



STROUD DISTRICT COUNCIL

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Performance Monitoring Report Q3: Strategy & Resources Committee

Date of Meeting	21 st March 2023	
Performance Monitors & Officer(s)	Members: None Youth Council: Cate James-Hodges, Brandon Watkins Officers: Andrew Cummings, Adrian Blick, Amy Beckett, Steve Miles Apologies: Cllr Nick Housden	
Performance Update <i>(See report below for full details)</i>		
Council Plan Priorities (see <i>performance management system</i>)	Summary:	Progress & RAG Status
	Action Plans: (30)	25 On Target
		3 Completed EC1.2; EC6.2; ER3.4
		1 Overdue EC1.4
		1 Not started
Council Plan Performance Indicators or Milestones (see <i>performance management system where applicable</i>)	Summary:	Progress & RAG Status
	Milestones: (68) <i>(C) indicates that SDC can only contribute to the measure</i>	27 On Target
		21 Completed
		7 Overdue CW3.2.1; CW3.2.2; CW3.2.3; EC1.4.2; ER2.2.2; ER2.2.3; ER3.2.2
	Performance Indicators: (11)	13 Not started
10 No data available <i>Officers are in the process of collecting numerical data</i> 1 reported – 2021/22 figure down on previous year. (CDPER4.3)		
Risks	Risk Register presented to Audit & Standards Committee	
Relevant finance issues	See Q3 Budget monitoring report	

Abbreviations used in the report:	ACV Asset of Community Value CCC – Cotswold Canals Connected DCC – Development Control Committee DEFRA – Department of Environment, Food and Rural Affairs EDI Equality, Diversity & Inclusion Gfirst LEP – Gloucestershire First Local Enterprise Partnership M&E – Monitoring and Evaluation (in relation to Canal delivery) NHLF – National Heritage Lottery Fund UKSPF – UK Shared Prosperity Fund
Comments arising from the monitoring meeting:	<p>As requested by District Councillors at the last meeting, this monitoring meeting had a primary focus on Economic Development. Amy Beckett, Senior Economic Development Specialist, attended and gave Youth Council members a full update on all of the items taking place in relation to these actions on The Council Plan. This included discussions on how we also work with partners in an enabling role on many of those actions. In discussion with Youth Council members there was consideration of how the voice of the young people in the District can be an active element of the economic development work.</p> <p>There was also discussion on how part of the economic development work includes consideration of the accessibility of public spaces, something which can be a challenge in some of our market towns. Amy was able to update on some of the work that we are doing in that field.</p> <p>As a further item currently showing as red, Adrian Blick presented the current position in relation to the Contact Centre vision and what is now happening to bring that work forward. There was a good debate on how we can build on relationships within the Youth Council to ensure that consideration is given to how young people may like to interact with the Council, particularly through social media.</p> <p>Progress on the Town and Parish Councils charter was also discussed with now more than 20 T&PCs being signed up to the charter.</p> <p>There was also an update on the Council’s ethical investment policy and Youth Council members wanted to ensure that the Council is being proactive in this area.</p> <p>This is the last Performance Monitoring report which will be produced within Excelsis. Youth Council members were very interested in the statistics that could be produced by the new system and it was agreed that this would be considered as part of future meetings.</p> <p>Youth Council members did have more questions than time allowed for in the meeting and the Director of Resources confirmed he would be very happy to consider these outside of the meeting.</p>
Any issues of significant concern to be reported to Audit and Standards	
Any actions/recommendations for the Committee	
Report submitted by	Andrew Cummings
Date of report	31/03/2023

Strategy & Resources Committee

Q3 Performance Monitoring Report 2022/23

Action Plans, Milestones and Indicators (109)

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.

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
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.	31/03/2023	40	Adrian Blick	On Target 	24/01/2023: Quarter 3: Major milestone completed (Contact Centre Vision) and this plus gained experience over the period will result in updated actions
» CW3.2.1	First 2 contact services centralised by end of 2022	31/12/2022	10	Adrian Blick	Overdue	23/01/2023: Note: Task to be reviewed and updated next period to reflect revised plans with explanation below. The vision for how we transform our Customer Services function into a Customer Contact Centre is now signed-off and this includes an approach to improve the equivalent services, performed by teams outside Customer Services, before they are transferred to Customer Services. This means the plan needs to be re-evaluated.
» CW3.2.2	Straightforward processes identified and made available for self-service via the internet	31/12/2022	20	Liz Shellam	Overdue	23/01/2023: Note: Task to be reviewed and updated next period to reflect revised plans with explanation below. To date, three straightforward processes have been built as on-line services. However, the workstream responsible for this task has been affected by three main issues: - Service lines have needed to prioritise operational work ahead of these tasks - The work to define the vision for Customer Services has been affected by operational priorities and inexperience - The lead time to train staff and the learning curve to develop on-line services was under-estimated.

