



# Public Document Pack STROUD DISTRICT COUNCIL

Council Offices • Ebley Mill • Ebley Wharf • Stroud • GL5 4UB  
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Wednesday, 16 June 2021

## COMMUNITY SERVICES AND LICENSING COMMITTEE

A meeting of the Community Services and Licensing Committee will be held on  
**THURSDAY, 24 JUNE 2021** in the Council Chamber, Ebley Mill, Ebley Wharf, Stroud at  
**7.00 pm**

Kathy O'Leary  
Chief Executive

**Please Note:** *The meeting is being held in the Council Chamber at Stroud District Council and will be streamed live on the Council's [YouTube Channel](#).*

*A recording of the meeting will be published onto the [Council's website](#). The whole of the meeting will be recorded except where there are confidential or exempt items, which may need to be considered in the absence of press and public.*

*Due to current Covid-19 regulations a maximum of 6 members of public will be permitted in the Council Chamber at any one time, if you would like to attend this meeting please contact [democratic.services@stroud.gov.uk](mailto:democratic.services@stroud.gov.uk).*

### **A G E N D A**

1. **APOLOGIES**  
To receive apologies of absence.
2. **DECLARATION OF INTERESTS**  
To receive declarations of interest.
3. **MINUTES (Pages 3 - 8)**  
To approve the minutes of the meeting held on 25 March 2021.

4. **PUBLIC QUESTION TIME**

The Chair of the Committee will answer questions from members of the public submitted in accordance with the Council's procedures.

**DEADLINE FOR RECEIPT OF QUESTIONS**

**Noon on Monday, 21 June 2021**

Questions must be submitted to the Chief Executive, Democratic Services,  
Ebley Mill, Ebley Wharf, Stroud and can be sent by email to  
Democratic.services@stroud.gov.uk

5. **HEAR BY RIGHT AWARD PROGRAMME (Pages 9 - 44)**

To consider the Council's Youth Work Strategy, features an objective that commits the Council to undertaking the award programme of the national Hear by Right standards for youth participation.

6. **APPOINTMENTS**

- (a) Performance Monitoring Representatives for Civic Year 2021-22
- (b) Appointment to outside bodies\_(Pages 45 - 46)

7. **MEMBER/OFFICER REPORT (TO NOTE)**

- (a) Performance Monitoring (Officer Report)\_(Pages 47 - 52)

8. **WORK PROGRAMME**

To consider the work programme.

9. **MEMBERS' QUESTIONS**

See Agenda Item 4 for deadlines for submission.

**Members of Community Services and Licensing Committee 2021/22**

**Councillor Chris Brine (Chair)**

Councillor Beki Aldam  
Councillor Gordon Craig  
Councillor Kate Crews  
Councillor Jessie Hoskin  
Councillor Julie Job

**Councillor Jonathan Edmunds (Vice-Chair)**

Councillor John Jones  
Councillor Gill Oxley  
Councillor Nigel Prenter  
Councillor Steve Robinson  
Councillor Ken Tucker



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## COMMUNITY SERVICES AND LICENSING COMMITTEE

# 3

25 March 2021

7.00 pm – 9.17 pm

Remote Meeting

### Minutes

#### Membership

**Councillor Chris Brine (Chair)**

**Councillor Jonathan Edmunds (Vice-Chair)**

Councillor Gordon Craig

Councillor Jim Dewey

Councillor John Jones

Councillor Darren Loftus

P = Present A = Absent

P	Councillor Gill Oxley	P
P	Councillor Nigel Prenter	P
P	Councillor Sue Reed	P
P	Councillor Steve Robinson	P
P	Councillor Brian Tipper	P
A	Councillor Ken Tucker	P

#### Officers in Attendance

Strategic Director of Communities

Principal Licensing Officer

Community Health and Wellbeing Manager

Democratic Services and Elections Officers

Head of Community Services

General Manager, The Pulse

The Project Manager for Leisure, Health and Wellbeing

#### Other Member(s) in Attendance

Councillor Steve Lydon, Mattie Ross and Doina Cornell

#### CSLC.037

#### APOLOGIES

Apologies for absence was received from Councillor Loftus

#### CSLC.038

#### DECLARATIONS OF INTEREST

There were none.

#### CSLC.039

#### MINUTES

**RESOLVED**

**That the Minutes of the meeting held on 26 November 2020 are approved as a correct record.**

#### CSLC.040

#### PUBLIC QUESTION TIME

There were none.

## **CSLC.041**

## **MEMBER REPORTS**

### **(a) Gloucestershire Health and Overview Scrutiny Committee & Covid-19 Local Outbreak Engagement Board**

The Member reports from Councillor Lydon had been circulated prior to Committee. Councillor Lydon provided a summary of the three main topics discussed by the Gloucestershire Health Overview Scrutiny Committee (HOSC).

1. He reported that, despite trying to continue with appointments during the first national lockdown, there was now a significant backlog of treatment in acute services at the Gloucester Royal and Cheltenham General Hospitals, and it would take a significant amount of time to catch up with pre COVID-19 levels.
2. Despite concerns being raised about the appropriateness of the timing of implementing the Fit for the Future plan, a special meeting of HOSC had been held on 22 March 2021 to discuss the recommendations. After much discussion the Committee supported the implementation of the major reconfiguration of service delivery at Gloucester Royal Hospitals Trust and further consultation would take place.
3. It had been agreed that an investigation into Cheltenham Festival 2020 had been allowed to go ahead last year and the possible effects but no response had been received. The Committee agreed to write to Public Health England and the minister once more requesting an enquiry.

Councillor Lydon provided some key points from discussion at the Covid-19 Local Outbreak Engagement Board. Gloucestershire's performance in vaccinating key priority groups had been extremely good, largely as a result of the decision for organised delivery through local testing centres rather than one mass vaccination centre. Work was continuing to try to resolve the confusion caused by individuals receiving invitations for vaccination appointments organised at both a national and local level. The Board noted the need to emphasise that the pandemic is not over and that guidance still needs to be respected. The Local Operational Management Plan for Gloucestershire covering all aspects of the pandemic had been revised and resubmitted.

The Committee thanked Councillor Lydon for his hard work and the updates he continued to provide to the committee.

A number of members raised concerns about the number of visitors regularly seen in small villages and beauty spots in the district. The Head of Community Services reported that work was ongoing as lockdown was eased to alleviate congestion in 'hot spots' by working with County CPOs and Neighbourhood Wardens, and providing additional signage.

## **CSLC.042**

## **TAXI POLICY REVIEW CONSULTATION ON DRAFT COMMON TAXI AND PRIVATE HIRE STANDARDS FOR GLOUCESTERSHIRE**

The Principal Licensing Officer presented the report and outlined the key items and changes to the Policy. In July 2020 the Department for Transport issued 'Statutory Taxi and Private Hire Vehicle Standards' which outlined how licencing authorities should carry out their taxi licensing function with a focus on safeguarding issues. Representatives from the Gloucestershire Licensing Officer Group (GLOG) have worked together to align all local taxi and private hire policies in relation to the statutory standards with the aim of joint standards and enforcement across Gloucestershire. Appropriate consultation will take

place in all licensing authorities between April and July 2021. The Principal Licensing Officer reported that each licensing authority would consider all central and local comments, and that a final 'Common Standards for Licensing Taxi and Private Hire in Gloucestershire' document would be brought to the Committee in September 2021.

Members welcomed the inclusion of an exemption to the current vehicle age policy for electric vehicles in the current review to help to encourage their use as part of the Council's aim to be carbon neutral.

On being put to the vote, the Motion was carried unanimously.

