



STROUD DISTRICT COUNCIL

Ebley Mill • Ebley Wharf • Stroud • Gloucestershire • GL5 4UB

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Performance Monitoring Report Q4: Strategy & Resources Committee

Date of Meeting	11 July 2023	
Performance Monitors & Officer(s)	Members: Cllr Gordon Craig Officers: Andrew Cummings	
Performance Update <i>(See report below for details)</i>		
Council Plan Priorities	Summary:	Progress & RAG Status
	Action Plans (30):	24 On Target
		6 Completed
Council Plan Performance Measures	Summary:	Progress & RAG Status
	Milestones (68):	30 On Target
		22 Completed
		5 Overdue
		11 Not started
	Performance Indicators (11):	1 reported figure down on previous year
10 Not yet available		
Reports being presented to this Committee associated with Council Plan:		
Risks	Corporate Risk Register presented to Audit & Standards Committee.	
Relevant finance issues	See S&R Committee Budget monitoring report Q4 2022/23	
Any other service issues considered at the meeting (eg staffing / resources)		
Follow up (any issues for consideration at the next meeting)		
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	03/07/2023	









Strategy & Resources Committee – Q4 update

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	Lead Officer	Status	Last Monitored	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	Adrian Blick	On Target 		Quarter 4 - Adrian Blick - 17/05/23 Platform procured in December 2021 with work to expedite channel shift on-going and subject to iterative planning as new opportunities are identified
» CW3.2.1	First 2 contact services centralised by end of 2022	31/12/2022	Adrian Blick	Overdue 	N/A	Q4 17/05/23 - Currently all telephone contact relating to Waste & recycling , Council Tax and Council tax recovery is undertaken by our central customer service team. The next two service areas have been identified and a Contact Centre Plan for this phase has been produced. As indicated in the previous report this performance indicator needs to be reviewed.
» CW3.2.2	Straightforward processes identified and made available for self-service via the internet	31/12/2022	Liz Shellam	Overdue 	N/A	Q4 17/05/23 - All Waste & Recycling processes will be available to self-serve online using our new digital platform (Liberty)with go live date scheduled for 5th June. This is an important step forward as our system will link in with Alloy the new in cab technology used by Ubico which will provide real time updates on waste & recycling collections. As indicated in the previous report this performance indicator needs to be reviewed.
» CW3.2.3	Repetitive processes identified and automated	31/12/2022	Liz Shellam	Overdue 	N/A	Q4 17/05/23 - This work is being complete as part of the Service Delivery workstream, A process inventory has been completed and process maps have been designed or are in development. This will inform the ongoing development of our digital platform. As indicated in the previous report this performance indicator needs to be reviewed.
» CW3.2.4	Resource capacity increased to serve those with complex needs	31/03/2023	Liz Shellam	Not Started 	N/A	Q4 17/05/23 - We are adequately resourced for current contact demand levels. This will be reviewed as services are centralised and new contact channels introduced.
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	Hannah Emery	On Target 		Quarter 4 - Hannah Emery - 17/05/23 29 Town and Parish Councils have now adopted the Charter and the Town and Parish Council Hub is being well used with frequent news items published. 2 Parishes (Cainscross and Randwick and Westrip) have decided not to adopt the Charter because it does not go beyond statutory duties. We are working with the remaining parishes to address any concerns about adopting the Charter









