

**Performance Monitoring Report  
Community Services & Licensing Committee  
Q3 2023/24**



<b>Date of CS&amp;L meeting</b>	14 March 2024	
<b>Date of Performance Monitoring meeting</b>	15 February 2024	
<b>In attendance</b>	<b>Members:</b> Cllr Nigel Prenter, Cllr Julie Job <b>Youth Council Members:</b> Cate James-Hodges, Alyssa Pearce <b>Officers:</b> Ange Gillingham, Emma Keating-Clark, Hannah Drew, Liz Shellam, Sarah Clark, Hannah Barton	
<b>S&amp;R Ideagen dashboards</b>	Main CS&L dashboard CS&L Performance Indicator dashboard	
<b>Items on CS&amp;L agenda relevant to the Council Plan</b>		
<b>Risks</b>	Strategic Risk Register presented to Audits & Standards Committee	
<b>Council Plan Actions Traffic Light Status</b>	Red (Overdue)	0
	Amber (Overdue Milestone/s)	0
	Green (On Target)	18
	Cancelled	0
	Completed	6
<b>Any issues of concern to be reported to Community Services &amp; Licensing Committee</b>		
<b>Any actions or recommendations for Community Services &amp; Licensing Committee</b>		
It is recommended that the Performance Indicator <i>CW1.5g – Number of foodbank parcels</i> is deleted as we only measure number of foodbank referrals which is already measured under CW1.5a.		
<b>Report submitted by</b>	Cllr. Nigel Prenter	
<b>Date of report</b>	17 February 2024.	

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CW1.1	Develop a framework for working with the community and voluntary and social enterprise sector including the network of community hubs		66%
Performance Monitor Comments	<b>As well as the three main hubs, smaller hubs are being developed but this is a work in progress and a longer-term project. While volunteers for food hubs are more forthcoming, it is proving more difficult to attract volunteers for other areas.</b>		
Assigned To	Ange Gillingham; Emma Keating Clark		
Latest Note	Q3 2023/24: The framework is being developed based on learning for the ICS / VCSE MOU and the Stroud District Community Hubs Theory of Change. The framework will be considered at CS&L Committee in March 2024.		
Sub Action	CW1.1.1 Work with partners to develop and agree the framework	80%	Q3 2023/24: Framework is being developed with learning from ICS / VCSE MOU and Stroud District Community Hubs Theory of Change.
	CW1.1.2 Work with partners to build resilience within the Hub network	70%	Q3 2023/24: The Hubs network now has 3 Local Area Facilitators supporting local developing Hubs and a District Facilitation group of key partners who have committed to supporting the needs of the Hubs. This work is being guided by the Community Hubs Theory of Change.
	CW1.1.3 Work with the VCS sector on attracting future volunteers	50%	Q3 2023/24: The second Stroud Food Forum in Autumn 2023 focussed on the challenges and opportunities for VCSE volunteer recruitment and management. The session was well attended with good practice sharing including how to use a locally produced Volunteer Handbook.
Performance Indicator Linked	CW1.1 10 well managed Hubs across the District serving the local community by the end of 2024	Q3 2023/24: 11 well managed Hubs Cost of Living budget has enabled 3 Hubs support roles in the district, known as Local Area Facilitators these are GL11 Community, The Keepers and Stroud Town Council. These roles are supporting the development of new Hubs in their outlying neighbourhoods. A plan is being developing by the Community Hubs Network to resource future LAF roles to cover the rest of the district.	

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CW1.2	Act to improve the physical and mental health and wellbeing of people in the district through delivery of a new 3 year Health and Wellbeing Plan			56%
Performance Monitor Comments	<b>Two surgeries in Wotton are referring pre-frail adults into classes to prevent them becoming more frail. Vaping is an emerging health issue affecting children as young as ten. There is a lot of vaping in schools and a bigger piece of work, including youth voice, will take place as part of a youth strategy.</b>			
Assigned To	Hannah Drew; Ange Gillingham; Emma Keating Clark			
Sub Action	CW1.2.1 Support the delivery of Stroud and Berkeley Vale Integrated Locality Partnership priorities	80%	Q3 2023/24: SDC is working in partnership with the ILP on their two priority working groups. Progress has been made for prioritising older adults with mild frailty for the Older People's Working Group and a development event is being planned for providers in Early Years and Children and Young People in January 2024 for the CYP Working Group.	
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Update the current plan with a stronger focus on Cost of Living measures to support the health of residents	Yes	31-Mar-2025 (Completed 06-Nov-23)	
	Develop a partnership approach to tackle the rising issue of vaping amongst young people	No	31-Mar-2025	Q3 2023/24: A discussion took place at the December CSP where our children and young person's officer has been doing some work with county partners on this issue and working with trading standards. Trading standards are unable to search for evidence of young people being supplied with Vapes without being tipped off and working from an information-based scenario. Fire and Rescue and our SDC officer are going to connect to share information on the issue. Vaping is both a health and community safety issue as irresponsible disposal of vapes can cause fires.
	Develop a Health and Wellbeing Plan targeted at children and young people from 2024-26	No	31-Mar-2025	Q3 2023/24: 50 health partners and front-line providers have signed up for our networking and planning event in January. We will share EY and CYP data and gather

