



Stroud District Council

THE 2030 STRATEGY MASTER PLAN

Limiting,
Adapting,
Recovering and
Responding in a
Changing Climate

Spring 2021

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CONTACT US

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INTRODUCTION

Climate Change is the greatest long-term threat to our society. The 2020, Covid-19 pandemic has laid bare the intricacies of our global economies and social infrastructures. The pandemic has also shown the powerful potential of our individual and collective behaviours to perpetuate, mitigate or even, to halt a crisis of almost unimaginable magnitude.

The 2030 Strategy sets out a context, rationale and approach for organising the work that will be needed to tackle our climate and ecological challenges. This Master Plan starts to organise work streams that will achieve the ambition by identifying a framework for delivery.

Sir David Attenborough

“If we don’t take climate action, the collapse of our civilisations and the extinction of much of the natural world is on the horizon.”

Stroud District Council are pledged to do everything within the council’s power to make Stroud District carbon neutral by 2030.

Stroud District Council: Climate Emergency motion carried, 24th January 2019.

THANK YOU FOR YOUR HELP...

This document details an approach to help limit the global effects of climate change by becoming a carbon neutral district by 2030.

Many of the greenhouse gas emissions within the district are not within the direct control of Stroud District Council. There are lots of things that we can do as a local authority to improve our own services and operations, but a whole-hearted effort is required by everyone that lives or works here in parallel with, significant local, national and international government action to achieve our 2030 aims.

A collaboration

Assembling this draft Strategy and Master Plan has involved:

- ▶ collaboration with community groups and stakeholders, both within and outside the District Council. This has included participation in the Climate Action Network Forum, Local Strategic Partnership and in the Gloucestershire Energy Sector Group to name a few. Support from Stroud District Youth Council has also been greatly appreciated and we thank them for their contribution and ongoing collaboration for our 2030 mission.
- ▶ drawing upon the evidence contained in commissioned reports and studies, aligned to the District Council's Environmental Strategy and Local Plan Review.

- ▶ district and county-wide survey results and the work of professional and academic networks.
- ▶ lessons learned from partnership delivery of recent projects and long-running services, including the sustainable energy focused domestic and business support programmes.
- ▶ a series of on-line consultation events, chaired by local experts and attended by town and parish councils; youth groups; charitable, community and voluntary sector groups; businesses; private landowners and their associations; schools, colleges and interested individuals.

This has driven the development of a strategy that strives to be:

- ✓ comprehensive in defining the wide range of necessary actions and development areas for the district
- ✓ targeted on required key achievements
- ✓ supportive in securing provision for the resources required
- ✓ agile, to enable community led schemes to come forward

A STRATEGY CONSULTATION

You told us...

Vision and direction: The ambitious vision and direction was welcomed by almost everyone who took part and the challenge of achieving this was widely recognised. More explicit emphasis was wanted for the theme of leadership so we have named this in the strategy redraft and it remains covered by our role as exemplar and strategic partner through the commitments.

Leadership and responsibility: The approach of considering council influence and scope under the categories of Exemplar, Enabler and Encourager was considered clear. The balance of commitments across those spheres was also supported. It was noted that a clear steer on the purpose of the strategy and plan was needed. We have also taken on board the need for our mission statement to have a clear line on leadership and ecological emergency.

The proposal for community governance was welcomed and seen as very important. There were many good suggestions for how this should be rolled out and these ideas will feed its development as part of our very next steps after strategy adoption.

Solutions and innovation: We have now included the context of other district and county strategy and policy documents as a signpost to some of the aspects you noted as missing but that are available elsewhere. We will also be using community governance and continuing our collaborations with key stakeholders and experts to get the specifics right as we deliver actions.

Fact checking: There was some helpful feedback on targets which have influenced the approaches in this re-draft.

Some wanted to know the detail on assumptions but others were impressed by the evidence paper.

The setting of targets over a 10-year stretch is a difficult matter and so, in this version, we have given this context and explained how we will keep targets under check for their sense and reliability in framing our aims and objectives for action.

WHERE DO WE WANT TO BE IN THE FUTURE?

Our draft 2030 Strategy defines a vision for 2030 across 7 organising themes and establishes an approach towards tackling the climate, ecological and recovery emergencies facing us now and in the future.

Where did we start?

The climate and ecological emergency can seem hugely complex and daunting, spanning issues from global peace and security to corporate responsibility, right down to the food in our cupboards and the insulation in our walls.

We have tried to embrace a broad spectrum of concepts, issues and priorities, while streamlining them to focus on Stroud District's specific context. We want to set out a strategy and plan that is comprehensive but also user-friendly.

This draft Master Plan acts as a framework for the creation of policies, projects and schemes in an agile way across the topics as a whole. The purpose is to offer and invite flexible, multi-benefit solutions across the spectrum of issues. Each theme in the plan is framed by Stretch Goals for to keep action in focus.

Our Mission *is to always...*

...act as **an example** in the community. To be an **enabler and encourager** of positive action. Through our services, policies and projects to demonstrate leadership doing **everything in our power** to **collaboratively** achieve a **just transition** to achieve ecosystem restoration and a **carbon neutral, resilient, inclusive and, equality driven** district.

HOW DOES THIS WORK?

There are 3 levels of action in the Master Plan, which relate to the council's spheres of influence as "Exemplar", "Enabler" and "Encourager".

Each commitment is loosely time framed over the decade, which is segmented into 3 phases that can be broadly considered as:

- (i) (2020 – 2023) preparation and pilots;
- (ii) (2023 - 2027) bigger projects and roll out schemes;
- (iii) (2027 – 2030) finalisation of schemes and next stage planning;

In practice things are not so neatly 'linear' since we already have some well-developed projects. The council has a long track record of action, and the momentum on climate and ecology issues is well established. So some projects are underway and results are already being realised. These, projects in progress, are living examples of how the Master Plan can be a framework, an anchor for the detailed action plans that underpin action.

EXEMPLAR
... in our own operations








The area where we have the most direct influence. Here we strive to set the standards and be the pathfinder through the challenges facing the district.

ENABLER
... partnerships, policy, decisions and services

We have shared responsibility and influence in our partnerships and own projects, and sometimes as a facilitator to the projects of others.

ENCOURAGER
... advice, information, incentives

We have least influence in the private sector, but we can provide information and incentives to encourage behaviours and strategies that make positive contributions towards our vision of a carbon neutral and climate resilient Stroud district.

Contextual themes ▶	1	2	3	4	5	6	7
▼ Cross-cutting themes in the Master Plan	ENERGY	BUILT ENVIRONMENT	NATURAL ENVIRONMENT	MOBILITY	OUR ECONOMY	WASTE & RESOURCES	COMMUNITY
 Food and agriculture	What we choose to eat, how we source and produce food, develop our supply chains and deal with food waste – this cuts across a broad range of actions, including land use, transportation, waste and resources, our economy particularly the farming sector and, community.						
 Water	Flooding, water consumption and water stewardship – this topic is touched upon by almost all the themes, but is particularly linked to our actions in built and natural environment, waste and our community.						
 Balancing Carbon	Energy efficiency is largely dealt with in the built environment actions, but this topic is also visible in potential action that can be taken in relation to transport/mobility and community. The potentials for carbon sequestration and offset are also spread across the seven action areas.						
 Social justice	There is a key thread, running throughout the strategy and master plan and in support of COVID recovery needs that is a focus on climate and ecology to simultaneously raise housing standards, alleviate poverty and hunger, support job creation and strengthen community cohesion, health and wellbeing, resilience and inclusivity.						
 Funding and investment	It is crucial to the success of this strategy that the master plan includes a range of actions across each of the themes that can generate, distribute and leverage funds to support the large scale investment needed.						
 County, National and Global Policy	This strategy rightly has a clear and strong local emphasis, but the ambitions will not be achieved without considerable efforts and collaborations locally, nationally and globally.						
 Leadership & Agency:	The council's sphere of influence as an exemplar and enabler is where our role in taking leadership on issues is most apparent. There is also a drive to support and encourage local leadership on issues and actions.						

WHAT IS THE COUNCIL GOING TO DO?

1 *Be an Exemplar andput our 'own house' in order*

Joining up all parts of the council under a common mission, investing in our own property and changing our policies and practices in line with the ambition to achieve a carbon neutral and ecologically sound district is one way we will demonstrate leadership on our 2030 ambitions..

