our aims and objectives for action.

### Strategy and Master Plan ➡

This 2030 Strategy should be read alongside our proposed Master Plan



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**ECONOMY**



**BUILT ENVIRONMENT**



**ENERGY**



**NATURAL ENVIRONMENT**



**WASTE**



**COMMUNITY**



**MOBILITY**

# EXECUTIVE SUMMARY

Against an international background of political commitment to put in place answers to the long term problems of a changing climate, Stroud District Council is committed to a fast paced target of carbon neutrality and adaptation by 2030, going beyond council offices to include all our operations and the wider district.

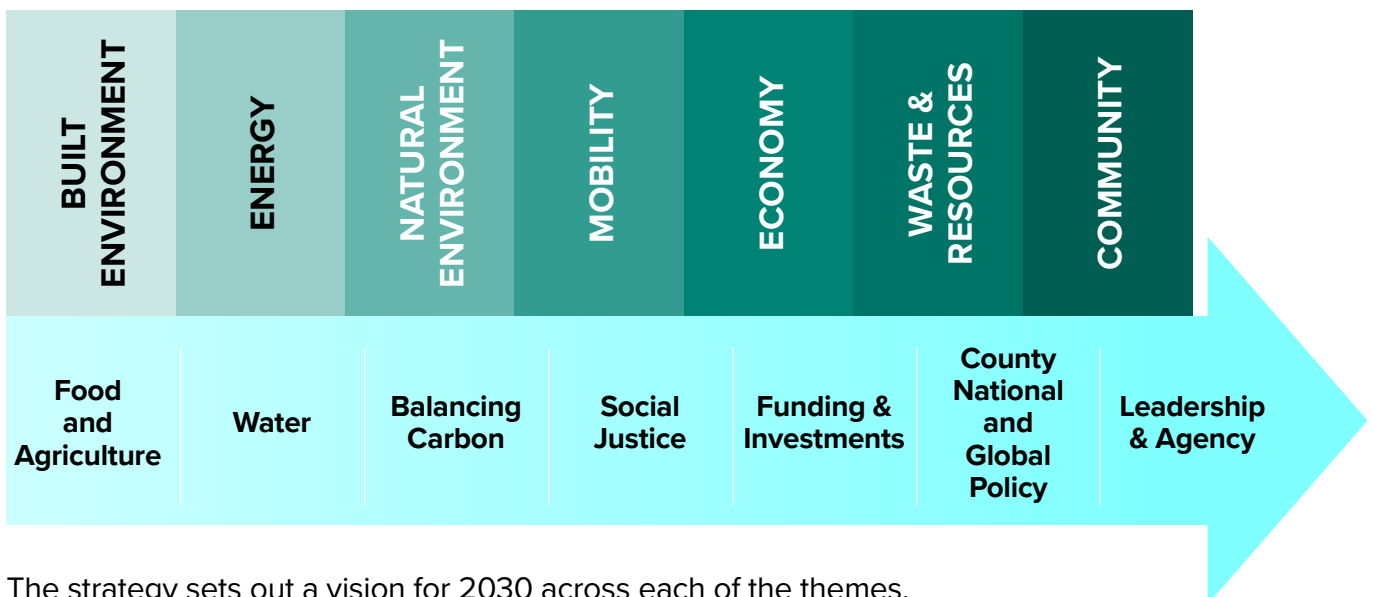
We also recognise that these issues must be addressed in synergy with those of ecological emergency and social justice in order to secure the better future for all that we are aiming for.

This strategy establishes the context, requirements and approach to both climate and ecological emergency and takes serious consideration to recovery and future resilience building in the wake of the pandemic. It recognises that there is already a changing climate delivering challenges to our everyday lives, our businesses and our natural environment and that lack of rapid action has both immediate and far reaching, serious consequences.

***It is estimated that the overall annual emissions for the district are 1,366,941 t CO<sub>2e</sub>. The majority of these are in the private sector, the scale of the challenge is immense.***

Viable technical solutions to emission reduction already exist. It is possible to become carbon neutral whilst increasing the quality of life for all and recovering nature but it requires fundamental changes across the board, for every sector and every person.

**The issues have been structured into 14 themes...**



The strategy sets out a vision for 2030 across each of the themes.

An accompanying document gives the first iteration of a master framework for action including 24 stretch goals over a time framed range of commitments for our 2030 Mission.



# Stretch Goals

(Click to see more)

## BUILT ENVIRONMENT

- To have sustainable construction principles and a net-zero requirement shaping new developments in the district
- To have completed a retrofit programme to realise the maximum emissions reductions on the council's residential dwellings to achieve an average SAP C in energy performance across all properties
- To have established and completed a carbon neutral action plan for the council's public and operational estates

## ENERGY

- To have at least trebled the proportion of energy generated by renewable sources in the district from the current 12% renewable generation within the district and; to have identified and achieved the offset requirement for neutrality
- To have facilitated all viable decentralised and 'smart energy network' opportunities (such as district heating and energy from waste systems); as well as all viable alternative renewable options such as wood fuel, anaerobic, biomass etc
- To have encouraged an energy infrastructure fit for the future:
  - grid constraints are no longer obstacles to renewable generation
  - storage and on-site generation projects are well supported

## NATURAL ENVIRONMENT

- To have increased our tree canopy, woodland and forestry in collaboration with the Local Nature Partnership's, 'Gloucestershire Tree Strategy' ambitions
- To play our part in the SW Nature Recovery Network through partnership working ensuring:
  - a minimum standard of 'favourable condition' for all our 'bio-' and 'geo-' diversity sites
  - improved access to and public understanding of nature
  - high quality, thriving, protected natural habitats in both water and landscapes in the district
- To increase Flood Management and Rural SUD defences, as a minimum doubling the current 20% of Frome Catchment that is managed

## MOBILITY

- To ensure the proportion of trips by active travel, public or community transport outnumber those by private car
- The districts main town centres, with some exemptions for residents and disability/mobility reasons, will be car free
- To have increased the potential for rail travel through better connectivity and station improvements
- To have successfully influenced a reduction in air travel by our citizens

## ECONOMY

- Climate and ecologically minded business practice is established in the district and promoted by council procurement processes and business support services
- The concept of 'green business' in the district is defined and encouraged. Green Business is an area of growth
- Starting with new build developments in council housing we will identify and support projects that provide apprenticeships and training and secure future skills for the young and unemployed

## WASTE

- Targets for council commercial and operational waste are in place and continuous improvement in reducing waste is being demonstrated
- The residual kerbside waste in the district is minimal compared to national averages in similar districts
- The impressive 60% of kerbside waste being recycled shows continuous improvement
- The districts capacity for processing materials is optimised through better sorting facilities, community initiatives and resource hubs and also, increased drop off points for a range of sorted waste

## COMMUNITY

- The climate and ecological emergency response has a clear leadership and governance structure that is executed collaboratively with the community
- The climate and ecological emergency response is embedded and valued across council policy and partnership activity. Local leadership through town and parish councils and other representatives is being delivered and residents and businesses are actively playing their part
- Externally audited measures such as ISO drive the council in a continuous 'review and improve' cycle
- All businesses and institutions active in the district are signed up to our Climate and Recovery Pledge and cross sector collaboration on climate and ecological emergency issues is strong

# EXECUTIVE SUMMARY

## Our Mission is to always...

...act as **an example** in the community. To be an **enabler and encourager** of positive action. Through our services, policies and projects to demonstrate leadership, doing **everything in our power** to **collaboratively** achieve ecosystem restoration and a **just transition** to a **carbon neutral, resilient, inclusive and, equality driven** district.

## Our mission has already begun:

Our enduring commitment to environmental welfare is a firm foundation for progressing a carbon neutral and ecologically sound district by 2030.

- The council's Environmental Strategy has been driving and reviewing our efforts for more than 20 years
- There has been pioneering widespread community action on sustainability issues through our projects and partnerships
- Our 'Draft Local Plan' has an ambitious drive for sustainability and illustrates a clear vision for how progressive development of place can support a brighter future
- Our 'Corporate Development Plan' is now also under review to ensure an overarching strategy for council leadership and services that has a safe, sustainable and prosperous future for the District at its heart



*Analysis of where our emission impacts lay highlights how **collaboration and the role we take as individuals and organisations will be the keys to our success.***

The Master Plan considers how **the council** can be most effective as:

*Exemplar* in our own estates and practices

*Enabler* as a partner and policy maker

*Encourager* informing and incentivising locally led action.