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				insight about front line challenges to work on as a partnership.
Performance Indicator Linked	CW1.2a Number of physical health initiatives developed	Q3 2023/24: 17		<ul style="list-style-type: none"> <li>• NEW Class - Choose2move Maintaining Mobility</li> <li>• Choose2move Dance, Tai Chi, Maintaining Mobility, Yoga &amp; Pilates</li> <li>• Strength &amp; Balance x 6</li> <li>• Cardiac Rehab x 2</li> <li>• Respiratory Rehab x 2</li> <li>• Mummy &amp; Me</li> </ul>
	CW1.2b Number of mental health initiatives developed	Q3 2023/24: 5		<p>The following initiatives have been developed by SDC and facilitated in partnership.</p> <ul style="list-style-type: none"> <li>• Active Stroud - Cookstars and School of Larks</li> <li>• ED transformation = December - early help and community deliverable online meeting</li> <li>• Newly recruited schools for the reading well work = Cam Everlands, Gastrells, Rodborough and the Shrubberies, also Marling and Stroud high which takes overall engagement to just over 30 schools - primary, secondary and colleges</li> <li>• Teacher reading group in partnership with chelt literature festival took place in October, November and January. 12 schools engaged and actively recruiting more</li> </ul>

CW1.3	Ensure residents continue to receive the advice they need, by continuing our work in partnership with the Citizens Advice Bureau and developing a new Service Level Agreement			
Performance Monitor Comments	<b>100% completed. Awaiting a report back.</b>			
Assigned To	Keith Gerrard			
Performance	<i>This PI is to monitor trends only, there is no target to</i>	2022: 541		2023 data is expected by April

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Indicator Linked	<i>minimise/maximise:</i> CW1.5b Number of referrals to Citizens Advice Bureau for Cost of Living	<i>2023 data still to be released by Citizens Advice Bureau</i>	2024.
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CW1.4	Work to reduce the impacts and causes of anti-social behaviour by developing a district wide policy in partnership with the Community Safety Partnership	<div style="border: 1px solid black; display: inline-block; padding: 2px;"> <div style="background-color: #4f81bd; width: 20%; height: 10px; display: inline-block;"></div> 20%         </div>
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Performance Monitor Comments	<p><b>A lot of work is going on. There are two officer groups. One is looking at ASB policy and using a whole-Council approach, how it receives and deals with issues in a universal way. The other is part of Fit for the Future and is looking at reporting and managing and is currently collecting data. This comes from a wide variety of areas including Environment, Housing, customer Services and Community Services. It is not effective as each area has only one piece of the puzzle and it takes a long time. Incorporating the recommendations of the Autumn 2023 Ombudsman’s approach and putting the victim at the centre will require training and behavioural change. Youth consultation has begun and it will all come to CS&amp;L by September. SDYC asked about prevention. Enforcement is key to building confidence in communities. If people know that ASB is not acceptable, that they are supported and action will be taken, it will encourage others to report, put value and pride back into communities and encourage people to look out for each other. A part of this is restorative justice and community payback. There are no quick fixes.</b></p>
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Assigned To	Tony Dix; Ange Gillingham; Andy Kefford
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Latest Note	<p>Q3 2023/24: A new timeline has been created in order to move this work forward to develop. The plan is scheduled for adoption in Autum 2024. The following issues are being prioritised:</p> <ol style="list-style-type: none"> <li>1. A one council process approach to ASB</li> <li>2. A change in culture - put the alleged victim at the centre of how we approach ASB</li> <li>3. Capture existing data in order to fully understand the nature of ASB across the district before preventative measures can be fully explored.</li> </ol>
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Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Agreed work outcomes with OPCC	Yes	31-Jan-2024	Q3 2023/24: Framework on Serious violence is being launched by the OPCC 31st January. CS&L have adopted the new framework. The CSP will report back to the home office on a monthly basis on the work the CSP is doing to tackle the 4 priorities under this framework.