... be the pathfinder

To help others in the district tackle their challenges we will exploit the opportunities of our land and buildings to demonstrate how things can be achieved and how new technologies can be applied.

2 *Be an Enabler and... ...play our part as a partner*

We will act as a focal point for diverse groups to come together. In partnerships and through consultation we will identify shared benefits and the initiatives to achieve them.

Our natural system is inextricably linked to the systems of other landowners and authorities; we are focused on making the most of our strategic relationships to maximise the potential.

...identify and support access to financial tools

Funding and finance is a cross cutting theme of the plan with the intent that all potential ideas can be considered for viability.

3 *Be Encouraging and... ...actively promote good practice*

The council will be looking for chances to incentivise through awards, accreditation and experience sharing as these help us all understand what 'good' looks like.

We will be active in our communications and use a variety of ways to engage, advise and inform the district to help everyone get involved.

...signpost to credible expertise

There is an overwhelming wealth of information and support organisations that can help. There is a role for the council to offer good basic advice and reliable signposting and to facilitate community led action.

Finally,

The strategy outlines how we seek to build in community governance to the ongoing monitoring and reporting to the plan through establishing a 'Core Group' to represent community voice.

BUILT ENVIRONMENT

FOCUS: the efficient use of power and water in our district's buildings, towns and villages.

Retrofitting is achieving low carbon operation. Lifecycle considerations give value to our heritage buildings and legislation and technology are opening up their potential. Newer builds are carbon positive exporting power to the grid or local area.

Families and businesses are benefitting from efficient, healthy buildings that are cost effective to operate.

**...A 2030 VISION for
BUILT ENVIRONMENT**

Built environment | 2030 Stretch Goals

- SG 1** To have sustainable construction principles and a net-zero requirement shaping new developments in the district
- SG 2** To have completed a retrofit programme to realise the maximum emissions reductions on the council's residential dwellings to achieve an average SAP C in energy performance across all properties
- SG 3** To have established and completed a carbon neutral action plan for the council's public and operational estates

BUILT ENVIRONMENT

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...		
EXEMPLAR in our own operations	BE1 Efficiency Programme <i>Linked to E1, M2</i>	Review council owned building stock for energy and water efficiency; Compile a list of recommendations for achieving carbon neutrality and mitigation/ resilience measures (such as cooling/shading and SUD/grey water recycling); Establish action plan.	Implementation period.	Completion and review of carbon neutral buildings action plan.	<i>The Council owned stock represents a significant challenge, early pilots will help to inform the decision making and provide evidence that can accelerate the decision making process around future implementation.</i>	To be stipulated in the plan E.g. No of installs; emissions savings; £'s invested		
	BE2 Low Carbon Pathfinding	Research innovations such as Energiesprong, Modern Methods of Construction; Investigate partnerships that can help the District meet its retrofit challenges	Identify and commence early 'carbon neutral' retrofit & Offset pilots on our council owned housing as pathway projects.	Review of pathfinders and recommendations for future plans.				
	BE3 Energy awareness at work training	Implement "energy awareness at work" training as part of our induction and ongoing CPD processes to help all our staff to minimise energy waste in their working practices and understand how energy knowledge and skills apply to their roles and decision making at work.	Introduce energy manager functions (and any necessary tools such as sub-metering) into the staffing structures of our main offices and other sites; Provide training to collect and report on energy data to support our monitoring processes and council decision making functions.	The council will have an embedded energy management mind-set; Senior managers and all staff have appropriate awareness of how the organisation is using energy so that good practice is maintained. Induction and CPD processes maintain the standards in place.			<i>Building users have a key part to play in achieving efficiency and it is important that our workers can apply their knowledge to support the public to do the same through the services they provide.</i>	Training material, training records; job descriptions; internal communication structures (fixed agenda item etc); energy data records, forecasting and monitoring
	BE4 Heritage case study: the Museum in the Park	Explore the potential to both demonstrate and celebrate how to achieve carbon neutrality through our Museum in the Park site. Plan projects that educate, inspire and raise awareness of the potential in our District's heritage.	We will identify funding and implement plans and project concepts for Museum in the Park demonstration retrofit and education projects.	We will ensure low carbon retrofit projects are complete at the Museum and maintain educational projects that have been established to provide ongoing information, workshops and support for those modifying their own homes.			<i>Many in our District are living in heritage 'hard to treat' buildings. The Museum in the Park offers unique potential in its buildings and grounds to be an example and source of inspiration to those tackling 'hard to treat' buildings of their own.</i>	Working Group; Concept projects; live projects

BUILT ENVIRONMENT

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...	
ENABLER <i>Partnerships; Policy, Decisions and Services</i>	BE5	Financing through development	Redesign our application process for Community Infrastructure Levy to ensure focus on a CN2030	Develop a carbon offsetting fund to deal with the residual emissions developers cannot tackle and invest this into 2030 Strategy Projects.	As we achieve our carbon neutral goals the funding for projects like this will be reviewed on the basis of the needs identified for the forthcoming period.	<i>An ambition as great as CN2030 will require significant financing these are some of the ways in which we secure those funds.</i>	Investment to sustainable energy projects
	BE6	New development <i>Linked to NE5</i>	Continue 'ask' to national government for Building Regulations of the highest environmental standards Explore and apply interim planning policies and guidance, to addresses the 2030 ambitions.	Require all new development to achieve a net zero carbon standard in terms of regulated emissions; Issue Supplementary Guidance on Energy Efficiency Measures in Listed Buildings.	We will require all new development to achieve a zero carbon/carbon positive standard in terms of regulated emissions	<i>Our Draft Local Plan requires all new development to achieve a minimum overall 35% reduction in emissions over Part L Building Regulations; a 10-15% reduction in emissions through fabric energy efficiency; and residual emissions offset through payment to a SDC carbon offsetting fund.</i>	Local Planning regulations and planned development standards
	BE7	Homes	Improve and maintain provision of bespoke advice and technical services support to households and specialist services to the vulnerable. Seek partnerships with providers of services that encourage the same in the 'able to pay' sector.	Collaborate on and deliver large scale retrofit programmes to the homes and businesses of the District.	We will keep our funded services under review and work with partners to ensure that their activities build future proofing and are being delivered in the most cost effective way.	<i>The domestic advice and the business support programme for Gloucestershire has a well-earned reputation and delivery record but much larger scale action is needed. Given the multiple priorities and the scale of finance required to meet our ambitions it is important that services continue to leverage in more funding than the council invests and that the grants programmes are delivering solutions that safeguard a carbon neutral future.</i>	Websites; Partnerships; programmes; growth in renewable related businesses; measures installed, carbon saved, EPC ratings achieved
	BE8	Businesses	Maintain the provision of programmes that provide bespoke advice and support to small and medium sized enterprises for improving their energy efficiency. Work with partners to explore effective ways of incentivising all businesses	Work with a range of partners to deliver large scale retrofit programmes to the homes and businesses of the District.			
	BE9	Enforcement	Collaborate with the enforcers of Minimum Energy Efficiency Standards (MEES) to find ways to improve the way this legislation is working to raise building energy standards	Implement local level action that helps the implementation of MEES and consider how local licensing and control can be used to encourage energy efficiency measures in buildings during their out of hours operation.	All applicable buildings in Stroud District will be MEES compliant as a minimum and we are effectively encouraging reduced business energy demand through local schemes.	<i>MEES applies over both private and social rental sectors and business and are regulations used to enforce minimum standards</i>	Enforcement record; decrease in fuel poverty statistics; EPC data.
	BE10	Neighbourhood Plans	Collaborate to explore how we can encourage Town & Parish councils to develop 2030 compatible neighbourhood plans.	We will be active in monitoring neighbourhoods without plans and encouraging them to take this opportunity.	All areas of the district are using Neighbourhood plans to maximise their local potential for building in carbon neutrality.	<i>Neighbourhood Plans are an essential tool for communities wishing to achieve carbon neutral living, allowing them to make local provision that goes beyond the district wide Local Development Plan.</i>	Number of neighbourhood plans
	BE11	Market Town Regeneration	Produce a 2030 focused Regeneration Strategy for Market Towns	Action Planning and delivery on the strategy. Working to introduce local incentives on low carbon goods and services.	Review and plan for next phase delivery.	<i>Market Towns can support improved living/ working opportunities, better connectivity, localised supply chains etc.</i>	Economic growth; skills; outcomes identified in projects

BUILT ENVIRONMENT

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...
ENCOURAGER Advice, Information, Incentives	BE12 Awards and incentives	Research and consult on award and incentive schemes motivate those with building related responsibilities to plan, build and install only to the highest energy efficiency /low carbon standards.	Review the success of initiatives at local levels. Review standards and accreditations to assess applicability to our own procurement requirements.	Award Winning sites in our District will be used as templates for replication plans in other towns and villages.	<i>Awards and accreditations are very motivating for communities and businesses and help us understand what 'good' looks like.</i>	Number of awards in the Districts businesses
	BE13 Support the take-up of renewable home energy systems and green tariffs	Support and promote local, national and regional initiatives that increase the take up of renewable home energy systems or green tariffs.	Review the success of initiatives at local levels and revise approach to promotion accordingly Identify any specialist local schemes for potential pilots	Incentive schemes have almost maximised their potential in the District and the council will be reviewing data from these to consider the next steps.	<i>Building from the good practice in some of our neighbourhoods who are collaborating on bulk by schemes for PV.</i>	Number of quality schemes active; Number of installs

Key Priority – the retrofit challenge

In line with a national picture, the retrofit challenge for the district is to generate both demand and capacity for those industries that will work to improve our buildings.