## Success offers multiple benefits:

Securing a safer, prosperous future will deliver a wide range of benefits for us all. Cleaner air; more comfortable buildings and homes; fresh, local food supplies and, improved access to nature will support our health and wellbeing and productivity.

There are also considerable economic benefits as we move from exporting our wealth out of the district by paying for resources such as fuel, food and materials generated elsewhere; to a localised, circular economy with job creation and community wealth building potential.

***The scale of the challenge is matched by scale of the opportunity.***

In conjunction with our 'Local Plan' we will realise community improvement schemes that increase our 'connectedness' both physically and practically in terms of new business and community relationships and different approaches to moving people and goods around the district.

## What is the council going to do?

### **1** *Be an Exemplar and ...* *...put our 'own house' in order*

Joining up all parts of the council under a common mission, investing in our own property and changing our policies and practices in line with the ambition to achieve a carbon neutral and ecologically sound district is one way we will demonstrate leadership on our 2030 ambitions.

#### *... be the pathfinder*

To help others in the district tackle their challenges we will exploit the opportunities of our land and buildings to demonstrate how things can be achieved and how new technologies can be applied.

### **2** *Be an Enabler and...* *...play our part as a partner*

We will act as a focal point for diverse groups to come together. In partnerships and through consultation we will identify shared benefits and the initiatives to achieve them.

Our natural system is inextricably linked to the systems of other landowners and authorities; we are focused on making the most of our strategic relationships to maximise the potential.

#### *...identify and support access to financial tools*

Funding and finance is a cross cutting theme of the plan with the intent that all potential ideas can be considered for viability.

### **3** *Be Encouraging and...* *...actively promote good practice*

The council will be looking for chances to incentivise through awards, accreditation and experience sharing as these help us all understand what 'good' looks like. We will be active in our communications and use a variety of ways to engage, advise and inform the district to help everyone get involved.

#### *...signpost to credible expertise*

There is an overwhelming wealth of information and support organisations that can help; There is a role for the Council to offer good basic advice and reliable signposting and to facilitate community led action.

## Finally...

The strategy outlines how we seek to build in community governance to the ongoing monitoring and reporting of the plan through establishing a 'Core Group' to represent community voice.

# WHY DO WE NEED THIS STRATEGY?

## Commitments...

In 2018, the International Panel on Climate Change (IPCC) special report on '*Global Warming of 1.5°C*', **concluded that just 12 years remained for the world to make the changes required in order to limit global emissions to 1.5°C – but that, to do so, ambitions and targets needed to be significantly scaled up.**

In May 2019, the UK became the first national government to declare an Environment and Climate Emergency. A month later, following the Climate Change Committee's report, '*Net Zero – The UK's contribution to stopping global warming*', the Government amended the 2008 Climate Change Act to go beyond the original target of an 80% reduction in UK emissions by 2050 (measured against a 1990 baseline), with a new focus on achieving Net Zero Carbon by 2050.

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In Gloucestershire, the County Council and all 6 local authorities have declared Climate Emergency and have set varying targets for carbon neutrality.

Stroud District Council is committed to a fast paced target of carbon neutrality and adaptation by 2030 for council offices and operations and for the wider district. We also recognise there is an ecological emergency, a crisis in biodiversity that must be addressed at the same time as we work to a carbon neutral, resilient 2030.

## What's the big issue?

The 1800's signified a time of wide-scale electrification and steam powered mechanisation of both the home and industry. This created a huge dependence upon fossil fuelled power sources and significantly increased the volume of gases and particulates, including those gases now identified as, 'Greenhouse Gases (GHG)' into our atmosphere. When we seek to understand the impacts of human activity on global temperature, the change pre-industrialisation is a benchmark in a similar vein to the pre-COVID comparisons being made today.

Human impacts are also driving an ecological emergency both indirectly, through accelerated climatic change but also, directly through their influences on habitats, species diversity and pollution in all its forms.

# WHY DO WE NEED THIS STRATEGY?

## Global temperature changes matter because...

*...we are **dependent** upon relationship chains that stretch back to micro-organisms. These nurture our soils and clean our seas. They are **fragile**. Very small temperature changes impact the whole chain affecting our ability to thrive.*

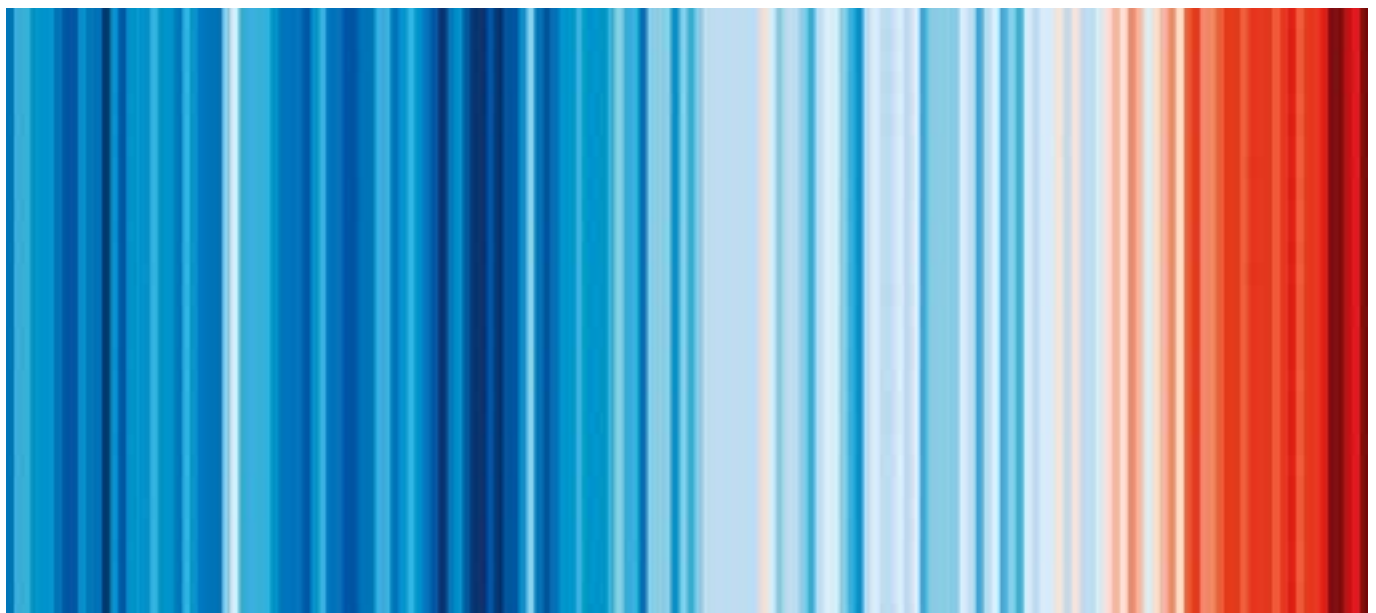
Globally, 71% agree climate change is just as important in the long term as COVID-19.

SOURCE - [https://www.ipsos.com/sites/default/files/ct/publication/documents/2020-06/now\\_what\\_-\\_climate\\_change\\_and\\_coronavirus.pdf](https://www.ipsos.com/sites/default/files/ct/publication/documents/2020-06/now_what_-_climate_change_and_coronavirus.pdf)

Relative to 1850–1900 levels, global temperature is currently rising every decade, human-induced warming reached 1°C above pre-industrial levels around 2017 and, if this pace of warming continues, would reach 1.5°C around 2040.

## The Climate Emergency

The UK is experiencing changing climate – and many of these changes are already apparent in Stroud District. Consistent with various effects described in the latest Met Office ‘State of the UK Climate’ report, we have seen dried-up landscapes and water shortages here, during ten of the warmest years on record since 2002. Meanwhile, there has been a noticeable decline in seasonal snow since the 1960’s and we have also experienced the effects of the 10 named storms that battered the UK in 2018.