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	Draft a ASB policy that will be in line with the Council and the OPCC priorities.	Yes	30-Sep-2024	Q3 2023/24: A new timeline has been drafted to show the completion of the policy for September 2024. The internal system is still in the investigation stage with evidence being gathered by services to show: <ul style="list-style-type: none"> <li>• Types of ASB</li> <li>• How it is reported to the council</li> <li>• Who currently deals with the varying types of ASB</li> </ul> This information will help us design the system.
	Youth consultation on ASB plan	No	31-Mar-2024	Q3 2023/24: Youth consultation has not taken place but has been rescheduled for February/march using the school network, existing youth providers and the youth council.
	Develop a training plan for council officers and community partners to tackle ASB	No	30-Sep-2024	Q3 2023/24: Identified a wider need for enforcement training amongst officers who work in the communities. Holistic ASB training has taken place in Stroud during April 2023.
	Adopt and Implement ASB policy following consultation and committee approval	No	30-Sep-2024	Q3 2023/24: A new timeline has been developed to enable officers to consult and develop a strong, sustainable one council strategy. The draft policy was reviewed in line with ASB Ombudsman report which has enabled officers to review the approach and fully understand the issues we have. A rewrite of the policy taking a victim centric approach is being developed and will be presented to council committees in the Autumn of 2024.
	Develop a system utilising Liberty Create on holding ASB information which is accessible to all officers who handle ASB	No	31-Mar-2025	Q3 2023/24: A working group has been set up across the council to develop the understanding of what is needed to record and handle ASB. This work runs to the end of Q4 and will be evaluated to help shape the new system. Until this time there will be limited data to share in the KPI's.
	Through the CSP conduct community engagement and develop appropriate action plan which serves the district	No	31-Mar-2026	ASB is priority one for the CSP. A sub group has been set up to map out and work on issues across the district. This work links directly with one council approach.
	Monitoring of Community Safety Plan	No	31-Mar-2026	The CSP plan is currently in draft form and has been shared with

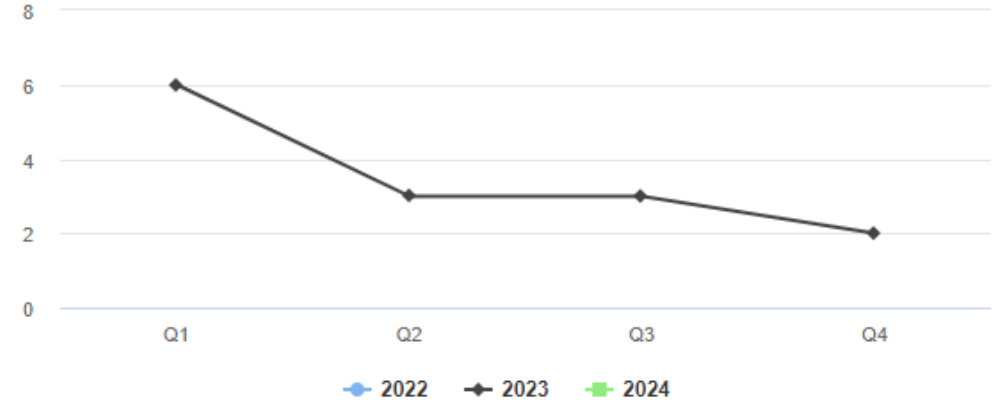
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				CSP partners. We are setting up 5 sub groups with ASB being priority one. Consultations have taken place with members on ASB and this is being widened across the district to young people in September. The deadline date is being changed to reflect the new approach to tackling ASB.
	Design appropriate response method using preset templates and reporting forms to ensure all officers are working together	No	1/7/2024	Once the data gathering has finished we will be able to design the template.
	Review of council ASB processes and design a One Council approach	No	1/3/2025	Officer working group working in parallel with designing a central report system. Creating a new system is complex which is reflected in the end date.
Performance Indicator Linked	<i>Once the district-wide policy has been developed and first milestones have been completed, the below PIs will start collecting data:</i>			
	CW1.4a Number of reported anti-social behaviour instances	Q3 2023/24: 90 <i>Data did not start being collected for this PI until 7 August 2023</i>		
	CW1.4b Resolved anti-social behaviour instances	<i>We are currently collating the data across the Council to monitor this PI. The data will not be available until the end of quarter 4 and the PIs will be updated at this point.</i>  <i>The graph below shows the number of medium and high level anti-social behaviour cases which have been successfully completed in partnership with SOLACE.</i>		
	CW1.4c Number of anti-social behaviour cases that have gone to court and been dealt with successfully	Q4 (Oct-Dec) 2023: 2		

