

30th September 2021



To Members of the Regeneration Working Group

You are invited to a virtual meeting of the Working Group to be held on **Thursday, 7th October 2021** at **10am** to conduct the following business and make recommendations to the Town Clerk.

A handwritten signature in black ink, appearing to read "Helen Bojaniwska".

Helen Bojaniwska
Town Clerk

The meeting will be held via the Zoom meeting platform.

To attend the meeting please follow this [meeting link](#) or use ID **829 4176 2826** – password **263303**.

For more information about attending Council meeting via Zoom please refer to the [guidance on our website](#).

AGENDA

1. To receive apologies for absence
2. To receive declarations of interest
3. To consider requests for dispensations
4. To receive questions from the public
5. To note the minutes of the meeting of the Regeneration Committee on 22nd July 2021, previously circulated (minutes will be formally approved by the Committee when meetings resume)
6. To receive a budget report to end August 2021
7. To receive the Project Officer's report (for information only)
8. To receive a verbal update on Stroud Rotary Club's project to "Spruce Up Stroud"
9. To receive a verbal report from the Stroud District Chamber of Trade regarding consultation on A-boards and pavement obstructions
10. To receive a report on the Street Spaces project
11. To receive a verbal update from Stroud District Council on the Zero Carbon Public Estate (One Public Estate Phase 8) project
12. To receive a report on discussions regarding Tourism funding
13. To consider a report on the potential to pursue a permanent Traffic Regulation Order to close London Road on Saturdays for the Farmers' Market
14. To consider a consultation from Stroud District Council on their Economic Development Strategy
15. To resolve in view of the confidential nature of the business to be transacted, that the press and public be excluded from the remainder of the meeting
16. To receive a progress report from Stroud District Council on the Levelling Up Fund

Members are reminded that the Council has a general duty to consider the following matters in the exercise of any of its functions: Equal Opportunities (age, race, gender, sexual orientation, faith, marital status and disability); Crime and Disorder (Section 17); Health and Safety; and Human Rights.

Project Officer's report for Regeneration Committee

7/10/2021

Signage Project – Phase 1 Welcome and arrival signage

Signage is due for installation during week commencing 4th October. Signs will be installed in Cheapside, Church Street, London Road, Parliament Street and Rowcroft car parks. Phase 2, Wayfinding signage, is currently on hold.

Sub Rooms Forecourt

A meeting has been arranged for 13th October to agree priorities and discuss how to take forward ideas for improvements to the Sub Rooms forecourt. Ongoing discussions around the Street Spaces work (Item 11) and the Levelling Up Fund bid (Item 16) have seen the profile of this area raised. Initial designs have been drawn up in consultation with Steve Roberts, Footprint Design and Chris Woolner, Green Spaces Manager. Invitations have been sent to the Sub Rooms Trustees, Sub Rooms Working Group and the town Council Environment Committee.

Welcome Back fund

Funding has been approved for the traffic management for the weekly Saturday closure of London Road for the Farmers' market until 31/3/2022 and the Stroud Social on the weekend of 16-17th November which is being organised by the Five Valleys Shopping Centre.

We are exploring additional funding for the "Cornhill Seaterly" and some new bunting. (Hope to be able to provide an update at the meeting.)

Ally Rood
Project Officer
28th September 2021

Street Spaces report

AUTHORS

Project Officer

CONSULTEES

Gloucestershire County Council Highways

FOR MEETING

Regeneration Working Group 7th October 2021

RECOMMENDATION

REPORT

At the Regeneration Committee on 22nd July 2021, Finlay McNab from consultants Streets Reimagined updated members on the progress of the Street Spaces work. At that meeting it was highlighted that the input of Gloucestershire County Council Highways would be crucial to achieving the proposals outlined in the draft Street Spaces report.

A meeting with officers to discuss the report was arranged to assess Highways' appetite for the proposals. The Project Officer and Finlay McNab met with officers and consultants from the Highways team including representatives from Transport Planning, the Local Cycling and Walking Infrastructure (LCWIP) team, the Parking Review team, and the Local Highways Manager.

In general Highways representatives broadly welcomed the report and the proposals it contained, but highlighted that the proposals require further working up. The LCWIP team suggested that some of the proposals may be suitable for incorporation within the LCWIP. The Parking Review representatives also felt there were overlaps with the work they are undertaking. Some proposals e.g. Wallbridge/Cainscross area were viewed as longer term projects. The Project Officer explained the desire to include some of the projects in Stroud District Councils Levelling Up Fund bid (Item 14). These would need to be 'shovel ready' and funding would need to be secured to get them to this stage. No commitment was given to this.

Next steps

Another meeting has been arranged in October to discuss further. To ensure continuity of approach the Project Officer is in discussion with Finlay McNab regarding a potential contract extension.

LEGAL IMPLICATIONS

None

FINANCIAL AND STAFFING IMPLICATIONS

The proposals with the Street Spaces report will require various amounts of funding, for design and technical reports. Following this funding will need to be found for implementation.

Additional cost for extension of consultant contract currently under discussion.

EQUALITY IMPLICATIONS

The Council is legally bound by the public sector equality duty to prevent and eliminate discrimination, establish and promote equality and equal opportunities, and foster good relations between people with different protected characteristics.

One of the main findings of the Street Spaces study is:

“There is a need to de-clutter and to create a simple palette of materials and approach to street design that is consistent and provides inclusive access across the centre”.

If taken forward the equality implications of the proposals will be assessed as part of the formal design process.

CO2 IMPLICATIONS

A major driver for this project is encouraging people to walk and cycle more. If successfully implemented, it has the potential to make a significant impact on emissions from private vehicles in the town.