UK engineering consultancy, Burro Happold estimate that capacity must increase 10 fold to meet national 2050 targets and that increases the scale of challenge for our 2030 commitment.

Meeting this challenge will require cross sector working on economy, skills and, crucially, community engagement to drive the demand for sector growth.

FOCUS: energy generation and power distribution across the district.

Energy consumed within the district is from renewable and decarbonised sources. Much of this is generated within the district via decentralised power systems utilising increased energy storage.

Localised markets for energy supply offer competitive value. Our energy systems are smarter and planned to integrate to minimise energy waste.

...A 2030 VISION for ENERGY

Energy | 2030 Stretch Goals

- SG 4** To have at least trebled the proportion of energy generated by renewable sources in the district from the current 12% renewable generation within the district and have identified and achieved the offset requirement that will achieve neutrality
- SG 5** To have facilitated all viable decentralised and ‘smart energy network’ opportunities (such as district heating and energy from waste systems); as well as all viable alternative renewable options such as wood fuel, anaerobic, biomass etc
- SG 6** To have encouraged an energy infrastructure fit for the future:
 - grid constraints are no longer obstacles to renewable generation
 - storage and on-site generation projects are well supported

ENERGY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...	
EXEMPLAR in our own operations	E1	Renewable Tariff	Our office operations will be 100% Renewable Energy Powered at by 2022	All Council owned business premises will be 100% Renewable Energy Powered	Direct Council operations will be 100% renewable energy powered, where possible sourced from in district generation.	<i>We will ensure Energy Procurement at the end of current tariffs moves to 100% renewable by source and ensure own procurement practice helps shape a local green economy by supporting future community energy projects.</i>	Supply Contract; number of community energy projects; extent of in district supply Mwh
	E2	On-Site Renewables <i>linked to BE1 and 6 and, E4</i>	All council owned business premises will be surveyed for renewables potential and the Water Source Heat projects already identified will be implemented.	Any further viable renewables projects identified will be bought forward through a renewable energy strategy for the district.	Through a combination of procurement, onsite and, community renewable energy projects, council owned offices and business premises will be renewable powered and offset schemes in place for residual emissions.	<i>Our heritage sites can be an example of how to integrate modern technologies on aged buildings and our potential as landlord to businesses gives us opportunity to demonstrate how we can work with our business tenants to avoid energy costs and promote carbon neutral practice.</i>	2 water source heat pump (Ebley Mill Brimscombe Port); Survey's complete; Number of identified projects, number of viable projects; commissioned projects; installed capacity
	E3	Housing Stock Renewables	Stock modelling / surveying will be carried out on all council owned housing stock to give route maps for achieving carbon neutrality. A renewables retrofit pilot on a sample of our Independent Living Housing will pave the way to wider replication.	Pilot Independent Living Housing work will inform the route map; An action plan and implemented across the housing stock rolling out more renewable projects for council housing	All viable renewable energy projects on council owned housing will be completed.	<i>A rolling programme of retrofit will help us meet our 2030 goals. A researched evidence base will help realise the most effective retrofit plans. The sheltered housing pilot will provide direct experience upon which to upscale our retrofit activity.</i>	Technical Recommendations reports for all aspects of our housing stock and completed capital projects. Housing Stock - No Carbon Retrofit/ Offset Action Plan developed; installs of new tech; carbon reductions achieved.
	E4	Land for Renewables	We will explore how to manage our land assets portfolio to provide the best opportunities for renewable generation, alternative renewables and low carbon power in the district including the securing of the limited sites we have available for on-shore wind generation.	Feed lessons learned into the council estate aspects of a Renewable Energy Strategy for the District.	The council estate will be maximised for its contribution to in-District generation and we will be using the experienced gained to plan for future energy needs.	<i>It is important we work to be the pathfinder on energy projects for our District.</i>	Renewable projects scoped; renewable energy strategy in place, projects in initiation.

ENERGY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...	
ENABLER Partnerships; Policy; Decisions and Services	E5	Energy Networks	We will collaborate with leaders from councils, business and industry in the District to explore the potential of the Heat Network Priority Areas that have been identified in research supporting local plan review.	Partnerships with anchor institutions and key landowners , including County Council will scope and define energy network projects as part of a Renewable Energy Strategy for the District	Capital projects that support the establishment of Smart Energy Networks will be completed subject to viability and Partnership arrangements	<i>As well as the need to ensure that the Javelin Park development not only 'generates' power but that it is used effectively to avoid generation elsewhere, there will be other opportunities around our larger in-District emitters that will need to be harnessed to meet the District vision.</i>	Heat Network Priority Area Options Appraisals; Feasibility and projects.
	E6	Planning Policy <i>Linked to NE4,8</i>	We are reviewing our local plan and working with experts to ensure its policies and scope focus new development on our 2030 aim.	We will complete and commence implementation of a Renewable Energy Strategy focused on reaching the potential of renewable generation in the District and identifying the offset requirements for neutrality in 2030	We will require all new development to maximise on the available local renewable generation capacity and to work in cohesion with neighbouring energy systems to maximise the potentials for serving demand and storing excess generation to support this.	<i>As well as requiring high construction standards we need to safeguard and utilise the Districts wind and solar potential and work towards new development being energy self-sufficient. In conjunction with this we recognise we have grid capacity issues that require collaboration with our network operators.</i>	Severn Vale Park as a renewable initiative in the District; Garden Communities Renewable powered; Increased community renewable initiatives; increased large scale sites in District.
	E7	Planning Constraints	We will continue our strategic engagements with local partners and national government to address renewable retrofit barriers on listed buildings	Ongoing as required		<i>As technology improves in terms of design and, readiness to accept change grows, it is hoped that ways to overcome issues such as PV on listed buildings can be overcome.</i>	Changes to national and local planning frameworks.
	E8	Community Energy <i>Linked to BE10</i>	Encourage and where viable invest in renewable energy innovation in the District; projects that develop our low carbon generation potential. Encourage those who develop Neighbourhood Plan documents of their own.	Ongoing from phase 1 and leading to capital pilot projects and case studies		<i>As well as wind and solar generation there is potential energy in our water ways, ground, agricultural crops, bi-products and other waste</i>	Number of innovation projects; number of replication projects; increased in GHG saved/avoided, renewable generation focused neighbourhood plans
	E9	Alternative Renewables <i>Link to W7</i>	Explore with key landowners and experts in the agri-tech community what the opportunities are and how they can be supported to develop carbon neutral farms.	We will review findings and set out recommendations and identify support streams accessible for farmers wishing to take actions forward.	We will have good case studies of how farms can adapt and diversify for a carbon neutral operation and will be encouraging other farmers to do the same	<i>A carbon neutral, climate and ecology emergency agenda poses both opportunities and threats to our farming communities; helping them to find ways to return on investments, diversify and build stronger local links is important for maintaining this vital sector</i>	Renewable Projects developed; local partnerships created; support schemes identified; specialist information channels created.

ENERGY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...	
ENCOURAGER Advice, Information, Incentives	E10	Signposting	We will establish council communication systems for information and signposting to advice and local expertise to support those seeking to include renewable systems in their homes and businesses	Ongoing		<i>There is a wealth of information and support organisations that can provide good information; the variety can be a bit overwhelming. There is a role for the Council to offer good basic advice and reliable signposting to help residents and businesses.</i>	Websites; Partnerships; programmes; social media data

Key Priority - mainstream renewable energy

Public awareness of the variety, impacts and benefits of renewable energy options needs to be addressed in order to encourage wider adoption of these systems.