## Carbon Neutral

Adj. “pertaining to, or having achieved a state in which the net amount of carbon dioxide emitted is zero because it is balanced by actions to reduce and to offset those emissions [www.dictionary.com](http://www.dictionary.com)

## The Ecological Emergency

In 2016, the ‘State of Nature Report’ found levels of nature depletion in the UK to be amongst the highest in the world. A fifth of native mammals are at risk of being lost from the countryside and more than a quarter of our bird species are under threat. Stroud District is widely valued for its natural diversity and landscape and action must be taken to improve and protect our ecological assets for generations to come.

## COVID Recovery

It is conservatively estimated that global deaths from climate change impacts will reach 1 million/year by 2030 as a result of heat exposure, food shortages, poverty, severe weather events; health services disruptions; prevalence of disease and related socio-economic impacts such as mental health issues. Already we see 40,000 annual deaths in the UK from air pollution.



**“...jobs lost to COVID-19 or the bursting of a river dam, happen in real places and to real communities...localities have no choice but to boldly confront both issues, head on’**

-CLES ‘A Green Recovery for local economies’ 03/07/2020 <sup>xiii</sup>

# WHY DO WE NEED THIS STRATEGY?

## Our problems...

Viable technical solutions to emission reduction already exist. It is possible to become carbon neutral whilst increasing the quality of life and the natural environment for all but it requires fundamental changes across the board, for every sector and every person.

### • Natural Environment

Situated along the River Severn with its coastal estuary the district is at risk from coastal flooding and the negative impacts this has on our water supplies, farms, homes, businesses and other habitats. The district benefits from dramatic landscapes but conservation areas and protected landscapes can add complications to both climate emergency and ecological emergency issues in terms of how these sites can be used for re-wilding/habitat creation or for in-district resourcing needs such as energy or food.

Our agricultural economy contributes to the natural features of our landscape but climate change also poses a threat to this and our local population is at risk because of food insecurity linked to changes in seasonality, failing fisheries and loss of biodiversity including pollinators.

### • Infrastructure

As a rural district we experience connectivity issues in both our digital and transport infrastructures and many of us have been required to travel some distances for work. We have a very high dependency on cars and a topography requiring innovation for active travel.

Much of what we need to work with to achieve our 2030 goals is already built and this includes a number of heritage buildings. Our homes, businesses and natural assets are at risk from damage to infrastructure as a result of floods, fires and other extreme weather events.

### • Community

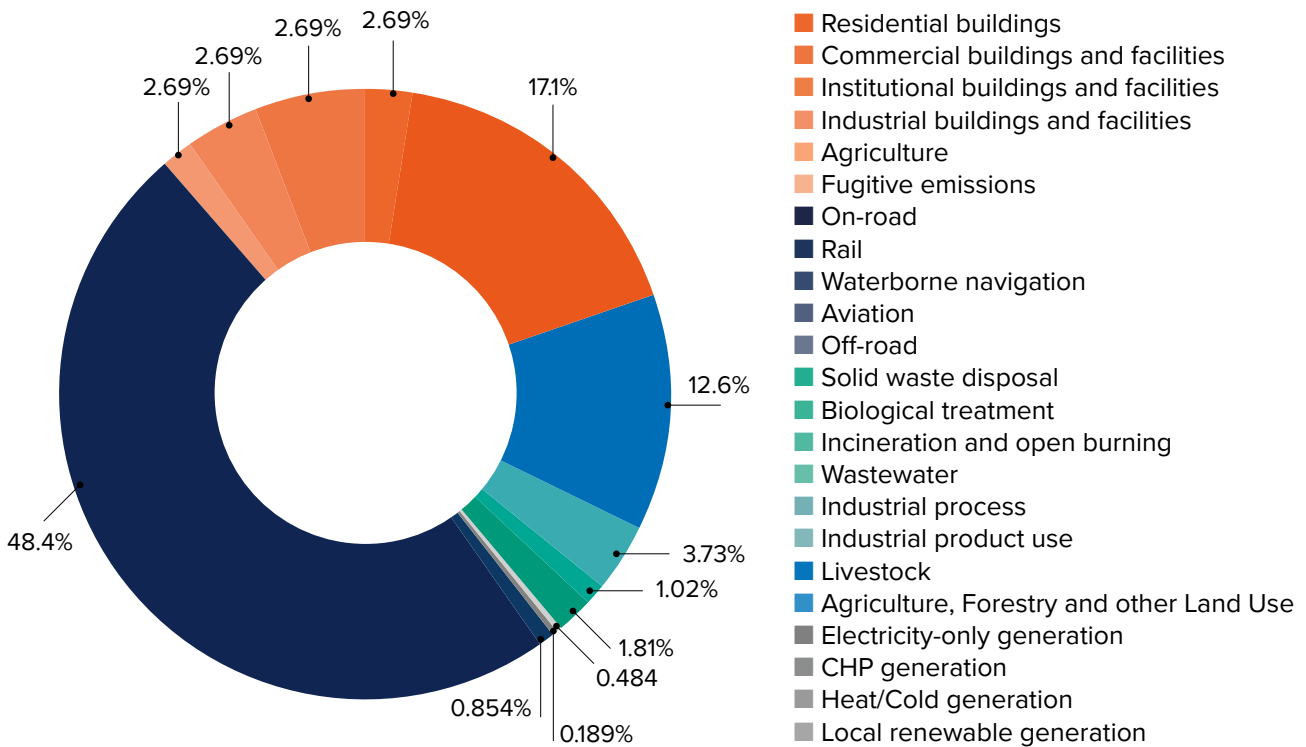
We have a diverse set of communities in our district yet, the consensus on the need for climate action is high. There is, however, work to do to achieve a completely representative debate on this.



***Our industrial, rural and market town heritage; our community vibe; our forward looking institutions, entrepreneurial businesses and, our proactive citizens will provide the foundations for a more sustainable and resilient future.***



## Sub-sector overview of Stroud District emissions 2017



## Our impacts...

- The data models for setting baseline emissions give varying results due to the types of emissions data they include. A rough guide to each Stroud District citizen's annual emissions on the basis of the range of these results is about 10 tonnes (or approx 1, 300 000 tCO<sub>2e</sub>).
- The vast majority of our carbon emissions are from transport and the built environment. The agricultural emissions are also a significant proportion.
- About 85% of built environment emissions are in private control. There is a clear need for significant public and private investment in our housing stock to address this.
- Car and van travel is the predominant choice for travel to work; 27% of people in the district travel less than 5km to work, of which two thirds travel by car. Alongside effective interventions from Gloucestershire County Council as the transport authority we need to strengthen our local solutions and make more informed decisions about meeting our own mobility needs.
- Our natural environment is under pressure from a range of human activity including; areas of high visitation; ground compaction; soil erosion; use of pesticides; littering; air and water pollution to name a few.