Alison Rood
30/9/2021

Tourism Update Report

AUTHORS

Town Clerk

CONSULTEES

Market towns in Stroud district (through joint meetings with SDC)
Stroud District Chamber of Trade
Stroud District Tourism Forum

FOR MEETING

Regeneration Working Group 7th October 2021.

RECOMMENDATION

Authorise the Clerk, in consultation with the Committee Chair, to use the £5,000 allocated in this year's budget to employ a freelance contractor for the period up to 31/3/2022 and/or to pay for online and local advertising.

Provisionally allocate a budget of £5,000 for the 2022-23 financial year to support tourism promotion work.

Appoint a Councillor to represent the Council at future discussions with SDC regarding their funded post with a view to joining the steering group once established.

REPORT

There has been ongoing discussion between the market town councils and Stroud District Council (SDC) over the Summer regarding the creation of a post, potentially funded by the Welcome Back fund, to provide support for the market towns on tourism work.

Five of the Town Councils (Dursley Nailsworth, Stonehouse, Stroud and Wotton-Under-Edge) committed funding towards this project and expressed a preference for the role to be managed and employed by a joint steering group.

In order to get this up and running quickly it was suggested that the Councils could potentially jointly employ a third-party organisation or business to host the post. Two other towns (Berkeley and Painswick) also expressed an interest in joining in.

Several difficulties have subsequently arisen:

- the funding agreement between SDC and the government for the Welcome Back Fund stipulated that the money could only be spent by the District Council or a parish/town council – this ruled out a third-party host
- the agreement required parish/town councils to obtain three quotations for everything funded.
- the Welcome Back Fund has to be spent by 31/3/2022 so there is very little time left to recruit someone.

- the exclusion of the Stroud District Chamber of Trade and the Stroud District Tourism Forum representative from discussions was not well received by the town councils.

Stroud Town Council committed £5,000 to tourism support and requested an equivalent amount of match funding from the Welcome Back Fund. SDC have been asked to confirm whether match funding will be made available.

Following a meeting with the market towns on 16th September SDC have reported as follows:

“A key commitment from SDC was that we will recruit to a 2 year tourism post, focused on spearheading collective efforts to promote the district’s fantastic tourism and visitor offer. The post will be funded predominantly by SDC, with a small contribution from the Welcome Back Fund. No contribution is required or expected from parish or town councils although it was acknowledged at our meeting that it may be beneficial at a later stage to see how we might share any public funding allocated towards tourism to the best effect.

We talked about governance and the need for the new role to work within a partnership environment, where priorities and key milestones are collectively set and worked towards. I am aware that good progress has already been made in the development of a steering group model and we will arrange a further meeting with you and other key partners to take place by the end of October, to update and take matters forward together.”

Given the likely delays in getting a tourism post operational, there is the potential to use the £5,000 allocated in this year’s budget to employ a freelance contractor for the period up to 31/3/2022 and/or to pay for online and local advertising. The role could potentially involve assisting with online promotion of the town, local attractions, events and festivals. This suggestion comes with a caveat that the availability of freelance contractors has not yet been explored.

The Committee should also consider allocating a new budget for the 2022-23 financial year.

Finally, it would be helpful to appoint a councillor to represent the Council at future discussions with SDC regarding their funded post with a view to joining the steering group once established.

LEGAL IMPLICATIONS

No specific implications.

FINANCIAL AND STAFFING IMPLICATIONS

Stroud Town Council committed £5,000 to tourism support in the 2021-22 financial year and requested an equivalent amount of match funding from the Welcome Back Fund. SDC have been to confirm whether match funding will be made available, but it seems likely that this will be allocated to their own post.

The Committee should provisionally allocate the same for the 2022-23 year which could be committed to supporting joint working with the other towns and SDC. This proposal to be reviewed at the next meeting on 9th December 2021 as part of the wider budget discussion.

EQUALITY IMPLICATIONS

CO2 IMPLICATIONS

The brief for the proposed tourism post is very much focused on sustainable tourism.

HB

29/9/2021

London Road Closure report

AUTHORS

Town Clerk and Project Officer

CONSULTEES

None

FOR MEETING

Regeneration Working Group 7/10/21

RECOMMENDATION

Authorise the Clerk to:

- commence discussion with Gloucestershire Highways on the potential for a new Traffic Regulation Order to cover use of roads in Stroud town centre for the Farmers' Market on Saturdays and establish likely costs.
- consult with Gloucestershire Highways, Stroud District Council, Stroud Chamber of Trade, NABMA and the Farmers' Market operator to inform the design of an appropriate consultation process and timetable, and assess resource requirements.
- establish likely costs of implementation and ongoing maintenance.

The Clerk to report back on progress at the next meeting.

REPORT

London Road was initially closed all week in July 2020 in response to the Covid pandemic as part of measures to promote social distancing. As restrictions eased this was reduced to just a Saturday closure of London Road between the bottom of Union Street and John Street. This arrangement has continued, and a temporary road closure is now in place to allow Saturday only closure until 26/3/22.

At the Regeneration meeting on 11/2/21 the operator of Stroud Farmers' Market was invited to address the committee. He highlighted the success of the road closure, which he felt had been welcomed by traders and shoppers and asked whether it would be possible to secure a permanent Saturday closure to accommodate the market. Members agreed to a further extension of the temporary closure, whilst expressing concern regarding the ongoing traffic management costs.

A permanent Saturday closure would require a Traffic Regulation Order (TRO) which involves a more in-depth and lengthy consultation process and requires wide consultation. If granted following due process, some traffic management would still be necessary, except where permanent signage could be installed.

