



# STROUD DISTRICT COUNCIL CORPORATE DELIVERY PLAN 2011-2015

# OUR VISION

LEADING A COMMUNITY THAT IS MAKING  
STROUD DISTRICT A BETTER PLACE TO LIVE,  
WORK AND VISIT FOR EVERYONE

*This plan seeks to demonstrate how our vision will be achieved  
around our key priorities:*

## **ECONOMY**

Help local people and businesses recover from the recession  
and grow the local economy

## **AFFORDABLE HOUSING**

Provide affordable and decent housing

## **CLIMATE CHANGE**

Help the community minimise its carbon footprint, adapt to  
climate change, recycle more and send as little waste to  
landfill as possible

## **RESOURCES**

Provide value for money to our taxpayers and high quality  
services to our customers

# FOREWORD

Our Corporate Delivery Plan helps us focus on the medium term and the changing demands of local people and the Government. The plan concentrates on four key aspects of the council's business. It does not convey the extent and breadth of council activity nor the day to day delivery of services.

We use our annual residents survey to help inform our priorities. We consult with our tenants, the local business community, parish and town councils, Stroud District Youth Council, and the Stroud District Local Strategic Partnership.

As our financial and staffing resources reduce, so does our capacity to deliver. Nevertheless, service demands and public expectation continue to grow, as we found during the recession. We will continue to innovate and harness community capacity to deliver services, whilst being mindful that not all communities have the resources and skills to do so.

**“MORE LOCAL PEOPLE THAN EVER SAY WE ARE BUSINESSLIKE, EFFICIENT AND DELIVER VALUE FOR MONEY. LOCAL BUSINESSES ALSO CONSIDER WE PERFORM BETTER THAN BEFORE.”**

More local people than ever say we are businesslike, efficient and deliver value for money. Local businesses also consider we perform better than before. Two out of three residents (63%) are satisfied or very satisfied with us – a very high rating compared to many councils. The number of people who are dissatisfied with the council (11%) is lower than ever according to our independent survey. Our value for money rating amongst residents is the highest in Gloucestershire. We remain committed to improving our services and adapting them to the changing needs of the people we serve.

We are concerned about growing unemployment amongst young people and the impact this has on our communities. We will work hard to offer apprenticeships and work placement opportunities and encourage local businesses to invest in the workforce of the future.

*Sources: National Place Survey (2009) and Annual Residents Survey (November 2010)*



A handwritten signature in black ink, appearing to read 'F Roden'.

**Cllr Frances Roden**  
Leader



A handwritten signature in black ink, appearing to read 'David Hagg'.

**David Hagg**  
Chief Executive

# ECONOMY

HELP LOCAL PEOPLE AND BUSINESSES RECOVER FROM THE RECESSION AND GROW THE LOCAL ECONOMY



We help over 85% of eligible businesses access Small Business Rate Relief (one of the highest take-up rates in the UK). 40% of our £20 million annual expenditure on goods and services is with companies that have a Gloucestershire postcode. We are working with the newly formed Vale and Valley Business Partnership to increase this percentage.

We have provided 37 work placements and 6 NVQ apprenticeships for young people. Alongside major companies, we are sponsoring the new engineering course at Stroud College.

We are proposing to take over responsibility for strategic development sites at Littlecombe, Dursley and Brimscombe Port from the regional development agency.

Substantial investment is taking place in the canal corridor – £40m private housing investment and £8m in jobs and businesses since the Heritage Lottery Fund grant was approved. The pace of investment has quickened as a result of our commitment to the canal regeneration project.



## OUR FOUR YEAR FOCUS

- Promote investment to create jobs in key sectors - environmental technologies, advanced manufacturing, creative industries
- Deliver the £31 million canal regeneration project – every £1 we spend levers in £9 of investment from partners
- 'Punch above our weight' in bringing investment into the district
- Produce and adopt a Core Strategy by 31st December 2012 and work with our Local Strategic Partnership on delivering the Sustainable Community Strategy



## KEY ACTIONS FOR 2011/12

- Restore 2 km of canal within budget
- Provide up to 6 NVQ apprenticeships and 30 work experience placements
- Focus efforts on key projects:
  - Stroud College (Engineering Centre of Excellence)
  - Community Learning Project (Stroud and Stonehouse)
  - District investment prospectus
  - Brimscombe Port designated developer agreed

# AFFORDABLE HOUSING

PROVIDE AFFORDABLE AND DECENT HOUSING



**D**uring 2010/11, 105 new affordable homes were completed in the district. In addition, we provided £190,000 in Homebuy grants to help 6 households purchase their own homes.