# WHY DO WE NEED THIS STRATEGY?

## The Council

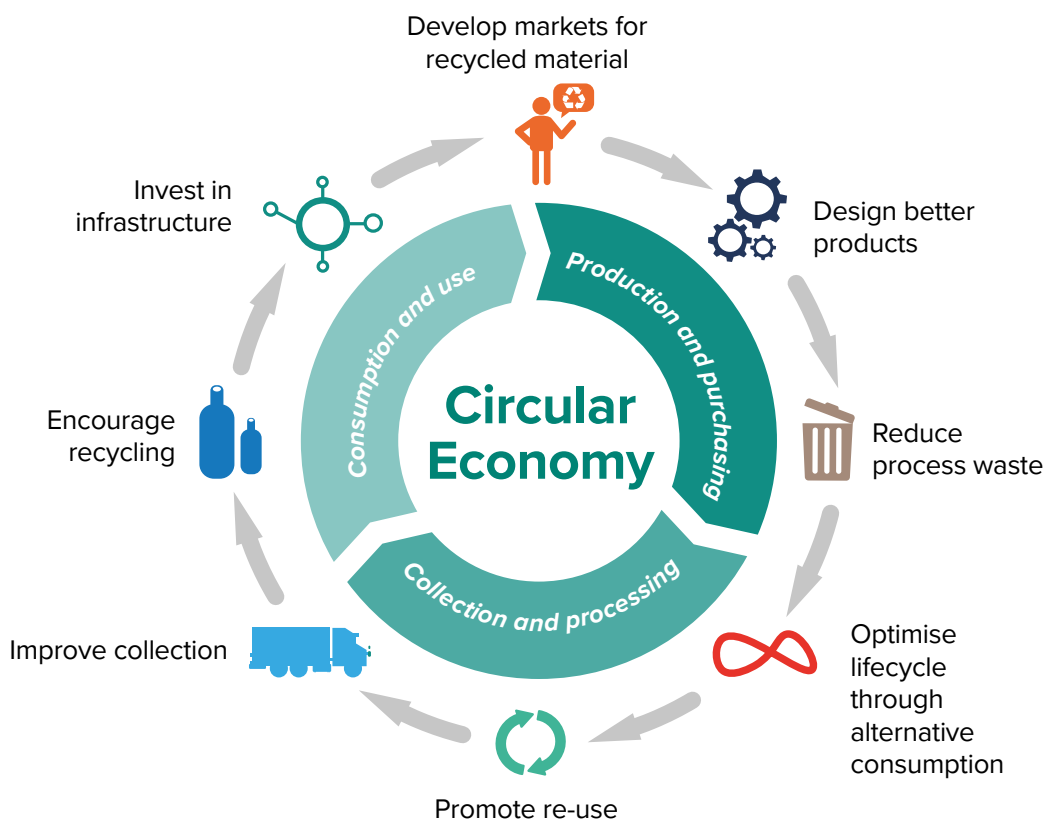
The emissions data for the council is reported on our website. It includes the public buildings we manage, our fleet and business travel. In 19/20 the annual emissions were 2119 tCO<sub>2e</sub>. The council was externally verified as carbon neutral in 2015.

## Our opportunities...

With responsibilities for such significant contributions to emissions lying outside the council control there is a clear need for both, collaborative and independent efforts. There are wide ranging benefits available for us if we take the action needed: a safer, prosperous future; cleaner air; more comfortable buildings and homes; fresh, local food supplies; improved natural environment and resilience to weather events.

There are also considerable economic benefits as we move from exporting our wealth out of the district by paying for resources such as fuel, food and materials generated elsewhere; to a localised, circular economy with job creation and community wealth building potential.

In conjunction with our 'Local Plan' we will realise community improvement schemes that increase our 'connectedness' both physically and practically in terms of new business and community relationships and different approaches to moving people and goods around the district.










# HOW DOES THE STRATEGY HELP?

## It will...

- define how we take leadership on issues
- shape how the council puts its networks and community links into action
- encourage leadership at local levels
- provide a reference starting point for the strategy and plans of others

To organise and explain the approach 14 themes are used. Seven of these provide the contextual arenas for the others but all 14 are considered to be decision making contexts around which judgments will be needed in order to provide a 'just' transition to the 2030 we desire.

Contextual themes ▶	1	2	3	4	5	6	7
▼ Cross-cutting themes in the Master Plan	ENERGY	BUILT ENVIRONMENT	NATURAL ENVIRONMENT	MOBILITY	OUR ECONOMY	WASTE & RESOURCES	COMMUNITY
 <b>Food and agriculture</b>	What we choose to eat, how we source and produce food, develop our supply chains and deal with food waste – this cuts across a broad range of actions, including land use, transportation, waste and resources, our economy particularly the farming sector and, community.						
 <b>Water</b>	Flooding, water consumption and water stewardship – this topic is touched upon by almost all the themes, but is particularly linked to our actions in built and natural environment, waste and our community.						
 <b>Balancing Carbon</b>	Energy efficiency is largely dealt with in the built environment actions, but this topic is also visible in potential action that can be taken in relation to transport/mobility and community. The potentials for carbon sequestration and offset are also spread across the seven action areas.						
 <b>Social justice</b>	There is a key thread, running throughout the strategy and master plan and in support of COVID recovery needs that is a focus on climate and ecology to simultaneously raise housing standards, alleviate poverty and hunger, support job creation and strengthen community cohesion, health and wellbeing, resilience and inclusivity.						
 <b>Funding and investment</b>	It is crucial to the success of this strategy that the master plan includes a range of actions across each of the themes that can generate, distribute and leverage funds to support the large scale investment needed.						
 <b>County, National and Global Policy</b>	This strategy rightly has a clear and strong local emphasis, but the ambitions will not be achieved without considerable efforts and collaborations locally, nationally and globally.						
 <b>Leadership &amp; Agency:</b>	The council's sphere of influence as an exemplar and enabler is where our role in taking leadership on issues is most apparent. There is also a drive to support and encourage local leadership on issues and actions.						

# HOW WILL IT WORK?

## Working in context...

The '2030 Strategy and Master Plan' adds a Stroud District focus to the way in which relevant county wide strategies can be applied and expanded upon.

Our delivery will be supported by the strategic relationship to key documents such as the, 'Gloucestershire Sustainable Energy Strategy'; 'Local Industrial Strategy'; the 'Joint Health and Wellbeing Strategy' and the, 'Local Transport Plan Review'. This ensures we have the opportunity to play our part in creating Gloucestershire as a 'green' and happy, healthy and safe' county.



The alignment to the Local Nature Partnership's approach to nature recovery and trees through their strategies ensures we are taking an approach that recognises nature does not observe boundaries and needs to be approached in a holistic manner for the best results.

At a district level there is a very close alignment between this strategy and our 'Draft Local Development Plan'. This includes:

- policies providing buildings be constructed to net zero carbon standards
- identified areas for renewable generation proposals
- required building standards on matters such as solar gain, minimising waste, conserving water and providing for future retrofitting.

The plan will be examined in summer 2021 for adoption by the end of 2022.

There are a wide range of council policies and strategies that will be delivered in conjunction with the '2030 Strategy and Master Plan' which puts the issues at the heart of council practice. For example, our 'Corporate Asset Management Strategy'; 'Tenant Services Energy Strategy'; 'Heritage Strategy'; 'Social Value Policy and; 'Procurement Strategy' are just some that will also provide routes for delivery of our 2030 commitments.



Since many of the greenhouse gas emissions and much of the land, property and business within the district is not within the direct control of Stroud District Council, reducing these emissions and improving the natural environment will be dependent upon action by others including government, Gloucestershire County Council, town and parish councils, other statutory organisations, businesses large and small, citizens, non-governmental organisations and community groups all working together.

The Master Plan is a framework for detailed action planning, it illustrates the progressive pathways to 2030 as a roadmap for the decision making around the projects and programmes that will be required and provides a high level management tool for those in governance of the plan.

*Our Master Plan is a framework for actions in 7 contextual themes, across three spheres of influence that the District Council can have.*

***The strategy and plan strives for integrated approaches to creating resilience and sustainability and seeks to make this agenda our business every day.***

Exemplar	Enabler	Encourager
... in our own operations	... partnerships, policy, decisions and services	... advice, information, incentives
The area where we have the most direct influence. Here we strive to set the standards and be the pathfinder through the challenges facing the district.	We have shared responsibility and influence in our partnerships and own projects, and sometimes as a facilitator to the projects of others.	In areas where we have only an indirect influence, such as education and private sector, we can provide information and incentives to encourage behaviours and strategies that make positive contributions towards this vision.

# HOW WILL IT WORK?

## Stretch Goal

Involving radical expectations that reach beyond current capacity and requiring new approaches and innovation.

*Source: Harvard Business Review, 'The Stretch Goal Paradox'*

## SMART target

Provides a sense of direction by defining the **Specific, Measurable, Achievable, Realistic, Timely** steps towards the goals.

*Source: Chartered Management Institute*

## A targeted approach...

The commitment to a carbon neutral 2030 is an overarching aim for the whole council. The '2030 Strategy and Master Plan' sets out a framework that joins up our approach to the intrinsically linked issues of climate, ecology and carbon neutrality rather than setting down a carbon neutral road map.

Carbon reductions and related measures such as renewable generation are one way in which progress can be measured but the issues are broader than that and so our approach to targeting must be as well.

In this strategy each theme has been allocated high level 'stretch' goals. These act as indicators for the level of ambition required in delivery plans and the performance measures needed to demonstrate achievements.

Stretch Goals will be fulfilled by a variety of projects and these will generally deliver for more than one 2030 Strategy theme.