Originally focused on the covered Cornhill market area under license from Stroud District Council, the market has grown considerably, to a point where many of the surrounding streets have been brought into use. Alongside consideration of London Road, there is an opportunity to review which areas are most suitable for market

stalls, assess the impact on accessibility for shoppers and local businesses and consider unloading and loading arrangements for stallholders.

There are obvious implications from this proposal for the Street Spaces project and the Levelling Up Fund bid, which will need to be taken into account.

Further consultation with everyone involved or impacted by the proposals is essential to ensure that any new TRO is viable and secures public support. Advice could also be sought from the National Association of British Market Authorities (NABMA).

It should also be noted that the former Market Tavern site is likely to come forward for development at some point, so consultation with the owner of the site will be needed so that the impact of potential changes in this area can be evaluated.

LEGAL IMPLICATIONS

Any application for a TRO would be required to follow necessary legal procedures, which would be managed by Gloucestershire Highways. There has not as yet been any formal discussion with them about this. It should be noted that the process is likely to be costly and could take many months to complete. Depending on their capacity there is a strong possibility that this may not be completed before the end of the current temporary closure.

FINANCIAL AND STAFFING IMPLICATIONS

If a TRO is progressed there are likely to be significant legal costs – a figure of £10,000 has previously been quoted by Highways for another project. The cost of any permanent signage would also need to be considered. The Council will need to consider whether these costs might be funded from the public purse, once firmer figures are available.

Costs for traffic management are currently met through the Welcome Back Fund which is due to end in March 2022. If a TRO is progressed an agreement on how this will be funded and managed will be a vital part of the consultation process.

The consultation process is likely to involve a significant amount of officer time, which could potentially be mitigated by employing an external contractor to lead on this work.

EQUALITY IMPLICATIONS

The Council is legally bound by the public sector equality duty to prevent and eliminate discrimination, establish and promote equality and equal opportunities, and foster good relations between people with different protected characteristics.

CO2 IMPLICATIONS

Closing London Road to traffic may act to discourage people from driving into the town centre, but it is also feasible that people are making longer journeys as result. No formal assessment of this has been made yet.

Case Officer: Amy Beckett

Our Ref: 2021/09/ED

30 September 2021

Dear Town/Parish Clerk,

RE: Stroud District Council's draft Sustainable Economic Development Strategy

Stroud District Council is currently preparing an Economic Development Strategy to give direction to economic development activities within the District for the next 10 years. To assist with the development of the Strategy, we would welcome the views of Town and Parish Councils represented on the Market Towns Forum at this stage.

Please look at the summary document attached and answer the following questions please.

1. Should anything else be considered as strength, weakness, threats or opportunities?
2. Does the vision of the strategy meet the overarching needs of the District and your area?
3. The Key Economic Objectives have been determined from the data available, continued engagement with businesses, partners and issues identified within the SWOT analysis. Do you agree with them?
4. The measures of success are based on measures we have access to and can confirm improvements have been made. Do you feel these are right?
5. The priority sectors have been chosen as a result of an analysis of the local economy, the policy direction of GFirstLEP and other strategic partners, and the identified current and future needs of stakeholders. Are these the right sectors to prioritise? Please suggest any changes.
6. For each priority area, we have outlined broad commitments to demonstrate how the Council, as an exemplar, enabler and encourager will meet the key economic objectives. Specific projects will be identified at a later date. Do you agree with these commitments? Where there are more than one identified within each box, which is the most important? Are there any other broad commitments that should be identified?

The draft Strategy will be taken to Committee for initial approval in November 2021. We are then looking at a further opportunity to comment on the final document in early 2022. At this stage we would welcome your informal responses on the above questions by 15th October 2021 if at all possible so we can shape the draft document. If you would like to discuss the document in more detail, please contact me and we can arrange a meeting.

Yours faithfully,

Amy Beckett
Senior Economic Development Specialist
Amy.Beckett@stroud.gov.uk

Enc. Summary draft Economic Development Strategy

DRAFT Economic Development Strategy

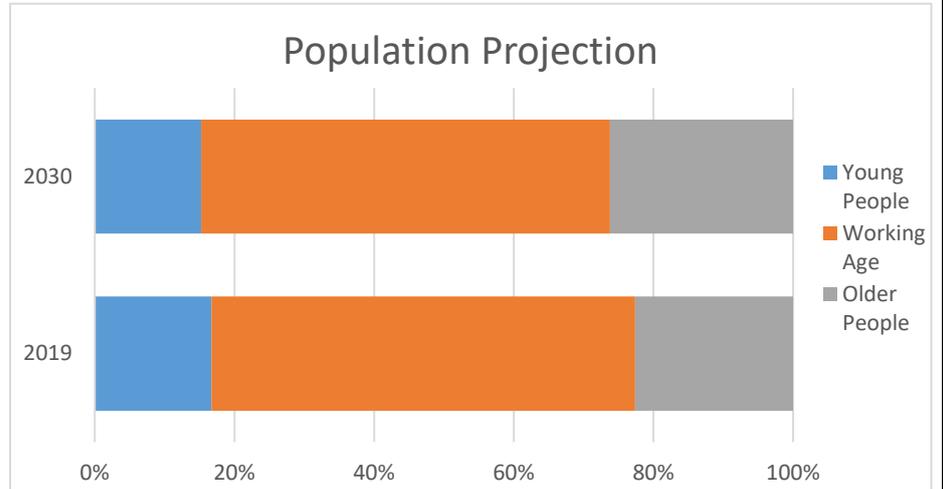
The Stroud District local economy: Our Facts & Figures

Population:
120,000

Projected population by 2030: 128,242

Working Age Population:
71,400

51.4% qualified to NVQ4 or above
(11% more than UK average)



