

Corporate Delivery Plan 2008-12

Stroud District Council - 'Making a better place'

FOREWORD FROM THE STROUD DISTRICT COUNCIL CABINET

Each year we review our progress in delivering our **Corporate Delivery Plan (CDP)** and every March we publish a new version. We do this in advance of our budget planning, which takes place in the autumn / winter of each year. This allows us to maintain a focus over the medium term and ensures that we plan financially and adapt what we do to the changing demands of local people and the Government.

This is our latest CDP and covers the period **2008-12**. Having carefully considered the competing priorities of local people, **FIVE** broad areas predominate - and these will be the focus over the 4-years of this plan. They are:

- ❑ Sending as little **waste to landfill** as possible, including **recycling** more.
- ❑ Helping the community to minimise its **carbon footprint** and adapt to the consequences of climate change
- ❑ Creating **public spaces and buildings**, which are perceived to be cared for, clean, green and safe.
- ❑ Providing more **affordable homes**
- ❑ Helping local people to find **local solutions** to long-term local problems, including the safeguarding of key district health services.



We have set out **17** key actions that will help us focus on these areas and have clearly identified the cabinet member accountable for each element. We hope this will help you engage with us more easily and would welcome any ideas or feedback from you.

Cllr Chas Fellows - Chairman of Cabinet (Leader of Council)
Cllr Barbara Tait - Planning & Licensing Portfolio (Deputy Leader)
Cllr Nigel Studdert-Kennedy - Regeneration & Tourism Portfolio
Cllr John Jeffreys - Health & Wellbeing Portfolio
Cllr Frances Roden - Housing Portfolio
Cllr Elisabeth Bird - Environment, Rural Affairs Portfolio
Cllr Joe Forbes - Community Safety Portfolio
Cllr David Wride - Business Support & Finance

WHAT ARE THE CONCERNS OF LOCAL PEOPLE?

Local people tell us that they are concerned about a wide range of matters that affect their quality of life. In particular they want us to:

Regeneration

- ❑ help local communities to develop the economic and social vitality of their towns and villages
- ❑ support the development of key sectors – tourism, creative industries, environmental technology / services
- ❑ create support services, including planning, which encourage new and existing businesses to invest in the district

Environment

- ❑ send as little waste to landfill as possible and recycling more
- ❑ help the community to tackle the already unavoidable consequences of climate change
- ❑ deliver public spaces and buildings, which are perceived to be cared for, clean, green and safe

Affordable Housing

- ❑ improve affordability within the existing housing stock
- ❑ provide more new affordable homes
- ❑ maximise the number of existing homes made decent¹

Community Safety

- ❑ reduce crime and the fear of crime
- ❑ tackle anti-social behaviour and promote preventative work with young people

Healthy Living

- ❑ improve access to local health and social care facilities
- ❑ improve the health of our communities including reducing smoking and drinking and enhancing mental health

¹ As per Government 'Decent Homes Standard'

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Local people also want us to improve the quality and efficiency of the council's own operations so that we are always best placed to deliver on their priorities. To achieve this, we will put the **Citizen First** and:

- ❑ improve the customer experience of and satisfaction with our services and activities
- ❑ free up resources to reinvest in priorities and keep Council tax increases low
- ❑ create a flexible workforce which is able to meet the changing demands of local people and national government

VISION

Overall, the above priorities highlight that the council has a strong leadership role, hence our vision, is to be seen as:

“Leading a community that is making Stroud District a better place to live, work and visit for everyone”

PRINCIPLES

It is also clear that local people increasingly recognise that creating “a better place” will require the engagement and participation of everyone in their respective roles – householder, worker, business leader, politician, community activist, motorist, consumer and so on. We want to engage with all stakeholders and encourage them to contribute all that they can to make the district a better place. To be successful we know that our community leadership and decision-making will have to be underpinned by three guiding principles. These are to:

- ❑ **ensure a strong, healthy and just society:** to meet the diverse needs of all people in existing and future communities, promoting personal wellbeing, social cohesion and inclusion and create equal opportunity for all
- ❑ **respect the environment:** to improve our environment and ensure that the natural resources needed for life remain available for future generations
- ❑ **promote good governance:** actively promoting effective, participative systems of governance in all levels of society – engaging people's creativity, energy and diversity.

AREAS OF FOCUS

Whilst we are business-like and efficient in the eyes of most householders and businesses, we do not have access to unlimited resources. We have carefully considered the aforementioned competing priorities of local people and have concluded that there are **FIVE** universal areas of concern for us to concentrate on over the 4-years of this plan:

- ❑ sending as little waste to landfill as possible, including recycling more.
- ❑ helping the community to minimise its carbon footprint and adapt to the consequences of climate change
- ❑ creating public spaces and buildings, which are perceived to be cared for, clean, green and safe.
- ❑ providing more affordable homes
- ❑ helping local people to find local solutions to long-term local problems, including the safeguarding of key district health services.