» 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	Hannah Emery	Completed 	N/A	The Working Together with Town and Parish Councils Project Group has been formed to explore how we can work together more effectively. The group has met 5 times and has developed a charter detailing how we will work together, 23 town and parish councils have been involved in the development, and the charter is now out for consultation with all parish and town councils. It will be presented to Council in December for adoption by SDC. Entered by: Sarah Turner Date Entered: 20/10/2022 10:37:09
» CW3.3.2	Positive feedback received from more than 50% of Parish & Town Councils on partnership working with district (end 2023)	31/12/2023	Hannah Emery	On Target 	N/A	Q4 17/05/23 - A Town and Parish Council forum and survey will be scheduled for July where we will seek feedback on the Charter.
» CW3.3.3	Market Town meetings and other town and parish meetings convened by SDC	31/12/2022	Hannah Emery	On Target 	N/A	Q4 17/05/23 - The Annual Schedule of Events for Town and Parish Councils is due to be published at the end of May. We have been working with Officers to schedule training events following feedback and requests from Town and Parish Councils. The next Strategic Forum is scheduled for the 28 June and the theme is Grant Funding.
» CDPCW3.3	% of Town and Parish Councils signed up to the Charter	N/A	Hannah Emery	Target: Actual: 71.69%		38 PTCs have adopted the charter
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	Simon Maher	On Target 		
» 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	Simon Maher	On Target 	N/A	Monitoring of applications ongoing Entered by: Simon Maher Date Entered: 04/10/2022 09:10:57
» 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	Simon Maher	Completed 	N/A	ACV applications received and processed. Advice and support given to Chalford Parish Council following the inclusion of the Old Neighbourhood to the ACV register and subsequent notice of disposal from the current owner who is looking to split the pub and car park. This is now 100% complete


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	Lead Officer	Status	Last Monitored	Comments
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	Amy Beckett	On Target 	3	Continued engagement through the EDIE working group to support increase awareness of needs to support town users with impairments. Supporting Nailsworth with UKSPF funding to carry out a feasibility study to improve accessibility to market street
» CW5.4.1	Measured campaign relating to increasing awareness of invisible impairments including neurodiversity	31/03/2023	Amy Beckett	On Target 	N/A	Engagement with town councils to support identify how to make improvements to public spaces that are inclusive.
» CW5.4.2	Future bids for public space improvements to include consideration of accessibility	31/03/2024	Amy Beckett	On Target 	N/A	Understanding of different bids and funding rounds that available to bring forward to colleagues when appropriate.
» CW5.4.3	Working with business owners / community groups / community organisations (C)	31/03/2024	Amy Beckett	On Target 	N/A	Continuing to work with business owners and community organisations to support the prosperity of the area.
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	Michelle Elliott	On Target 		
» CW5.6.1	Feedback on SDC support provided to be part of an annual update report	31/03/2023	Michelle Elliott	On Target 	N/A	
» 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	Andy Kefford	Completed 	N/A	Complete
» CW5.6.3	Resigning of the armed forces covenant by all partners in Gloucestershire (currently expected to be 22 March 2022)	31/03/2022	Andy Kefford	Completed 	N/A	Complete
» CDPCW5.6	Number of veterans referred for support within one working day of request	N/A	Keith Gerrard	Target: Actual:		



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	Lead Officer	Status	Last Monitored	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	Rachel Brain	On Target 		Quarter 4 - Rachel Brain - 01/05/23 Community Engagement Board (CEB) is now well established. As the current facilitation contract is due to finish, a review of the 2030 CEB has been contributed to by all its members. Headlines of this can be found on SDC website, but the main findings are about the value of the group and in particular how important facilitation has been. We are now using this information to plan the next cycle of 2030 CEB which includes earmarking budget to repeat the facilitated process with some new group members.
» EC1.1.1	Establish the Community Engagement Board with a cross-section of community members.	31/03/2022	Rachel Brain	Completed 	N/A	Complete
» EC1.1.2	Community Governance Group work plan identified and reviewed quarterly by Spring 2022	31/03/2023	Rachel Brain	On Target 	N/A	Quarter 4 - Rachel Brain - 02/05/23 CEB have identified action areas on engine idling, carbon conversations, school and their communities
» EC1.1.3	Community Governance Group progress to plan included to 2030 annual reporting to Full Council in October	31/03/2022	Rachel Brain	Completed 	N/A	Complete
» EC1.1.4	Participation in Climate Leadership Gloucestershire Group and leader / convener of retrofit theme (C)	31/03/2024	Rachel Brain	Completed 	N/A	Complete
» CDPEC1.1	% of CEG members who demonstrate participation in engagement with external stakeholders through participation in county / regional groups per year	N/A	Rachel Brain	Target: Actual:	June	The CEB action areas as described in EC1.1.2 are being considered as small pilots as part of a process of doing and reviewing and improving. The CEB activities are outlined in the 2030 annual report – last published in March 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	Rachel Brain	Completed 		Complete