£4 million support from the Homes and Communities Agency is kickstarting the delivery of over 500 affordable homes on the Hunts Grove strategic site.

Working with the Homes and Communities Agency (£570,000) and Oxboode Housing (£325,000), we provided land worth £78,000 and grant funding of £250,000 for a 10 bed youth housing centre in Stroud which opened in November 2010.

Based on tenant consultation, we have refocused our Decent Homes programme with more emphasis on fuel poverty and energy efficiency. This complements our work with the whole community on climate change. During 2010/11, we invested over £7.2 million in our council housing and reduced rent arrears to the lowest level since 1995.

## OUR FOUR YEAR FOCUS

- Enable delivery of 500 affordable homes on the Hunts Grove strategic site and additional homes in our market towns and villages
- Deliver our Decent Homes programme using a 'self financing' Housing Revenue Account
- Invest in a council house regeneration programme that meets changing needs
- Consult affected residents and determine sustainable solutions for Woolaways properties in Stroud and Leonard Stanley by December 2011
- Achieve a top quartile tenant satisfaction rating with the overall service provided by Tenant Services by 2013

**"YOU HAVE TRANSFORMED THE LEVEL OF AND BREADTH OF TENANT INVOLVEMENT AND EMPOWERMENT AT STROUD..."**

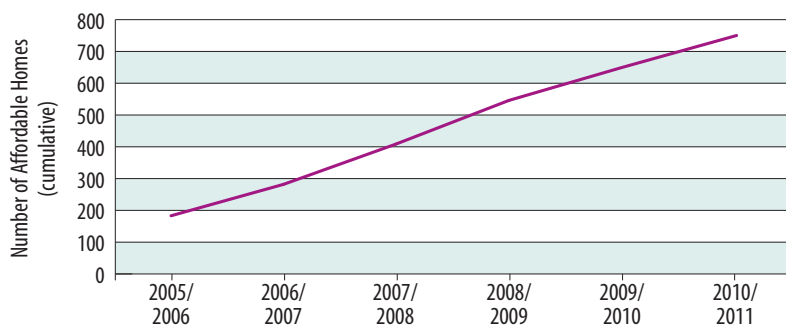
*Tenant Services Authority, March 2011*

- Improve the quality of private housing, especially for vulnerable households

## KEY ACTIONS FOR 2011/12

- Deliver the 'Safe Home Loan Scheme' so vulnerable householders can repair and improve their homes
- More landlords signed up to 'Fit to Rent' – an accreditation scheme that sets standards for safe, well-managed accommodation in the private rented sector
- Consult affected residents and determine sustainable solutions for Woolaways properties in Stroud and Leonard Stanley by December 2011
- Introduce a Tenant Scrutiny Panel, mystery shopping and tenant inspections by July 2011
- Introduce HRA Self Financing by March 2012

### Affordable Housing Completions



# CLIMATE CHANGE

HELP THE COMMUNITY MINIMISE ITS CARBON FOOTPRINT, ADAPT TO CLIMATE CHANGE, RECYCLE MORE AND SEND AS LITTLE WASTE TO LANDFILL AS POSSIBLE

Over the past year, we delivered the national pioneer Pay As You Save (PAYS) scheme and won a coveted award as the region's best performing council on climate change.

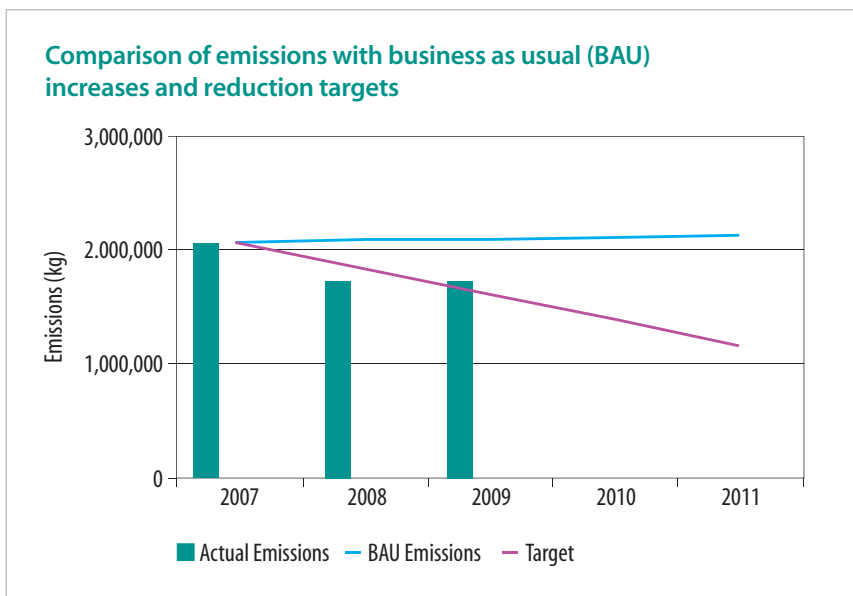
Energy security, resilience and rising fuel costs are key considerations in our approach to climate change. We are continuing to offer financial support to local businesses, householders and community organisations so they can save energy and money.