**RESOLVED**                      **a) To approve the draft 'Common Taxi and Private Hire Vehicle Standards for Gloucestershire' Appendix A; and**  
    **b) To undertake formal local consultation as detailed in this report.**

**CSLC.043**                      **HEALTH AND WELLBEING PLAN 2021 - 2022**

The Community Health and Wellbeing Manager presented the report and outlined the five main priorities within it to improve Community Health and Wellbeing in 2021-22, with a key focus on physical and mental health recovery following the COVID-19 pandemic. A one-year plan had been produced due to the rapidly changing health landscape post pandemic, and so the Stroud District Council (SDC) Leisure and Wellbeing Review, to be completed in July 2021, can inform the next iteration of the Health and Wellbeing Plan. The adoption of a coordinated Health & Wellbeing Plan demonstrates SDC's clear intention to improve the wellbeing of residents. The publication of the Plan, together with the four Council Recovery work streams, allows the work to be promoted through a wide range of networks and stakeholders, so increasing the reach and recognition of the Council's wellbeing work.

The Community Health and Wellbeing Manager provided more detail of how the Community Hubs are being established and developed and the support that is being provided for this. The Community Health and Wellbeing Manager continued and explained that one of the Hubs' key roles would be to help to promote better mental health, including for those individuals suffering loneliness and social isolation exacerbated by the COVID-19 pandemic, by providing easier access to more local support networks.

Councillor Oxley noted the Equality Impact Assessment for the Plan and questioned whether all Community Hubs would be led by individuals who were equality-minded and up-to-date with current practices. The Community Health and Wellbeing Manager explained that all Hubs would be provided with training and support in equality and diversity and the relevant associated behaviour expectations. She noted that, whilst the training could not be mandatory for volunteers, clear expectations would be set out for those receiving support for development.

On being put to the vote, the Motion was carried unanimously.

**RESOLVED**                      **To adopt this Stroud District Council Health & Wellbeing Plan for 2021-2022.**

**CSLC.044**                      **MEMBER/OFFICER REPORTS**

i)      Community Resilience Wellbeing Grant

The Community Health and Wellbeing Manager reported that 68 bids had been considered by the Community Wellbeing Grant Panel in February in line with the more equitable and transparent Community Wellbeing Grant Scheme previously agreed. The new Scheme aimed to align the funding to meet the current needs of the community and the voluntary sector. The Community Wellbeing Grants budget was £155K which was topped up by £17,200 from the SDC COVID-19 Response funding for those who met the criteria. The Community Health and Wellbeing Manager emphasised that there would be follow-up contact with all organisations who had applied for a grant, and advice provided for exploring alternative sources of funding.

The Committee noted that Allsorts should be added to the list of successful applicants and Lillian Faithful Care should be added to the list of unsuccessful applicants.

It was agreed that the criteria used for the decision-making process, plus the value of each grant awarded, would be circulated to the committee in due course.

The Community Health and Wellbeing Manager clarified that those allocated grants would be required to submit monitoring reports which demonstrated a clear measurement of the impact of the award, and which would be proportionate to the monetary value of the award.

The Committee received a verbal report from the Operations Manager at The Pulse Leisure Centre, Dursley on the virtual programme of activities that the Centre has provided since it has been closed due to the COVID-19 pandemic. These included virtual fitness classes, lunchtime workouts, and waterless swimming lessons. These had drawn many thousands of attendees and feedback had been very positive. The Operations Manager also outlined the extension of activities as lockdown eases including outdoor classes, the gym and swimming pool re-opening followed by indoor exercise which would operate within COVID compliant restrictions.

### **CSLC.045**

### **LEISURE AND WELLBEING REVIEW**

The Project Manager for Leisure. Health and Wellbeing provided a verbal report on progress that had been made in developing the Leisure and Wellbeing Review. The review will comprise of four sections and currently sections 1 and 2 are nearing completion. Section 1 'Outcomes' had focused on existing strategies and plans, and feedback from stakeholder consultation which would form the vision for the strategy's future direction. The review would also link with other Council strategies by adopting the four recovery work streams, and is supported by Five Ways to Wellbeing seen in the Health and Wellbeing Strategy. The Project Manager for Leisure. Health and Wellbeing also outlined some of the key messages which have come out of the stakeholder consultation so far.

Section 2 – 'Insight' has looked outwards to residents through the use of an online survey. A good response rate to the survey was achieved although the lowest representation was from respondents in the 15-24 age group. Some focus groups had also been held with key community groups and the committee noted the key headlines from that work. A mapping exercise had been undertaken of all users of The Pulse and Stratford Park Leisure Centres against demographic profiles. This exercise identified two groups of users aged 75+ as most underrepresented so it was clear the review needed to address this.

The final two stages of the review will be 3 'Facility Mix and Service Intervention' which will look at capital costs, business plans and options appraisals to determine how facilities should be run in the future. Stage 4 will aim to provide a draft Review report by the end of June and a final report by the end of July.

**CSLC.046**

**ARTS AND CULTURE STRATEGY**

It was agreed that the Leisure and Wellbeing Review should be completed first and the outcomes considered before work is undertaken to develop an Arts and Culture Strategy.

**CSLC.047**

**MEMBER/OFFICER REPORTS**

(b) Museum in the Park

Councillor Prenter's Member report had been circulated prior to Committee. There were no further questions raised.

(c) Police and Crime Panel

Councillor Robinson confirmed that there had been two meetings of the Panel since the last report but there was nothing to update the Committee on prior to the local elections.

Councillor Tipper noted the Panel's concern for the welfare of Police Officers involved in policing the recent riots in Bristol.

(d) Gfirst LEP – Visitor Economy/Tourism Business Group

Councillor Craig's Member report had been circulated prior to Committee. There were no further questions raised.

(e) Citizens Advice

Councillor Robinson advised the Committee that, as a meeting had only taken place the previous day, a report would be provided at the next meeting.

(f) Performance Monitoring

Councillor Prenter and Reed's report was circulated prior to Committee. Councillor Robinson expressed concern at the increase in Council Tax and Business Rate arrears in 2020 compared to the previous year, given this was only likely to get worse. It was agreed that more information would be provided outside the meeting.

It was confirmed that the Stratford Park outdoor pool was expected to open after Easter operating under COVID conditions.

(g) Neighbourhood Warden Information Sheet

The Information Sheet was circulated prior to Committee. The Committee commended the valuable work the Neighbourhood Wardens had undertaken during the COVID pandemic, and were pleased to note that the existing compliment of Neighbourhood Wardens had been maintained.

(h) Careline Information Sheet

The Information Sheet was circulated prior to Committee. There were no further questions raised.

**CSLC.048**

**MEMBERS' QUESTIONS**

There were none.

The meeting closed at 9.17 pm.

Chair

**STROUD DISTRICT COUNCIL**  
**COMMUNITY SERVICES & LICENSING COMMITTEE**

**AGENDA  
ITEM NO**

**24 JUNE 2021**

**5**

<b>Report Title</b>	<b>HEAR BY RIGHT AWARD PROGRAMME</b>			
<b>Purpose of Report</b>	To consider the Council's Youth Work Strategy, features an objective that commits the Council to undertaking the award programme of the national Hear by Right standards for youth participation.			
<b>Decision(s)</b>	<p><b>The Committee RESOLVES to create a cross Council officer and member group to support the development of an application to the award programme.</b></p> <p><b>The Committee RECOMMENDS to Council that the Council makes the Hear by Right Participation Pledge; and commences the award programme process.</b></p>			
<b>Consultation and Feedback</b>	All consultation was carried out ahead of the Youth Work Strategy being approved.			
<b>Report Author</b>	Steve Miles Tel: 01453 754504 Email: <a href="mailto:steve.miles@stroud.gov.uk">steve.miles@stroud.gov.uk</a>			
<b>Options</b>	Council could decide not to make the pledge, but this would be contrary to the aim and objectives in the Youth Work Strategy.			
<b>Background Papers</b>	None			
<b>Appendices</b>	Appendix A – Youth Work Strategy 2020-2024 Appendix B – Stroud District Youth Voice Vehicle Appendix C – BYC Youth-Led Organisation of the Year Award Appendix D - Hear by Right Introduction (NYA)			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	No	No	Yes	No

## 1. INTRODUCTION / BACKGROUND

- 1.1** Hear by Right is the national standards framework for youth participation, created and made available by the National Youth Agency (NYA). It's primary purpose, is use as an organisational development tool. The Hear by Right Introduction document (**Appendix D**) gives comprehensive details of what the NYA offer – reading this document will give greater context regarding this report.