For example; stretch goals for economy; mobility and natural environment might all be contributed to by a project with an active travel and associated green infrastructure element. That project will have a range of measures identified to determine its level of success and rate of progress against SMART targets. These measures, along with measures from other projects help to define the progress on the Stretch Goals..



# WHERE DO WE WANT TO BE IN THE FUTURE?

## Our Mission is to always...

...act as an **example** in the community. To be an **enabler and encourager** of positive action. Through our services, policies and projects to demonstrate leadership doing **everything in our power** to **collaboratively** achieve ecosystem restoration and a **just transition** to a **carbon neutral, resilient, inclusive and, equality driven** district.

A  
2030  
Vision  
for...

(Click to see  
more)

### BUILT ENVIRONMENT

Retrofitting is achieving low carbon operation. Lifecycle considerations give value to our heritage buildings and legislation and technology are opening up their potential. Newer builds are carbon positive exporting power to the grid or local area. Families and businesses are benefitting from efficient, healthy buildings that are cost effective to operate.

### ENERGY

Energy consumed within the district is from renewable and decarbonised sources. Much of this is generated within the district via decentralised power systems utilising increased energy storage. Localised markets for energy supply offer competitive value. Our energy systems are smarter and planned to integrate to minimise energy waste.

### NATURAL ENVIRONMENT

We are concerned with ensuring safe and inviting habitats for both human and wildlife populations and have made significant biodiversity gains. Landscape and economic development is both protecting and nurturing nature, whilst mitigating and building our resilience to a changing climate.

### MOBILITY

Networks for transport of all kinds will have been re-shaped to favour no- and low-carbon public travel choices. Fewer of us will be financing the ownership of our own cars and our journeys will be healthier through active travel and reduced air pollution. Our rural communities will be better connected in and beyond the district.

### ECONOMY

Locally based employment and purchasing drives a circular economy that is ensuring we can deliver on our energy and transport challenges and to make a sustainable lifestyle affordable, attractive and accessible for us all. Local assets for innovation and skills development, underpin widely recognised success as a low carbon society.

### WASTE

Waste from the manufacture, & use of goods is minimised. Products last longer, breakdown into re-useable parts and there is a strong re-use/re-manufacture economy that is reducing the need for landfill and recycling. People are well educated about avoiding waste and make good choices driving a low carbon, localised market.

### COMMUNITY

Stroud District's diverse communities, including our own council community of staff and partners, are effectively collaborating within a strong ethos of respect for Climate and Ecological Emergency issues. We are minimising our environmental impacts as producers, consumers and service deliverers. We are a society of caring communities of all kinds; inclusivity and social justice are strong principles in action, working to ensure equality of opportunity and good quality of life for all of us.

# BUILT ENVIRONMENT

FOCUS: the **efficient use of power and water** in our district's buildings,

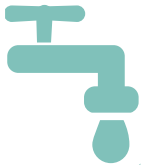
## Where are we now?

Whilst significantly large numbers of new builds are foreseen in the coming decade the number of existing buildings will remain far more significant within the total built environment for the district.

- Deep retrofit to improve energy performance of the built environment can reduce emissions by over 75%. The Carbon Zero Britain 2030 project advocates a 60% decrease in the heating demand of all residential properties

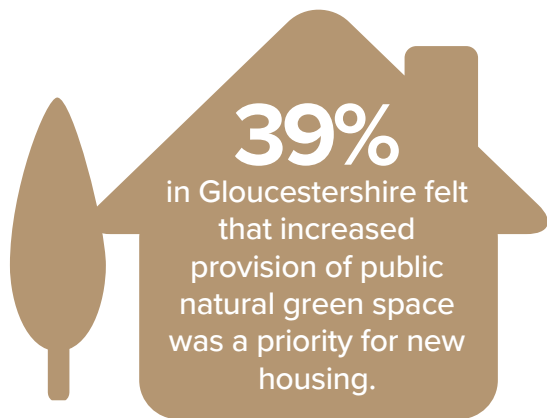


*Retrofitting our existing buildings is high priority.*



- Water used in the home accounts for over half of all public water supply use. The average UK water and sewage bill for homes with meters comes to £405, and around 17% of the average heating bill relates to heating water

- 12,760 new homes and up to 70 hectares of land for employment purposes are planned in the next 20 years, this is one reason the districts energy demand will continue to rise



- Just under 10% of households (4,715 homes) in Stroud District do not have sufficient income to maintain their homes to healthy, comfortable temperatures
- Energy Performance Certificates for 1,662 Businesses (about a fifth of those active enterprises) since 2008 show that nearly 30% fall below the D standard that is expected to be in place by 2030



towns and villages.

## Where do we want to be?

### Built environment | 2030 Stretch Goals

- To have sustainable construction principles and a net-zero requirement shaping new developments in the district
- To have completed a retrofit programme to realise the maximum emissions reductions on the council's residential dwellings to achieve an average SAP C in energy performance across all properties
- To have established and completed a carbon neutral action plan for the council's public and operational estates

## What are we doing about it?

- Stroud District Council is unique by having become, in December 2015, the first local authority in Europe to become Carbon Neutral in terms of its own operations
- For nearly 20 years, we have been investing in the energy efficiency programme **Warm and Well** – improving household health, comfort and efficiency for 1000s of homes. In 2018/19 alone, Warm and Well in Stroud saved 32.95 tonnes of CO<sub>2</sub>
- We have invested in actions to learn about the barriers and challenges to retrofit including our 2011 work that demonstrated how homes of a very wide range of designs and construction materials including listed building and those in conservation areas can achieve an average annual reduction of 58% in CO<sub>2</sub> emissions
- Our investments in **Target 2020** have helped the district's small and medium-sized businesses save more than 214 tonnes of CO<sub>2</sub> since 2014 and this programme is now extended as **Target 2030**
- Our current **Local Plan** places sustainable development at its heart; and the ongoing Local Plan Review seeks to embed the 2030 carbon neutral goal into the next Plan
- Development teams are already modelling pathways for achieving energy reductions in new build stock and the Energy Action Plan for housing was approved by committee in May 2020



**FOCUS: energy generation and power distribution** across the district.

## Where are we in now?

The infrastructure for delivering our power is managed by distribution networks. In common with a national picture our electricity and gas grids across the district are under considerable constraint. This is a challenge for new generation developments that need to utilise grid services

- To stay within the recommended carbon budget Stroud will, from 2020 onwards, need to achieve average mitigation rates of CO<sub>2e</sub> from energy of around -13.6% per year



- Nationally, approximately 29% of electricity is generated from renewable sources. Within Stroud District approximately 12% of energy is generated from renewable sources

- 1 in 19 homes (approx. 5% of all homes) have photovoltaic panels to generate their electricity from sunlight, nearly a quarter of these are council owned
- The annual expenditure on energy across the District is considered to be £0.16 billion per year. The majority of this is for energy imported to our District and is therefore lost to the local economy

10t per person for the whole district is hard to visualise. It's the volume of gas needed for **>240 million** hot air balloons.