» CW3.2.3	Repetitive processes identified and automated	31/12/2022	10	Liz Shellam	Overdue	23/01/2023: Note: Task to be reviewed and updated next period to reflect revised plans with explanation below. To date, three straightforward processes have been built as on-line services. However, the workstream responsible for this task has been affected by three main issues: - Service lines have needed to prioritise operational work ahead of these tasks - The work to define the vision for Customer Services has been affected by operational priorities and the time required to fully understand the function of the current and future service provision. - The lead time to train staff and the learning curve to develop on-line services was under-estimated.
» CW3.2.4	Resource capacity increased to serve those with complex needs	31/03/2023	0	Liz Shellam	Not Started	23/01/2023: Note: Task to be reviewed and updated next period to reflect revised plans with explanation below. This will be an on-going task that fast follows upstream improvements such as channel shift to more on-line service and process re-engineering of "back office" tasks. As the impact on officer productivity is likely to be in relatively small increments, the Directorates will need to decide when there is sufficient improvement to allow release of people to higher value activity.
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.	31/12/2023	85	Hannah Emery	On Target	18/01/2023: Quarter 3: TPC charter approved at Council in December 2022. First TPC strategic forum also took place in December 2022 with the themes of CoL and setting precepts
» CW3.3.1	Over 50% of Town and Parish councils participate in developing a new strategic framework to identify key issues and ways of working jointly with district (end 22)	31/12/2022	100	Hannah Emery	Completed	24/01/2023: 27 (out of 51) Town and Parish Councils contributed to the development of the Town and Parish Charter. The Charter has now been adopted by Council and Town and Parish Councils will be invited to sign up to the Charter. Uptake to this will be reported in the next quarter
» CW3.3.2	Positive feedback received from more than 50% of Parish & Town Councils on partnership working with district (end 2023)	31/12/2023	10	Hannah Emery	On Target	24/01/2023: Now the Charter has been adopted, the Council and Parish Councils will monitor the effectiveness of the Charter together. Parish Councils and Service areas will be invited to provide feedback on an annual basis, this will be done initially by a survey followed by a forum open to all parish councils to discuss the effectiveness of the Charter. The parish councils will decide whether or not, on balance, whether the Charter has been upheld by SDC. SDC, will also conduct an annual monitoring exercise, reviewing from their perspective, their relationship with the parish councils and their commitments set out in the Charter. The outcome of this review will be reported in Q2.

» CW3.3.3	Market Town meetings and other town and parish meetings convened by SDC	31/12/2022	50	Hannah Emery	On Target 	24/01/2023: The Charter has now been approved and the first Strategic Forum was held in early December 2022. We are now developing the Annual Schedule of events for 2023/24 and will be able to report the next quarter the number of events that have been scheduled.
» CDPCW3.3	% of Town and Parish Councils signed up to the Charter	N/A	N/A	Hannah Emery	Target: Actual:	To be reported in Q4
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.	31/03/2023	60	Simon Maher	On Target 	25/01/2023: Quarter 3: 1 application received and processed
» CW3.4.1	Monitor the number of community assets registered • % of Communities which provide positive feedback on support received from SDC to register community assets (target 75 %)	31/12/2022	60	Simon Maher	On Target 	04/10/2022: Monitoring of applications ongoing
» CW3.4.2	Communications campaign publicising the process by September 2022 to include engaging with relevant community, social and recreational groups who may wish to register assets specific to their interest area	30/09/2022	100	Simon Maher	Completed 	04/10/2022: Information sheets on the ACV process sent out to relevant groups and members

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.