## Agenda Item 5

- 1.2 The award programme attributed to the standards framework, enables organisations that deliver or commission services for young people, including local authorities, to improve the active involvement of young people in the services they receive. It will also benefit the communities in which young people live and their own personal and social development.
- 1.3 The Council has a rich history of enabling young people to have a voice, be heard and taken seriously on matters that affect them – this has been underpinned and enhanced since 2012 by a dedicated youth work strategy. At its core, the Councils Youth Work Strategy (**Appendix A**) features a youth voice vehicle (**Appendix B**) that has evolved over 21 years, into an award winning model for youth participation. This was recognised nationally by the British Youth Council (**Appendix C**).

## 2. MAIN POINTS

- 2.1 The Councils Youth Work Strategy (**Appendix A**) features 7 objectives. One objective (No. 4) focuses on the Hear by Right standards. It states that the Council will:

*‘Continue to develop practice within the Council with regards to the national Hear by Right standards, to support a culture of change towards greater youth participation across services. Undertake the national participation pledge and Hear by Right Award programme.’*

In response to the aforementioned objective, the following points are cited in **Appendix D**, in which to create a plan of action.

- 2.2 The Hear by Right award programme will support the Council to continue to: *‘inspire and equip young people to become change makers, influencers and co-producers’*; it will further *‘embed youth participation’* across the Council; continue to *‘foster best practice’*; and *‘improve services’*. It will also make a significant contribution to the Council’s Fit for the Future programme and the efforts to become an exemplar Council.
- 2.3 The first step to completing the award programme is for the Council to make the Hear by Right Participation Pledge. This is a public commitment that will demonstrate the Council’s commitment to the participation of young people in sharing the central values of inclusion, empowerment, commitment and impact. The pledge is registered by the National Youth Agency (NYA) on their website.
- 2.4 As a Council, we will commence our Hear by Right journey with the support of the NYA. This includes mapping and planning to determine where we are currently, where we want to be and how we will get there. We will include officers, members and where appropriate, young people, working together to identify evidence of our recent progress against the award programme criteria.
- 2.5 The Hear by Right framework is built upon 7 standards and 20 indicators that describe best practice. The award is given at two levels:

‘Active’ – this requires the Council to map and plan between 7 and 17 indicators.

‘Flagship’ - this requires the Council to map and plan between 18 and 20 indicators.

- 2.6** Officers would hope that the Council can aspire to flagship status. As part of the submission to the NYA, officers will be required to produce a case study, which will evidence our progress. This will subsequently form the final part of our submission for the award.

### **3. CONCLUSION**

- 3.1** This report has outlined the details of the initial steps needed to complete the Hear by Right award programme, as directed by the Councils Youth Work Strategy.
- 3.2** Completing the award programme and living its principles will demonstrate how well the Council upholds the values of inclusion, empowerment, commitment and impact with regards to youth participation. It will subsequently make a significant contribution to the values and commitments of the Council in its role as a local authority.

### **4. IMPLICATIONS**

#### **4.1 Financial Implications**

There are no significant financial implications arising from this decision. Funding has been allocated from the existing budget.

Lucy Clothier, Accountancy Manager Email: [lucy.clothier@stroud.gov.uk](mailto:lucy.clothier@stroud.gov.uk)

#### **4.2 Legal Implications**

There are no significant legal implications arising from the recommendations in this report.

One Legal

Tel: 01684 272691 Email: [patrick.arran@stroud.gov.uk](mailto:patrick.arran@stroud.gov.uk)

#### **4.3 Equality Implications**

There are not any specific changes to service delivery proposed as a result of this decision. However, completing the Hear by Right award programme will make a significant contribution to upholding the Councils Equality, Diversity and Inclusion (EDI) Policy – which has already received public endorsement from the Chairperson of Stroud District Youth Council (Full Council Meeting, 18 March 2021).

Some changes to the EDI Policy may need to be considered on a case by case basis at a later date, to ensure improvements to some service delivery regarding the inclusion of young people.

#### **4.4 Environmental Implications**

There are no significant implications within this category

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# **Youth Work** **Strategy** **2020 – 2024**

Approved by:

**SDC Community Services and Licensing Committee  
on 28 November 2019**

### **Introduction**

Whilst the youth sector continues to evolve regionally and nationally, a period of stability has been seen in Stroud district over the last 8 years. A number of town and parish communities still generally responded well to the need for locally supported youth provision, however this remains more challenging for some than others. Our consultation with them in 2019 was fed into the creation of this strategy. The Councils previous youth work strategies and subsequent delivery of youth work services has enabled the voice of young people to support such communities to plan, build and develop a range of provisions - the two tier format of local youth forum groups and Stroud District Youth Council (SDYC) acting as the recognised youth voice vehicle, has remained at the hub of this development.

The Council's Community Services and Licensing Committee (through a Task and Finish Group) have overseen a review of the service and been directly involved in consultation programmes and developing this strategy for 2020-2024. Having considered the strengths of the previous strategies, this version principally continues with delivering established community based provision, but also looks to increase the active involvement of young people in Council decision-making, particularly on matters that affect them.

Essentially this strategy maintains consideration of the national Hear by Right standards (adopted by SDC in April 2008) and the United Nations Convention on the Rights of the Child, with particular regard to Articles 12 and 15.

### **Youth Work in Context**

The key focus of youth work is to *'enable young people to develop holistically, working with them to facilitate their personal and educational development, to enable them to develop their voice, influence and place in society and to reach their full potential'*. Youth Work National Occupational Standards (2014): [www.nya.org.uk](http://www.nya.org.uk)

### **Youth Participation in Context**

Whilst youth work seeks to promote young people's personal and social development through a wide range of activities, youth participation can be defined as their being actively involved in matters of concern to them. The following statement clarifies this type of youth work; *'Youth Participation is the process by which children and young people influence decision making which brings about change in them, others, their service and their communities'*. National Hear by Right Standards Framework: [www.nya.org.uk](http://www.nya.org.uk)

## **Youth Voice and Youth Voice Vehicle**

The term 'Youth Voice' is widely used in relation to Youth Participation. The Councils' delivery system and structure is referred to as the 'Youth Voice Vehicle'.

### **Aim**

The Council will:

- Demonstrate active leadership on the delivery of youth and community work in partnership with young people and their communities.
- Encourage communities to further develop quality educational and fun programmes for young people in their locality.
- Support and deliver professional youth and community work practice and interpret current and future national policies.
- Develop a framework for locally supported projects to grow, whilst encouraging young people to have a voice, volunteer and become active citizens in their community.

### **Objectives**

The Council will:

1. Ensure professional youth and community workers (and level three qualified youth support workers) deliver practice in larger youth populated areas of the district, referred to as 'localities'. This involves;
  - Leading the facilitation of local youth forum groups (acting as part of the recognised local youth voice vehicle)
  - Delivering youth and community work projects and programmes that have been informed and where possible, led by young people
  - Liaising and co-operating with local youth partnership groups, parish and town councils, youth centre management committees to support community cohesion.
  - Liaising and co-operating with youth groups and schools to encourage young people to be active in the Stroud Youth Voice Vehicle.
  - Ensuring projects and programmes link appropriately to district youth council based work (Objective 2)
2. Ensure professional youth and community workers (and level three qualified youth support workers) deliver practice for district youth council based participation work. This involves;
  - Continuation of current youth participation / youth voice programmes at local and district level
  - Facilitating specific issue based projects e.g. local democracy/political education, health and wellbeing, creating youth friendly GP surgeries
  - Ensuring projects and programmes link appropriately to locality based work (Objective 1)

## Agenda Item 5

### Appendix

3. Facilitate a district youth work network for practitioners, providers and commissioners (inc. parish and town councils, management committees and local partnership groups) from all sectors.
4. Continue to develop practice within the Council with regards to the national Hear by Right standards, to support a culture of change towards greater youth participation across services. Undertake the national participation pledge and Hear by Right Award programme.
5. Develop methods to increase youth voice in the Councils decision-making processes.
6. Develop an enhanced social media presence for interaction with young people and their supporters.
7. Call upon its Councillors (elected members) to further champion the youth voice programmes. Where possible they will encourage providers of other services for young people (including statutory services) to enable their service users to be active in the Stroud Youth Voice vehicle.