## Where do we want to be?

### Energy | 2030 Stretch Goals

- To have at least trebled the proportion of energy generated by renewable sources in the district from the current 12% renewable generation within the District and have identified and achieved the offset requirement that will achieve neutrality
- To have facilitated all viable decentralised and 'smart energy network' opportunities (such as district heating and energy from waste systems); as well as all viable alternative renewable options such as wood fuel, anaerobic, biomass etc
- To have encouraged an energy infrastructure fit for the future:
  - grid constraints are no longer obstacles to renewable generation
  - storage and on-site generation projects are well supported

## What are we doing about it?

- The District Council is an active partner in delivering the **Gloucestershire Sustainable Energy Strategy**; and part of wider national **public sector networks**, which focus on planning, legislation and the capacity in our energy infrastructure



- We are continuing to enhance our carbon neutral status, actively pursuing **increased renewable generation on council buildings** including >£1m investment on water source heat pumps at Brimscombe Port and Ebley Mill
- **Hydro-electric generation** at Dudbridge has so far produced 480MWh of electricity, **saving 252 tonnes of CO<sub>2</sub>** emissions to Spring 2020
- Our housing services are exploring pioneering opportunities to **enhance heating systems and reduce bills**
- Our photovoltaic (PV) systems have **generated more than 643600 kwh** of electricity since their installation in December 2011 and our purchased generation is certified Renewable Energy Generation Offset
- We have a **long track record of investment** in partnership schemes, such as **Warm and Well** and **Target 2030** to provide householders and business owners with advice and support to install renewable energy systems
- We commissioned specialist reporting to frame our local plan and development strategy to ensure we were aware of how to maximise on the renewable potentials within our District

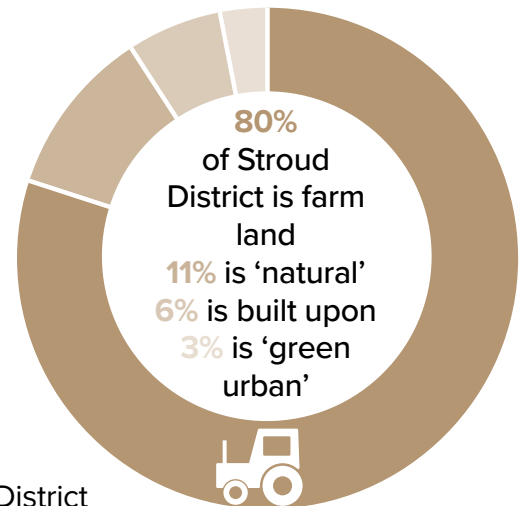


# NATURAL ENVIRONMENT

**FOCUS: Positive outcomes and increased resilience for all species**

## Where are we in now?

Only a tiny minority of the district is “wild” or truly “natural” – meaning that most of our area is actively managed in some way. Exactly how our places and spaces are managed can significantly impact upon biodiversity and habitats, as well as things like flood resilience and the visual appearance, character and accessibility of an area.



- 11% is woodland storing an estimated 24 GtCO<sub>2e</sub>



- There are more than 30 nationally and internationally protected wildlife sites in Stroud District

- There are 259 locally designated biodiversity and geodiversity sites, of which 48% are defined as 'positive condition'. Some of these including Rodborough Common; the Severn Estuary and the Cotswold Beechwoods are under increased pressures from local population growth

- Much of the low-lying far west of the district is Flood Zone 3; Land along some the Severn's tributaries (the R.Frome and Nailsworth Stream, which run through Stroud, Stonehouse and Nailsworth; and the R.Cam through Cam and Dursley) are also Zone 3 and subject to periodic episodes of flooding



- Just over 50% of the district's entire land area is a protected landscape: The Cotswolds Area of Outstanding Natural Beauty (AONB)



## Where do we want to be?

### Natural environment | 2030 Stretch Goals

- To have increased our tree canopy, woodland and forestry in collaboration with the Local Nature Partnership's, 'Gloucestershire Tree Strategy' ambitions
- To play our part in the SW Nature Recovery Network through partnership working ensuring:
  - a minimum standard of 'favourable condition' for all our 'bio-' and 'geo-' diversity sites
  - improved access to and public understanding of nature
  - high quality, thriving, protected natural habitats in both water and landscapes in the district
- To increase Flood Management and Rural SUD defences, as a minimum doubling the current 20% of Frome Catchment that is managed

## What are we doing about it?

- We are working with partners such as the **Local Enterprise Partnership** and **Local Nature Partnership** to build sustainable strategies and secure funds
- We coordinated a community information event focusing on **The Potential in Trees** bringing locals and experts together for information and advice. Positive feedback informed the concept of 'Explore Groups' in this strategy.
- We are funding local partners such as **Stroud Valley Project** to deliver local environmental projects for community benefit
- Our award winning **Stroud Rural SuDS project** is being implemented to reduce the risk of flooding in the River Frome catchment, working in partnership with 42 different landowners and delivering **559 interventions** including: **390 woody dams** and **1500 trees** planted including, new **woodland on 5 acres** of the former Stratford Park estate
- The council is active in acquiring land to repurpose for flood defence, sequestration and rewilding, including as part of the **ongoing canal regeneration** work which has already realised: **100 nesting boxes**; new wetland habitat; fish and eel passes to support the **critically endangered European eel** and, **reduced invasive species**



## FOCUS: low carbon movement of people and goods

### Where are we in now?

Removing our **dependence** upon the private car gives significant opportunities to **reduce air pollution and congestion, support economic recovery** through **increased connectivity**, support to mobility **innovation** and, to make significant contributions to **healthier** and **inclusive** society.

- Stroud District ranks in the top 25 local authorities in the country for number of households with 3 or more cars. Only **17% of households are carless**, compared to 26% nationally



- Electrically-assisted bicycles (e-bikes), if used to replace car travel, have the capability to cut car carbon dioxide (CO<sub>2</sub>) emissions in England by up to 50% (about 30 million tonnes per year)

75% of commuters travel to work by car.  
27% of residents travel less than 5km to work ...  
2/3 of whom use a car



- The greatest opportunities are in rural and sub-urban settings: city dwellers already have many low-carbon travel options, so the greatest impact would be on encouraging use outside urban areas. There is scope for e-bikes to help people who are most affected by rising transport costs

- Our district has seen **22% growth in rail users since 2010/11 indicating the potential there is in rail transport**
- Levels of harmful nitrogen oxides in Stroud Town Centre in April were at less than 50% of their usual levels during lockdown



## Where do we want to be?

### Mobility | 2030 Stretch Goals

- To ensure the proportion of trips by active travel, public or community transport outnumber those by private car
- The districts main town centres, with some exemptions for residents and disability/mobility reasons will be car free
- To have increased the potential for rail travel through better connectivity and station improvements
- To have successfully influenced a reduction in air travel by our citizens

## What are we doing about it?

- We are driving this agenda through our partnership and strategic engagements with key stakeholders as well as through our **Local Development Plan** and **Green Infrastructure Strategy**
- District councils have limited influence over the considerable **44% of emissions** arising from **motorway traffic** as this is largely the remit of national Government Policy. The main transport authority is **Gloucestershire County Council** who develop and manage the **Local Transport Plan** for the County. The District Council is a **statutory consultee** on highways and it can respond both alone or in partnership with neighboring councils, local business and, local statutory agencies to give a consistent message

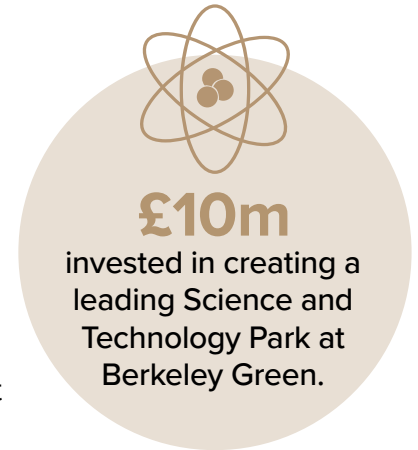


- We have added **6 electric vehicles** to the Council's fleet, replacing old diesel vehicles that were due for retirement
- Created **5.5 miles of fully accessible multi-use path** and wildlife corridors. Used by 250,000 people per year
- We are integrating the Cotswolds Canals with the UK's national waterways and links to sustainable transport through the Community Rail Partnership
- Since Lockdown of Spring 2020 large numbers of Council staff have been working from home and with further **development of technology** the council can **enable a significant proportion of staff to regularly work from home** to reduce emissions due to commuting
- The council promotes the **cycle to work** scheme for staff and provides **safe cycle parking** at its offices and key public service sites

FOCUS: Developing **economy that supports low carbon living**

## Where are we in now?

Stroud has a notable employment base including electronic manufacturing; food manufacturing; machinery manufacturing; and metal fabrication, providing approximately 6,750 jobs in combination. Stroud also has high employment in the sub sector of Electric power generation, transmission and distribution. Companies active in green technology are co-located alongside learners at Berkeley Science and Technology Park, creating exciting opportunities to develop and exploit Gloucestershire's green talent pipeline.