To deliver on these 'areas of focus' and maintain council tax increases at reasonable levels, we will need to continue to identify at least **3% efficiency savings** per year. This does not mean that we believe that other services will have to suffer just that we will continue to make them concentrate on delivering what local people demand in more efficient ways. This will help free-up resources to reinvest in areas that matter to the vast majority of people locally. As such we will also be focusing on:

- ❑ Making sure that all of our services are meeting the demands of local people in the most **business like and efficient** ways possible.

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DELIVERY PLAN

The delivery plan set out on the next page. It lists the key actions that we will be taking to deliver on our areas of focus along with key measures of our overall performance. All of the key actions have been ranked in terms of deliverable outcomes and risk to the council. The relative priority of each is shown in brackets below, with (1) being the most important. We have also given an indicative timescale for each key action, with the relevant delivery years **underlined in bold**.

At a county level there are also a number of delivery mechanisms including the [Gloucestershire Local Area Agreement \(LAA\)](#) and [Joint Improvement Board \(JIB\)](#). The LAA forms a contract between the local authorities and Government for improving delivery on a number of key county priorities. The latter has been set up by the seven councils to help find new and improved ways of working together. Where key actions fit with these county delivery mechanisms, the relevant acronym has been listed.

We also have a number of reliable ways of measuring how local residents and businesses feel about our efforts. We undertake annual budget surveys of residents and businesses to help us determine overall satisfaction and spending priorities (*insert web link when available*). A 'Places Survey' will also be undertaken every year on behalf of the Government and this will provide an important insight into how people feel about their local area as a place to live and our role in improving it. We will use both of these sources to help determine our success in delivering the **CDP 2008-12**.

Our organisational performance is also scrutinised by a number of external agencies, including the [Audit Commission](#). It produces a number of judgements about how we use resources, deliver value for money and whether our performance is generally getting better or worse. This is measured against **198 national indicators** ('NI's). These are priority indicators for the CDP are listed in the 'key measure' column below).

We have also developed a Strategic Map that provides us with a broader overview of the health of the organisation and its performance (*insert web link when available*). Again we will use the Audit Commission's assessments along with our own to judge organisational effectiveness and whether this is helping us to deliver our CDP.

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Area of Focus	Key Medium Term Actions	Key Measure	Lead Responsibility (Cabinet Portfolio & Lead Officer)
<p>Sending as little waste to landfill as possible, and recycling more</p>	<p>All households in the district will have access to convenient and easy-to-use collection service, providing them the opportunity to recycle and compost at least 70% of their rubbish by 2012 (1)</p> <ul style="list-style-type: none"> ❑ <u>2008 2009 2010 2011 2012</u> ❑ JIB & LAA 	<p>Tonnage of household waste collected, recycled, treated and disposed of to landfill. (NI 191, 192)</p> <p>Percentage coverage of the '70% system'</p>	<p>Environment & Rural Affairs Strategic Head of Regeneration and Culture</p>
<p>Helping the community to minimise its carbon footprint and adapt to the consequences of climate change</p>	<p>Helping households & businesses to reduce their demand for energy and tackle fuel poverty (2)</p> <ul style="list-style-type: none"> ❑ <u>2008 2009 2010 2011 2012</u> ❑ LAA <p>Supporting the community to bring forward at least 22MW of appropriately located renewable energy generation by 2020. (8)</p> <ul style="list-style-type: none"> ❑ <u>2008 2009 2010 2011 2012</u> ❑ LAA <p>Work with the Local Strategic Partnership to develop a Sustainable Community Strategy and identify the long-term social, economic and environmental changes that will be needed to adapt to climate change. (15)</p> <ul style="list-style-type: none"> ❑ <u>2008 2009</u> ❑ LAA 	<p>Per capita emissions of carbon dioxide and people receiving income based benefits living in homes with a low energy efficiency rating (NI 186, 187)</p> <p>Installed capacity of renewable energy.</p> <p>Adapting to climate change assessment (NI 188)</p>	<p>Environment & Rural Affairs Strategic Head Development Services</p> <p>Environment & Rural Affairs Strategic Director</p> <p>Environment & Rural Affairs Strategic Director</p>