Qualification	Stroud District	Stroud District Percentage	GB Percentage
NVQ 4 & Above	32,500	45.4%	43.1%
NVQ 3 & Above	44,600	62.3%	61.4%
NVQ 2 & Above	55,600	77.6%	78.2%
NVQ 1 & Above	64,900	90.7%	87.9%

Weekly earnings by residence:

£559.80

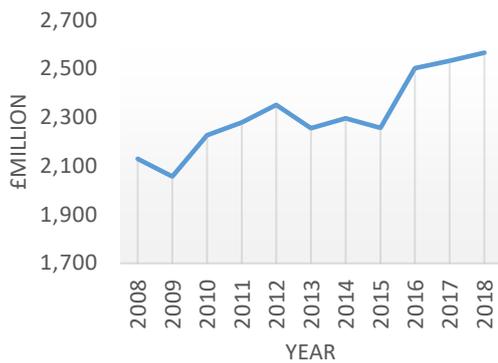
*5% less than UK av.

Weekly earnings by workplace:

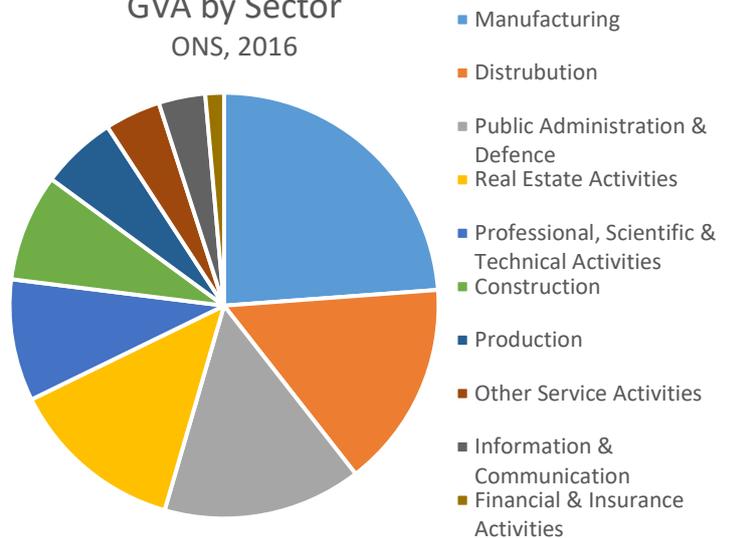
£564.80

*4% less than UK av.

**Stroud Districts
Gross Value Added
(ONS, 2018)**



**GVA by Sector
ONS, 2016**



DRAFT Economic Development Strategy

Stroud Districts's Top Sectors



Tourism Key Facts

814,000	Staying visitor nights
£52,771,000	Staying visitor spend
2,749,000	Day visits
£95,839,000	Day visitor spend
£156,080,000	Total visitor related spend
0	
£198,720,000	Total business turnover supported
0	
2,304	Full Time Employment
5%	Proportion of all employment

DRAFT Economic Development Strategy

Opportunities and Challenges

Strengths	Weaknesses
<ul style="list-style-type: none"> - Voted best place to live, Sunday Times 2021 - Attractive rural landscape and natural assets - Strong Micro and Small business base, 98% - Successful companies including: Delphi, Renishaw and Sartorius - Highly skilled population, 51% residents qualified to a Level 4 or equivalent - Highly scored wellbeing and life satisfaction - Low unemployment figures, 3.1% compared to 4.6% unemployed nationally - Strong advanced engineering and manufacturing sector - Good levels of patents registered to businesses in Stroud District - Strong Voluntary and Social Enterprise business base - Received 89 Innovate UK grants, totalling £24,184,659 since 2004 	<ul style="list-style-type: none"> - Broadband and mobile coverage is poor - Limited public transport links connecting the Districts Towns and reducing employment opportunities - Lack of connected walking and cycling infrastructure - Lack of connected grow on space for businesses - Viability of short term regeneration of the District Brownfield sites - Lack of required skills for roles within the District - High percentage of young people migrating out of area - Parts of the district in UK's top 10% of deprivation - Start-up and retention of businesses is low, only a 15% increase in 10 years, compared to 32% nationally. - Residence earnings lower than national average
Opportunities	Threats
<ul style="list-style-type: none"> - Pioneering steps forward in the Green Revolution - Potential for flexible workspace in market towns to complement the move from working and living in big towns - Build on Local Plan ambitions to retain businesses in the area with first class business space - Marketing opportunities for Stroud District's Tourist & Visitor economy - Increased access to local, renewable energy to support local companies - Support the prosperity of key sectors including: Tourism, Culture and Leisure, Advanced Engineering and Manufacturing, Distribution, Agriculture and emerging Green Technologies - Encourage digital sectors to set up in the District through improved connectivity and access to skills - Capitalise on canal corridor improvements, encouraging active travel and regeneration of key sites - Chances for businesses to internationalise and export goods and services 	<ul style="list-style-type: none"> - Reduction in office working will impact high street and eatery trade - National planning reforms making it easier to convert commercial space to residential - Lack of access to labour and skills - Implications to imports and exports due to emerging trade agreements, recent freight route blockages and the coronavirus pandemic - Shift to online shopping, and continued lack of confidence to return to the high street post Coronavirus lockdown. - Impact of VAT reductions ending for hospitality sector at end of 2021 - Governments focus on Levelling Up and local authority prioritisation list - An aging population, with ONS figures assuming 26% of the population will be 60+ by 2030 - Large level of out-commuting patterns - Increase in house and land prices forcing families and young people to move away. - Reduced short term certainty exporting to the EU as a result of Britain leaving the EU.