### **How the service will be delivered and managed**

The service will be delivered and managed by the Council's Community Services, with a small team of specialist youth and community workers acting as officers for the work. This will enable a flexible and efficient approach for delivery and monitoring of the service, in which to meet the various aspects of the strategy.

#### **Real Open-Access Provision:**

This service enables young people in the district to have their voice heard (by professionals and trained young people) through various access points that are genuinely open to all young people between ages of 11 and 19. They are as follows;

- face to face engagement
- social media
- phone and email
- dedicated website
- through an active youth voice representative
- open consultation
- specific issue-based surveys

Subsequently, young people can become actively involved in a locality based community group (i.e. local youth forum groups) and aspire to greater participation, through a dedicated system and structure that is recognised locally and nationally.

#### **Advocacy and being non-judgemental:**

Youth and community workers are required through professional conduct and duty of care to be non-judgemental. They will advocate on behalf of young people when their voice is unable to be heard.

### **Young person informed and led projects and programmes**

Throughout the youth voice vehicle projects and programmes will be determined by young people. Some of these will be issue based and will require response from the council and other partner organisations.

These will broadly fit into the themes that have been identified by young people as being important e.g. local democracy, environment, health and wellbeing. However these may potentially change as young people see fit.

### **Input of Resources**

The Council will allocate a budget to support the delivery of this strategy.

It is also noted that young people provide a resource as volunteers, particularly with regards to designing and delivering consultation work and issue based projects, linking with community organisations and partnerships. Such volunteer hours are calculated by the National Lottery at between £7.14 per hour and £21.42 per hour. This equates to approx. between £13,750 and £31,130 worth of volunteering carried out in one year\*. It is also estimated that youth work delivers at least £7 in value for every £1 it costs\*\*

\*April 2018 to March 2019

\*\*Youth Link Scotland

### **Evaluation and Outcomes**

Previously developed systems to measure outcomes of the service have evolved and the Council will continue to evaluate service delivery with regards to each of the following objectives:

**Objective 1** – Up to 9 local youth forums will have been facilitated to function as recognised diverse groups and respectively seen as the active voice for young people in each of the localities identified. Active representation to Stroud District Youth Council will be evident. Active relationships with local youth groups, schools and colleges will be evident.

Youth work programmes will have been planned delivered and then evaluated focusing on personal and social development using the national Catalyst Outcomes Framework for guidance. This will work in accordance with approaches common to youth and community work practice. The management and accountability of staff will have been monitored accordingly.

**Objective 2** – Similarly to Objective 1, the work in relation to the district youth council and its issue based projects will have focused on participants' personal and social development using the national Catalyst Outcomes Framework – this will have typically included approaches common to youth and community work practice.

**Objective 3** – A district wide youth work network will have functioned for the benefit of all stakeholders. It will provide a cross sector support mechanism for various youth work projects and services in the district.

## Agenda Item 5

### Appendix

**Objective 4** – A new submission will be made to national Hear by Right Standards award programme (developed and hosted by the National Youth Agency) in relation to actively involving young people in service design and delivery.

**Objective 5** – Young people will have the opportunity to give input into each Committee's Forward Plan. They will have been consulted more specifically and broadly on matters that may affect them. Young people will have the opportunity to get involved with the Councils performance monitoring across policy making and service delivery.

**Objective 6** – The Councils Communications Team will support the increase of social media coverage on appropriate platforms. This interaction with young people and their supporters will be evidenced with regards to youth service projects and programmes.

**Objective 7** – An increase in support from other service providers will be evident. Young people (known to respective service providers) will have engaged with local youth forum groups and their associated projects and programmes.

### **Sustainability**

The sustainability of long term local youth provision is vital, particularly at times of austerity and social economic change. Strong indications remain that positive activity projects, in relation to service design and the delivery process will attract greater funding, when young people are involved. Similarly, whether changes should be made for the future, the quality of service provision now relies on the active voice of young people to exist.

The community development based approach to youth work (outlined in this strategy document) enables young people to learn specific skills and become empowered enough to help their peers and represent them through active involvement in decision-making on issues that affect them. This has been demonstrated by the outcomes of the Council's strategy during the last eight years.

Complementary to the main objectives and to support a more sustainable future for young people's active involvement, the Council will continue to explore over the period of this strategy the following point;

If and how, a youth development trust could enhance the Councils youth voice vehicle in the future.

<b><u>Locality Area &amp; Youth Population 10 - 19 years*</u></b>		<b><u>Typically Related Secondary School</u></b>
Berkeley Vale	736	Various
Chalford (Inc Bisley)	1126	Thomas Keble
Cainscross (Inc Lower Randwick)	1081	Archway and Maidenhill
Cam & Dursley (Inc Coaley & Uley)	1911	Rednock
Hardwicke	784	Maidenhill and Severn Vale
Nailsworth & Minchinhampton (Inc Horsley)	1201	Sir William Romney
Stonehouse (Inc The Stanley's)	1262	Maidenhill
Stroud Town and Valleys (Inc Rodborough)	2048	Marling and Stroud High School

Wotton under Edge (Inc Kingswood)	1137	Katharine Lady Berkeley
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\*Gloucestershire County Council Ward Population Estimates Mid-2018 (Maiden)

#### **Contribution to the Council's Equality and Diversity Policy**

This strategy positively contributes to the Council's legal duty as a public sector organisation under the Equality Act 2010. It will enable the Council to consider the needs of young people when designing and delivering services, particularly in the context of them being a protected group. In direct relation to the Council's Equality and Diversity Policy, it will help foster good relations between people of different social and cultural backgrounds as well as contribute to cross generational liaisons with those who share a protected characteristic and those who do not. It will encourage young people to participate in public life or other activities, where their participation is disproportionately low. It will also help tackle prejudice through promotion of greater understanding among different communities.

Additionally, this strategy will help deliver the Council's vision of **"Leading a community that is making Stroud District a better place to live, work and visit for everyone"**