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
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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.	31/03/2025	10	Amy Beckett	On Target 	24/01/2023: Quarter 3: No further progress has been made, the sight loss simulation awareness walk is still due to take place February 2023 in Berkeley.
» CW5.4.1	Measured campaign relating to increasing awareness of invisible impairments including neurodiversity	31/03/2023	10	Amy Beckett	On Target 	06/02/2023: The Equality Diversity and Inclusion working group has an awareness walk arranged in partnership with Gloucestershire Sight Loss Council in Berkeley for February 2023. This is available for officers and councillors to attend and understand what life is like for people with visual impairments.
» CW5.4.2	Future bids for public space improvements to include consideration of accessibility	31/03/2024	15	Amy Beckett	On Target 	06/02/2023: Working with parish and town councils through the UK Shared Prosperity Funding to offer funding opportunities to progress regeneration ambitions of the local high streets that improve accessibility for all
» CW5.4.3	Working with business owners / community groups / community organisations (C)	31/03/2024	15	Amy Beckett	On Target 	06/02/2023: Continuing to engage with businesses across the district. Working with tourism and visitor economy businesses to offer support through the tourism officer and the associated work programme, including the place making app and social media content. Working with business support provider the growth hub to deliver fit for purpose support and determine how to improve delivery through the UKSPF package.
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.	31/03/2024	95	Michelle Elliott	On Target 	02/02/2023: Quarter 3: The Council website has details of support available. See https://www.stroud.gov.uk/community-and-living/armed-forces-community-covenant
» CW5.6.1	Feedback on SDC support provided to be part of an annual update report	31/03/2023	20	Michelle Elliott	On Target 	02/02/2023: Briefing paper to be presented to Housing Committee in Q4
» CW5.6.2	Re-introduce a support officer from the Royal British legion back into Ebley Mill reception now that Covid-19 restrictions are lifted	29/04/2022	100	Helen Scullard	Completed 	

» CW5.6.3	Resigning of the armed forces covenant by all partners in Gloucestershire (currently expected to be 22 March 2022)	31/03/2022	100	Helen Scullard	Completed 	
» CDPCWS.6	Number of veterans referred for support within one working day of request	N/A	N/A	Keith Gerrard	Target: Actual:	Data not yet available

EC1: Tackle the Climate and Ecological Emergency: Achieve the commitments set for 2021-2024 of the Strategy to be a carbon neutral district by 2030

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
EC1.1	Set up a 2030 Core Group to provide high level strategic overview on delivery, identify funding opportunities and develop communication and community engagement	31/03/2024	90	Rachel Brain	On Target 	25/01/2023: Quarter 3: The 2030 Community Engagement Board fulfil the core group function and are working on their plans for 2023
» EC1.1.1	Establish the Community Engagement Board with a cross-section of community members.	31/03/2022	100	Rachel Brain	Completed 	10/10/2022: The Community Engagement Board was established before the deadline and is operating successfully
» EC1.1.2	Community Governance Group work plan identified and reviewed quarterly by Spring 2022	31/03/2023	75	Rachel Brain	On Target 	25/01/2023: Work with the facilitator continues and the group have begun to consider how the individual action areas they have identified can be joined up for greater impact.
» EC1.1.3	Community Governance Group progress to plan included to 2030 annual reporting to Full Council in October	31/03/2022	100	Rachel Brain	Completed 	10/10/2022: Completed in 2022. Annual reports will continue to be submitted in Spring each year.
» EC1.1.4	Participation in Climate Leadership Gloucestershire Group and leader / convenor of retrofit theme (C)	31/03/2024	100	Rachel Brain	Completed 	10/10/2022: SDC is leading on the retrofit theme and presents regular updates to Climate Leadership Gloucestershire.
» CDPECE1.1	% of CEG members who demonstrate participation in engagement with external stakeholders through participation in county / regional groups per year	N/A	N/A	Rachel Brain	Target: Actual:	The Community Engagement Board has been established (EC 1.1.1) and a meaningful target for this KPI is currently under review. The workplan for CEB is not due until 2023

EC1.2	Establish the performance management of the 2030 Strategy across the organisation to monitor and review progress towards the Strategy's aims and commitments	31/12/2022	100	Rachel Brain	Completed 	18/10/2022: Quarter 2: Quarter 2: We continue to report via the council plan and excelsis
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)	31/12/2022	85	Rachel Brain	On Target 	23/01/2023: Quarter 3: The "near complete status" of this action reflects its "ongoing" nature. 2030 Coms plan is under continual review. This quarter has seen the review of approach ahead of plans for the new year and a continued effort to achieve join up through Climate Leadership Group communications planning.
» EC1.3.1	2030 web pages live Spring 2021 with target of unique visits within the first year.	31/12/2022	90	Rachel Brain	On Target 	23/01/2023: Website hits are driven by campaigns that site people towards the website for specific purpose. Since we are not running 2030 team related services through our own website this is not appropriate. Largely SDC web content is dedicated to giving overview of our strategic approach and achievements and we add pages when necessary to meet current information needs. For example, our pages on EV and home energy issues.
» EC1.3.2	Resident survey at end of 2022 aims for at least satisfied or very satisfied level of community engagement on climate and nature emergency.	31/12/2022	100	Rachel Brain	Completed 	23/01/2023: 64% of residents are satisfied that SDC is working to improve the environment (65% in 2021).
» EC1.3.3	Number of activities and residents engaged in community engagement aspect of 2030 strategy.	31/12/2022	20	Rachel Brain	On Target 	23/01/2023: This remains a problematic milestone to capture data on. Ongoing engagement mechanisms such as the 18 Climate Action Neighbourhoods and The 2030 Community Engagement Board continue, the latter are well on their way to developing their action plan which will identify "actions" for which engagement targets can be set in 2023.
» CDPEC1.3	Number of residents engaged in community engagement aspect of 2030 strategy	N/A	N/A	Rachel Brain	Target: Actual:	This target is under review to understand how it can be improved by identifying measurables that are aligned to the need for meaningful engagement action and holistic implementation through all council projects. Since 2030 Strategy is about all council delivery not a specific project it is currently hard to define one or two specific community engagement work pieces and not clear which level of 'engagement' (from general awareness to deep understanding and action), should be monitored. In the meantime many projects have their own communication and dissemination actions and objectives in terms of community outreach and we continue to be proactive in our communications approach.