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	Rachel Brain	Completed 		Complete
» EC1.3.1	2030 web pages live Spring 2021 with target of unique visits within the first year.	31/12/2022	Rachel Brain	Completed 	N/A	Complete
» 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	Rachel Brain	Completed 	N/A	Complete
» EC1.3.3	Number of activities and residents engaged in community engagement aspect of 2030 strategy.	31/12/2022	Rachel Brain	On Target 	N/A	This KPI is under review
» CDPEC1.3	Number of residents engaged in community engagement aspect of 2030 strategy	N/A	Rachel Brain	Target: Actual:		This KPI is under review
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	Lucy Clothier	Completed 		Completed Quarterly updates to audit committee on progress and activity, including compliance with the Ethical Investment Policy.
» 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	Lucy Clothier	Completed 	N/A	Completed Ethical Investment Policy is an established part of the Treasury Management Strategy
» 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	Lucy Clothier	Completed 	N/A	Completed Gloucestershire County Council are aware of the position of Stroud District Council. Dialogue will remain ongoing with the County Council and Brunel Partnership to lobby divestment of pension funds from fossil fuels.
EC1.5	Explore and progress additional projects for carbon reduction and /or biodiversity net gain and funding opportunities to deliver them.	31/03/2026	Rachel Brain	On Target 		Quarter 4 - Rachel Brain - 02/05/23 Please see carbon reduction and bio-diversity related projects reported elsewhere and in Environment Cttee Q4 report (eg in waste, transport and biodiversity sections). 2030 team is currently focusing on delivery of funded projects on retrofit and decarbonisation.


» EC1.5.1	Money leveraged through successful funding bids and level of associated council investment approved by Councillors £s (ongoing 2026)	31/03/2025	Rachel Brain	On Target 	N/A	Key funding successes reported in 2030 Annual Report (Environment Cttee March 2023).
» CDPEC1.5 (C)	Number of external projects SDC has worked on with partners for carbon reduction (C)	N/A	Jenny Youngs	Target: Actual:		KPI and progress against it remains 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.
» CDPEC1.5a	Money leveraged through successful funding bids and level of associated council investment approved by Councillors (ongoing 2026)	N/A	Rachel Brain	Target: Actual:		See above (EC 1.5.1)
» CDPEC1.5b	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	Jenny Youngs	Target: Actual:		Reported in 2030 Annual report (Env Cttww March 2023). Precise carbon/biodiversity benefits are stated where possible/measurable.

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	Lead Officer	Status	Last Monitored	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	Alison Fisk	On Target 		Tenders received by LCR and evaluated by SDC and LCR for the transport consultant and master planner for the first stages of the exploratory work for the land around the station to include Bath Place and Cheapside. Consultants appointed by LCR and Kick off meeting with both selected consultants held on 16 March 2023.
» EC3.2.1	Blueprints produced for identified buildings within the Zero Carbon Public Estate Project by 2026.	31/03/2026	Alison Fisk	On Target 	N/A	Report produced by the Active Building Centre on a desk top basis for Lansdown Hall and The Sub Rooms and a full survey for the Old Town Hall including whole life carbon assessments and a methodology set out for the retrofit of listed buildings.
» EC3.2.2	At least XX other opportunities identified for retrofitting of public buildings, with blueprints produced by 2026	31/03/2026	Alison Fisk	On Target 	N/A	Now recorded as on target from not started as a result of the SALIX project beginning to move the Pulse, Stratford Park Leisure Centre and air source heat pump systems.