#### **Summary**

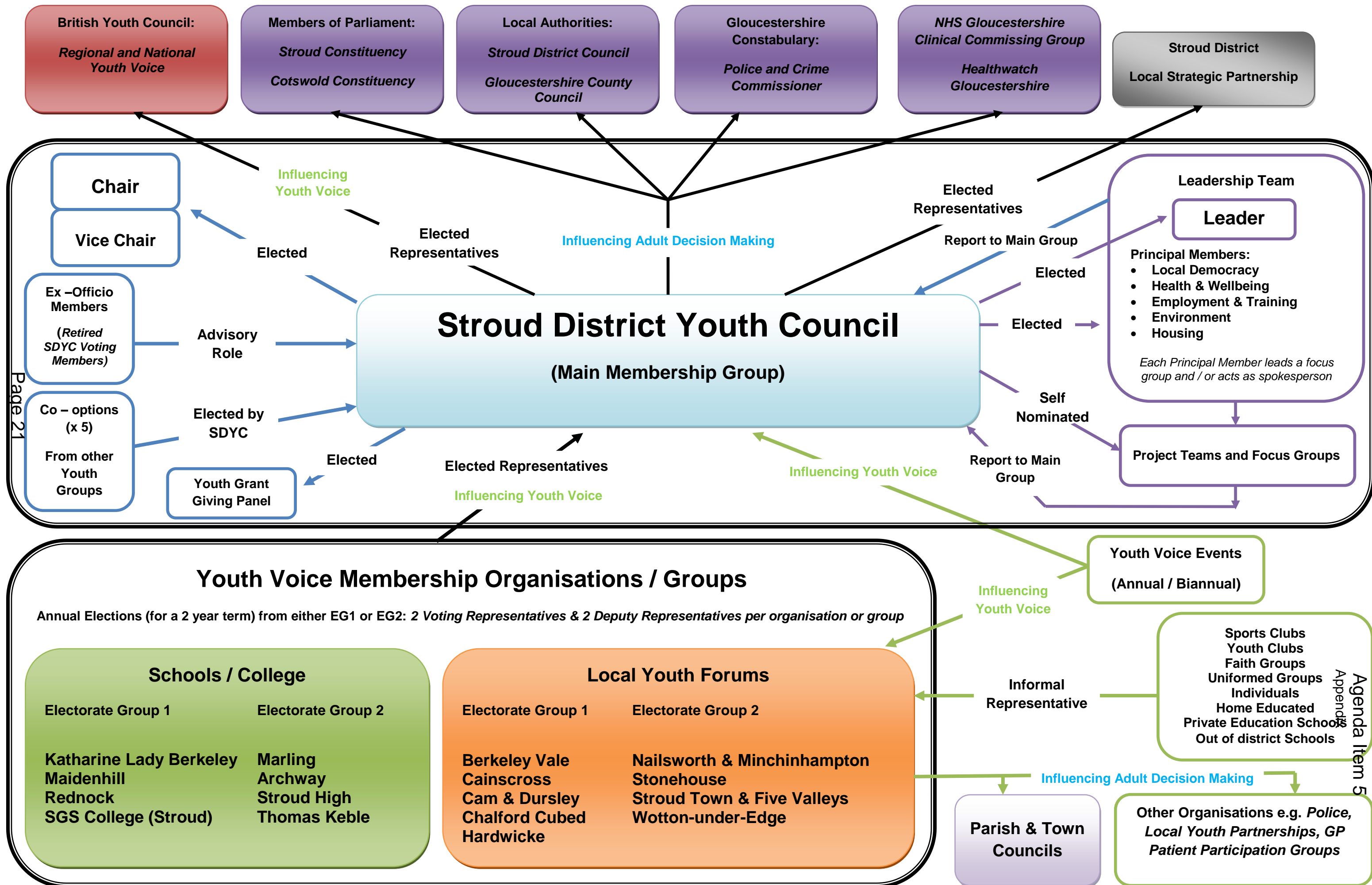
This is a comprehensive youth work strategy, which follows previous strategies in being relative to the diverse needs of young people and their communities in the district, whilst also bringing a sense of cohesion, particularly for those who feel marginalised. It continues the Council's commitment to young people and delivery of good practice that has enabled them to have a voice and be heard.

The strategy objectives will support the need for both the public sector and the voluntary sector to work in partnership, thus designing and delivering longer term sustainable provision underpinned by what young people say they want and need.

Essentially this strategy recognises the input of others, namely young people and community organisations. It continues the way in which the Council can work with them to achieve outcomes that are reflective of a modern forward thinking approach to youth and community work in a rural district. It will therefore help empower our communities towards a sustainable future and give young people opportunities to develop personally and socially.

# Stroud District Youth Voice Vehicle (System & Structure)

Item 5 Appendix B



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**Members of Stroud District Youth Council 2020**

**British Youth Council, Youth Voice Star Awards**  
***Youth-Led Organisation Award Winner***

# Hear by Right

Developing best practice in  
young people's participation



**“Every young person has the right to express their views, feelings and wishes in all matters affecting them and to have their views considered and taken seriously.”**

Article 12, The UN Convention on the rights of the child

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- 16 How long does it take?
- 17 Costs
- 18 Support for your Hear by Right Award

# Agenda Item 5

## About Hear by Right <sup>Appendix</sup>

Hear by Right was established over 10 years ago and was created with and for young people to support organisations within the youth sector to transform more young people's lives by developing their voice, influence and place within society. Today, young people's voices are as important as ever with many organisations using participation, co-production and social action throughout their programmes and core work. This new and updated version of Hear by Right has been designed to be flexible across all sectors, encouraging organisations of all shapes and sizes that work with young people to join us in recognising the importance of young people's participation throughout all of our work.

Hear by Right is an organisational development tool built on a framework of seven standards with 20 indicators that describe best practice, supporting organisations to plan, develop and evaluate their participation practices and provision. It fosters a culture of development; a continual journey for keeping young people at the heart of decision making.

The Hear by Right framework is a free resource for self-assessment, there is also the option to go for a formal assessment process to gain a national NYA award to recognise and celebrate great practice in participation.

The following pages provide information on how to get started with Hear by Right and find the right approach for your organisation.



## Why Hear by Right?

Substantial evidence points to the fact that participant led youth work delivers more positive and meaningful outcomes compared to a prescriptive delivery which has had little or no input from the young people it is designed to help. The NYA believes giving young people a voice and involving them in project and programme development is an integral aspect of youth work delivery. An effective participation strategy is fundamentally about sharing power with children and young people. However, we are also aware for some organisations this approach can be challenging and there is a need for practical guidance.

In answer to this, The National Youth Agency developed the Hear by Right assessment and validation process. This is designed to help organisations of any size and delivery model to achieve best practice in the safe, sound and sustainable participation of children and young people in the services and activities they take part in.

Hear by Right can be used by any organisation working with young people. It is an organisational development tool which maps the participation currently taking place in organisations and shows them how to plan for improvement.

### **Hear by Right will support your organisation to:**

- Inspire and equip young people to become change makers, influencers and co-producers
- Embed participation across your whole organisation
- Foster best practice
- Support and develop your team
- Improve your services
- Inject new life into your organisation
- Increase interest from funders
- Become part of The National Youth Agency network and join our #ParticipationPledge

## What is Participation?



**Influence** Inclusive  
Right Developmental  
Young People  
**Change** Power  
Leadership  
Production Dialogue Listening  
Coherence  
**Connection** Support  
Sharing Active  
**Participation**  
Two Way Mutuality Involvement Action  
Decision Making Engagement  
Produced  
Active Meaningful  
**Co-Production** Democratic  
Leadership  
Collaboration  
**Together**

## Getting Started with Hear by Right

Hear by Right recognises participation practice as a continual journey and can flex to work for your organisation and its needs. The below takes you through the steps of the full Hear by Right journey but you can choose how and when to engage in any of these levels at any time.

### Register

#### Step 1: Register

You can register to start your Hear by Right journey online at [www.nya.org.uk](http://www.nya.org.uk)

#### Step 2: Resources

Once registered you will be able to access the Getting Started with Hear by Right resources. Please feel free to download, use, read and share.

#### Step 3: Commit with your Participation Pledge

You will be asked to commit to our Participation Pledge. This allows you to become part of a network of organisations who have made a pledge to promote and practice participation. You will be required to submit a logo and a short summary of your organisation which will be added to our website. Once completed we will send you our Participation Pledge Logo which you can share and add to your website and social media channels.

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## Hear by Right Insight Session Appendix

To help your organisation understand more on participation and Hear by Right, up to two members of your team can attend a half day insight session.

### **This session will:**

- Increase your organisation's understanding of participation
- Increase your organisation's knowledge about how to improve young people's participation
- Assist your organisation in using the Hear by Right Framework
- Act as a practical guide through the assessment criteria and indicators

With the resources and training you may feel confident to carry out an internal self-assessment. We hope you will want to continue on your journey and work toward formal assessment for the National Youth Agency Hear by Right Award.