Marketing strategists have been tapping into the long term benefits of ‘early adopters’ or ‘lighthouse customers’ for accelerating the success of innovations.

We need to work on making renewables accessible but also, as a first step, making them more desired. Education, communication, arts and community events can all play their part to make this happen.

NATURAL ENVIRONMENT

FOCUS: Positive outcomes and increased resilience for all species

We are concerned with ensuring safe and inviting habitats for both human and wildlife populations and have made significant biodiversity gains.

Landscape and economic development is both protecting and nurturing nature, whilst mitigating and building our resilience to a changing climate.

...A 2030 VISION for NATURAL ENVIRONMENT

Natural Environment | 2030 Stretch Goals

- SG 7** To have increased our tree canopy, woodland and forestry in collaboration with the Local Nature Partnership's, 'Gloucestershire Tree Strategy' ambitions
- SG 8** To play our part in the SW Nature Recovery Network through partnership working ensuring:
 - a minimum standard of 'favourable condition' for all our 'bio-' and 'geo-' diversity sites
 - improved access to and public understanding of nature
 - high quality, thriving, protected natural habitats in both water and landscapes in the district
- SG 9** To increase Flood Management and Rural SUD defences, as a minimum doubling the current 20% of Frome Catchment that is managed

NATURAL ENVIRONMENT

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...	
EXEMPLAR in our own operations	NE1	Our Land Management	Review land use and management policies and practice to prioritise sequestration and biodiversity interests in decision making.	We will identify and develop further re-wilding and land use for Climate Emergency Response projects and targets as part of a Nature Recovery Strategy and monitor their implementation and progress.	Council owned land is being managed to high standards of ecological sensitivity. The council will consider further improvements including the potential to purchase land for ecological gains.	<i>There are a range of measures that can be taken even on the smaller strips of land. The small woodland proposal at Salmon Springs and our verges are examples of these. At Salmon Springs there is limited farming use of land and on our verges the rates of cutting, the collection or not of clippings and the use of weed killers and fertilisers will be reviewed to provide environmental benefits such as more wildflowers that attract pollinators.</i>	Nature Recovery Strategy and targets e.g. New Woodlands planted; species counts
	NE2	Strategy for adaptation and mitigation	We will include mitigation and adaptation issues in our land management policy and practice review. This will include consideration of issues like increasing tree canopy cover; protection of native species (including Ash dieback issues); drought resistant planting and flood management; biological pest control and natural management of water and land features where possible.				
	NE3	Joined up working	We will establish a 'Climate Action Officer Group' that are working on projects delivering infrastructure and regeneration in order to maximise on net gains through integrated approaches to delivery and next steps planning.	Identify and develop multidisciplinary projects that can be delivered through pan council activity and partnership and used to attract external funds. Incorporate building with Nature Standards (see NE5) into our own capital projects so that Council led developments are models of good practice enabling the introduction of compulsory standards through our planning system.	We will promote models of the holistic delivery practice that provides the ideal vehicle for the implementation of productive, multi-benefit projects across the highly intricate landscape of environmental action.	<i>Enhancing the way we share our expertise and opportunities can help accelerate our progress towards multifaceted targets such as our carbon neutral ambition</i>	Project outcomes being achieved; new projects developed; 259 locally designated biodiversity and geodiversity maintained and in 'positive condition'
	NE4	Using our land	We will consult with community groups interested in the growing potential on our land and help to devise projects like community orchards/allotment spaces on our land	We will support the initiation of viable community growing projects and promote their successes, replicating more widely where it is possible to do so.	We have some well-established community growing projects and will be working with new areas to develop these either by replication or broadening their remit and reach to link with complimentary initiatives elsewhere.	<i>Local food supply is an important part of resilience building and gives well rounded benefits for community health and cohesion as well.</i>	Projects and their outcomes.

NATURAL ENVIRONMENT

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...
ENABLER Partnerships; Policy, Decisions and Services	NE5 Planning Standards <i>Link to BE6, E6</i>	Promote Building with Nature Standards in the planning of new developments; Introduce Sustainable Development Checklist as a Supplementary Planning Document to ensure all development proposals have sought to adapt, mitigate and respond to climate change	We will implement biodiversity net gain and tree planting policies for new development areas and seek to link up identified strategic Green Infrastructure corridors.	The District will be a leading example in building standards and the council will continue to develop ways to enhance and maintain standards in line with Building with Nature principles.	<i>Since new development is necessary to support the growth of the District it is important to take steps to ensure that measures are in place that control its impacts on nature.</i>	Standards in place; capital projects realised
	NE6 Natural Capital	Collaborate pan-county to develop wildlife/land use mapping and 'natural capital assessment' to provide an evidence base and tool for developing joined up decisions Engage with farmers and landowners to influence land use practices that can have positive and negative impacts on carbon and ecology.	We will support the development of cross boundary projects to provide at scale opportunities for carbon capture and storage and nature corridors for bio-diversity benefits.	The District will be a key location for new schemes that are bringing benefits in sympathy with our ecological needs and the council will be continually forward looking in seeking more opportunities in this vein.	<i>The Districts natural environment must be developed in a way that strengthens ecological systems as a whole. The need for collaboration and large scale schemes that cross boundaries and bridge nature corridor gaps should be a key feature of future plans.</i>	Woodland; species/habitats counts
	NE7 Nature Recovery	We will lead the development of a Nature Recovery Strategy (to include recreation mitigation) and action plan that pays particular attention to sensitive areas such as the Cotswold Beechwood Special Protection Area.	As well as implementing the action plan to protect sensitive areas we will work in partnership with business and community on the development of alternative recreation assets for the District to ease pressure on our most visited areas.	The District continues to have celebrated and popular natural environments that attract visitors from near and far. The Council will continue to monitor the 'health' of these areas and review its mitigation strategies to ensure their strength for the future.	<i>Our District's impressive natural features are assets to be both cherished and enjoyed and it is important that the balance in this managed and maintained for ecological protection and enhancement.</i>	Strategy and Action Plan in place; progress to identified targets.
	NE8 Funding for Nature <i>Linked to BE5</i>	Explore Carbon Offset and Biodiversity Net Gain projects that may be funded through commercial investors to offset their impacts.	Develop partnership and secure land for a pilot project. Expand schemes on basis of pilot	Offset and Net Gain projects are self-sufficient and supporting tree cover ambitions and biodiversity.	<i>Securing and managing spaces that support sequestration and biodiversity aims can also raise awareness of private sector impacts</i>	Projects established, gains achieved, carbon stored.

NATURAL ENVIRONMENT

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...	
ENABLER <i>Partnerships; Policy, Decisions and Services</i>	NE9	Canal Restoration	Secure funds to complete the restoration of the Stonehouse – Saul section of the Cotswolds Canal (the Stroudwater Navigation) – delivering multiple environmental, social, economic and health benefits, including carbon reductions.	Develop Water Stewardship and Waterways Strategy, identifying mixed opportunities for re-wilding; economic regeneration; agricultural water stewardship; mobility solutions (on and alongside water) and energy generation potentials.	The Water Stewardship and Waterways Strategy is delivering on identified opportunity and the council will review this progress to inform its plans for the next phase.	<i>Water and wet habitat management are critical issues in the wake of climatic changes that pose both opportunities and challenge. The legacy of water powered communities in our district can be harnessed for modern solutions that support Climate Emergency and our waterscapes can add value to nature recovery and to our health and wellbeing.</i>	Current restoration plan measures: 30,000 new trees, 21ha of new biodiversity areas, 5-10 cycling/ walking trails. Flooding impacts reduced. Measures to be revised as a waterways strategy is evolved covering water stewardship and further mobility/ biodiversity outcomes.
	NE10	Flood Management	Continue the flood management scheme, including the roll out of woody dams to slow the flow of water; Bid to the Environment Agency - Flood Defence Grant will be made to continue this work. Partnerships and collaborations with landowners and farmers will be developed to explore and address the issues.	We will roll out the Flood Defence Programme integrated to the Water Stewardship and Waterways Strategy to enable maximising on the opportunities of both.			
	NE11	Trees, woodland and forestry	The council will support the countywide planned delivery of 1 000 000 more trees for Gloucestershire with well managed tree planting We will link into nature recovery and the Gloucestershire Tree Strategy prepared by the LNP.	Ongoing delivery of planting and offset schemes.			