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Area of Focus	Key Medium Term Actions	Key Measure	Lead Responsibility (Cabinet Portfolio & Lead Officer)
<p>Creating public spaces and buildings, which are perceived to be cared for, clean, green and safe</p>	<p>Work with local communities to identify the most important public spaces with the aim of improving cleanliness and finding ever more effective ways of dealing with 'grot spots'. (5)</p> <ul style="list-style-type: none"> □ <u>2008 2009 2010</u> <p>Work with local people to reduce anti-social behaviour, including enviro-crime (e.g. littering, dog fouling), and the fear of crime (6)</p> <ul style="list-style-type: none"> □ <u>2008 2009 2010 2011 2012</u> □ LAA 	<p>General public and business satisfaction with the quality of public spaces. (NI 4, 5)</p> <p>Crime, anti-social behaviour and fear of crime levels. (NI 15, 111, 17, 32, 33, 42)</p>	<p>Community Safety Strategic Director</p> <p>Community Safety Strategic Director</p>
<p>Providing more affordable homes</p>	<p>Improving affordability within the existing housing stock (7)</p> <ul style="list-style-type: none"> □ <u>2008 2009 2010 2011 2012</u> <p>Use Council assets creatively to deliver more decent and affordable homes, including determining the future for the Woolway Homes and implementing the chosen option by April 2009. (9)</p> <ul style="list-style-type: none"> □ <u>2008 2009 2010 2011 2012</u> <p>Providing at least 790 new affordable homes between 2004 and 2011 (10)</p> <ul style="list-style-type: none"> □ <u>2008 2009 2010 2011</u> 	<p>Number and tenure of new affordable homes provided.</p> <p>Total number of additional homes in the existing stock made accessible to local people</p> <p>Progress against individual project milestones. (NI 159)</p>	<p>Housing Strategic Director</p> <p>Housing Strategic Director</p> <p>Housing Strategic Head Development Services</p>

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Area of Focus	Key Medium Term Actions	Key Measure	Lead Responsibility (Cabinet Portfolio & Lead Officer)
<p>Helping local people to find local solutions to long-term local problems.</p>	<p>Work in partnership to deliver Phase 1a (Stonehouse to Brimscombe) of the Cotswold Canals restoration by 2012 (3) <input type="checkbox"/> <u>2008 2009 2010 2011 2012</u></p>	<p>Progress against key project milestones.</p>	<p>Regeneration & Tourism Strategic Head Regeneration & Culture</p>
	<p>To progress the Core Strategy in line with the timetable set out in the Local Development Scheme with the intention of incorporating policies that address climate change mitigation and adaptation by 2010 (4) <input type="checkbox"/> <u>2008 2009 2010</u></p>	<p>Progress against key project milestones.</p>	<p>Planning Strategic Head Development Services</p>
	<p>Support the community in developing a viable business plan for the provision of health and care services at a local level. (11) <input type="checkbox"/> <u>2008 2009</u></p>	<p>Progress against key project milestones. (NI 139)</p>	<p>Health Wellbeing Strategic Director</p>
	<p>To review the future of Leisure and Cultural Services and implement the preferred option for the future delivery of Stratford Park Leisure Centre. (13) <input type="checkbox"/> <u>2008 2009 2010</u></p>	<p>Progress against key project milestones. (NI 8)</p>	<p>Health Wellbeing Strategic Head Regeneration & Culture</p>

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Area of Focus	Key Medium Term Actions	Key Measure	Lead Responsibility (Cabinet Portfolio & Lead Officer)
<p>Making sure that all of our services are meeting the demands of local people in the most efficient ways possible.</p>	<p>Roll out the 'systems thinking' programme designed to improve service delivery and equality of access. (12)</p> <ul style="list-style-type: none"> □ <u>2008 2009 2010 2011 2012</u> □ JIB & LAA <p>Spend £19m between April 2007 and December 2010 on necessary major repairs to Council Houses. (14)</p> <ul style="list-style-type: none"> □ <u>2008 2009 2010</u> <p>Develop a one-stop approach with other agencies for existing and new businesses wishing to invest in the District. (16)</p> <ul style="list-style-type: none"> □ <u>2008 2009 2010</u> <p>Award responsive maintenance contracts worth £2.5m by October 2010, including the introduction of new repairs appointment system for Council House tenants. (17)</p> <ul style="list-style-type: none"> □ <u>2008 2009 2010</u> 	<p>Value of efficiency gains delivered and fair treatment assessment. (NI 140)</p> <p>Progress against key project milestones</p> <p>Progress against key project milestones</p> <p>Progress against key project milestones</p>	<p>Finance and Business Support Strategic Head Customer Services</p> <p>Housing Strategic Director</p> <p>Finance and Business Support Strategic Head Regeneration & Culture</p> <p>Housing Strategic Director</p>

REPORTING

We monitor and report our progress on a quarterly basis. The latest update is available through the Council's website at www.stroud.gov.uk

FURTHER INFORMATION

For further information or to provide feedback on this document or the work of the council please contact Nigel Riglar, Strategic Director, in the first instance on 01453 754300 or nigel.riglar@stroud.gov.uk