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Annual Trend Chart





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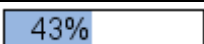
CW1.5	Work with strategic and operational partners to improve food resilience, access and equity including support for those affected by the cost of living		
Performance Monitor Comments	The most shocking data is the doubling of foodbank referrals. There are 13 food pantries providing more affordable food, some very informal and only open once a week, others (such as GL11) very sophisticated and providing paid membership and a certain amount of food. Two key County issues are why the take-up of pre-school vouchers (Healthy Start) and free school meals is so low, though take-up in the latter is higher in primary than in secondary schools.		
Assigned To	Emma Keating Clark		
Sub Action	CW1.5.1 Support the delivery of the Feeding Gloucestershire Action Plan	70%	Q3 2023/24: At the end of 2023 Feeding Gloucestershire staff helped to secure a Bronze Award for Gloucestershire as a Sustainable Food Place. Feeding Gloucestershire are also in the process of becoming a CIO which will enable future funding applications to take place. An SDC officer is on the board of the CIO and we are supporting the project work of Feeding Gloucestershire
	CW1.5.2 Support the development of Stroud Food Forum (District arm of Feeding Gloucestershire) to deliver better food resilience, access and equity	70%	Q3 2023/24: The third Stroud Food Forum will be held in February 2024 in partnership with relevant VCSE partners and Community Hubs.
Performance Indicator Linked	CW1.5a Number of referrals to foodbanks	2023: 8,757 (5,252 adult and 3,505 children)	
	CW1.5b Number of referrals to Citizens Advice Bureau for Cost of Living	2022: 541 2023 data still to be released by Citizens Advice Bureau	
	CW1.5c Number of evictions due to financial difficulty	Q3 2023/24: 18	Evictions: <ul style="list-style-type: none"> <li>• 12 private households</li> <li>• 2 households (social)</li> <li>• 4 households (Supported)</li> </ul> Principle reasons due to rent arrears.
	CW1.5d Number of free food vouchers disseminated	<i>The data for the number of vouchers distributed since 2019 needs to be compiled. At the moment this data is held in different places as the Household Support Fund moved between teams. This will be done for quarter 4.</i>	
	CW1.5e Number of children on free school meals	Q3 2023/24: 429	Winter holidays are a one week

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	or fed through HAF		period of provision
	CW1.5f Number of families in temporary accommodation	Q3 2023/24: 35	
	CW1.5g Number of foodbank parcels	It is recommended that the Performance Indicator <i>CW1.5g – Number of foodbank parcels</i> is deleted as we only measure number of foodbank referrals which is already measured under CW1.5a.	

CW3.1	Develop Community Engagement Principles that set out how we identify and engage with our communities in a positive and consistent manner, informed by the views of our communities			33%
Performance Monitor Comments	<b>This work will come to CS&amp;L in March. At the moment there are no performance indicators for this area.</b>			
Assigned To	Sarah Clark; Keith Gerrard			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Develop Community Engagement Principles	Yes		
	Research external good practice	Yes		
	Consult on Principles with Members and officers	No	06-Mar-2024	Update of 17th Jan 2024: <ul style="list-style-type: none"> <li>• LMT consultation until 19th January.</li> <li>• ALT on 6th March</li> <li>• CSL on 6th March</li> <li>• Member workshop tbc</li> </ul>
	Embed community engagement principles across the organisation	No	31-Mar-2024	Update of 17th Jan 2024: Implementation plan will follow once the principles have been adopted
	Finalise and sign off Principles	No	31-Mar-2024	CS&L committee on 14 <sup>th</sup> March 2024
	Report on results of community engagement	No	31-Mar-2024	
Performance Indicator Linked	CW3.1a Number of community engagement activities undertaken	<i>This PI will begin being measured from 1 April 2024, following the publishing of the Community Engagement Principles.</i>		


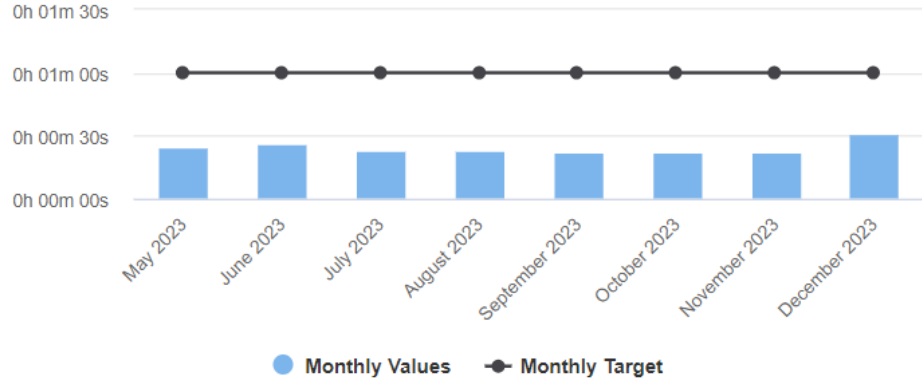
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	CW3.1b Improved feedback from community through annual satisfaction ratings	
CW3.2	Improve customer service for residents by procuring a Digital Platform that provides for centralised first contact ensuring an easier access to services and that provides additional support for those with complex needs.	 100% Completed and replaced with action 3.2a
Assigned To	Adrian Blick; Liz Shellam	
CW3.2a	Improve customer service for residents by developing the Digital Platform to provide centralised customer contact to ensure easy access to services via all contact channels with additional support provided for those who need us the most	 43%
Performance Monitor Comments	<b>The focus is on resolving issues at the first point of contact, focusing on customers who need the most support and training regarding how to deal with more difficult conversations. At the moment progress is limited by having only one developer, but an additional person or two is possible over the next quarter which would increase activity in this area. The aim is to get average response times within 60 seconds. 95% of all residents now deal with garden waste online. In the future it is hoped to develop chatbox or live chat but this is still down the line.</b>	
Assigned To	Adrian Blick; Liz Shellam	
Sub Action	CW3.2.1 Design and develop a centralised Customer Contact Centre that consolidates all customer interactions through one multi skilled team, providing a choice of contact channels focusing on resolving queries at the first point of contact and ensuring support is	45% <b>Key Achievements for Q3</b>  <b>Election calls centralised on 12 November 2023.</b> Preparation included training of all Customer Contact Officers (CCO), Elections web pages reviewed and FAQs updated. Ongoing operational performance meetings scheduled bi-monthly.  <b>Customer Contact management form launched on 12th December 2023.</b> Any contact made via Customer Contact Centre (CCC) will be recorded and managed via Liberty Create. This will allow us to capture all reasons for contact, outcome and escalation routes.  <b>Developed our first iteration of our web assistant.</b> We are on track to go live on 1st February 2024 and we will be launching with a simple guided experience

