

## VISION

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

### PRINCIPLES

It is clear that local people increasingly recognise that creating “a better place” will require the engagement and participation of everyone in whatever roles they fulfil – householder, worker, business leader, politician, community activist, car driver, consumer and so on. We want to engage with these 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 3 principles, which are to:

- ❑ **Ensure a strong, healthy and just society:** To meet the diverse needs of all people in existing and future communities, promoting personal well-being, social cohesion and inclusion and creating 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.

### PRIORITIES AND FOCUS

Local people have defined our 5 main priorities and the specific areas for us to focus on over the life of this plan.

**Regeneration** – with a focus on:

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

### **Environment** – with a focus on:

- ❑ Sending as little waste to landfill as possible including recycling more.
- ❑ Helping the community to reduce Carbon Dioxide emissions and adapt to the consequences of climate change.
- ❑ Delivering public spaces and buildings, which are perceived to be cared for, clean, green and safe.

### **Affordable Housing** – with a focus on:

- ❑ Improving affordability within existing housing
- ❑ Providing more affordable homes
- ❑ Maximising the number of homes made decent

### **Community Safety** – with a focus on:

- ❑ Reducing crime and the fear of crime
- ❑ Tackling anti-social behaviour and promoting preventative work with young people

### **Healthy Living** – with a focus on:

- ❑ Improving access to local health and social care facilities
- ❑ Increasing use of sport and active leisure activities
- ❑ Improving the health of our communities including reducing smoking and drinking and enhancing mental health.

As a Council we also want to continuously improve the quality and efficiency of our operations so that we are always best placed to deliver the priorities of local people and national government.

### **Citizen First** – with a focus on:

- ❑ Improving the customer experience of and satisfaction with our services and activities
- ❑ Freeing up resources to reinvest in our priorities and keeping Council Tax increases low
- ❑ Creating a flexible workforce able to meet the changing demands of local people and national government

## **CORPORATE DELIVERY PLAN**

The following delivery plan sets out some of the key actions we will be taking to deliver our priorities along with key measures of our overall performance.

## REGENERATION

Area of Focus	Key Actions	Measures against focus
<p><b>CO1: Helping local communities to shape the future of their towns and villages.</b></p>	<p>R1. Introduce Civil Enforcement of On-Street Car Parking.</p> <p>R2. To understand the needs of neighbourhoods and communities by supporting the development of town and parish plans</p> <p>R3. Support the delivery of major regeneration projects that bring major economic, social and environmental benefits to the District, including:</p> <p>R4. Producing an Area Action Plan to support the restoration and regeneration of the Cotswold Canals, including creating a canal corridor that acts as a 'green' transport route with suitable provision for cyclists and walkers.</p> <p>R5. Supporting the community of Dursley through a major period of Regeneration.</p> <p>R6. Working with partners to deliver the <b>Stroud Transport Interchange</b></p> <p>R7. Promoting the appropriate development of <b>Sharpness Docks</b> and the <b>Berkeley Power Station Site</b>.</p> <p style="padding-left: 40px;">i. Review our Regeneration Strategy during 2007/08 to ensure that it continues to enable us to invest in and support the development of the local economy, particularly the provision of goods and services by local business.</p> <p style="padding-left: 40px;">ii. Invest £500k in voluntary and community groups and their facilities.</p>	<p><b>COM1:</b>  <b>Satisfaction of residents with their local area as a place to live and whether the Council is making the local area a better place to live.</b></p>
<p><b>CO2: Supporting the development of existing and new business particularly in key sectors – tourism, creative industries, environmental</b></p>	<p>R8. To work with the local Destination Management Organisation to create a successful 'Cotswold' Brand</p> <p>R9. Develop the findings of the Creative Industries Impact report.</p> <p>R10. Support local food businesses to drive up standards through a continuation of the existing food safety programme and introducing a star rating system for food premises.</p>	<p><b>COM2:</b>  <b>Total number of VAT registered businesses.</b></p>

## REGENERATION

Area of Focus	Key Actions	Measures against focus
<p><b>technology / services.</b></p>	<p>R11. Work with other business support and development agencies to help local businesses take full advantage of the opportunities offered by improving their environment performance.</p>	
<p><b>CO3: Providing business support services, which are highly valued and help companies invest in the District.</b></p>	<p>R12. Develop a one-stop shop for new and existing businesses wishing to invest in the District.</p> <p>R13. Raise the profile of the business support services delivered directly (e.g. shop front improvement grants) and funded (e.g. Business Link advice to small businesses) by the Council.</p> <p>R14. Promote and encourage take-up of small business rate relief.</p> <p>R15. Complete the employment land study, which will help the Council to consider long-term changes in land use policy.</p> <p>R16. Trial a 'Welcome Pack' for new businesses to the District.</p> <p>R17. Work with other partners to clean up contaminated land, particularly where this is a barrier to development.</p>	<p><b>COM3:</b></p> <p><b>a). Overall satisfaction of local businesses with the way the Council runs things.</b></p> <p><b>b). Overall satisfaction of business with the support services provided directly by the Council or agencies funded by the Council.</b></p>