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	Rachel Brain	On Target 		Work continued during Q4 on four key areas of own estates (e.g. social housing, Ebley Mill, partnership (working with the FE sector following a successful round table event), brokerage (encouraging private home owners to seek advice and undertake retrofit measures) and leadership (leading Climate Leadership Gloucestershire on the retrofit theme and forging links with UK Green Building Council).
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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	Lead Officer	Status	Last Monitored	Comments
EC6.2	Deliver the water source heat pump projects at Ebley and Brimscombe Port Mills	31/03/2022	Alison Fisk	Completed 		Complete
» CDPEC6.2	At least 97 tonnes of carbon saved per annum for Ebley and Brimscombe Port Mills combined	N/A	Alison Fisk	Target: 97 tonnes of carbon saved Actual:		Energy bills to be analysed determine the approximate carbon saving over the first year of operation.








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	Lead Officer	Status	Last Monitored	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	Amy Beckett	On Target 		Continuing to progress the actions outlined in the Economic Development Strategy and working with partners to support businesses across the district
» ER1.1.1	10 year Economic Development Strategy shared for consultation, revised and adopted by March 2022	31/03/2022	Amy Beckett	Completed 	N/A	Complete
» ER1.1.2	Regular market town forums	31/03/2023	Amy Beckett	On Target 	N/A	Ongoing market town forums on a quarterly basis.
» ER1.1.3	% of actions in each prioritised annual action plan are delivered within the Civic Year (80% target)	31/03/2023	Amy Beckett	Not Started 	N/A	What is the percentage increase on?

ER1.2	Continue to support high street businesses to increase their digital and online visibility.	31/03/2026	Amy Beckett	On Target 		High street businesses still have access to support via Maybe? An online support platform that works with businesses to improve their online presence and convert social media visitors to paying customers.
» CDPER1.2	10 % increase in online visibility for high street businesses annually	N/A	Amy Beckett	Target: Actual:		Data yet to be published
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	Amy Beckett	On Target 		Complete The campaign was run through covid via the welcome back funding the district had access to.
» ER1.3.1	Implement the Economic Development Strategy and adopt the Action Plan • Monitor against performance targets within the Strategy	31/03/2024	Amy Beckett	On Target 	N/A	Ongoing – action plan is being implemented and worked on.
» ER1.3.2	Social media reach of Shop Local messages	31/03/2023	Ben Falconer	Completed 	N/A	Complete
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	Amy Beckett	On Target 		Ongoing – this will continue via the place prospectus and ambassador programme.
» 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	Amy Beckett	On Target 	N/A	Ongoing – the economic development team, and wider teams regularly meet with businesses to understand how to make improvements to online accessibility of support.

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	Lead Officer	Status	Last Monitored	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	Leonie Lockwood	On Target 		. Quarter 4 - Ali Fisk - 09/05/23 No change
» ER2.1.1	Year 1 • Demolition completed • Procurement process for developer commenced	31/12/2022	Leonie Lockwood	Completed 	N/A	Complete
» ER2.1.2	Year 2 • Developer selected and appointed • Submission of planning application for redevelopment	31/05/2023	Leonie Lockwood	On Target 	N/A	Whilst the developer has been selected and awarded the latest forecast for the submission of the planning application has been delayed due to the volume of feedback from the focus groups, SW Design Review Panel and pre app process.
» ER2.1.3	Year 3 • Planning approval for redevelopment • Commencement of construction of the redevelopment	31/03/2024	Leonie Lockwood	On Target 	N/A	Year 3 is 2023/24 and so nothing to report at this stage.
» ER2.1.4	Year 5 • Completion of redevelopment	31/03/2026	Leonie Lockwood	Not Started 	N/A	Year 5 is 2025/26 and so nothing to report at this stage.
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	Chris Mitford-Slade	Overdue 		Quarter 4 - Chris Mitford-Slade - 03/04/23 CCC Project Board Meeting held on 29th March 2023 followed by NLHF Review Meeting on 30th March 2023. Working on a Phased Permission to Start once Planning Approval granted (expected October 2023). Revised project programme is now being worked up. Key to this will be to ensure that funding is secured prior to commitment of sub-projects. This project will now extend beyond December 2025 and a revised programme will be presented to NLHF for review and approval.
» ER2.2.1	Completion of the Ocean Rail Bridge project (April 2022)	30/04/2022	Chris Mitford-Slade	Completed 	N/A	Complete
» ER2.2.2	Land acquisitions secured (April 2022)	31/12/2022	Chris Mitford-Slade	Overdue 	N/A	Land acquisitions have not yet been finalised for the Missing Mile. Discussions are progressing with both landowners (CCR and Ecotricity) and will be secured prior to Planning Approval (see ER 2.2.3)