DRAFT Economic Development Strategy

The Vision

Our ambition is to create a sustainable, inclusive and thriving economy for our businesses, communities and residents.

Stroud District has a rich industrial heritage and a long term commitment to creating a greener economy that reduces our carbon footprint and supports a more sustainable pattern of living and working. We are committed to supporting innovation, creating locally led and distinctive approaches to economic recovery and progress. We want to maximise the value of local assets and ensure the benefits of economic development are retained locally. We believe in working to reduce inequalities and making sure that access to decent job and services is fair wherever you live.

Stroud District Council will continue to work at pace alongside partners to lead the way nationally as a centre for green businesses; encouraging investment into greener, cleaner ways of working and the emerging green tech sector. We will use innovative ways to support businesses recover from the pandemic and work alongside the private sector to enhance the vibrancy of our economy.

DRAFT Economic Development Strategy

The Objectives

Key issues to address <i>Points taken from the SWOT</i>		Key Economic Objectives
<ul style="list-style-type: none"> - Lack of required skills for vacancies within the District - Residences earnings lower than national average - Parts of the district in UK's top 10% of deprivation 		Improve skills and ambitions in the District
<ul style="list-style-type: none"> - Broadband and mobile coverage is poor - Limited public transport links connecting the Districts Towns and reducing employment opportunities - Lack of connected grow on space for businesses 		Create advanced and connected work spaces and communities
<ul style="list-style-type: none"> - Large level of out-commuting patterns - Lack of connected walking and cycling infrastructure - Pioneering steps forward in the Green Revolution - Increased access to local, renewable energy to support local companies - Attractive rural landscape and natural assets 		Reduce carbon and ecological impacts
<ul style="list-style-type: none"> - Reduction in office working will impact high street and eatery trade - Potential for flexible workspace in market towns to complement the move from working and living in big towns - Capitalise on canal corridor improvements, encouraging active travel and regeneration of key sites - Shift to online shopping, and continued lack of confidence to return to the high street post Coronavirus lockdown. 		Boost our market towns and rural vitality
<ul style="list-style-type: none"> - Marketing opportunities for Stroud District's Tourist & Visitor economy - National planning reforms making it easier to convert commercial space to residential - Start-up and retention of businesses is low, only a 15% increase in 10 years, compared to 32% nationally - Viability of short term regeneration of the District Brownfield sites - High percentage of young people migrating out of area 		Support inward investment into the local economy

DRAFT Economic Development Strategy

Measuring Success

Key Economic Objectives	Proposed Outcomes
Improve skills and ambitions in the District	<ul style="list-style-type: none"> ▪ Decrease in unemployment figures ▪ Increase in average residential gross weekly pay ▪ Amount of grant funding utilised in the District through Government schemes inc. Innovate UK and DIT ▪ Increase in productivity through Gross Value Added ▪ Increase of job adverts within the District ▪ Number of businesses accessing Growth Hub intervention and support
Create advanced and connected work spaces and communities	<ul style="list-style-type: none"> ▪ Percentage increase of digital connectivity ▪ Decrease in road network pinch points ▪ Percentage of new commercial space completed ▪ Percentage of brownfield sites bough forward for re-development ▪ Business start-up and closure rates ▪ Number of businesses in the district
Reduce carbon and ecological impacts	<ul style="list-style-type: none"> ▪ Increase in carbon neutral ways of working including: net zero utilities, increase in retro fitting, increase of solar and wind powered businesses and net zero delivery methods ▪ Number of emerging green tech businesses in the District ▪ Number of retrofitting commercial sites ▪ Decrease in reliance on fossil fuels of commercial sites ▪ Increase in active travel for commuting
Boost our market towns and rural vitality	<ul style="list-style-type: none"> ▪ Decrease in Town Centre vacancy rates ▪ Increased Town Centre footfall rates ▪ Increased connectivity of hinterland locations in the district ▪ Increase in sustainable businesses within market towns and rural locations
Support inward investment into the local economy	<ul style="list-style-type: none"> ▪ Increase in number of day and overnight visitors ▪ Increase in tourist spend in the District ▪ Increase number of skilled workforce in the sector ▪ Increase in GVA ▪ Increase in number of new businesses queries considering relocating to the District ▪ Retention of current tourism and hospitality businesses

DRAFT Economic Development Strategy

Our Priority Sectors

The Green Economy	<p><i>The green sector is defined as businesses who deliver: low-carbon energy, heat, low-carbon services, low-emission vehicles and infrastructure, alternative fuels and energy efficient products.</i></p> <p><i>A green economy is also created through an increased take up of sustainable working behaviours and retrofitting of commercial space.</i></p>
Retail and Hospitality	<p><i>Hospitality businesses are the Districts cafés, restaurants, pubs, bars and nightlife businesses such as nightclubs.</i></p> <p><i>The retail sector is any business that sell goods through stores, or online through the internet.</i></p>
Tourism and the Visitor Economy	<p><i>The Tourism and Visitor Economy is activities that are related to day and overnight visitors, including hotels, visiting a tourist attraction.</i></p> <p><i>Visits will occur from either domestic (from the UK) or inbound (foreign travellers)</i></p>
The Arts and Culture	<p><i>Arts and Culture sits within the creative industries and are formed of those who have creativity at the heart of the business. These businesses offer experiences to consumers and deliver economic and social activities.</i></p>
Agriculture, Agritech and Rural Diversification	<p><i>Agricultural businesses are those that produce crop and livestock of economic purposes; Agritech businesses are those who utilise technology in agricultures and horticulture to improve yield, efficiency and profitability; Rural diversification is businesses entering new activities within rural locations, such as glamping sites on previous agricultural land.</i></p>
Manufacturing and Advanced Engineering	<p><i>Manufacturing and advanced engineering businesses are those who produce goods with the use of raw products. They utilise innovative technologies and methods to do so; offering improved competitiveness and productivity levels.</i></p>