**The Hear by Right Insight Session will be charged at £50 per person but will be deducted from the assessment fee, if and when your organisation signs up to the award process.**

### Assessment for the award

After you have completed the Hear by Right Insight Session a member of the NYA team will contact you to discuss and plan the assessment process. This is to help decide which level of award is most appropriate for your organisation. From this discussion, and on receipt of your registration fee, you will be supplied with your unique log in details to our tailored virtual space giving you access to resources, forums and other information key to your Hear by Right journey.

There are two assessment submission points each year: January and August. Once you have submitted your documents for assessment our Hear by Right Board, which consists of participation experts from across the sector and includes two youth representatives, meet and consider your submission.

### Awarding

The Hear by Right Board will give you feedback on your submission within 10 weeks of submission. The Board will either award you with Hear by Right or provide development areas and timeframe to resubmit.



## Agenda Item 5

# The Hear by Right Award Process

Appendix

The Hear by Right Award Process only requires you to complete three key documents that build together to form your submission:

### Participation Pledge

This Pledge demonstrates your organisation's commitment to the participation of young people. This includes looking at the values of Hear by Right (inclusion, empowerment, commitment and impact) and recognising how your organisation has pledged to address these. You will receive full details when you register for Hear by Right.

### Hear by Right Framework

This is a mapping and planning document for your Hear by Right journey. You use this to review and plan:

- a.** where you are currently
- b.** where you want to be
- c.** how you will get there.

### Case Study

Following on from the mapping and planning and the associated development phase, organisations are required to produce a case study. This is to evidence the significant impact Hear by Right has had on your whole organisation and evaluates your journey since the submission of your Hear by Right Framework document.

Collectively these documents will be your Hear by Right award submission and will be reviewed by the Board to make a judgement on whether to award or whether further development is required.

# Agenda Item 5

## Appendix

### Participation Pledge

Your Participation Pledge enables you to sign up to our Network of organisations that pledge their commitment to Participation

The Pledge allows you to explore and share your commitment across the Hear By Right values: Inclusion, Empowerment, Commitment, Impact.



### Case Study

Your case study will evaluate and share the impact Hear by Right has had on your organisation.

Using your Hear by Framework you should share what has been achieved, how it has been achieved and what impact this has made.

### Hear by Right Framework

The Hear by Right Framework follows the 'Seven S' model for organisations. These are: Shared Values, Strategies, Structures, Systems, Staff, Skills and knowledge and Style of leadership

You will use these headings as guideline indicators (see above) to map and plan activity within them.

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Appendix

### Hear by Right levels of award

Hear by Right is built on standards and indicators that describe best practice and is awarded at two levels:

**ACTIVE** requires you to map and plan 7-17 indicators

**FLAGSHIP** requires you to map and plan 18-20.

NYA will help you work through the indicators and start to identify which level you feel is appropriate and which you may already be achieving and those that you want to work to improve.

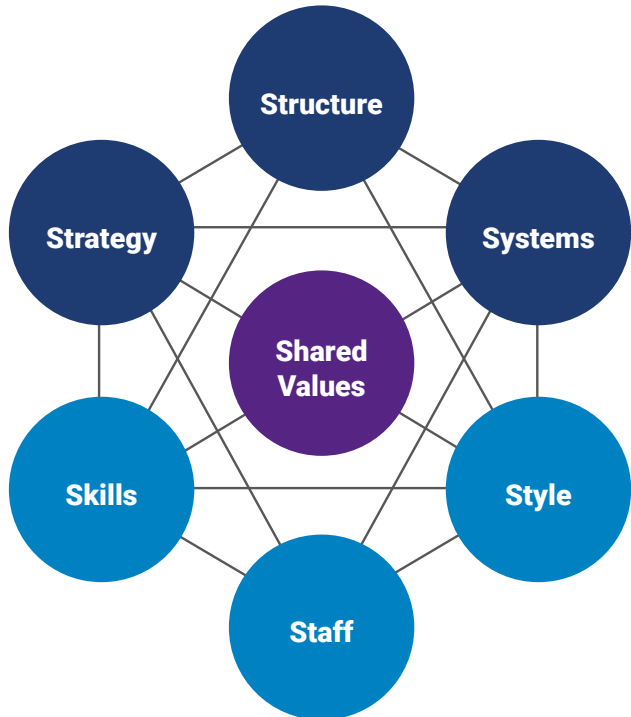
As the Award is around recognising your reflective practice and growth, many organisations start at the Active level and work towards Flagship but this is dependent on your organisation. The National Youth Agency will help you to use the tool to adapt the indicators to your setting and map your development through the award process.



### Hear by Right Standards

The Hear by Right standards cover all aspects of young people's participation. The principles apply flexibly and equally to large statutory organisations working in partnerships and to small voluntary sector organisations working independently. The standards can also be used at project level. They are used so widely that they offer a helpful common ground and shared language on participation.

Hear by Right has seven standards based on the 'Seven S' model for organizational development. The seven Hear by Right standards focus on improving young people's participation in the organisation, which in turn will improve the services that will help them to improve their lives.



# Agenda Item 5

## Appendix

### Indicators

The seven standards are broken down into individual indicators which allow your organisation to identify areas you currently do well and areas for development. As Hear by Right is encouraging a continual cycle of review and reflection assessment it allows organisation's to openly evaluate learning through their Hear by Right journey. In order to achieve Hear by Right at an Active Level you must be working towards between 7 and 17 indicators. To achieve Hear by Right Flagship Level you must be working towards 18-20 indicators.

We encourage, where appropriate and possible, for organisations working toward Active to select at least one indicator from each of the seven standards.



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## Appendix

### Shared Values

- 1.1 We have a central commitment to participation
- 1.2 We show clearly our shared values on participation
- 1.3 We recognise and promote Article 12 of the Convention on the Rights of the Child

### Strategies

- 2.1 We have undertaken an audit of our resources that support participation
- 2.2 We have a strategic plan for participation

### Structures

- 3.1 Young people tell us how they want to participate
- 3.2 We have lots of different ways for young people to participate
- 3.3 We make sure lots of different young people are included in participation

### Systems

- 4.1 We have a range of policies in place to support participation
- 4.2 We have budgets and finance systems in place to support participation
- 4.3 We record and promote 'what's changed' because of participation

### Staff

- 5.1 Job descriptions of key staff include skills and commitment to participation
- 5.2 Young people participate in the recruitment and induction of key staff
- 5.3 Supervision and appraisal of key staff includes progress on participation

### Skills & Knowledge

- 6.1 Young people receive participation training
- 6.2 Staff receive participation training
- 6.3 Young people have enough information to participate fully

### Leadership

- 7.1 Senior managers and leaders are champions for participation
- 7.2 Senior managers and leaders support innovation in participation practice
- 7.3 Senior managers and leaders take an active part in participation events

## Agenda Item 5

### Appendix How long does Hear by Right take?

The following is a time guide for the different steps within Hear by Right:

- Registration – this can happen at any point during the year
- Take part in NYA's #ParticipationPledge – this can happen at any point during the year
- Attend a Hear by Right Insight Session – Insight days take place in January, April, August and November
- Participation Pledge and Hear by Right Framework – submission dates are January and August
- Case Study – you have up to 12 months to submit your case study. Submission dates are: January and August
- The National Youth Agency will notify you about your award within 10 weeks after the submission deadline
- Your Hear by Right Award is valid for two years.
- As Hear by Right is a continual organisational development tool you will then be encouraged to go through the process to build on existing practices and develop in new ways.

**Hear by Right is flexible to the needs of your organisation. It can take 12-18 months to complete a Hear by Right journey, some will need more time and some less. It will be influenced by your start point, the shape and size of your organisation and the resource you have available to support this work.**

## Costs

### Self-assessment

**Hear by Right is free to use as a guide for self-assessment.**

For organisations choosing a self-assessment only journey they can still access Hear by Right training and this is charged at £50.00 per person. If at a later stage the organisation goes forward in the award process, then this training cost will be deducted from assessment fees.