Our Target 2050 programme of investment to improve energy efficiency in homes, businesses and community buildings has achieved a saving of 17,869 tonnes of CO<sub>2</sub> for the lifetime of the measures.

141 domestic and commercial renewable energy schemes have been supported through the national Feed-in-Tariffs (FiT) scheme - 34% of all FiT supported installations in Gloucestershire. In 2010/11 we delivered 41 renewable energy schemes in council homes and private properties, mostly in "off-gas" areas. We delivered another 40 schemes through our PAYS pilot scheme (including 29 solar photovoltaic systems), and a range of energy efficiency measures such as insulation in 18 hard to treat homes.

We are ranked 17th in England for the least amount of waste produced per head of population – a testament to the council and the community working together to reduce waste.



## OUR FOUR YEAR FOCUS

- Year on year reductions in the council's energy consumption in buildings and CO<sub>2</sub> emissions in business travel
- Continued improvement in the energy efficiency of homes for people on benefit
- To recycle and compost 45% of household waste by 2014/15 and 50% by 2019/20

## KEY ACTIONS FOR 2011/12

- Deliver the Warm & Well programme to low income households in fuel poverty
- Help vulnerable public and private sector households in off gas rural areas to reduce their fuel bills and carbon emissions through installation of energy efficient measures (S2S project)



- Provide energy advice to businesses and residents focusing on property not eligible for the Government's 'Green Deal' (Target 2050 project)
- Deliver the energy efficiency and renewable energy measures set out in the Carbon Management Programme
- Progress the business case for anaerobic digestion facilities and energy derived from photovoltaic panels and hydro power



# RESOURCES

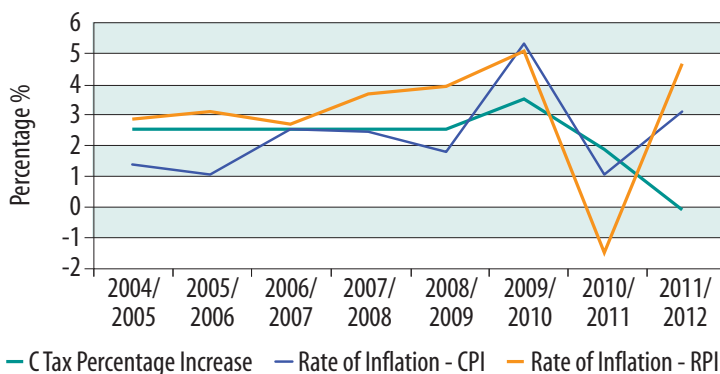
PROVIDE VALUE FOR MONEY TO OUR TAXPAYERS AND HIGH QUALITY SERVICES TO OUR CUSTOMERS

We collect over £88m income a year from businesses, council tax payers and council tenants. In 2009/10 our council tax collection rate was the 14th highest in the country and business rates collection was the 8th highest in the country, giving a combined collection rate that ranks us the 6th highest in the country (top 3%).

As a result of the Government's cut in local government funding, we are one of the hardest hit councils in England. We are losing 28.7% of grant over two years. We have identified £2.3 million of cuts and efficiencies for 2011-15. We are reducing our workforce by 10% over a four year period.

The pension fund deficit poses the most significant resources challenge for the council. Contributions to the fund are 25.5% of gross pay. The council has deposits of £3m with an Icelandic bank that remain at risk.

Council tax and inflation (annual percentage increase)



## OUR FOUR YEAR FOCUS

- Deliver a spending plan matched to the available resources in our Medium Term Financial Plan
- Invest in our assets using prudential borrowing as necessary
- Deliver our Equalities & Diversity Programme to meet the needs of local communities and the national Equalities Framework
- Maintain public satisfaction with the council (*We recognise this represents a major challenge as national spending on public services is cut over the period*)

## KEY ACTIONS FOR 2011/12

- Deliver £0.6 million budget savings (4% of net budget) and continue to identify savings to meet the medium term challenge
- Implement a Workforce Plan that reduces staffing levels in line with the Medium Term Financial Plan, whilst minimising redundancies and disruption to service delivery
- Use systems thinking to redesign more efficient services

Resident rating of council (percentage)