NATURAL ENVIRONMENT

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...
ENCOURAGER Advice, Information, Incentives	NE12					
	Habitat Demonstration <i>Link to BE4</i>	We will explore the potential to both demonstrate and celebrate different habitats and establish exemplar sites around the District, some of which will be part of the Museum in the Park exhibitions.	Ongoing.		<i>Examples and information will help people understand nature better and find ways that they can also support their environments.</i>	Example sites established.

Key Priority - nature knows no boundaries

Nature systems in our district exist within the wider systems of local and global natural environments. Developing ourselves as a well connected council and maintaining our strong voice on these issues to ensure effective partnership working will ensure that more rounded approaches are delivered. These must consider how to both avoid negative impacts and maximise on potential for recovering and nurturing our natural environment in all the things we do.

FOCUS: **low carbon movement** of people and goods

Networks for transport of all kinds will have been re-shaped to favour no- and low-carbon public travel choices. Fewer of us will be financing the ownership of our own cars and our journeys will be healthier through active travel and reduced air pollution. Our rural communities will be better connected to other parts of the district and beyond.

...A 2030 VISION for MOBILITY

Mobility | 2030 Stretch Goals

- SG 10** To ensure the proportion of trips by active travel, public or community transport outnumber those by private car
- SG 11** The districts main town centres, with some exemptions for residents and disability/mobility reasons will be car free
- SG 12** To have increased the potential for rail travel through better connectivity and station improvements
- SG 13** To have successfully influenced a reduction in air travel by our citizens

MOBILITY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...	
EXEMPLAR in our own operations	M1	Staff Travel	<p>Adopt a Green Travel & Own Estates Traffic Management Plan and Policy, incorporating potential new measures such as low carbon pool cars and bikes (including e-bikes), mileage policy, home working and incentives for cycling and public transport through local schemes;</p> <p>Improved measuring and monitoring of the travel and transport carbon emissions of employees and set targets for their reduction by 2030.</p>	Ongoing progress made to reduction targets as set in the developed policy	The council will have achieved its targets to reduce business mileage and will review these to set new ambitions for the next period.	<i>The developing corporate plan and the recent homeworking experiences of COVID-19 pandemic provide opportunities and understanding for how we can develop as an organisation to be less reliant on individual vehicles.</i>	Reduction in transport emissions evidenced in monitoring methods
	M2	On-site Infrastructure <i>Link to BE1, E3</i>	<p>Initiate a programme of traffic management and other measures (e.g. charging points, progressive parking charges, bike storage and hire, bus and rail information) across our parking facilities for staff and public to encourage modal shift to active travel and public transport.</p> <p>Extend the plan to include our housing stock. Establish a staff group to work on Green Travel & Traffic Management Plan and Policy implementation and support the generation of a low carbon travel culture for our staff and services.</p>	Ongoing delivery of EV Charging /Active travel facilities to the targets of the traffic management plan.	The council will be experienced in running staff incentives and facilitation schemes and will be looking at future ideas to enhance these for the next phase.	<i>To overcome the barriers to active travel and low emission vehicle use we need to improve infrastructure in a number of ways and raise awareness while developing a new culture of travel.</i>	Number of charge points and other facilities available; reduction in emissions from staff commutes; Number of attendees at Active Travel Events; modal shifts in mobility choices; reduced business emissions.
	M3	Contractors	We will ensure low carbon transport is a priority in our procurement processes particularly in the tendering for large scale contracts such as waste and recycling collection and will introduce monitoring of these 'Scope 3' emissions	We will extend our requirements on use of low carbon vehicles to other contractual areas such as building maintenance, construction and general suppliers.	The council has extended its influence on low carbon travel through our procurement practice and is monitoring this for review as required.	<i>We can influence some of our major stakeholders through our procurement practices and set high standards by our own practice.</i>	Contract clauses; supply chains.

MOBILITY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...	
ENABLER <i>Partnerships; Policy, Decisions and Services</i>	M4	Community Transport	Working with partners including rural communities, town and Parish councils and Gloucestershire County Council, to establish low carbon community transport schemes (street bicycle hire, e-bikes, demand responsive schemes, door to door delivery, hub services).	With localised schemes in place we will facilitate experience exchange between groups to try to build connections and broaden area coverage between schemes.	The District will be well served by local schemes and have accumulated much experience in this that can be used as a basis for increasing our connectivity beyond district boundaries to other areas.	<i>We need to find some bespoke solutions for our hilly and rural district. There is opportunity for us the District to be a leading light for other areas building the capacity for us to make use of out of boundary opportunities in the future.</i>	Number of Schemes established towns, villages covered.
	M5	Settlement Planning <i>Link to NE7; C6</i>	We will finalise a development strategy that concentrates new to minimise the need to travel and plan for the development of multi-modal interchanges to facilitate public transport and active travel measures rather than the use of the private car.	Establish working groups that include a wide range of partners from anchor institutions, business and transport sectors to explore ways to reduce travel to sites and develop shared schemes to give residents access to incentives and schemes that will support more sustainable choices.	Well planned developments are delivering mobility solutions and local action is delivering complimentary schemes. The council will take stock through a gap analysis to discover where future focus needs to sit.	<i>Concentrating & mixing development will reduce the need to travel and support the development and use of active travel and public transport networks. Private sector is encouraged to meet mobility needs of staff and communities to supplement a public network.</i>	New developments with ease of mobility planned in - Shared Schemes in operation add value to a public network.
	M6	Active Travel	The Council will work with partners to continue the expansion of the local cycle and footpath network (See also NE5). Partnership working will include, Gloucestershire County Council to ensure spending is focused on active travel that is linking up identified green infra-structure and contributing to integrated travel solutions wherever possible.	We will seek to join up efforts on cycle path building and introduction of schemes that will encourage its use (bicycle and e-bike hire schemes etc. but also be community festivals, arts and cultural experiences that could attract attention to these resources. We will work with the VCS and Health partners to promote the use of these resources in our District.	The District has achieved high participation levels in active travel and will review this progress to inform target setting for the future.	<i>Infrastructure is a major barrier to active travel. This action seeks to maximise upon linking and planning to achieve the best connectivity.</i>	Nailsworth-Stroud, Cam Greenway, Golden Valley - routes; also Severn Vale scheme
	M7	Strategic Working	We will Collaborate to align land use, transport plans and spending within growth corridors and ensure improved rail and bus services in terms of: frequency; coverage and provision of the most efficient, lowest carbon vehicles.	Expand our strategic engagement to national and international providers and travel agencies to support and incentivise District Citizens in accessing alternative out of county travel options to road and air transport systems and to promote staycations.	The District has good connections locally and wider that offer strong, attractive alternatives to personal car travel. The Council will assess how it can continue improvements at both local and wider levels in the next phase.	<i>Public/Active transport has added benefits such as reduced congestion and improved air quality. Air travel is also an important area to influence but remains a personal/business choice and so action is focused on ensuring alternatives are promoted.</i>	More frequent bus/rail services; greater coverage of District by public transport; travel sector specialising in sustainable travel services for citizens.

MOBILITY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...	
ENCOURAGER Advice, Information, Incentives	M8	Nudges and Incentives	We will review and consult on how we can use services such as licensing to encourage more low carbon vehicles such as taxi's in the District and discover what other incentives maybe required.	Establish plans and introduce schemes and incentives that encourage uptake of low carbon vehicles through our licensing and other measures	Ongoing	<i>Licensing and enforcement measures are potential levers for carbon neutrality but it is also important to consider how decisions can affect the small business owner and therefore consultation on how this can be done is important.</i>	New local measures in place.
	M9	Awareness	We will work with partners to develop campaigns to promote active travel and its health benefits, particularly in relation to school journeys	Ongoing		<i>Targeted and informative campaigning will be used to encourage participation in active travel.</i>	Outcomes from projects and partnership such as 'We can Move'

Key Priority – increase travel options

Low carbon mobility requires significant adaptations in lifestyles for everyone.

We need to make sure alternatives are accessible and that individual needs are accounted for so that this deep cultural change can be made at scale, taking account of the equality and social justice implications for those who will be challenged by a less car dependant lifestyle.