### Hear by Right Award

All costs include:

- Two people attending a Hear by Right Insight Session
- Hear by Right Framework
- Access to online resources and toolkits to support your Hear by Right journey
- Certificate of Achievement and a Celebration Toolkit
- Join the NYA Network and gain access to NYA's resource library
- Invitation and discount to NYA events

We have based costs on annual turnover to provide as many organisations access to Hear by Right as possible.

Annual Turnover	Pledge	Active	Flagship
Under £500,000	FREE	£750	£1,000
£500,000 - £1,000,000	FREE	£1,050	£1,300
£1,000,000 - £2,000,000	FREE	£1,350	£1,600
£2,000,000 and Above	FREE	£1,650	£1,900

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### Support for your <sup>Appendix</sup> Hear by Right Award

Resources – you can find a variety of resources to support Participation at:

[www.nya.org.uk](http://www.nya.org.uk)

You can also access training and support directly from The National Youth Agency including Participation Training, Policy Support, Young People's Leadership Training, Youth Work in Practice and many more. For information on training available visit [www.nya.org.uk/training](http://www.nya.org.uk/training)





## Agenda Item 5

Appendix

We hope this information has been useful and you are excited to join us in promoting, developing and celebrating young people's participation.

For more information contact  
**[nya@nya.org.uk](mailto:nya@nya.org.uk)** or call  
**0116 242 7350**

**[nya.org.uk](http://nya.org.uk)**

Company registration no. 2912597  
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19-23 Humberstone Road, Leicester, LE5 3GJ.

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**STROUD DISTRICT COUNCIL**  
**COMMUNITY SERVICES AND LICENSING COMMITTEE**

**24 JUNE 2021**

**AGENDA  
ITEM NO**

**6b**

**List of Outside Bodies within the remit of Community Services & Licensing Committee**

**Appointments to Outside Bodies**

Red – To be appointed

<b>Organisation</b>	<b>Representatives 2020/21</b>	<b>Representatives 2021/21</b>
Cowle Trust (Museum in the Park)	Councillor Nigel Prenter	tbc
Kingshill House Charitable Trust	Councillor Trevor Hall	tbc
Stroud & Rodborough Educational Charity*	Cllr Nigel Cooper (4 yearly term) Cllr Nigel Prenter (4 yearly term)	tbc – replace Nigel Cooper Cllr Nigel Prenter
Stroud Citizens Advice **	Councillor Steve Robinson and substitute Councillor Jonathan Edmunds	Tbc x 2
Stroud Festival Limited	VACANT SEAT (until Review of Grants if complete)	tbc
Stroud Road Safety Liaison Group	Councillors John Jones and Ken Tucker	Tbc x 2
Woodchester Park Mansion	Shared between Councillors Sue Reed and Steve Robinson	Tbc x2
Community Safety Partnership	Councillor Chris Brine	Chris Brine
Older Peoples Forum	Councillor Steve Robinson	tbc
Youth Council	Councillor Nigel Prenter	tbc
Stroud District Council Know Your Patch	Councillor Sue Reed and substitute Councillor Jim Dewey	Tbc x 2
Homestart	Councillor Sue Reed	tbc
Gfirst LEP – Visitor Economy/Tourism Business Group	Councillor Gordon Craig	tbc

\* Councillor Nigel Prenter term until 2022

\*\*Councillor Craig became a trustee in October 2019 (3-year term ending October 2022) with possible extension thereafter

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Date of meeting	19 May 2021								
Prepared by	<p>Mike Hammond, Head of Community Services (MH)</p> <p>Ange Gillingham, General Manager, The Pulse (AG)</p> <p>Darren Young, Operations Manager, The Pulse (DY)</p> <p>Kevin Ward, Museum Development Manager (KW)</p> <p>Emma Keating-Clarke, Health &amp; Wellbeing Development Coordinator (EKC)</p> <p>Steve Miles, Senior Youth Officer (SM)</p>								
Apologies									
Attach CDP Action Plans and Risk Report from Excelsis	<p>CDP. 14 – In partnership with Stroud Town Council and Friends of the Lido submit a bid to National Lottery Heritage Fund for additional funding to refurbish Stratford Park Lido by 30 April 2020 This has been delayed due to the pandemic and the HLF temporarily closing applications – Overdue.</p> <p>CDP. 17 – Make a decision extending the contract for the provision of leisure services at Stratford Park and consider option for future provision by 31 January 2020 – Completed.</p> <p>CDP. 18 – Agree a long-term investment and management plan for Stratford Park, partners and contractors by 31 March 2020. Update: This has not really progressed due to Covid. It was agreed at S&amp;R to give up to £150,000 (paid in arrears) to SLM to carry on and there are ongoing talks around the extension with a month-to-month review – On Target.</p> <p>£68,000 has been awarded to date from the above total, with the remaining £82,000 being ring fenced if needed to support the business in remobilisation. This money will only be used if the National Leisure Recovery Fund (NLRf) is fully allocated.</p> <p>In December 2020 a total of £235,000 was awarded to SLM from the (NLRf). This fund is applicable from December 2020 onwards to support their losses and the gradual opening of the facilities in line with the government road map.</p> <p>This fund is held with SDC and payments are made based upon the receipt of their financial losses on a month by month basis. To date SLM have claimed £126,496 for December 2020 – March 2021.</p>								
PROJECTS / CAPITAL PROGRAMME (if not covered in CDP)	<p><b><u>Museum</u></b></p> <p>All funding has been secured for the <b>Supporter Scheme</b> which has now moved into the implementation phase. This year-long project will create the new free-to-join Museum in the Park supporter scheme, providing audiences with new and exciting opportunities to engage with us. The project builds on previous Arts Council England and our Council investment (business case development and CRM specification/procurement phases). Through this project we will transform our engagement with existing audiences, extend our community reach to new audiences, and ensure long-term sustainability of the museum particularly as we recover from the impact of Covid-19.</p> <p>Funding is as follows (all reliant on each other as match funding).</p> <table> <tr> <td>£35,000</td><td>Arts Council England</td></tr> <tr> <td>£14,160</td><td>Stroud District Council</td></tr> <tr> <td>£13,315</td><td>Stroud District (Cowle) Museum Trust (Museum Friends funding)</td></tr> <tr> <td>£6,000</td><td>Garfield Weston Foundation (awarded to Cowle Trust)</td></tr> </table> <p>We have successfully applied for a grant of £1,250 from The Institute of Conservation (ICON) towards <b>conservation work to stabilise 12 taxidermy birds</b> on display in the Collectors Room which have suffered some pest damage. This grant will be used to pay for an ICON accredited conservator to open the case, remove the specimens and treat</p>	£35,000	Arts Council England	£14,160	Stroud District Council	£13,315	Stroud District (Cowle) Museum Trust (Museum Friends funding)	£6,000	Garfield Weston Foundation (awarded to Cowle Trust)
£35,000	Arts Council England								
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	<p>them as regards the pests, before cleaning and stabilising areas of damage, photographing the specimens and finally replacing the birds in their setting.</p> <p><b>Rebuilding the Foundations: Gloucestershire Museums</b> – we are one of eight museums that are part of this project, funded by an award of £56,800 by NHLF to South West Museums Development. It will museums to be better prepared to develop audiences and involve volunteers as we recover and re-open. The support will be tailored based on the need for each museum. For us, this has a strong link with our Supporter Scheme project and that will be our particular focus.</p> <p><b><u>Community Health &amp; Wellbeing</u></b></p> <p>Community Wellbeing Grants – 34 grants were awarded and payments made in April 2021. A review of the updated process will take place in the coming months. Filmed case studies will be shared on social media to promote the impact of the grants.</p> <p>Community Hubs – The new Hubs Mentor will start with our partner VCS org in mid-June. Our Wellbeing Grants have enabled 2 Hubs to recruit their first paid managers, 1 Hub to develop from a pilot food project and another Hub to extend their offer.</p>
<p><b>STRATEGIC RISKS</b> (see Excelsis)</p>	
<p><b>PERFORMANCE MEASURES</b> (see Excelsis where applicable)</p>	<p><b><u>Museum</u></b></p> <p>Whilst we were unable to meet our targets for visits in person, usage, volunteer hours or income due to Covid-19 we had a number of other notable successes. Whilst not performance measured, had a very good response to our online engagement through social media. By way of example, we had over 32,000 ‘likes’ and 526,500 ‘views’ of our ‘Meet the Curator Online’ and ‘Wilf Merrett Postcards’ campaigns. The feedback was really encouraging with people enjoying and valuing us keeping them connected to local heritage. Volunteer hours just over 2,500 (just under 1.5FTE) – roughly down on 1FTE. Every year we supply data to the South West Museum Survey. Using 2019/2020 data they calculated the economic impact of visitors to the museum on the local economy using the Association of Independent Museums “Economic Value of the Independent Museum Sector 2019 toolkit”. Total Economic Impact of visitors to the museum to the Local Economy: £1,686,040.</p> <p><b><u>The Pulse</u></b></p> <p>The Pulse continues to struggle with the impact of the global pandemic with all metrics severely impacted by enforced closure for 8 months in the 2020/21 financial year. Social distancing conditions have then further impacted on the 4 open months with capacity in most areas reduced by up to 60%.</p> <p><b><u>Swimming Lessons</u></b></p> <p>Capacity reduced from a pre COVID level of 1500 weekly attendees to 1100 in the climate. We are currently allocating the vast majority of our pool time and space to swimming lessons. Plans are in place to gradually recover from 21<sup>st</sup> June with further planned milestones on 19<sup>th</sup> July and 6<sup>th</sup> December 2021. All being well and with the UK continuing to recover in line with the government roadmap we expect to be back to pre COVID capacity by Q3/4 2021.</p> <p><b><u>Memberships</u></b></p> <p>Memberships have seen reduction by over a third with 1500 members enjoying the centre in Q4 2020 compared to 920 at the end of Q4 2021. This drop is entirely due to long periods of closure and reduced programming when open. Many members have expressed a desire to re-join the centre as soon as we reach step 4 of the governments recovery roadmap so we remain hopeful that Q2 2021 will start to see numbers and income strengthen.</p>