## ENVIRONMENT

Area of Focus	Key Actions	Measures against focus
<p>□ <b>CO4: Delivering spaces and buildings used by the public, which are perceived to be cared for, clean, green and safe.</b></p>	<p>E1. Maintain 'Green' Flag Status for Stratford Park</p> <p>E2. Appoint the 10<sup>th</sup> Neighbourhood Warden by May 2007 and provide District wide coverage (12) by 2008.</p> <p>E3. During 2007 and 2008 to work with parish councils and other agencies to identify the most important public and natural spaces in the district, including roads and streets, and ensure that these are being appropriately managed.</p> <p>E4. To ensure that by 2009 all council property is being managed to maximise biodiversity.</p> <p>E5. During 2007/08 to establish a baseline of the proximity of urban 'wild-life friendly' green space and corridors to local neighbourhoods.</p> <p>E6. To make sure that maximising biodiversity is a key aspect of the Canal Area Action Plan, which will be completed during 2007.</p> <p>E7. To review and revise our 'Green' Travel Plan during 2007.</p> <p>E8. By 2008, 80% of abandoned vehicles are to be removed within 48 hours from the point at which the council is legally entitled to remove the vehicle.</p> <p>E9. Undertake further 'CHIP &amp; PIN' type (i.e. clean up) events during the year to improve the quality of public space in neighbourhoods across the District.</p>	<p><b>COM4.</b> <b>Household waste recycled or disposed of to landfill</b></p>
<p>□ <b>CO5: Helping the community to tackle the consequences of climate change</b></p>	<p>E10. To Invest £400k up to 2010 to start the process of moving the existing housing stock towards the '40% house' model (i.e. creating houses, which have reduced their domestic CO<sub>2</sub> emissions to the practicable minimum. Establish a one stop shop to establish 20* 'exemplar' properties, provide advice to 1500* homes, help 300* local households install measures to improve energy efficiency and a further 10* to install renewable energy generating capacity. (*To be confirmed)</p>	<p><b>COM5:</b> <b>Total and domestic sector carbon dioxide emissions per capita.</b></p>

## ENVIRONMENT

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	<p>E11. Review all of our contracts by May 2007, identifying those with the most significant environmental impacts and identify the outcomes we want to achieve when they are next renegotiated (our focus will be on carbon dioxide and waste reduction)</p> <p>E12. To progress the council's Core Planning Strategy in line with the timetable set out in the Local Development Scheme with the intention of incorporating policies which clearly reflect the climate change agenda by August 2008.</p> <p>E13. To introduce an Interim Planning Statement during 2007 and Supplementary Planning Guidance during 2008 that will Expect all development (either new build or conversion) with a floor space of 1,000m<sup>2</sup> or greater or ten or more residential units to incorporate renewable energy production to provide at least 10% reduction in estimated CO2 emissions</p> <p>E14. Expect our partner Registered Social Landlords to deliver high environmental standards for all new homes (e.g. Eco-home 'good' or better or a minimum of 1-star under the sustainability rating system)</p> <p>E15. Require all new housing developments to be carbon neutral by 2016 in accordance with the proposed part L of the building regulations and encourage early compliance.</p> <p>E16. Work towards the development of a hydroelectricity scheme on one or more local sites.</p> <p>E17. To invest £300k up to 2009 in helping at least 20 local small businesses and 10 community buildings to reduce their carbon dioxide emissions by improving their energy efficiency and installing micro generation schemes.</p> <p>E18. To complete during 2007 a £200k Strategic Flood Assessment Model of the Frome river catchment that will help the council and Environment Agency plan future developments in light of climate change.</p>	

## ENVIRONMENT

Area of Focus	Key Actions	Measures against focus
	<p>E19. To work with Gloucestershire Wildlife Trust during 2007 to understand and plan for the potential climate change impacts on the district's natural environment</p> <p>E20. Ensure robust enforcement of the Integrated Pollution Control and Prevention Control Regime, to control emissions of greenhouse gases and other pollutants.</p>	
<p>□ <b>CO6: Sending as little waste to landfill as possible including recycling more.</b></p>	<p>E21. Undertake a marketing campaign aimed at better communicating what can be recycled in the district and increasing the number of householders who classify themselves as 'committed recyclers'.</p> <p>E22. Participate in the development of the Gloucestershire Joint Municipal Waste Strategy, which will set the overall direction for waste management in the district through to 2020.</p> <p>E23. Test new waste collection systems during 2007 and consider options to roll the most effective out across the entire district.</p> <p>E24. To help and support the business and education communities in the development of commercial waste recycling initiatives</p>	<p><b>COM6: Percentage of residents expressing satisfaction with cleanliness standards on public land.</b></p>