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			<p>to help residents navigate our website and also promote self-service options in three key service areas: Waste &amp; recycling, Council Tax and Elections. We'll be approaching this as a pilot to help us understand if our residents will use this functionality and we will seek feedback to assist with improving and developing it further.</p> <p><b>Ongoing training for CCO's.</b> Training completed in this period has included Advance Customer Service training focussing on dealing with and managing difficult customers scenarios both face to face and telephone contact.</p> <p><b>Next steps for Q4</b></p> <ul style="list-style-type: none"> <li>• Prepare for next service area contact to be centralised - service to be confirmed.</li> <li>• Embed Customer Contact management form and enhance based on feedback</li> <li>• Data gathering - insight from why our customers are contacting us, feedback to services areas and potential opportunities to channel shift.</li> <li>• Web assistant development based on feedback.</li> </ul>
	<p>CW3.2.2 Review and reengineer our processes to streamline and improve experience of customers accessing our services</p>	<p>41%</p>	<p>41% of our customer facing processes are either in mapping, approved or implemented.</p> <p>The latest maps that have been approved and are due to be implemented are:</p> <ul style="list-style-type: none"> <li>• Property Services Section 156 and 157</li> <li>• Planning (pre-app)</li> <li>• ICT - Service Desk</li> <li>• Elections - applying for a postal vote</li> <li>• Health and Safety Inspection visits</li> <li>• Museum Volunteer Recruitment</li> </ul> <p>Planned work for the next period includes some internal processes namely:</p> <ul style="list-style-type: none"> <li>• Payroll</li> </ul>

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		<ul style="list-style-type: none"> <li>• Debt Recovery</li> <li>• Antisocial Behaviour</li> </ul>
<p>Performance Indicator Linked</p>	<p>CW3.2a Average telephone response time</p>	<p><b>Trend Chart</b> </p>  <p><b>December 2023: 0h 00m 31s</b></p> <p>Garden Waste (GW) service for 2024 launched on 18 December 2023. 13,500 emails sent to residents inviting them to renew their GW subscription resulting in an increase in calls and av. response time.</p>

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	<p>CW3.2b Positive customer satisfaction rates measured through Annual Satisfaction Survey</p>	<p><b>Trend Chart</b> <span style="float: right;">⚙️</span></p> <table border="1"> <caption>Customer Satisfaction Rates Data</caption> <thead> <tr> <th>Year</th> <th>Annual Values (%)</th> <th>Yearly Target (%)</th> </tr> </thead> <tbody> <tr><td>2016</td><td>80</td><td>72</td></tr> <tr><td>2017</td><td>78</td><td>72</td></tr> <tr><td>2018</td><td>80</td><td>72</td></tr> <tr><td>2019</td><td>75</td><td>72</td></tr> <tr><td>2020</td><td>80</td><td>72</td></tr> <tr><td>2021</td><td>72</td><td>72</td></tr> <tr><td>2022</td><td>75</td><td>72</td></tr> <tr><td>2023</td><td>69</td><td>72</td></tr> </tbody> </table> <p>The data for this PI is taken from the Annual Satisfaction Survey with residents.  The percentage of customer satisfaction is taken from the response to the question 'Overall, I am satisfied with the way SDC runs things' and is the sum of those who responded 'strongly agree' or 'agree'.  The 2023 result was 69%.</p>	Year	Annual Values (%)	Yearly Target (%)	2016	80	72	2017	78	72	2018	80	72	2019	75	72	2020	80	72	2021	72	72	2022	75	72	2023	69	72
Year	Annual Values (%)	Yearly Target (%)																											
2016	80	72																											
2017	78	72																											
2018	80	72																											
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2020	80	72																											
2021	72	72																											
2022	75	72																											
2023	69	72																											
	<p>CW3.2c Number of complaints received under 'Delay in Communication' or 'Poor Communication' categories</p>	<p>Q3 2023/24: 7</p>																											
	<p>CW3.2d Number of processes reengineered</p>	<p>Q3 2023/24: 17</p>																											