EC1.4	Establish an ethics policy for our investments, incorporating work within the Brunel Partnership to divest pension funds from fossil fuels	31/03/2022	90	Lucy Clothier	Overdue	27/10/2022: Quarter 2: Further engagement attempts will be made in the upcoming quarter and reported back to this committee.
» EC1.4.1	Establish draft Ethics Policy for investments by December 2021 to become a core part of Treasury Management for 2022/23.	31/03/2022	100	Lucy Clothier	Completed	27/10/2022: Quarterly updates to audit committee on progress and activity, including compliance with the policy.
» EC1.4.2	Engage through dialogue with County Council Pensions Committee and Brunel Partnership towards divestment of pensions in partnership with others (C).	31/03/2022	40	Lucy Clothier	Overdue	
EC1.5	Explore and progress additional projects for carbon reduction and /or biodiversity net gain and funding opportunities to deliver them.	31/03/2026	50	Rachel Brain	On Target	25/01/2023: Quarter 3: Current development work is focused on retrofit with bids in progress for affordable warmth (HUG/SHDF); Own estates (PSDF) and work with householders (UKSPF/MCS Trust)
» EC1.5.1	Money leveraged through successful funding bids and level of associated council investment approved by Councillors £s (ongoing 2026)	31/03/2025	20	Rachel Brain	On Target	25/01/2023: We are currently in bidding processes for funds through Home Upgrade Grants and Social Housing Decarbonisation Funds and reprofiling a grant proposal which has been offered a partial award towards working with private householders.
» CDPE1.5 (C)	Number of external projects SDC has worked on with partners for carbon reduction (C)	N/A	N/A	Jenny Youngs	Target: Actual:	KPI and progress against it under review as projects specifically linked to carbon reduction as a primary purpose are few and we are working to orientating all council projects to limit carbon through design stage but it will only be possible to monitor carbon reductions in a very small number of cases.
» CDPE1.5a	Money leveraged through successful funding bids and level of associated council investment approved by Councillors (ongoing 2026)	N/A	N/A	Rachel Brain	Target: Actual:	KPI and progress against it under review in consideration of the parameters for which project development areas should be in focus.
» CDPE1.5b	Number of additional projects established or supported with an estimate given of bio-diversity net gain and / or carbon savings that will be achieved.	N/A	N/A	Jenny Youngs	Target: Actual:	KPI and progress against it under review, to bring in line with metrics that are available to us.

EC3: Sustainable Construction and Retrofit: Work with partners to retrofit our council housing stock and other public sector buildings, and investing in the skills and capacity in the local economy so all buildings across the district can become energy efficient

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
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.	31/03/2026	50	Alison Fisk	On Target 	30/01/2023: Quarter 3: Action again in two specific areas. Cheapside - Purchase of the land at Bath Place completed on the 13 December 2022 and site secured. Draft procurement documents prepared by LCR for the master planner and transport consultant for the exploratory work for the land around the station to include Bath Place. GWR has commissioned Oxford Architects to look at the options for step free access across the station to support the Access for All bid to the Dept for Transport. Agreement in principle from Network Rail to dispose of land adjacent around the station car park to the Council to facilitate the wider regeneration plans for this area. ABC – Positive progress - Temporary staffing issues resolved, information on the four listed properties has been collated and shared, just awaiting annual heating costs, on two STC properties. Then ABC will complete phase one of the retrofit assessment through the provision of the Building Performance Evaluation (BPE). For phase two ABC have had a preliminary visit review and risk assessment, followed by a full energy efficiency survey of the Old Town Hall on 16/01/23. We expect the BPE and the Old Town Hall feasibility study to be completed by February / March 2023.
» EC3.2.1	Blueprints produced for identified buildings within the Zero Carbon Public Estate Project by 2026.	31/03/2026	20	Alison Fisk	On Target 	
» EC3.2.2	At least XX other opportunities identified for retrofitting of public buildings, with blueprints produced by 2026	31/03/2026	0	Alison Fisk	Not Started 	
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.	31/03/2026	75	Rachel Brain	On Target 	25/01/2023: Quarter 3: In November a regional round table was hosted at SDC to deep dive into the issues of retrofit skills. What research and strategy is being developed and how provision is being shaped in Gloucestershire and SW were focal points. The event was a huge success in bringing the green skills conversation into focus on retrofit and joining up different strands of work to identify skills strategy. In Gloucestershire SDC is working hard to secure buy-in via Climate Leadership Croup to resource our coordination efforts so that we are able to ride the momentum we are creating forward.