## AFFORDABLE HOUSING

Area of Focus	Key Actions	Measures against focus
<p>□ <b>CO7: Improving affordability within existing housing</b></p>	<p>AF1. Help at least 100 local people access existing homes of their choice through Homebuy, Rent in Advance/ Deposit Bond and SMART Rent Schemes, the Homelessness Fund and by bringing 50 empty homes back into use.</p> <p>AF2. Give housing applicants choice in bidding for available homes from 2010.</p> <p>AF3. Improve our homelessness prevention and reduce homelessness applications and acceptances to national averages.</p>	<p><b>COM7: Total number of existing homes made accessible to local people.</b></p>
<p>□ <b>CO8: Providing more affordable homes</b></p>	<p>AF4. Deliver 790 new affordable homes between 2005 and 2011.</p> <p>AF5. Carry out a new Housing Market Assessment.</p> <p>AF6. Ensure that the Council continues to secure at least a proportionate share of Housing Corporation resources from 2008</p> <p>AF7. Review Local Development Framework Affordable Housing policies to better match needs and provision including percentage thresholds and whether to adopt powers to allocate land solely for Affordable Housing.</p> <p>AF8. Encourage more Parish and Town Councils to undertake housing needs surveys and to work together to identify opportunities to develop locally acceptable affordable homes.</p> <p>AF9. Extend the range of options for landowners who wish to release land for affordable housing.</p> <p>AF10. Examine opportunities to use Council assets creatively to supply more Affordable Homes.</p> <p>AF11. To achieve national top quartile performance for void re-let times for homes in the Council's Housing stock.</p>	<p><b>COM8: Total number of new affordable housing commitments and completions by tenure type since 2003.</b></p>

## AFFORDABLE HOUSING

Area of Focus	Key Actions	Measures against focus
<p>□ <b>CO9: Maximising the number of homes made decent</b></p>	<p>AF12. Maximise the best use of the limited resources available to the Council for improving its housing stock by:</p> <p>AF13. Spending £19m between April 2007 and December 2010 in necessary major repairs</p> <p>AF14. Delivering efficiency savings of £80k p.a. by implementing partnering contracts for kitchen and bathroom replacement during 2007.</p> <p>AF15. Determining the future for the Woolaway Homes and implement the chosen option.</p> <p>AF16. Invest £900k p.a. to help private sector housing meet Decent Homes standards and exceed the Public Service Agreement 7 target of 65% of vulnerable households living in decent homes by 2010.</p>	<p><b>COM9: Percentage of Council Housing Stock, which is non-decent under pre-April 2006 DHS definition and the percentage of vulnerable households in the private sector living in decent homes.</b></p>

## COMMUNITY SAFETY

Area of Focus	Key Actions	Measures against focus
<p>□ <b>CO10:</b> <b>Reducing crime and the fear of crime</b></p>	<p>CS1. Lead the development of a new Strategy for the Crime and Disorder Reduction Partnership.</p> <p>CS2. Continue to invest in drug treatment and rehabilitation organisations and initiatives.</p> <p>CS3. Complete installations of CCTV in all Council run Sheltered Housing Scheme and continue to invest in fixed and mobile cameras.</p>	<p><b>COM10:</b> a). Percentage of residents surveyed who say that they feel fairly safe or very safe outside during the day / after dark. b). Actual levels of crime* per 1,000 populations</p>
<p>□ <b>CO11:</b> <b>Tackling anti-social behaviour and promoting preventative work with young people</b></p>	<p>CS4. Continue to resolve high hedge disputes outside of the formal complaint process.</p> <p>CS5. Formally sign up to the RESPECT Standard for Council Housing.</p> <p>CS6. Develop the role of the Stroud District Youth Council and Peer Support Programme.</p> <p>CS7. Continue to work with partners to divert young people from anti-social behaviour; recognising that an Anti-Social Behaviour Order is a last resort.</p>	<p><b>COM11:</b> a). Percentage of local people who think anti-social behaviour** is a fairly big or very big problem b). Number of young people involved in structured preventative work (e.g. mentoring, ABC's, ASBO) as a percentage of all young people.</p>

\* Covers – domestic burglaries, robberies, theft of a motor vehicle, theft from a motor vehicle, violence against the person, sexual offences.

\*\*ASB taken to cover – parents not taking responsibility for behaviour of children, people not treating others with respect, noisy neighbours, teenagers hanging around streets, rubbish and litter, people being drunk in public spaces, abandoned vehicles, vandalism, graffiti and deliberate damage to property, people using or dealing drugs.