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CW3.3	Work with Town and Parish Councils to develop, agree and implement a new strategic approach for partnership working between district, towns and parishes including specific support for rural communities.	<div style="border: 1px solid black; padding: 2px; display: inline-block; background-color: #e1eef6;">100%</div> Completed. Ongoing performance will be measured with the PIs outlined below
Performance Monitor Comments	<b>Two more councils have signed up to the charter, making a total of 42/52.</b>	
Assigned To	Hannah Barton; Hannah Emery	
Performance Indicator Linked	CW3.3a No. of Town and Parish Councils signed up to the Charter	<p style="text-align: center;"><b>Q4 2023 result</b></p>
	<p><i>The following PI will not include data until the conclusion of the annual survey with Parish and Town Councils (survey closes 15 February 2024):</i></p> <p>CW3.3b 50% satisfaction with Charter measured through annual survey with Parish and Town Councils</p>	
CW4.1	Continue work to ensure that our leisure and wellbeing services are fit for the future by completing the Leisure Review options appraisal as well as supporting the recovery of the leisure centres from the pandemic.	<div style="border: 1px solid black; padding: 2px; display: inline-block; background-color: #e1eef6;">100%</div> Completed and replaced with action CW4.1a
Assigned To	Ange Gillingham	



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CW4.1a	Deliver high quality leisure services through directly managed provision at Stratford Park Leisure Centre and The Pulse			50%
Performance Monitor Comments	<p><b>There is only 8 months until the Leisure Centre is taken in-house on 1 November. There is a lot of procurement going on and work on branding. To make sure it runs efficiently good practice from the Pulse and SLM is being used to make sure staff are really clear about expectations (e.g. pricing, products, maintenance, good housekeeping) through ongoing monthly training. There has been a noticeable drop in standards by SLM (e.g. over cleanliness) and SDC are looking at the contract and possible financial penalties.</b></p>			
Assigned To	Hannah Drew; Ange Gillingham			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Procure a new Leisure Management System	Yes	30-Apr-2024	An officer group is assessing the Leisure Management System bids. A contract will be awarded in January.
	Recruit a Leisure Services Manager	Yes	30-Apr-2024	This post is currently going through the recruitment process.
	Develop a plan which brings the current contract to an end and defines the start of the service	Yes	31-Dec-2024	The plan is in place.
	Write a service delivery specification for the new service	No	31-Aug-2024	<p>SDC staff with support from Leisure Consultants will be writing the service specification which will include how the service is monitored and reported. This will include but not limited to the following service standards:</p> <ul style="list-style-type: none"> <li>• Monitoring finances</li> <li>• Usage figures including Membership and lesson sales</li> <li>• Pricing policy including any concession schemes.</li> <li>• Hour of opening</li> <li>• Planned and preventative maintenance</li> <li>• Health and Safety</li> <li>• Recruitment including staff structure.</li> <li>• Staff training and induction</li> </ul>

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				<ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Good Housekeeping</li> <li>• Programme (standard)</li> <li>• Programme (Health Specific and outreach)</li> </ul> <p>A members workshop is being planned to review the specification in quarter 4.</p>
	Rebrand the service	No	31-Aug-2024	We are currently marking the tenders and will appoint ready to start in March.
	TUPE current SPLC team into the council	No	31-Oct-2024	Meetings have taken place between SDC HR and SLM HR team. A plan is place for all the key stages of the TUPE transfer.

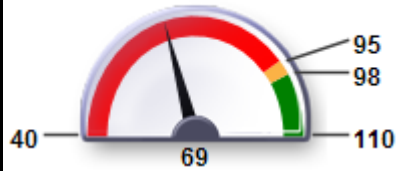
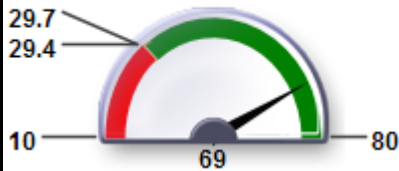
CW4.2	Working with partners, increase the number, accessibility, and quality of playing pitches, play areas and outside spaces within the district.			<input type="text" value="0%"/>
Performance Monitor Comments	<b>Archway had some issues with drainage so their proposed 3G pitch is still going through Planning. Until it is built no other application will be considered by the Football Foundation.</b>			
Assigned To	Hannah Drew; Ange Gillingham			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Review the current Playing Pitch Strategy in line with the Local Plan refresh	No	31-Dec-2024	Q3 2023/2024: An officer meeting took place to review the playing pitch strategy with a focus on Hunts Grove community building and play areas. The outcome is to invite the Football Foundation and Sport England to a meeting in quarter 4 to review the community development plans against the available finances for this area.
	Support sports clubs with funding applications to improve their playing pitches and changing facilities (dependent on the application)	No	31-Mar-2026	Q3 2023/2024: Archway School 3G is going through a 2 <sup>nd</sup> stage of planning for approval. The school is feeding back to the council 1/4ly on the progress of their development. See above re Hunts Grove progress.