» CDPEC3.5	Number of new dwellings that have achieved a net zero carbon standard by 2026	N/A	N/A	Mark Russell	Target: Actual:	The draft target in the Draft Local Plan is 100% of major development (dwellings of 10+ dwellings and employment floorspace of 1000 sq.m or sites of 1 Ha or more). The draft target has yet to be endorsed by the Inspector.
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EC6: Renewable energy: Increase the proportion of energy generated by renewable sources in the district and work on decarbonizing existing networks.

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
EC6.2	Deliver the water source heat pump projects at Ebley and Brimscombe Port Mills	31/03/2022	100	Alison Fisk	Completed 	21/04/2022: Quarter 4: WSHP's installed and commissioned
» CDPEC6.2	At least 97 tonnes of carbon saved per annum for Ebley and Brimscombe Port Mills combined	N/A	N/A	Alison Fisk	Target: Actual:	

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

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
ER1.1	Develop and implement an inclusive and sustainable 'Economic Development Strategy' including supporting market towns and sectors most impacted by the pandemic.	31/03/2023	40	Amy Beckett	On Target 	24/01/2023: Quarter 3: Work is continuing on the implementation of the ED Strategy action plan including, but not limited to, supporting to increase footfall in market towns, working with partners to deliver business support across the district.
» ER1.1.1	10 year Economic Development Strategy shared for consultation, revised and adopted by March 2022	31/03/2022	100	Amy Beckett	Completed 	
» ER1.1.2	Regular market town forums	31/03/2023	60	Amy Beckett	On Target 	14/10/2022: Regular meetings still taking place, engaging market towns regularly.
» ER1.1.3	% of actions in each prioritised annual action plan are delivered within the Civic Year (80% target)	31/03/2023	0	Amy Beckett	Not Started 	

ER1.2	Continue to support high street businesses to increase their digital and online visibility.	31/03/2026	80	Amy Beckett	On Target 	24/01/2023: Quarter 3: Support is still available through Maybe* for high street businesses to maximise online visibility and translate into sales. Courses are also available through the Growth Hub to offer support within digital presence of all businesses.
» CDPER1.2	10 % increase in online visibility for high street businesses annually	N/A	N/A	Amy Beckett	Target: Actual:	
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.	31/03/2024	85	Amy Beckett	On Target 	24/01/2023: Quarter 3: Continued use of the place making app to encourage footfall to the town centres alongside the tourism social media pages.
» ER1.3.1	Implement the Economic Development Strategy and adopt the Action Plan • Monitor against performance targets within the Strategy	31/03/2024	10	Amy Beckett	On Target 	14/10/2022: Continuing to progress actions from the Economic Development Strategy including: business engagement across all sectors, working with partners including the parishes, growth hub, local higher and further education provisions, community hubs. We have recruited a tourism officer and implemented actions related to this, worked with colleagues to support develop the cultural strategy.
» ER1.3.2	Social media reach of Shop Local messages	31/03/2023	100	Ben Falconer	Completed 	
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.	31/03/2024	15	Amy Beckett	On Target 	24/01/2023: Quarter 3: Engaged with business groups to understand the needs of different business communities and working with business support organisations such as the growth hub to consider how both the council and partners meet these needs.
» ER1.5.1	Implement regular business engagement through face to face and online methods to understand how the District can provide a meaningful one door access point to the Council.	31/12/2022	20	Amy Beckett	On Target 	14/10/2022: Regular business engagement through one to one meetings with the economic development team - both the tourism officer and senior economic development specialist.