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

Key Economic Objectives	Proposed Commitments		
	Be an Exemplar in our own estates and practices by	Be an Enabler as a partner and policy maker by	Be an Encourager informing and incentivising locally led action by
Improve skills and ambitions in the District	<ol style="list-style-type: none"> 1. Work towards the retrofitting of all Council owned properties and working with local education training providers to develop and pilot training schemes in this specialist area. 2. Continue to take on cohorts of apprentices within the District Council and supporting our residents upskill to meet our green ambitions. 	<ol style="list-style-type: none"> 1. Work in partnership with the LEP, County Council and education providers to address the skills needs of our local workforce and develop green sector specialist courses 2. Offer mentor opportunities between local businesses and school aged young people to create enthusiasm for the emerging green sector 	<ol style="list-style-type: none"> 1. Partner with Higher Education facilities to support businesses gain access to research and development opportunities within the green sector. 2. Work alongside community organisations to encourage re-training and upskilling through lifelong learning initiatives within the green sector 3. Work with developers who deliver a skilled carbon neutral workforce through effective procurement practices
	<ol style="list-style-type: none"> 1. Take on apprentices and upskill staff within the Council owned hospitality trade through our recruitment methods and HR practices 	<ol style="list-style-type: none"> 1. Continue to work with partners such as DWP to support residents to take up retraining and back to work opportunities within the retail and hospitality sectors. 	<ol style="list-style-type: none"> 1. Utilise websites focussed on careers ad skills support such as the skills portal and careers hub, these sites offer support and information on next steps when considering careers change and retraining.

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

	<ol style="list-style-type: none"> 1. The Council will allocate resources and recruit a Tourism Officer to bring skills into the district which will promote tourism across Stroud District 	<ol style="list-style-type: none"> 2. Work with the districts education provision, delivery partners such as DWP and tourist businesses to ensure residents have access to skills within the sector across all levels 	<ol style="list-style-type: none"> 1. Work with partners to disseminate information including the LEP skills portal and Growth Hub to increase skills and retention within the sector
	<ol style="list-style-type: none"> 1. Offer apprenticeship opportunities and upskilling of existing staff to ensure they have the correct knowledge base 2. Develop initiatives that extend the community reach of the Councils arts and culture assets to new audiences 	<ol style="list-style-type: none"> 1. Work with community groups to ensure children and young people in the District have access to quality creative opportunities 2. Work in partnership with parishes and arts and culture businesses to market the career opportunities available across the District. 	<ol style="list-style-type: none"> 1. Support the arts and culture businesses to encourage residents access their provision
	<ol style="list-style-type: none"> 1. The Council will continue to offer guidance and support to rural businesses considering how they can diversify and move into new sectors 2. Develop a local food partnership and prioritising skills in circular economy and food production 	<ol style="list-style-type: none"> 1. We will continue to work with partners across the County who can support businesses in our rural hinterlands access a new workforce and skills 2. Continue to advocate for businesses needs in rural locations through the LEP wide skills groups 	<ol style="list-style-type: none"> 1. Access training on offer across the district through the promotion of college events and the LEP's skills portal

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

	<ol style="list-style-type: none"> Promote the higher skills requirements of the sector through events, job fairs and networking. 	<ol style="list-style-type: none"> Work with education providers to increase uptake of courses that encourages innovative and prosperous ways of working for the sector and continues to see GVA increases. 	<ol style="list-style-type: none"> Take up apprenticeship opportunities at all levels in the sector, ensuring the Districts manufacturing an advanced engineering businesses have access to their required skills
Create advanced and connected work spaces and communities	<ol style="list-style-type: none"> Develop a waste reduction plan on Stroud District Councils estate with enhanced storage facilities and review procurement policies to deliver effective circular economies Deliver initiatives that enable Stroud District Council's employees and visitors to use sustainable and active transport methods Require developers in the District to build using net carbon zero methods and use innovative energy and heat systems 	<ol style="list-style-type: none"> Develop opportunities for businesses and residents to make improvements to their connectivity that enable greener methods of work Develop and implement planning policies which ensure new builds achieves a net zero carbon standard and use a communal low temperature heating system Promote initiatives to encourage increased public transport to reduce the Districts carbon footprint. Support the Community Rail Partnership and other community groups to create 	<ol style="list-style-type: none"> Ensure the district's digital connectivity is effective, with improved broadband and phone network that supports flexible working methods and reducing the Districts carbon footprint. Access advice and local expertise on good construction practices when developing proposals Work with business groups to share best practices amongst local businesses, advocating carbon neutral changes to working practices. Advocate to government to request carbon neutral

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

		better transport links and access to workplaces	methods are written into national policy
	<ol style="list-style-type: none"> 1. Create new procurement policies that enable Council owned food and beverage businesses to utilise local supply chain 	<ol style="list-style-type: none"> 1. Continue to highlight the needs of businesses to partners to ensure all retail and food and beverage outlets have access to reliable and fast internet connectivity, giving them the chance to utilise modern payment methods 2. Enable ancillary uses in business parks through the Councils Local Plan policies 	Retail and Hospitality
	<ol style="list-style-type: none"> 1. Continue to progress the restoration of Cotswolds Canal, connecting communities and increase visitor spend 	<ol style="list-style-type: none"> 1. Work with partners to improve digital connectivity in rural locations, utilise marketing tools such as QR codes and virtual maps 2. Work with partners such as the County Council to improve signage to key visitor sites to improve footfall to all locations 	<ol style="list-style-type: none"> 1. Utilise effective marketing that will encourage visitors to see the District as a year round destination
	<ol style="list-style-type: none"> 1. Review the Councils estate to find innovative ways to deliver 	<ol style="list-style-type: none"> 1. Work with partners such as the County Council and broadband 	<ol style="list-style-type: none"> 1. Develop the community hubs in a way that promotes arts