» ER2.2.3	Approval of the Missing Mile Planning Application (May 2022)	30/06/2022	Chris Mitford-Slade	Overdue 	N/A	Planning Approval has been delayed due to additional work required on Flood Modelling. Working group meeting set up with the EA and flood modeller (Katherine Colby Associates) to address concerns and conduct further modelling. This has taken over 18 months but is now expected to be completed by end June 2023. Once finalised there will then be a formal 28-day statutory circulation of the updated Planning Application which needs to be approved by all statutory consultees prior to submission for consideration by DCC. It is now planned to submit to DCC in September 2023 and an extraordinary meeting has been scheduled on 28 September 2023.
» ER2.2.4	Monitoring & Evaluation progress reports in place	01/09/2024	Chris Mitford-Slade	On Target 	N/A	
» 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	Chris Mitford-Slade	On Target 	N/A	
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	Leonie Lockwood	Completed 		Complete
» ER2.3.1	SDC pipeline of regeneration schemes reviewed and reported twice per year	31/03/2026	Alison Fisk	On Target 	N/A	Pipeline of regeneration schemes presented to RIB on the 25 Jan 2023 with the next report to be presented at the meeting on the 18 July.
» 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	Alison Fisk	On Target 	N/A	Highlight reports setting out progress on each of the priority schemes presented to RIB with the meeting in quarter 4 being held on the 21 March 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	Mark Russell	On Target 		Quarter 4 - Mark Russell - 16/06/23 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.





» ER2.4.1	Sq M of new commercial development and number of new jobs (create KPI)	31/03/2023	Alison Fisk	Not Started	N/A	KPI, and appropriate ways of monitoring to be included for new Pentana system
» ER2.4.2	Land identified for low cost sites	31/03/2026	Mark Russell	Not Started	N/A	Not started – not due
» ER2.4.3	Work with others (e.g. FSB) to offer appropriate advice to businesses, social enterprises and cooperatives (C)	31/03/2026	Mark Russell	Not Started	N/A	Not started – not due









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	Lead Officer	Status	Last Monitored	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	Mark Russell	On Target		Quarter 4 Mark Russell 31/03/23 The Place Prospectus will be launched on 27 April 2023
» ER3.1.1	Produce and share 'Place Prospectus' by end 2022	31/03/2023	Mark Russell	On Target	N/A	See above
» ER3.1.2	Positive feedback from external stakeholders (including potential investors) on Place Prospectus	31/03/2023	Mark Russell	Not Started	N/A	The Prospectus launched in April 2023 (as above) so feedback will be included in the Q1 report.
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	Mark Russell	Completed		Quarter 4 Mark Russell 31/03/23 The Canals Strategy was approved by Environment Committee on 4 October 2022
» ER3.2.1	Canal Strategy adopted as a supplementary planning document by May 2022	06/10/2022	Mark Russell	Completed	N/A	Complete
» ER3.2.2	Action plan approved by December 2022	31/12/2022	Mark Russell	Completed	N/A	. Quarter 4 Mark Russell 31/03/23 A first draft Action Plan is awaiting and remaining inputs
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	Brendan Cleere	Completed		Complete

» ER3.3.1	Levelling Up Bid prepared and submitted in line with Government deadlines when known	31/07/2022	Brendan Cleere	Completed 	N/A	Complete
» ER3.3.2	Application made to GEGJC for green skills and retrofit local partnership – Spring 2022	30/06/2022	Brendan Cleere	Completed 	N/A	Complete
» ER3.3.3	Creation of a task force to succeed LUF working group	31/03/2022	Brendan Cleere	Completed 	N/A	Complete
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	Mark Russell	Completed 		Complete
» ER3.4.1	Support provided for UK Atomic Energy Authority bid by December 2022	23/12/2022	Mark Russell	Completed 	N/A	Complete