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

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
ER2.1	Develop Brimscombe Port as a key strategic site to support a thriving community, in line with project milestones which include securing a development partner and delivering infrastructure works.	31/03/2026	75	Leonie Lockwood	On Target 	16/01/2023: Quarter 3: St Modwen Homes has carried out various focus groups, a South West Design Review Panel has been held and a pre app with highways and planning. All of which will feed into the detailed design ready for a further public consultation event in February/March 2023.
» ER2.1.1	Year 1 • Demolition completed • Procurement process for developer commenced	31/12/2022	100	Leonie Lockwood	Completed 	12/07/2022: Final tenders have been received by the three shortlisted tenderers and these have been evaluated and moderated. A recommendation is to be made to Strategy and Resources Committee on the 12 July to approve the preferred bidder. Demolition is complete. All on target within the key milestones set.
» ER2.1.2	Year 2 • Developer selected and appointed • Submission of planning application for redevelopment	31/05/2023	80	Leonie Lockwood	On Target 	20/10/2022: The selection of a developer for the redevelopment was approved by Strategy and Resources on the 12 July 2022 and The planning application is due to be submitted by St Modwen Homes in May 2023.
» ER2.1.3	Year 3 • Planning approval for redevelopment • Commencement of construction of the redevelopment	31/03/2024	10	Leonie Lockwood	On Target 	16/01/2023: Focus groups, a South West Design Review Panel and pre apps with highways and planning have taken place all to help inform the detailed design for the planning application. Planning application still due to be submitted in May 2023.
» ER2.1.4	Year 5 • Completion of redevelopment	31/03/2026	0	Leonie Lockwood	Not Started 	
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.	31/03/2025	20	Chris Mitford-Slade	On Target 	09/01/2023: Quarter 3: Project has been delayed due to COVID and Planning Approval on the Missing Mile. However, progress has been made on Ocean Rail Bridge (completed in April 2022) and numerous projects taken on by volunteers. Revised Engineering programme now extends the project into 2026, however this will be dependent on Planning Approval for the Missing Mile and securing the additional funding required to deliver the project.

» ER2.2.1	Completion of the Ocean Rail Bridge project (April 2022)	30/04/2022	100	Chris Mitford-Slade	Completed 	09/01/2023: Project complete. Network Rail are conducting further investigations on the leak so that they can develop a plan to fix the leak. This is taking a lot longer than expected but the leak is not getting any worse and is not posing a risk.
» ER2.2.2	Land acquisitions secured (April 2022)	31/12/2022	90	Chris Mitford-Slade	Overdue	09/01/2023: 1. Teasdale and Goldingham. Option Agreements have been signed. 2. Ecotricity. Option Agreement signed. 3. Ractliffe. Commercial framework agreed. Legal documents now being drawn up to purchase the land. 4. CPO objections withdrawn and PINS notified.
» ER2.2.3	Approval of the Missing Mile Planning Application (May 2022)	30/06/2022	75	Chris Mitford-Slade	Overdue	09/01/2023: Planning Approval is being held up by the Flood Risk Modelling. The Environment Agency (EA) have now requested further information and modelling of the baseline model; this was not anticipated as we had been verbally assured that the model had been accepted. The additional information requested on the baseline model was submitted on 4th December 2022, but the modelling cannot be completed until 20th January 2023. A minimum of 3 months is required between signing off the baseline model and submitting to DCC for approval; therefore, the earliest DCC date is April 2023. This remains as the biggest RISK to the project.
» ER2.2.4	Monitoring & Evaluation progress reports in place	01/09/2024	50	Chris Mitford-Slade	On Target 	09/01/2023: Quarterly review meetings with NLHF in place. Programme of regular quarterly reports have been put in place: - Q4 FY2022: Community Events - Q1 FY2023: Volunteering Formal M&E reporting framework to be developed
» ER2.2.5	The approved activity plan, focusing on social and community outcomes, is being delivered in line with the successful heritage lottery bid.	30/09/2023	75	Chris Mitford-Slade	On Target 	09/01/2023: The revised Activity Plan was approved in principle by NLHF on 1st November 2022 and will be developed by the Community Engagement Manager (Sarah Burgess) who started on 4th January 2023. Quarterly progress reports will be submitted to the CCC Project Board and NLHF.
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.	31/03/2026	75	Leonie Lockwood	On Target 	17/01/2023: Quarter 3: Announcement for LUF delayed until the end of January 2023. Purchase of the brownfield site at Bath Place, Cheapside completed on the 13 December 2022. Continuing to work with LCR and Network Rail regarding the master planning of the area around the station to include the Bath Pace site. Bid has been made by GWR to the Dept for Transport for a bid for Access for All funding for step free access across the platforms. Options appraisal work to be carried out by GWR to establish the best option to take forward should the funding be successful. Agreed in principle with Network Rail to acquire the Goods Shed and the land around it adjacent to Brunel Mall car park to help facilitate the regeneration of the area. Highlight reports for the priority projects of Bath Place, Tricorn House, May Lane, OPE work, LUF and Brimscombe Port are to be presented to RIB on the 30 November setting out progress.