- 5985 active enterprises in the district; 89% are micro and small enterprises indicating our entrepreneurial culture and potential to drive innovation

- £10m invested in creating a leading Science and Technology Park at Berkeley Green



- Growth scenarios suggest an additional 60 to 70 hectares of employment land (offices, industry, warehousing) will be required in the District in the next 20 years

- Our businesses are ready to embrace low carbon opportunity:

- 90% of district businesses rated minimise carbon footprint/adapt to climate change/ recycle more as a very high/high priority (90% in 2018)
- 81% rated encourage the installation of energy efficiency measures in commercial premises through business rate reduction as a very high or high priority



## Where do we want to be?

### Our economy | 2030 Stretch Goals

- Climate and ecologically minded business practice is established in the district and promoted by council procurement processes and business support services
- The concept of 'green business' in the district is defined and encouraged. Green Business is an area of growth
- Starting with new build developments in council housing we will identify and support projects that provide apprenticeships and training and secure future skills for the young and unemployed



## What are we doing about it?

- Working in close partnership with Leadership Gloucestershire and Gfirst Local Economic Partnerships to realise the opportunities for Stroud in creating the 'Magnet Green County' of Gloucestershire's Industrial Strategy
- Listening to local needs and supporting the networking and experience exchange needs of our anchor institutions and local partners through Local Strategic Partnership and other consultation activities
- Producing a proactive and robust tourism plan for the canal corridor which aligns with national and international tourism strategies and marketing campaigns and which will support existing and offer an attractive location for new businesses
- Offering appropriate and supported training and work placements and apprenticeships in areas of canal restoration, business development, wildlife enhancement and conservation to 35 people
-  Attracting 500 new people into meaningful new volunteering opportunities in canal restoration, business development, wildlife enhancement and conservation
- Offering formal and informal learning and skills-based volunteering opportunities across our services and projects
- Stimulating local business and entrepreneurship through incubating, mentoring and providing support for small businesses and development of Community Hubs



## FOCUS: **Minimising** Waste wherever possible

### Where are we in now?

- Freegle stats for Stroud District 2020 state that >13 000 members have avoided 62.5 tonnes of potential waste through rehoming, saving 31.9 tonnes of CO<sub>2</sub>



- Nationally household waste recycling rates, range from 17 to 65 per cent; in 2018/19 In Stroud District we achieved 61.2%

- Since an improved waste scheme was introduced in 2016, residual waste tonnages have been cut by around 50%
- The introduction of food waste collections now sees around 500 tonnes of food waste collected every month, producing enough gas to heat around 200 homes and enough organic matter to produce 450 tonnes of fertiliser
- In 2019/20 we recycled circa. 11,500 tonnes of material, including 3,500 tonnes of glass



## Where do we want to be?

### Waste & resources | 2030 Stretch Goals

- Targets are in place for council commercial and operational waste are in place and continuous improvement in reducing waste is being demonstrated
- The residual kerbside waste in the district is minimal compared to national averages in similar districts
- The impressive 60% of kerbside waste being recycled shows continuous improvement
- The districts capacity for processing materials is optimised through better sorting facilities, community initiatives and resource hubs and increased drop off points for a range of sorted waste

## What are we doing about it?

- A major waste scheme change was introduced in 2016, with excellent environmental results. However, scheme improvements remain under constant review to ensure standards are maintained and improved
- We are working with our waste and cleansing partners, Ubico, to explore the feasibility of cleaner fleet vehicles. As technology advances, consideration is being given to electric where possible. We expect the first electric fleet element to be implemented within 24 months
- The Community Services Team that monitor the waste contract, have already switched to using an electric vehicle
- We are working with colleagues around the county to assess and target recyclable material specifically remaining in the residual waste stream following sampling and compositional analysis work. A joint Communications Group is working on a campaign to reduce further the amount of recyclable waste presented in the residual stream
- We are investigating the use of 'in cab' technology to both improve service standards and minimise unnecessary journeys, which contribute significantly to emissions



FOCUS: How we **work together** on **limiting and** adapting to a changing

## Where are we now?

Estimates from the Office of National Statistics put the district population at around 120 000. Residents and population surveys consistently reveal a strong sense of commitment amongst them that environment and changing climate are issues to be prioritised.

- Spending When surveyed, spending time in green spaces played an important role in maintaining physical health (41%) and mental health (44%) for many people
- 63% rated providing online help, support and guidance on ways to reduce individual carbon emissions as a high or very high priority
- 53% rated exhibitions and roadshows explaining what the emergency is and showcasing opportunities for community action as a high or very high priority



climate and ecological emergency

## Where do we want to be?

### Community | 2030 Stretch Goals

- The climate and ecological emergency response has a clear leadership and governance structure that is executed collaboratively with the community
- The climate and ecological emergency response is embedded and valued across council policy and partnership activity. Local leadership through town and parish councils and other representatives is being delivered and residents and businesses are actively playing their part
- Externally audited measures such as ISO drive the council in a continuous 'review and improve' cycle
- All businesses and institutions active in the district are signed up to our Climate and Recovery Pledge and cross sector collaboration on climate and ecological emergency issues is strong

## What are we doing about it?

- Formal structure for cross-party collaboration on the emergencies established in the CN2030 Steering group and COVID Recovery Board
- 129 businesses have received funding totalling £1.29 million from via the council through the Discretionary Grant Fund
- The Community Resilience Fund is funding the work of community groups. As of end of July 2020 this totalled £45,598 to 50 community groups
- We are supporting Transition Stroud to coordinate and grow a forum of 18 community led Climate Action Groups that support communities to develop and deliver activity at local levels and enables the council to keep in touch with their plans and ideas and support where possible
- Increasing knowledge of the cultural built and natural heritage and communities both locally and nationally, through our marketing and promotion and events, festivals, walks, talks, visits, and exhibitions
- Stimulating historical enquiry through arts, STEM and literacy, providing schemes of work for 2,000 primary school children, 300 secondary school children and 150 college and university students through our regeneration project



**ENERGY**



**MOBILITY**



**WASTE**



**NATURAL ENVIRONMENT**



**BUILT ENVIRONMENT**



**ECONOMY**



**COMMUNITY**



## What more do we need to do?

This Strategy sets the context and scope of the challenges that need to be addressed. The Master Plan organises and adds detail that identifies the work areas from which discrete action plans can be built.

The council will play a key role as coordinator, working with internal and external partners and experts to collate existing and evolving action plans and projects into the plan, identify gaps and build next steps.

The Master Plan will be kept under review as our response to the emergencies evolves. Through its delivery we can:

### **1** *Be an Exemplar and... put our 'own house' in order*

- Accelerate progress by a more holistic approach to our projects
- Incorporate external feedback systems to help sustain continuous improvement
- Enhance our carbon neutral status through further improvements to our stock and fleet
- Streamline services to make them efficient and waste free
- Invest locally and ethically to support the growth of a circular, low carbon, localised and more sustainable economy.

### *... be the pathfinder*

- Exploit the opportunities of our land and buildings to demonstrate and educate about how listed buildings can be adapted
- Secure and trial pilots of new domestic solutions on our own housing stock and promote these for wider replication
- Consider our land use, even our smaller strips to encourage pollinators and provide small habitats and to support community resilience building

# ACTION PLANNING

## **2** *Be an Enabler and... play our part as a partner*

- The district's natural environment must be developed in a way that strengthens ecological systems as a whole. Large scale schemes, such as woodland creation, that crosses boundaries need collaboration. We will continue in our various key stakeholder roles and as an active member of the Local Nature Partnership to inform our decisions
- The issues pose both opportunities and threats to our farming, retail, business and industry communities. Our strategic partnerships will help to realise any potential diversification and innovation opportunities such as agricultural crops, uses for bi-products and other waste, as well as, efficiency and revenue generation opportunities such as energy networks
- Partnership is also important for continued provision of targeted expert advice we need to support and deliver new partnerships and schemes to meet retrofit, fuel poverty, business support and, skills gaps needs
- We are concentrated on maximising our outreach through greater integration of the issues into our existing partnerships as well as increasing inclusion through new partnerships and networks

### ***...identify and support access to financial tools***

- Funding and finance is a cross cutting theme of the plan with the intent that all opportunities are open to exploration through the course of the plan

## **3** *Be encouraging and... actively promote good practice*

- The council will be looking for chances to incentivise and highlight what 'good' looks like. We will also look at how we can frame good practice through the use of our tariffs and enforcement systems
- There is a need to rally a 'social movement' we will be active in our communications campaigns with information, advice and engaging news and events.