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

	<p>fit for purpose commercial space for our arts and culture businesses</p>	<p>providers to develop opportunities for digital arts showcases</p>	<p>and culture provision, extending the reach and opportunities within the Districts</p>
	<ol style="list-style-type: none"> 1. Continue to develop policies that increase the connectivity of our rural hinterlands, both physically and digitally, including the continued improvements to the canal corridor as an active commuting route 	<ol style="list-style-type: none"> 1. Work with public transport providers and the County Council to develop better access for our hinterland locations 	<ol style="list-style-type: none"> 1. Take up improved digital connectivity that will increase the reliability of the service to rural locations
	<ol style="list-style-type: none"> 1. Prioritise the marketing of Growth Hub activities for the sector and increase the uptake of support, particularly for our small and medium business base to ensure they capitalise on opportunities currently available. 	<ol style="list-style-type: none"> 1. Plan for new business parks to meet the needs of the sector to be located in accessible areas through Local Plan policies, identifying and delivering major employment sites with key infrastructure available 	<ol style="list-style-type: none"> 1. Support the sectors accessibility of a local supply chain, encouraging a circular economy and retain spend within the District, evidencing we are an innovative and a forward thinking business destination. 2. Take up support to attend trade shows through provision provided by the GFirst LEP, Growth Hub and local government support such as DIT

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

			& Engineering
Reduce carbon and ecological impacts	<ol style="list-style-type: none"> 1. Ensure Stroud District estate are working towards becoming green work places through the use of and opportunities to store green energy and retrofit buildings 2. Create Council policies that prioritise the natural environment to ensure the District is resilient and future-proofed 	<ol style="list-style-type: none"> 1. Work in partnership with higher education provision to improve the relationship between the Districts businesses and access to skills through education campuses 2. Work with partners to establish low carbon community transport schemes (street bicycle hire, e-bikes, demand responsive schemes, door to door delivery, hub services) 3. Develop a good employer charter that encourages green working practices, positive changes to businesses ecological impact and prioritises the use of a circular economy 	<ol style="list-style-type: none"> 1. Promote good news and best practice of businesses within the district utilising green innovation to encourage other businesses in the district to consider transitioning to these 2. Care for the surrounding natural environment through sequestration and green space initiatives 3. Create additional EV charging points with the support of private and public partners
	<ol style="list-style-type: none"> 1. Initiate a programme of measures at Council owned public parking facilities at retail centres to support modal shift to active travel and public transport 	<ol style="list-style-type: none"> 1. Improve the connectivity and access of public transport across Stroud Districts retail centres and working with partners to utilise green travel methods 	<ol style="list-style-type: none"> 1. Support businesses to access food standards in environmental health and understand how they can reduce food waste

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

		<ol style="list-style-type: none"> 2. Enable the Districts hospitality businesses to reduce their ecological impact through increased local supply chains and improving their carbon food print and consider how they access community farms and orchards. 	<ol style="list-style-type: none"> 2. Encourage the Districts food and beverage and retail businesses to utilise sustainable delivery methods
	<ol style="list-style-type: none"> 1. The Council will pilot incentives which encourage visiting and localised tourists to access sustainable transport methods to their destination, such as the increased use of the canal corridor 2. The Council will change the management of our estate to improve biodiversity and sequestration of our green spaces 	<ol style="list-style-type: none"> 1. Create safe and accessible active travel routes from public transport hubs, creating effective last mile routes to tourism destinations 2. Work with partners to create a local nature strategy that will boost the Districts biodiversity at visitor attractions 	<ol style="list-style-type: none"> 1. Take up sustainable working practices by promoting the benefits and success stories of businesses within the district
	<ol style="list-style-type: none"> 1. All Council owned arts and culture assets will become net carbon zero and seek to make biodiversity enhancements, ensuring that the promotion of 	<ol style="list-style-type: none"> 1. Enable through working with the artistic and creative sectors to raise levels of engagement with the natural world and raise the profile of the climate and ecological 	<ol style="list-style-type: none"> 1.

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

	sustainable ways of working is done in a positive way	emergency to have a positive impact	
	<ol style="list-style-type: none"> 1. Develop procurement policy and practices to support local food production and local supply chains 	<ol style="list-style-type: none"> 1. Promote the funding initiatives to businesses in rural locations to make both sustainable improvements and encourage positive land use practices such as tree planting, re-wilding and natural flood management to the Districts eco-system to commercial properties 	<ol style="list-style-type: none"> 1. Encourage businesses in rural locations to take up funding initiatives and business support that is available through partners including growth hubs to transition to sustainable practices
	<ol style="list-style-type: none"> 1. Support procurement from local businesses within the sector that can demonstrate development of low carbon goods and services 	<ol style="list-style-type: none"> 1. Explore agri-tech opportunities for businesses and how they can be supported to create carbon neutral farms with improved access to technology 2. Develop and deliver planning policies for new development achieves a net zero carbon standard and utilise renewable heat networks 	<p>Encourage the business base to consider modern practices that enable them to be greener through higher energy efficiency and low carbon production. We will do this through encouraging the shift to net zero practices through awards and accreditations.</p>
Boost our market towns and rural vitality	<ol style="list-style-type: none"> 1. Retrofit and repurpose, where appropriate, Council owned 	<ol style="list-style-type: none"> 1. Continue to work with transport bodies to develop 	<ol style="list-style-type: none"> 1. Work in partnership with transport bodies to reduce air