» ER2.3.1	SDC pipeline of regeneration schemes reviewed and reported twice per year	31/03/2026	15	Alison Fisk	On Target 	
» ER2.3.2	Annual progress achieved on each of the priority sites in accordance with approved milestones by 2026 and reported to RIB meetings	31/03/2026	75	Alison Fisk	On Target 	17/01/2023: Highlight reports presented to RIB on the 30 Nov 2022 for the priority projects and a new Project Charter presented for Bath Place. Reports to be presented with updated actions and next steps to RIB on the 25 January 2023.
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.	31/03/2026	70	Mark Russell	On Target 	04/01/2023: Quarter 3: The draft Local Plan allocates an additional 90 hectares of employment land within the District and seeks to protect existing employment areas. The approved Economic Development Strategy identifies a commitment to work to increase commercial space for smaller businesses. The Council has submitted a proposal for new incubator space within the Levelling Up Bid for Stroud town centre and has prepared an investment plan to support social enterprises, cooperatives and small businesses through the proposed UK Shared Prosperity Local Investment Plan.
» ER2.4.1	Sq M of new commercial development and number of new jobs (create KPI)	31/03/2023	0	Alison Fisk	Not Started 	
» ER2.4.2	Land identified for low cost sites	31/03/2026	0	Mark Russell	Not Started 	
» ER2.4.3	Work with others (e.g. FSB) to offer appropriate advice to businesses, social enterprises and cooperatives (C)	31/03/2026	0	Mark Russell	Not Started 	

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.

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
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.	31/03/2023	90	Mark Russell	On Target 	04/01/2023: Quarter 3: Consultants have undertaken a policy review, carried out stakeholder meetings and developed the content, reporting to Regeneration and Investment Board in November. The Prospectus material has been finalised with an initial soft launch envisaged for early 2023.
» ER3.1.1	Produce and share 'Place Prospectus' by end 2022	31/03/2023	90	Mark Russell	On Target 	04/01/2023: The Prospectus material has been finalised with an initial soft launch envisaged for early 2023.
» ER3.1.2	Positive feedback from external stakeholders (including potential investors) on Place Prospectus	31/03/2023	0	Mark Russell	Not Started 	
ER3.2	Promote prosperity and visitors to the district's waterways, by developing a Canal Strategy, which links to heritage and biodiversity objectives.	31/03/2023	90	Mark Russell	On Target 	04/01/2023: Quarter 3: The Canals Strategy was approved on 4 October 2022 and subsequently published. The Canals Action Plan is under development and a first draft has been produced.
» ER3.2.1	Canal Strategy adopted as a supplementary planning document by May 2022	06/10/2022	100	Mark Russell	Completed 	03/10/2022: The Canals Strategy was subject to public consultation which closed at the end of May 2022. The final document, including necessary changes as a result of public consultation, was published with the Environment Committee agenda in September 2022 and subsequently approved at the reconvened meeting on 4 October 2022.
» ER3.2.2	Action plan approved by December 2022	31/12/2022	70	Mark Russell	Overdue 	04/01/2023: A first draft Action Plan has been produced for review.
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.	31/07/2022	95	Brendan Cleere	On Target 	23/01/2023: Quarter 3: The Council's Levelling Up Fund bid of £16.7m was submitted at the end of July 2022 and we heard on 18 January 2023 that our bid was unfortunately not successful. The reasons are yet to be confirmed but we do know that c.75% of all bids were also unsuccessful. The projects that were subject to the bid remain valid and necessary, and all delivery partners are committed to pursuing alternative means to deliver them.

» ER3.3.1	Levelling Up Bid prepared and submitted in line with Government deadlines when known	31/07/2022	100	Brendan Cleere	Completed 	21/10/2022: Bid submitted by deadline.
» ER3.3.2	Application made to GEGJC for green skills and retrofit local partnership – Spring 2022	30/06/2022	100	Brendan Cleere	Completed 	21/10/2022: An award of £450k was made in June for a new Green Skills and Retrofit Centre, to be created by SGS College at the Berkeley Science and Technology Park.
» ER3.3.3	Creation of a task force to succeed LUF working group	31/03/2022	100	Brendan Cleere	Completed 	
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.	31/03/2024	100	Mark Russell	Completed 	03/10/2022: Quarter 2: The Council has worked with partners to lobby Government for Severn Edge to be announced as the successful bid. However, on 3 October 2022 the Government announced that Severn Edge had not been successful.
» ER3.4.1	Support provided for UK Atomic Energy Authority bid by December 2022	23/12/2022	100	Mark Russell	Completed 	03/10/2022: The Council has worked with partners to lobby Government for Severn Edge to be announced as the successful bid. However, on 2 October 2022 the Government announced that Severn Edge had not been successful.