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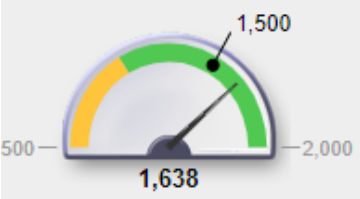
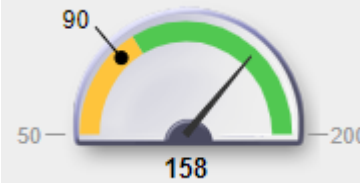
Performance Indicator Linked	CW4.2a Number of 3G pitches	<p>2023/24 result</p>  <p>Rednock and Wotton Community Sports Foundation. Archway is still awaiting planning permission</p>	
	CW4.2b Number of clubs benefitting from Pitch Preparation Fund	2023/24: 6	<p>The following clubs have successfully accessed Grass Pitch Maintenance Funding so far this year.</p> <ul style="list-style-type: none"> <li>• Wick Saturday FC = £15,730</li> <li>• Minchinhampton FC = £3,630</li> <li>• Berkeley Town = £20,480</li> <li>• Sharpness FC = £11,520</li> <li>• Hardwicke FC = £12,800</li> <li>• Wotton Community Sports Foundation = £23,468</li> </ul>

CW4.3	Increase physical activity and sports participation through our Healthy Lifestyles Scheme and in partnership with the Gloucestershire We Can Move programme.			<div style="border: 1px solid black; padding: 2px; display: inline-block; background-color: #4682B4; color: white;">28%</div>
Performance Monitor Comments	<b>A system whereby GPs will be able to refer by simply clicking a button should be in place by the end of the year. For most services people can self-refer. An example of the activities include schools being asked to think about who would benefit from Circus skills (e.g. those with dexterity issues).</b>			
Assigned To	Hannah Drew; Ange Gillingham; Angharad Lewis			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Complete a gap analysis in partnership with health partners to produce a demographic breakdown of long term conditions in the districts	No	31-Aug-2024	Q3 2023/24: As part of the Frailty, Dementia and Carers Workstream with the ILP we are currently conducting a deep dive on frailty data across the district. The data will highlight where mildly and pre frail patients are and enable us to target Strength and balance classes in those areas.

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	Work in partnership with local organisations to deliver Active Stroud - Get Active, Get Creative, Get Outside for children and young people	No	31-Oct-2024	Q3 2023/24: We are currently working in St Matthews school delivering Cookstars sessions and in Cashes Green delivering Circus Skills with school of larks. Once these cohort have been completed we will be producing a case study to share with other schools about the pilot.
	Refer All to link with Leisure Management System	No	31-Mar-2025	Q3 2023/24: The new leisure management system XN Leisure has now been procured and will link directly to Refer-all. Once the system in live we will be able to start this process. We are continuing to work with Active Gloucestershire on the clinical integration.
	Continue to develop Active Tots & Active Kidz trampolining & gymnastics at Stratford Park Leisure Centre	No	31-Mar-2026	Q3 2023/24: Active Tots sessions are continuing at Stratford Park Leisure Centre. During this Quarter we have had 150 attendances.
	Develop the range of Choose2move classes across the district using data and insight to inform their locations	No	31-Mar-2026	Q3 2023/24: Following on from the funding from GOGA both the Choose2move Dance and Yoga are now an established part of the Healthy Lifestyles Programme.
Performance Indicator Linked	CW4.3a Increase the number of referrals to the Healthy Lifestyle Scheme received each year	<p>Q3 2023/24 result</p> 		
	CW4.3b Increase the number of participants who complete the 12-week Healthy Lifestyles programme	<p>Q3 2023/24 result</p> 		
	CW4.3c Number of participants who attend Healthy Lifestyles Classes	Q3 2023/24 result		

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	<p>CW4.3d Number of children attending Active Tots/Kidz gymnastics and trampolining Sessions</p>	<p><b>Q3 2023/24 result</b></p> 