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	Lead Officer	Status	Last Monitored	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	Amy Beckett	On Target 		This will sit as part of the ambassador programme, the criteria of which will be determined by a round table of businesses across the district. Meeting date TBC shortly
» ER4.1.1	Favoured trader list on track to be developed and shared by March 2023	31/03/2023	Amy Beckett	Not Started 	N/A	Not started and now overdue - An ambassador programme is part of the place prospectus, it will seek to advocate for business in the district who are exemplars in working practices and their sectors.
» ER4.1.2	Increase in % of businesses that pay the living wage	31/03/2023	Amy Beckett	On Target 	N/A	The 2022 businesses survey recorded that 90% of businesses in the response pay the living wage. The living wage will be part of the criteria of the ambassador programme with the need for businesses to be signed up online to evidence they are living wage employers.
» 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	Amy Beckett	Not Started 	N/A	Not started - Overdue

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	Andrew Cummings	On Target 		
» ER4.2.1	Increase in support (time) / funding year on year provided to Community Banks and Credit Unions	31/03/2025	Andrew Cummings	On Target 	N/A	
» ER4.2.2	Annual investment in renewable energy generation through treasury or capital investment	31/03/2024	Andrew Cummings	On Target 	N/A	
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	Hannah Emery	On Target 		Q4 – Spend Analysis for 22/23 is being prepared and will be reported to S&R Committee when the annual procurement and contract management update is provided., scheduled for Jan 24
» ER4.3.1	Annual improvement in social value as measured through the Social Value Portal	31/03/2026	Hannah Emery	On Target 	N/A	The first annual social value report is being finalised.
» ER4.3.2	Partnering with local anchor institutions to support community wealth building	31/03/2026	Hannah Emery	Not Started 	N/A	
» CDPER4.3	% of overall annual spend from local businesses with a GL postcode.	N/A	Sarah Turner	Target : 42 Actual: 30 		
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	Amy Beckett	On Target 		Ongoing relationship with education providers to deliver support to the residents of stroud. This includes provision via the college, the county council and the growth hub

» 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	Amy Beckett	Not Started	N/A	Not started
» ER4.4.2	Continued support for SDC apprenticeship scheme and volunteer opportunities	31/03/2026	Lucy Powell	On Target	N/A	We continue to work to develop the Apprenticeships on offer at SDC and we have recently joined up with Cirencester College to widen the Apprenticeships on offer. We still work closely with SGC college and have recently attended their business events at the college to promote opportunities we have within SDC and to network with other organisations to identify where we can work in partnership in developing Apprenticeships and volunteering opportunities within the Council and or District
» ER4.4.3	Collaboration with local training providers (C)	31/03/2026	Amy Beckett	On Target	N/A	Relationships are maintained with partners to ensure training providers are visible in community hubs and hot spots of needs.
» ER4.4.4	Input and support for Gloucestershire Skills Strategy (C)	31/03/2026	Lucy Powell	Completed	N/A	Complete
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	Lucy Powell	On Target		To date we have actively worked on Trade Union support for fair employment practices within the Council and shared in our pay statement our commitment to the real living wage. As we develop this work we can look to encourage other local employers to adopt this approach. The work we have recently been doing with the college is opening up a network of local businesses where we can share the work we do and encourage such practice.
» ER4.5.1	Positive engagement with Trade Unions at SDC	31/03/2024	Lucy Powell	On Target	N/A	Unison is the recognised Trade Union within SDC. Whilst membership is present the Union will actively promote their Union and the support available. Internally we have a good working relation with Unison and have regular review and update meetings to ensure we are continuously sharing information and consultation is active on staffing matters, changes and improvements. We will continue to work on engagement with Trade Unions within the Council and ensure that staff know how to access the recognised Trade Union but also other Trade unions, should they wish.
» CDPER4.5(C)	Number of businesses who have pledged to be real living wage employers	N/A	Amy Beckett	Target: Actual:		As in above point – what was the base line at the time of this being developed. The pledge from businesses will be part of the ambassador programme.