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.

Code	Action Required / Description	Deadline	% Complete	Lead Officer	Status	Comments
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.	31/03/2023	20	Amy Beckett	On Target 	27/01/2023: Quarter 3: Progress set out in milestones below.
» ER4.1.1	Favoured trader list on track to be developed and shared by March 2023	31/03/2023	0	Amy Beckett	Not Started 	14/10/2022: Not yet started, this is on schedule to be started this financial year. This will be focussed on once the Rural England Prosperity Fund addendum has been submitted.
» ER4.1.2	Increase in % of businesses that pay the living wage	31/03/2023	10	Amy Beckett	On Target 	14/10/2022: Working with teams across the council to understand how we understand the percentage of businesses who pay the living wage and consider the ways to encourage businesses pay the living wage.

» ER4.1.3	2 articles annually showcase businesses with environmental and social good practice in Stroud District in regional/national and trade press	31/03/2023	5	Amy Beckett	Not Started 	14/10/2022: Developing a business newsletter to inform businesses in the district of the good practice and business related updates from the Economic Development Team
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.	31/03/2025	20	Andrew Cummings	On Target 	20/10/2022: Quarter 2: A report has been added to the Strategy and Resources Work Plan for early 2023 to consider future community wealth building work.
» ER4.2.1	Increase in support (time) / funding year on year provided to Community Banks and Credit Unions	31/03/2025	10	Andrew Cummings	On Target 	20/10/2022: No further funding has been provided in the most recent quarter.
» ER4.2.2	Annual investment in renewable energy generation through treasury or capital investment	31/03/2024	25	Andrew Cummings	On Target 	20/10/2022: In September 2022 the Audit and Standards committee received the first ethical appraisal of treasury management investments. An all member training session was held on the subject offering members the chance to ask questions of the report author.
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.	31/03/2026	75	Hannah Emery	On Target 	18/01/2023: Quarter 3: Annual spend analysis for 2021/22 reported to S&R Committee in November 2022, our local spend (with a GL postcode supplier) had reduced.
» ER4.3.1	Annual improvement in social value as measured through the Social Value Portal	31/03/2026	0	Hannah Emery	Not Started 	
» ER4.3.2	Partnering with local anchor institutions to support community wealth building	31/03/2026	0	Hannah Emery	Not Started 	

» CDPER4.3	% of overall annual spend from local businesses with a GL postcode.	N/A	N/A	Sarah Turner	Target: 42 Actual: 30	There has been a decline from 42% in 2020/21 to 30% in 2021/22.
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.	31/03/2026	35	Amy Beckett	On Target 	24/01/2023: Quarter 3: Working with partners to support delivery of the multiply programme through UKSPF. Awarded Hartpury University UKSPF funding to delivery training for land based businesses in the district, looking to educate and enable businesses to take on new ways of working which are more productive and have a lower carbon footprint.
» ER4.4.1	Provide regular opportunities for partners to share information on their skills and training provision that are available for the residents of our District including through community groups	31/03/2026	5	Amy Beckett	Not Started 	14/10/2022: Meeting with businesses and attendance at LEP meeting to discuss skills gaps.
» ER4.4.2	Continued support for SDC apprenticeship scheme and volunteer opportunities	31/03/2026	0	Lucy Powell	On Target 	
» ER4.4.3	Collaboration with local training providers (C)	31/03/2026	15	Amy Beckett	On Target 	14/10/2022: Worked with training providers through the UKSPF Investment Plan to look at increasing provision and raising awareness of available courses.
» ER4.4.4	Input and support for Gloucestershire Skills Strategy (C)	31/03/2026	100	Lucy Powell	Completed 	14/07/2022: Worked with GCC and GFirst lep to develop their strategy
ER4.5	Work with trade unions to support fair employment, encouraging more local businesses and organisations to be real living wage employers.	31/03/2024	0	Lucy Powell	Not Started 	14/07/2022: Quarter 1: Not yet started
» ER4.5.1	Positive engagement with Trade Unions at SDC	31/03/2024	0	Lucy Powell	On Target 	
» CDPER4.5(C)	Number of businesses who have pledged to be real living wage employers	N/A	N/A	Amy Beckett	Target: Actual:	