	<p><b><u>Group Exercise</u></b>  Group exercise has seen a similar reduction in attendance as we shifted from a Q4 2020 attendance of 17631 at live classes to 5345 attendees during the same period all of which were hosted and delivered virtually.</p> <p>All attendance figures make for depressing reading but plans are in place for a sustained recovery as we move through 2021. I would like to give credit to my management and group exercise teams who have continued to work at the pulse and deliver a quality (if very different) service to our customers and community during the latest lockdown.</p> <p><b><u>Community Health &amp; Wellbeing</u></b></p> <p>H&amp;W7 - Forest Green – This project was awarded a Community Wellbeing Grant to expand their food Hub work.</p> <p>Healthy Lifestyles Scheme:</p> <p>Healthy Lifestyles Classes – New outdoor Mummy, Buggy &amp; Me and Tai Chi have been a success. All HL classes will begin face to face, indoors again from the week of the 17<sup>th</sup> May. We will retain some Zoom classes for those who are not comfortable mixing.</p> <p>Exercise on Referral - New online referral platform nearly ready to go. Some delay with Exercise on Referral from SPLC so SDC staff will cover temporarily.</p> <p>Health Walks - New website launched in February 2021. Walker numbers will increase from 6 to 15 in a group in May.</p> <p><b><u>Youth Service</u></b></p> <p>Covid Pandemic restrictions during Q4 continued to hamper a return to face-to-face youth work – this has now led to disengagement from some young people previously actively involved. Anecdotal information received through the youth work teams relationship with individuals, highlighted factors relating to mental health and emotional well-being, plus access to internet and suitable devices as being barriers. Subsequently and not surprisingly, overall participation hours for youth voice representatives were much lower than previous years, as predicted in previous reports. We carried out an internal survey of youth council members, exploring ‘how they’ve been affected by the pandemic’ – the results were informative and included the expression of personal experiences.</p>
<p><b>RELEVANT FINANCE ISSUES</b></p>	<p><b><u>Museum</u></b></p> <p>Q4 forecast an underspend of around £15k. This is mostly due to being two members of staff down on our establishment. Whilst some income has been generated, it is a lot less than previous years as footfall is low to maintain a Covid-Secure visit. The public programme was of course hit by restrictions and lockdowns. We have reduced our forecast income for next FY.</p> <p><b><u>The Pulse</u></b></p> <p>The balance sheet for this period has been significantly impacted by COVID closures. Every effort has been made to reduce non-essential expenditure and maximised our very limited income streams.</p> <p>Q4 2019/20 YTD Expenditure £1,138,678  Q4 2020/21 YTD Expenditure £1,057,231</p> <p>Q4 2019/20 YTD Income £1,297,256  Q4 2020/21 YTD Income £241,005</p>

## Agenda Item 7a

	<p>A budget deficit for year 2021/22 is expected but has yet to be accurately forecast pending the easing of lockdown measures</p> <p><b><u>Youth Service</u></b></p> <p>As predicted in Q3, the budgets relating to this service were underspent at the end of Q4. Requests were made to carry forward this underspend to enable a recovery for the service over the remaining period of the youth work strategy (3 years).</p>
<b>What are the key challenges facing service areas?</b>	<p><b><u>Museum</u></b></p> <p>The biggest challenge remains the recovery of the service, whilst also meeting the demands of the wider community, though we have demonstrated great resilience and ability to embrace change over the last year. The Supporter Scheme is crucial to our longer term recovery.</p> <p><b><u>The Pulse</u></b></p> <p>Notwithstanding the massive impact the COVID-19 pandemic has had on all areas at The Pulse we have a few additional challenges to work on.</p> <p>Staffing – Due to a general lack of external training provision in the last year specialist staffing in several areas of the business are reduced and starting to cause issues in terms of staff rota's and annual leave. We are currently recruiting for a number of roles which, if successful, will bolster the team and relieve pressure and pinch points.</p> <p>Utilities – We continue to see costs increase in this area with no associated reflection in expenditure budget. Two broken CHP units further hamper internal generation although purchase orders have now been raised for a replacement engine and associated servicing.</p> <p>Looking forward, by far, the biggest challenge is recovery. Detailed planning is in place and ongoing to achieve the quickest and safest recovery possible whilst keeping sensible measures in place to manage COVID as an ongoing risk.</p> <p><b><u>Community Health &amp; Wellbeing</u></b></p> <p>As COVID restrictions change we are working on some face to face and some online offers, class numbers will increase as restrictions change but some people will still prefer to exercise online in safety.</p> <p><b><u>Youth Service</u></b></p> <p>Guidance on Covid Pandemic restrictions continues to be shared with the youth sector by the National Youth Agency on behalf of the UK government – the current progression towards greater freedom and flexibility will help us tackle the need for promotion, recruitment and retention of youth voice representatives. Any re-tightening of restrictions will inevitably lead to further issues of concern.</p>
<b>BENCHMARKING eg Peer Reviews; External Audits; LG Inform.gov.uk</b>	<p><b><u>The Pulse</u></b></p> <p>We are currently monitoring our recovery performance against the rest of England with the support of Sport England using Data Hub.</p> <p><b><u>Community Health &amp; Wellbeing</u></b></p> <p>County partners are very interested in our Community Hubs model.</p>

	<p><b><u>Youth Service</u></b></p> <p>Through interactions with officers from similar local authority services across the south west, we are aware that many youth and community work projects and programmes have been similarly affected. However, compared to some, we are doing well to have the levels of participation which we have experienced.</p>
<p><b>Progress on any recommendations / actions from the last Committee meeting</b></p>	

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