FOCUS: Developing **economy that supports low carbon living**

Locally based employment and purchasing drives a circular economy that is ensuring we can deliver on our energy and transport challenges and to make a sustainable lifestyle affordable, attractive and accessible for us all.

Local assets for innovation and skills development, underpin widely recognised success as a low carbon society.

...A 2030 VISION for ECONOMY

Our Economy | 2030 Stretch Goals

- SG 14** Climate and ecologically minded business practice is established in the district and promoted by council procurement processes and business support services
- SG 15** The concept of 'green business' in the district is defined and encouraged. Green Business is an area of growth
- SG16** Starting with new build developments in council housing we will identify and support projects that provide apprenticeships and training and secure future skills for the young and unemployed

ECONOMY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...
EXEMPLAR in our own operations	EC1 Procurement Practice	<p>Review procurement policy and practice</p> <p>Establish a working group of representatives across our estate to explore how we can utilise local, low carbon footprint purchasing for own business needs</p>	We will revise and implement new procurement policy across our estate.	Our sites will be reliant upon local business for all our supply needs.	<i>We can shape a localised circular economy and drive best practice through the criteria we apply to our purchasing decisions</i>	Reduction in transport emissions evidenced in monitoring methods
	EC2 Shorter Supply Chains	We will work with our catering outlet managers at our leisure sites to ensure local, low carbon footprint products are available at our site cafes	We will phase out non local produce from all our food outlets		<i>We can support and shape local economy and promote our local businesses</i>	Sales data; customer feedback
	EC3 Ethical Investments	We will establish an ethics policy for our investment portfolio and review to identify where we can improve the sustainability credentials of our investments and where we can expand our portfolio, for example, through investments in Gloucestershire based renewable energy projects.	We will phase out any non-ethical investments from our plans and increase our investments in local schemes. We will explore and implement ways to apply these ethic principles to our procurement, partnership and funding decisions to ensure we are not indirectly supporting practice not in line with our values.	Our council will be exemplar in its investment and procurement practice and will be proactive in ensuring our partners are too.	<i>We can support and shape local economy through our investments and model and encourage ethical practice for our District Businesses.</i>	Policy establish, record of investment decisions, ROI secured

ECONOMY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...
ENABLER Partnerships: Policy, Decisions and Services	EC4 Infrastructure (including digital) Link to M4	Secure high speed internet across our District as a means of supporting economic growth and community connectivity without travel; Look for opportunities to work in partnership with employers to develop shared transport schemes.	Implement and support viable projects and consider how office spaces might be used to support wider use and support economic start-ups in the District with space and facilities.	The council is encouraging new ways of working and remains open to new concepts and ideas that can support low carbon working practices.	<i>Changing traditional office based working and commuting patterns will only be successful if the infrastructure is effective.</i>	Internet provision; transport schemes in place.
	EC5 Low Carbon Growth	Consult and collaborate to identify the criteria for 'What is Green Business?'; Actively encourage the growth of this sector and use tools such as Local Planning Orders to ease its introduction; Develop the Stroud District 'Eco Central' Vision	Support the development of green business in the District by securing sites for its development, including a 'Green Business Park' that is considered in line with how the face of business changes in line with recovery from COVID, through the Local Plan.	The District is well recognised as a leader in low carbon initiatives. The council will review our economic offering and consider how we can build on our achievements for the future.	<i>There is a significant opportunity for this District since we have specialist facilities for skills, innovation and development of the low carbon economy through the site at Berkely UTC and a wealth of entrepreneurial expertise over a wide variety of business types.</i>	Number of 'green' in district business in line with criteria; development of green business park; Tourism Zone status and other award marks secured
	EC6 Skills	Build on relationships with educational and training institutions and apprenticeship providers; Explore how we can meet the growing demand for future skills particularly for retrofit which is an immediate challenge.	Our education and training partnerships will be implementing new courses and continually reviewing and improving provision to ensure we have the skills required to meet the mitigation, adaptation and resilience challenges.	The District has well established retrofit schemes and businesses and has fulfilled the challenge of optimising all housing stock to minimum EPC standards. The focus is now on how we can go further and reduce off set demands or even provide off-set facility to others.	Growth in sector, employment data; qualifications data; range of programmes available	
	EC7 Practice Standards Link to C8	We will consult to discover how we can encourage and support partners to be sustainable within their own business practices: considering district 'quality' marks for goods and services and other incentives.	We will work with partners to deliver incentives and schemes to support ethical and environmentally sound business will be trialed across the District and viable projects bought forward.	The success of the Pledge scheme in encouraging better standards in business will be reviewed to inform plans for the next phase.	<i>By setting standards that apply to ethical and sustainable business practice for our partner organisations we can encourage and spread good practice.</i>	Pledges made by business

ECONOMY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...
ENCOURAGER Advice, Information, Incentives	EC8	Promoting Local	We will encourage innovation and enterprise growth that is relevant to this plan through support to services that promote and strengthen local supply chains. We will also promote supportive funding and awards schemes for those delivering good practice.	Ongoing		
					<i>Marketing, recognition and local economic support programmes that promote and provide benefit to low carbon business have wide application</i>	Services and schemes active.

Key Priority – detail the local economic vision

Economic growth is required to meet both our recovery and the needs of future generations, it is therefore important we are clear on what a low carbon and circular economy means for the district and how we are going to work to achieve this.

Distinct economic strategy needs to be developed with 2030 Strategy central to its rationale.

FOCUS: Minimising waste wherever possible

Waste from the manufacture, & use of goods is minimised. Products last longer, breakdown into re-useable parts and there is a strong re-use/re-manufacture economy that is reducing the need for landfill and recycling.

People are well educated about avoiding waste and make good choices driving a low carbon, localised market.

...A 2030 VISION for WASTE

Waste & Resources | 2030 Stretch Goals

- SG 16** Targets are in place for council commercial and operational waste are in place and continuous improvement in reducing waste is being demonstrated
- SG 17** The residual kerbside waste in the district is minimal compared to national averages in similar districts
- SG 18** The impressive 60% of kerbside waste being recycled shows continuous improvement
- SG 19** The districts capacity for processing materials is optimised through better sorting facilities, community initiatives and resource hubs and increased drop off points for a range of sorted waste