## HEALTHY LIVING

Area of Focus	Key Actions	Measures against focus
<p>□ <b>CO12:</b> <b>Improve access to local health and social care facilities</b></p>	<p>HL1. Continue to work with the local community to secure the future of health services in the District whilst also developing an alternative 'social enterprise model' of provision.</p> <p>HL2. Continue to work with health and social care agencies in the establishment and operation of Virtual Teams and Community Hub pilot designed to help older and disabled people live independently in their own homes</p>	<p><b>COM12:</b> <b>Maximum average journey time (in minutes) by public transport or car to the nearest A&amp;E department and GP surgery.</b></p>
<p>□ <b>CO13:</b> <b>Increasing use of sport and active leisure activities</b></p>	<p>HL3. Agree Play Strategy and invest £200k of Lottery funding in improving facilities.</p> <p>HL4. Pilot a 'junior fitness' project</p> <p>HL5. Actively participate in the District Children and Young People's partnership, including supporting the development of Children Centres.</p>	<p><b>COM13:</b> <b>Percentage of the population considered to be 'active'.</b></p>
<p>□ <b>CO14:</b> <b>Improving the health of our communities including reducing smoking and drinking and improving mental health.</b></p>	<p>HL6. Invest £44,000 of additional Government money to implement the smoke free legislation in all enclosed public spaces and workplaces and work with the Primary Care Trust to support those who wish to give up smoking.</p> <p>HL7. Build on the success of the Council's Healthy workplace scheme and roll this out to 4 external agencies during 2007/08.</p> <p>HL8. Create an outreach programme for the Museum Service.</p>	<p><b>COM14:</b> <b>Life expectancy at birth: Males / Females</b></p>

## CITIZEN FIRST

Area of Focus	Key Actions	Measures against focus
<p>□ <b>CO15:</b>  <b>Improving the customer experience of our services and improving opportunities to participate in local decision-making.</b></p>	<p>CF1. Improve access to the democratic process by improving the web casting of meetings and organising a high profile Local Democracy Week.</p> <p>CF2. Continue to improve the range and quality of services available via the Council's website and telephones, including:</p> <ul style="list-style-type: none"> <li>◆ Improving the 'Where I Live' information</li> <li>◆ Introducing interactive maps of attractions and accommodation</li> <li>◆ Improving the Cotswold Canals information</li> <li>◆ Developing information about guided walks</li> <li>◆ Making available an online building control register</li> <li>◆ Introducing online consultation on planning applications,</li> <li>◆ Making facilities available for Parish Councils and Voluntary Groups to develop websites,</li> <li>◆ Introducing e-billing for Council Tax and telephone payments to provide 24/7 access.</li> </ul> <p>CF3. Introduce a new and improved repairs appointment system for Council House tenants during October 2007.</p> <p>CF4. Following the successful trial enable all front line staff to complete the Institute of Customer Services training programme.</p> <p>CF5. Work towards achieving Level 3 of the equalities standard for local government by March 2008.</p> <p>CF6. Undertake annual household and business satisfaction surveys to test public opinion.</p> <p>CF7. Consider establishing an 'Older Citizens' Council to advise the Council during 2007/08</p>	<p><b>COM15:</b></p> <p><b>a). Percentage of residents who are very satisfied or satisfied with the way the authority runs things.</b></p> <p><b>b). Percentage of residents who are very satisfied or satisfied with the opportunities for participation in local decision-making.</b></p>

## CITIZEN FIRST

Area of Focus	Key Actions	Measures against focus
<p>□ <b>CO16: Freeing up resources to reinvest in our priorities and keeping Council Tax increases low</b></p>	<p>CF8. To deliver at least 3% efficiency gains per year for reinvestment in priorities or to keep Council Tax inline with inflation.</p> <p>CF9. To sustain top quartile performance for Council Tax, NNDR and Rent collection.</p> <p>CF10. Roll out the 'systems thinking' programme designed to improve customer focus.</p> <p>CF11. Actively participate in the County Joint Improvement Board and Local Area Agreement and look for ways to deliver efficiencies through shared services and partnership working.</p>	<p><b>COM16: Proportions (and amounts) of efficiency gains reinvested in priorities or keeping Council Tax increases low.</b></p>
<p>□ <b>CO17: Creating a flexible workforce able to meet the changing demands of local people and national government</b></p>	<p>CF12. Introduce a new Human Resources Strategy designed to make the Council an employer of Choice.</p> <p>CF13. To reduce sickness absence levels to national average levels by 2010.</p> <p>CF14. Maintain Investors in People and verification under the Eco-Management and Audit Scheme (EMAS).</p> <p>CF15. Continue to plan for major emergencies and develop the overall resilience of individuals, communities and businesses within the District.</p> <p>CF16. To continue to encourage the participation of young people in the decisions of the community</p>	<p><b>COM17: Sickness absence levels</b></p>