### ***...signpost to credible expertise***

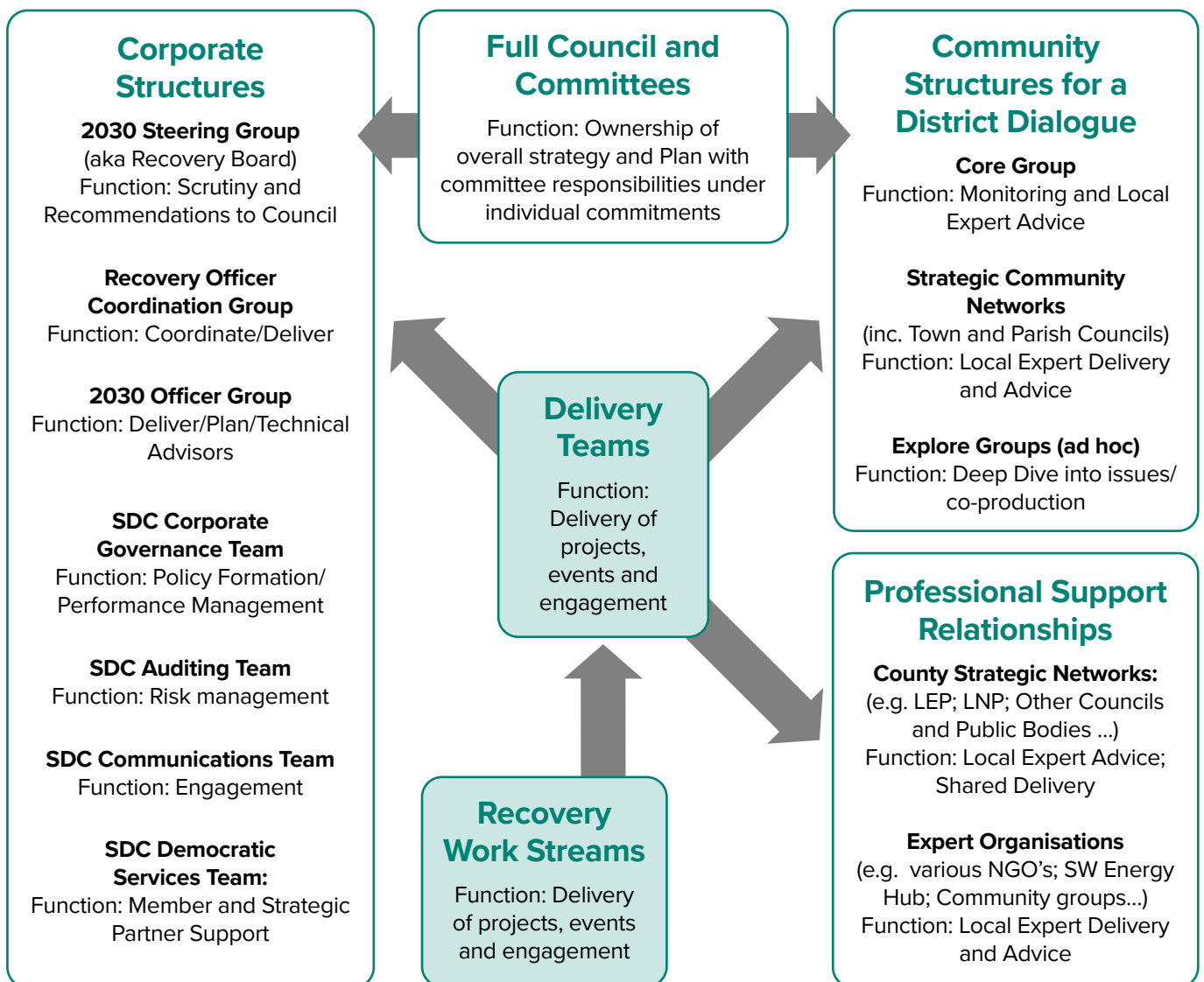
- There is a wealth of information and support organisations that can help; the variety can be a bit overwhelming. There is a role for the council to offer good basic advice and reliable signposting to help residents and businesses



## Overview of Structures

The 2030 Strategy is complimented by the council’s Recover, Reset, Renew Strategy and its four work streams of Regeneration; Housing and Homelessness; Community and, Environment and Climate. As seen in the middle of this diagram, these two strategies are delivering a range of projects through teams which combine council and partner resources.

This delivery and next steps planning is governed by council operational and strategic structures as shown on the left. These include specialist officer/member groups focused on climate action and recovery coordination. The right hand side of the diagram concerns, a ‘District Dialogue’, that will put community voice at the heart of action and decision making.



# RESOURCING

The oversight of 2030 Strategy progress is held by the Strategic Director of Place and the Environment Committee.

The 2030 Strategy Manager is responsible for the development of the strategy and for coordination of its delivery in collaboration with the above.

The core staff team for 2030 Strategy is affiliated to the Corporate Governance Team under the Strategic Director of Assets and Resources.



Through these two pathways into the strategic leadership of the council 2030 Strategy is well positioned for a 'one council' approach.

The 2030 Manager will be directly supported by an Environmental Performance Officer for performance monitoring and; a 2030 Community Action Officer to encourage district collaboration. Part funded through our Housing Revenue Account this role will have a direct link to our Housing and Tenant Services and a keen focus on the whole district retrofit challenge.

## Financing

This team has a supporting budget and a 'Climate Change Reserve Fund' of £275k which will be used to provide commissioning and support for establishing actions to progress the plan. However, this is not considered to be the only budget for delivery:

- It is important that delivery is the business of everyone in the council. The decisions on the spend of all budgets within the council are to be taken within the framework of vision, themes and commitments of the strategy. The 2030 budget is, in this sense the council budget in totality.
- 2030 solutions encompass a great range of ambition including equity and social justice and therefore the impacts assessments made before allocating funds will continue to keep a balanced approach.
- Stroud District Council is very successful in securing funds: the canal regeneration project; cycling and walking infrastructure funds and, the recent top ups to Warm and Well service offerings through Green Homes Grants are just some examples.
- 2030 Strategy delivery will bring more cohesion between these and other work streams across the council through a coordinated and monitored approach to delivery. This will strengthen our bidding capacity even more as we build from exiting projects and applying the learning in a more holistic way.

## The Core Group

This will be established with the purpose of providing community governance and expertise on the issues, keeping the plan, its achievements, milestones and next steps under review and, playing a key part in enabling delivery. A key aim of this group is to maximise on the potential of district stakeholders to contribute to the fulfillment of the strategy and to establish the most effective routes for council support to this.

The Core Group will be chaired by a community representative elected by the group and be comprised of community leaders with the aim of achieving broad representation and inclusion of key decision makers. Council Officers will be a part of the group with a view to facilitating links to council strategic and operational structures.

## Strategic Community Networks

It is envisaged that representatives of community networks will constitute a large part of the Core Group. They will use their networks to facilitate action in communities that works in synergy with the council's 2030 Strategy delivery.

The momentum is building in the district, Town and Parish Councils are emerging with their own declared emergencies and plans and there is a growing network of Climate Action Neighbourhoods represented at the Climate Action Forum, facilitated by Transition Stroud. This is one of a number of well established networks across the district such as the: Local Strategic Partnership; Know Your Patch Network; Gloucestershire Association of Town and Parish Councils to name a few. These existing groups represent a good opportunity for dissemination, experience sharing and collaboration on 2030 issues.

## Explore Groups

Through the course of delivery, where we need to deep dive into the challenges to realise solutions and resources. These will bring experts, practitioners and communities together for joint problem solving. These are likely to arise in response to funding announcements, governmental consultations and initiatives in the community. The outcomes will steer delivery activity and inform strategy and plan review.

Expert advisory support is also fed in through the council's wider strategic and professional networks that prove extremely useful in this rapidly moving agenda.

## Reporting

A 'Progressing to 2030' report will be published annually to give an overview of progress on activity and targets. Performance monitoring of this Strategy and Plan will also be ongoing through the Council's Environmental Management System (EMS) which will follow the ISO 14001:2015 framework and the Council's online reporting performance management system Excelsis.



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