WASTE

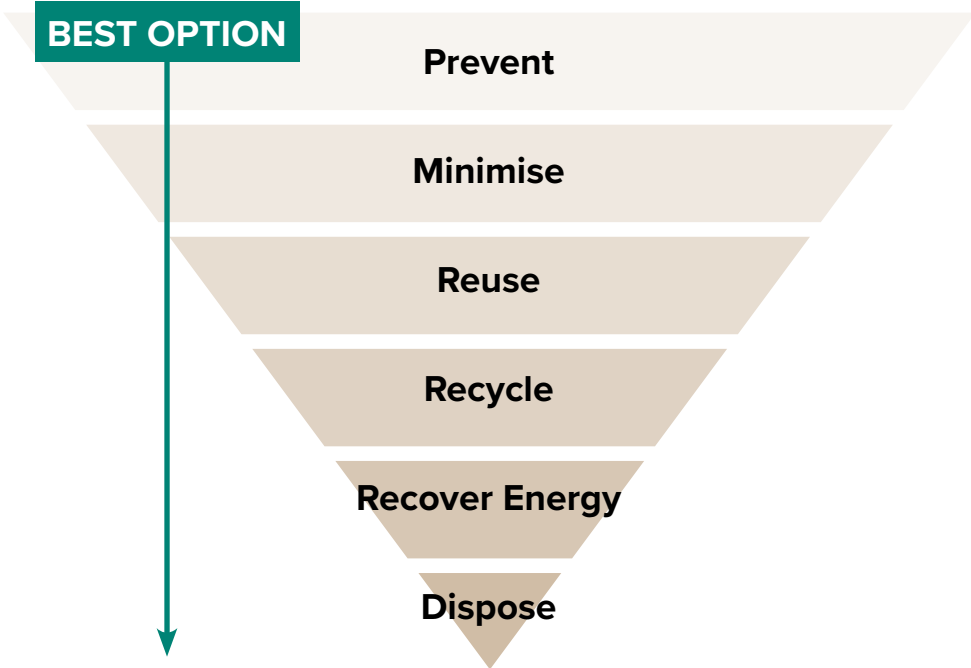
OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...	
EXEMPLAR In our own operations	W1	Procurement	Procurement Policy review in line with sustainable use principles and the waste hierarchy to ensure purchasing new is secondary to reuse, leased, secondhand equipment and where necessary conducted with consideration to environmental concerns and locally sourced where possible.	The council will implement policy alongside staff training and awareness programmes to ensure it is implemented in all service areas of its main offices and will roll out similar programmes in its other public service sites.	Council procurement policy and practice is kept under review to ensure it is in line with best practice recommendations for sustainability, whole life cost and in support of a circular economy.	<i>We need to directly support the development of a local sustainable economy and ensure we are a model of best practice in our own procurement</i>	Revised policy; staff training records for new standards; reduced replacement purchasing
	W2	Reuse	Support supply chains for equipment and other materials for re-use/re-cycling/composting; Explore all options for the items the council no longer needs before classifying as waste.	We will ensure our contractors and public service providers are also minimising waste through their practices including those delivering demolition and construction projects with reclamation opportunities.	We are maintaining direct links to organisations that re-use and remanufacture equipment and as a result the council has minimised waste being produced	<i>With more considered thought to how we dispose of equipment we could be supporting those who rely on re-purposed goods. E.g. the repurposing of computer equipment through third sector organisations in Gloucestershire.</i>	Equipment (by weight) and materials rehomed/reclaimed
	W3	Reduce and Refuse	Implement waste monitoring on its own estate; Introduce benchmarking and targeting of reduction formulated into a waste reduction plan. Shape service delivery to be waste free (e.g. paperless billing)	We will roll out the policy and procedures in place at our main office site to our other public service sites alongside programmes of staff development to ensure all staff are aware of their impacts in this area and that responsibilities have been defined for key individuals.	The council will have clear and accurate data on the components of waste across its estate and will be keeping this under review in order to achieve optimum reductions.	<i>In order to effectively implement and monitor improvements in procurement and culture change around waste we need to be informed and in control of our own waste production</i>	Data sets and target monitoring
	W4	Recycle	The council will identify the potential in its existing waste depots for enhanced storage and sorting facilities to facilitate identifying and processing waste for re-use/recycling / composting.	As local re-use/remanufacture concepts are developed the council will work with communities to identify how its waste sorting and storing can link to local schemes and initiatives for material supply and other services.	The council has some leading waste processing facilities and will be considering how to further enhance its sites and services.	<i>Improving waste infrastructure and exploring how to maximise it to community advantage will be key drivers in the success of our waste reduction aims.</i>	Improved facilities in action; community projects supported.
	W5	Policy & Practice	Encourage national policy that reduces waste at source and reduces in-built obsolescence; Remove single use waste from operations. Staff awareness training.	Put in place roles and responsibilities that ensure waste composition and quantity is monitored and managed at the council offices and other sites.	There will be no single use plastics on our estates and a reduction in the use of plastic generally as procurement practices are refined by policy that encourages consideration of whole life cost of equipment.	<i>Already contributing to Stroud District Action on Plastic initiative, there is a need to ensure active campaigns across our sites</i>	Waste monitoring data; equipment lists, purchasing policies

WASTE

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...
ENABLER Partnerships; Policy, Decisions and Services	W6 Collecting and Sorting	Building on our success in reducing landfill waste across the District we will set ourselves a progressive series of annual targets to reduce the overall amount of waste collected at kerbside District.	The council will support recycling schemes through Local Plan infrastructure policy. It will focus on reducing waste and increasing public and community opportunities to reuse and/or recycle their waste.	District waste is at a minimum and the council work to maintain a standing in the top councils nationally and to promote our Districts achievements. We will continue to look for ways to improve facilities for waste disposal with an emphasis on re-use/remanufacture.	<i>This is in keeping with 'use less' principle - recycling is positive but still very energy intensive. Reducing waste at source is an important tactic. Making it easy for people to dispose of their waste in a manner that enables it to be useful for remanufacture or recycling purposes no matter where the 'waste' is created.</i>	Waste tonnage
	W7 Commercial and Agricultural Waste Link to E9	Collaborate with business and agricultural partners as well as alternative energy specialists to maximise on the existing use of the county's food waste to provide bio methane into the gas grid by exploring opportunities in agricultural waste and, also to ensure that other types of commercial/ industrial and agricultural waste such as heat are maximised for our energy needs.	We will facilitate partnerships and support funding bids to ensure that any suitable infrastructure projects identified in phase 1 are carried forward.	There are a number of reference projects for thinking differently about waste in the District and the Council are identifying ways to encourage more innovations.	<i>There is a lot of potential in waste for our energy needs and some of the processes used have bi-products that also have wider uses. For example, Anaerobic digesters, produce a safe fertiliser which can be used for crops. This brings opportunities to develop the food growing potential within the county to shorten food supply chains and build food security.</i>	Waste related projects and their outputs.
	W8 Funding Schemes	The council will explore the economic opportunity of waste to identify the potential for local revenue schemes around composting; remanufacture and recycling so that funds can be created to support low waste projects.	Ongoing	There is a new perspective on waste as a resource in the District and the Council is working to support partners and innovation entrepreneurs who are evolving this new culture through their local businesses.	<i>There is potential to emerge schemes that help finance the development of no waste economies for the District.</i>	Revenue generation; funding administered; grants leveraged; community projects and waste re-use businesses established.

WASTE

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...
ENCOURAGER Advice, Information, Incentives	W9	Messaging	Council waste services, contractors and communications will promote a use less message in prominence; signposting community initiatives and supporting new ones to be established such as Freegle groups, repair cafes, community composting and library of things.	Ongoing		
					<i>Use less is the best way to reduce carbon impacts across the board, more powerful and effective for reducing impacts than recycling and remanufacture.</i>	Campaigns Run, Outreach achieved



Key Priority – communicate the waste hierarchy

Messaging about recycling has had good effect in the district. We need to build on this to raise the profile of the ‘use less’ message that will help us consider reducing waste as the priority. This will encourage the development of localised supply chains and support the development of a circular economy.

FOCUS: How we **work together** on **limiting and adapting** to a changing climate and ecological emergency

Stroud District's diverse communities, including our own council community of staff and partners, are effectively collaborating within a strong ethos of respect for Climate and Ecological Emergency issues.

We are minimising our environmental impacts as producers, consumers and service deliverers. We are a society of caring communities of all kinds; inclusivity and social justice are strong principles in action, working to ensure equality of opportunity and good quality of life for all of us.

**...A 2030 VISION for
COMMUNITY**

Community | 2030 Stretch Goals

- SG 20** The climate and ecological emergency response has a clear leadership and governance structure that is executed collaboratively with the community
- SG 21** The climate and ecological emergency response is embedded and valued across council policy and partnership activity. Local leadership through town and parish councils and other representatives is being delivered and residents and businesses are actively playing their part
- SG 22** Externally audited measures such as ISO drive the council in a continuous 'review and improve' cycle
- SG 23** All businesses and institutions active in the district are signed up to our Climate and Recovery Pledge and cross sector collaboration on climate and ecological emergency issues is strong