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

	<p>and public buildings to achieve the Districts net carbon zero target</p> <ol style="list-style-type: none"> Initiate a programme of measures at Council owned parking facilities to support modal shift to active travel and public transport and improve access to EV charging points 	<p>better transport links that improve services between rural areas and local town centres</p> <ol style="list-style-type: none"> Work with parish councils to develop and deliver a range of opportunities that will encourage improved access to market towns 	<p>quality issues in relation to transport</p> <p>Encourage businesses in the District to consider sustainable and active last mile deliver methods</p>
	<ol style="list-style-type: none"> Use Council land to support the regeneration proposals that will positively impact the retail and the night time economy 	<ol style="list-style-type: none"> Look to new ways of working within retail centres including “bank hubs” and maximise the opportunities for health hubs that bring back essential services for communities and businesses alike 	<ol style="list-style-type: none"> Develop an online presence for the Districts retail and hospitality businesses by disseminating best practice and sharing social media campaigns
	<ol style="list-style-type: none"> The Council will facilitate better access to our market town centres through sustainable travel methods, including the regenerating canal corridor sites 	<ol style="list-style-type: none"> Work in partnership with stakeholders to better promote the market towns as a tourist destination, sharing the positive experiences of visitors and creating an itinerary offer of events The Council will successfully apply for funding that will support access improvements 	<ol style="list-style-type: none"> Identify ways extend the season and rethink the opportunities and visitor’s needs through the creation of a micro tourism offer

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

		for our rural and hinterland rural attractions	
	1. Promote a programme of arts and culture events and festivals across the district that will increase attendance and economic impacts	1. Facilitation of market town meetings and working with partners to understand needs through the creation of an effective network that establishes the unique needs of each area	The Arts and Culture
	1. The Council will employ a dedicated resource to support the market towns vitality and connection to rural hinterland, seeking to support recovery through the delivery of unique initiatives to each location	1. Develop and deliver Local Plan policies that will enable rural diversification	1. Access and spend at local food markets where the districts businesses bring produce to market and encourage visitors to engage in the town
	1. Investigate the opportunity for delivering start up units and shared working space for manufacturing and advanced engineering businesses, reducing their barriers to market	1. Work with partners, from the private and public sectors to ensure advanced engineering and manufacturing businesses are well connected and are confident working from our rural locations with excellent access to business parks	1. Invest in our well connected rural locations through effective marketing of the Districts hinterlands

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

	<ol style="list-style-type: none"> Identify potential site opportunities that meet the needs for businesses by delivering a holistic, one stop shop support system for businesses through the Council 		
Support inward investment into the local economy	<ol style="list-style-type: none"> Continue to focus on how Stroud District Council develop sites and attract new, green businesses to the area Market Stroud District effectively as a green location through all available streams Use the Councils estate as an exemplar of best practice to become the greenest District in the Country and attract potential investors 	<ol style="list-style-type: none"> Work to transport bodies to create safe and accessible active travel routes from public transport hubs, developing effective last mile routes to key destinations Enable businesses in the District to access private sector investment through effective marketing of the Districts assets including our sustainable transport links, digital connectivity and green skills 	<ol style="list-style-type: none"> Encourage the creation of localised supply chains within the District to attract new businesses into the area
	<ol style="list-style-type: none"> Continue to deliver support for the food and farmers markets through use of the land and effective marketing 	<ol style="list-style-type: none"> Support retail and hospitality businesses access sector specific support through key organisations such as the Growth Hub 	<ol style="list-style-type: none"> Encourage our retail and hospitality businesses to better promote their offers with access to increased skills of effective online marketing

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

		2. Support the retail and hospitality businesses in the District through promotion of their services	
	1. Promote the Council's and districts assets through branded campaigns, both in partnership with Destination Management Organisations and as Stroud District Council	1. Work with neighbouring authorities and Destination Management Organisations to create and coordinate accessible tourism information	1. Encourage businesses to better promote themselves and increase the visibility of their businesses online including taking up support through partner and business support channels
	1. Continue the Canal Corridor regeneration project, seeking to encourage visitors and localised tourists to access the canal as a key area of interest and as a mode of travel	1. Continue to work with partners to develop effective marketing material that enable inward investment from the private sector	1. Take up opportunities of funding through the Department of Culture, Media and Sport and the Arts Council to deliver new programmes of work and increase the positive impacts of the sector
	1. Promote best practice through our local food and drink production that will support to identify the District as a preferred place to do business	1. Promote available Agri-tech courses at Higher and Further Education facilities to enable our businesses access development opportunities that offer improved productivity	1. Encourage new ways of working and attendance of exhibitions for rural business owners to alter their work practices to ways that support inward investment

DRAFT Economic Development Strategy

The Commitments

The Green Economy
Retail & Hospitality
Tourism & Visitor Economy
The Arts & Culture
Agriculture, Agritech & Rural Diversification
Manufacturing & Advanced Engineering

	<ol style="list-style-type: none"> 1. Support the website offer and one stop shop approach of Councils support to businesses through a dedicated resource for the sector and promoting the district as a location for advanced engineering 2. Attract investment opportunities through the new place prospectus, with a focussed approach on the promotion on the sector 	<ol style="list-style-type: none"> 1. Work in partnership with LEP to develop funding bids for investment into local businesses and improving local infrastructure 	<ol style="list-style-type: none"> 1. Encouraging the take up of existing support networks within the sector through the support available including the Growth Hub and national support on offer