COMMUNITY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...	
EXEMPLAR in our own operations	C1	Corporate Development Plan	The Corporate Development Plan (CDP) for Stroud District Council is to be reviewed with the Climate Emergency Response for a sustainable Stroud District at its heart.	Senior Leadership will work with managers to develop delivery plans in their directorates that integrate the plan and its sustainability principles. Performance management systems will monitor and report on progress.	The sustainability principles of the council are well embedded and subsequent updates to CDP will build upon the values and targets for continuous improvement across the whole council.	<i>The CDP is an important document for shaping council priorities and culture and the success of our commitment target and Climate Emergency Response is dependant upon an holistic and fully committed approach across all aspects of council working</i>	Revised CDP with clear targets, commitments and values in relation to this plan; Directorate plans with contributing targets and clearly defined responsibilities to this plan
	C2	Quality Systems	The integration of environmental management through the recognised standard of ISO14001 will be rolled out and subject to external audits by 2022.	The adaptation management standard ISO 14090 will be reviewed and considered for implementation alongside ISO 14001 for even stronger resilience in practice.	The council will have a record of successful audits on its accreditations and a clear plan of action for continuous improvement.	<i>Accreditations offer frameworks and feedback for how organisations should plan to build on the strengths and fortify areas of required improvement</i>	ISO systems, plans, audit reports and accreditations
	C3	Monitoring and Reporting	We will commission a study of available tools for monitoring the pillars of this action plan and use the findings to feed an annual monitoring and reporting programme.	A working group will establish how to integrate monitoring systems across all projects in the council to ensure that monitoring tracks all relevant data.	The council will have cohesive systems of monitoring outcomes related to this plan that are feeding reporting and decision making. Decision making will be structured to be highly influenced by the evidence of this data.	<i>Cohesive collation of data and evidence is vitally important for its influence to council decision making.</i>	Study and recommendations; tools developed and integrated; quality of data / reporting
	C4	Social Return on Investment	Complete research that includes investigation of how best to incorporate Social Return on Investment (SROI) principles to carbon saving business Frame council reports to include robust 2030 implications to all reports requiring decisions.	Embed principles on (SROI) and keep our council decision making process under review to develop our understanding of how well decisions overall are working towards our targets.	The council will be prioritising activity that has benefits to climate emergency issues and will be making future plans on the basis of the evidence for what has been working well.	<i>As we create new systems of energy, economy and social culture we will need to plan carefully the investments required on the basis of a range of benefits. Having agreed frameworks for decision making on financial and other issues is vital.</i>	Consultations; procedure revisions, sustainable decisions made.
	C5	Staff Training	Our induction and ongoing training programmes will include energy & water efficient behaviour at work and the context of Carbon, Ecology and Climate Change.	We will conduct a Climate Emergency Response Team skills audit in our own community of council workers and develop a programme of training to fill gaps	The council will continue to deliver professional development to ensure our knowledge and skills are in line with the needs of our delivery plans	<i>Training and skill are not only core to effective delivery but a key part of building inclusive and supportive culture around the agenda.</i>	Induction and training records, staff feedback; line management records

COMMUNITY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...	
ENABLER Partnerships; Policy, Decisions and Services	C6	Governance	We will expand our 2030 governance systems to include public representation in the oversight of our plans and their delivery to include, amongst others, members from high emitting business sectors, academics and technical experts.	We will encourage private individuals and organisations in open sharing of their progress and projects towards climate emergency solutions to build a cohesive picture of action across the District.	Our collaborations on climate emergency are well established and there is a clear picture of how public and private projects are working to deliver climate emergency solutions and this data and experience is feeding future plans.	<i>Since there is a huge dependence upon action that is beyond the remit of the council wider partnerships and shared accountability must be nurtured in a way that empowers District leadership from beyond the council.</i>	Working groups formed, consultations conducted, projects developed
	C7	Funding	Identify a range of funding options including those we can establish for ourselves (see BE5); Encourage new projects that can support the vision; Support to partnerships for applications will be available to those coming forward with suitable ideas.	Work with our networks, strategic groups and partners to develop a picture of how many projects in the District are actively working on Climate Emergency Solutions; Support knowledge share to optimise on the value of this work through replication and innovation on the basis of what works.	The District has a wealth of experience and key flag ship projects in action which are being used to successfully leverage local and regional funding as well as having success in national and international funding schemes.	<i>Leveraging investment and encouraging as much activity as possible around Climate Emergency plans will help to accelerate progress.</i>	Projects in development; applications made; funding leveraged
	C8	Pledge	Exploit the potential in co-benefits and co-production through our community, youth and health initiatives to realise mutual benefits.	Explore and implement ways to provide commonality in priorities such as a District Pledge or Climate Charter that will help organisations and networks frame their working on these issues in a cohesive way.	The networks and partnerships connected to the council are connected by a 'Green Thread' of common values and priorities that can be met without compromise to the Climate Emergency cause. This is supporting cross sector working and multi benefit outputs	<i>This will work to encourage cohesive action in our District and help to maximise the potential in co-benefits and co-production through our community, youth and health initiatives; facilitating collaboration on community needs and issues where mutual benefits for Climate Emergency Responses can be achieved.</i>	Networks/ Organisations/ groups signed up to a District pledge. Cross-sector collaborations/ projects.
	C9	Diversity and Inclusion	We will ensure our Climate Emergency response groups and consultations include broad representation, reaching beyond those already active in this sphere and, particularly including voice from our Youth Council and other young people.	We will work in partnership to explore and implement measures to encourage increased participation and improve access to Climate Emergency awareness and services.	The council is providing support to Climate Emergency related projects that can evidence interaction and benefit to all sectors in our District and will use this experience to underpin future improvements to inclusivity.	<i>We have had a significant success in Stroud District in nurturing environmental action groups and a nature aware culture but it remains a prime concern for a limited demographic in the District. More needs to be done to understand our levels of inclusion and how to improve them.</i>	Equality and diversity in ToR for groups; data and reporting includes information on diversity in representation

COMMUNITY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...
ENABLER Partnerships; Policy, Decisions and Services	C10 Lifelong Learning	We will liaise with our Districts schools, colleges and other educational institutions and training providers to ensure opportunities to be involved in Climate Emergency projects, schemes and events for people of all ages.	We will ensure that our partnership projects provide opportunities within the District involve, engage and employ local people in positive actions around Climate Emergency.	The council is working with partners on a range of projects that involve local people in their design and delivery and is using this experience to develop new project concepts for future development.	<i>We are already engaging with schools in educational activity around the regeneration of our canal systems and there is scope to do this more. Being involved helps people learn and love the developments they are involved with.</i>	Apprenticeships; jobs created; volunteer numbers; events held
	C11 Arts and Culture <i>Link to NE7</i>	Explore how we can work with our artistic, creative and leisure sectors to raise levels of engagement with the natural world and involve people with the visioning of the future of the District.	We will work in partnership to deliver at least one event/ art installation or show that will have high appeal in the District and raise the profile of Climate Emergency needs and solutions.	The council has experience of corraling public action through creative partnership working and is evolving new schemes and plans that will support our creative entrepreneurs and draw people into the District, developing understanding and sensitivity to the needs and changes of our landscape.	<i>Achieving Carbon Neutrality will change our local landscape. Art and creativity can help people vision a future and start to work out how they want to fit with that.</i>	Nature Recovery Strategy; Creative Partnerships; Artistic Installations and schemes.

C12 Youth Voice

As the lead youth voice organisation, ‘Stroud District Youth Council’ will continue to encourage young people and all educators to be actively involved in the efforts to become carbon neutral and address climate and ecological emergency by 2030.

COMMUNITY

OUR COMMITMENTS		2020-23	2023-27	2027-30	RATIONALE	INDICATORS OF SUCCESS...
ENCOURAGER Advice, Information, Incentives	C13 Messaging	We will use our communications channels to encourage, support, inspire and inform about adaptation, mitigations and resilience in the face of changing climate	Ongoing	Ongoing	<i>The range of advice and information in the public domain is vast. The council can provide summaries and signposting to give simplified access to a range of topics.</i>	Web pages, social media data, articles
	C14 Incentivising	We will promote schemes that support, reward, encourage and inspire localism and environmental protection and encourage our business and citizens to get involved	Ongoing	Ongoing	<i>Awards help identify 'good practice'; provide encouragement and motivation and can lead to further investment and wider replication of successful schemes.</i>	Awards received in our District.

Key Priority – District Dialogue

The 2030 Strategy has big implications for all of us. Putting community voice at the heart of its execution and governance is seen as vital in generating the ownership and buy-in that will deliver the 2030 mission and visions.

WHAT ARE THE FIRST NEXT STEPS?

The progress through the master plan will not be linear, starting at the beginning on launch day and completing in 2030. The council's long awareness of the urgency of this situation means that there is significant headway in many areas as outlined in the starting points described for each theme in the strategy document.

The first next step: Commitment C6 - Governance

Developing community governance structures and the establishing of the new teams both within and external to the council is a priority first step.

Consolidating these existing achievements into a system that ensures as a council and community are sharing achievements, lessons learned, evidence base and challenges must be the very next job. This will help us to be informed and collaborative in ongoing decision making.

Working collaboratively council and community can better **define the principles** that will underpin the path to net zero, working from the outputs of national research such as, Climate Assembly UK and the inputs of the District Dialogue that will be established.

Following steps need to focus on the master plans **key priority areas** to develop and upscale projects and services that accelerate the progress to our carbon neutral ambitions.

KEY PRIORITIES

Built Environment	Retrofit Challenge
Energy	Mainstream Renewables
Natural Environment	Nature knows no boundaries
Mobility	Increase travel options
Economy	Detail the Vision
Waste	Communicate the Waste Hierarchy
Community	District Dialogue

ⁱ <https://www.climateassembly.uk/report/read/final-report-exec-summary.pdf>