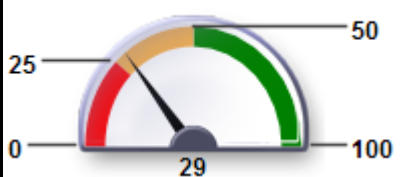
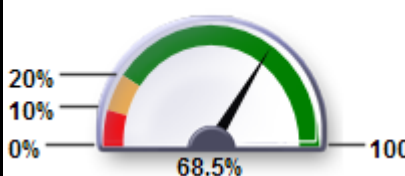
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CW4.4	Complete a conditions survey and review the development implications of longer term development for Stratford Park Lido			16%
Performance Monitor Comments	<p><b>The Lido conditions survey shows that £700,000 of work needs to be done. £200,000 in reserves are earmarked but it costs £100,000 just to keep it running so there is a £500,000 shortfall. A paper will be produced later this year. SDC are exploring a Heritage lottery bid which could include the Museum, Stratford Park and the Lido.</b></p>			
Assigned To	Hannah Drew; Ange Gillingham			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Complete conditions survey	Yes	31-Mar-2024	Q3 2023/24: Costs have now been received against the report and officers are working through the report to priorities the work required.
	Support Friends of the Lido to gain charitable status	Yes	31-Mar-2024	Q3 2023/24: No further progress has been made on this milestone at present but the Friends have started work on gaining charity status. Meetings continue with this group 1/4ly.
	Write an achievable development plan for Stroud Lido based on the findings of the Leisure Strategy and 2019 Stroud Lido business case	No	31-Mar-2024	Q3 2023/24: The survey has now been conducted and a detailed report was received in December 2023. Officers are now working through the report to understand required investment.
	Develop a priority development plan including grant sources to develop the facility	No	31-Dec-2024	Q3 2023/24: The survey has now been conducted and a detailed report was received in December 2023. Officers are now working through the report to understand required investment.
	Heritage Lottery Fund Bid for Stratford Park Lido submitted by target date – amount determined by the action plan	No	31-Dec-2024	Q3 2023/24: The condition survey has now been received with costs. Officers are now working through the report to priorities what work needs to be completed.

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CW4.5	Develop a Culture Strategy for the District			<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4F81BD; display: inline-block;"></div> 25%
Performance Monitor Comments	<b>64 Million Artists are presenting a draft strategy in late February 2024. SDYC aske to be able to go and were given permission.</b>			
Assigned To	Keith Gerrard			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Fact finding and initial community consultation complete	Yes	24-Oct-2023	
	Consultation on draft Culture Strategy	No		Q3 2023/24: A draft strategy (first draft) has been produced and shared with members of the Members Panel. It will go forward to wider, member, partner and stakeholder consultation during Q4
	Culture Strategy approved and published	No		
	Develop Action Plan based on Culture Strategy	No		

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CW4.6	Implement the Museum in the Park's free-to-join Supporter Scheme to provide residents with exciting opportunities to engage with the museum and extend community reach to new audiences ensuring the museum remains at the heart of the wider community.	<div style="border: 1px solid black; padding: 2px; display: inline-block; background-color: #ADD8E6;">100%</div> Completed. Performance will be measured moving forwards using the PIs below.
Performance Monitor Comments	<b>No additional comments.</b>	
Assigned To	Kevin Ward	
Performance Indicator Linked	MiP05 Museum Members	<p style="text-align: center;">Q3 2023/24 result</p> 
	MiP06 Average Open rate of museum member newsletter	<p style="text-align: center;">Q3 2023/24 result</p> 



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CW5.1	Deliver our Equality, Diversity and Inclusion Action Plan 2021-25, through engaging with communities, showing leadership and championing equality, diversity and inclusion in all that we do.				66%
Performance Monitor Comments	<b>No additional comments.</b>				
Assigned To	Hannah Emery; Elaine Gordon				
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note	
	Review the EQIA process and consult with EDIE WG on refreshed impact assessment	Yes	01-Jan-2024	Q3 2023/24: Refreshed EQIA has been drafted and two consultations have taken place with the EDIE WG. Next steps are to consult with LMT and provide training to services	
	2023/24 Annual report on progress of ED&I Action Plan presented to Council	No	31-Jul-2024		
Performance Indicator Linked	CW5.1a Number of EDIE events held	2023/4: 2 Unreflected Reflections and Neurodiversity Event. The EDIE working group have also supported the Black History Month event, and the Holocaust Memorial Day Event as well as several simulspec walks in town centres around the district.			
	CW5.1b Number of EQIAs published	Q3 2023/24: The EDIE working group are reviewing the current process for EQIAs and to further develop and embed this process across the Council with the aim to make the EQIA process more robust. The aim is also to promote the use of EQIAs earlier in any process or project and not just part of decision making reports at Council and Committee meetings			

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CW5.2	Adopt effective and transparent policies to reduce inequalities that result from socio-economic disadvantage in line with Section 1 of the Equality Act, the socio-economic duty, as an effective framework for tackling local poverty and economic inequality.			0%
Performance Monitor Comments	<b>No additional comments.</b>			
Assigned To	Sarah Turner			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Implement the TIDE (Talent, Inclusion and Diversity Evaluation) assessment recommendations	No	31-Dec-2024	Q3 2023/24: The new Procurement Strategy was approved by S&R in November this included a suite of performance indicators including the TIDE assessment recommendations.
	Monitor the EDIE policies of our key suppliers	No	31-Mar-2024	Q3 2023/24: The new Procurement Strategy was approved by S&R in November this included a suite of performance indicators the monitoring of suppliers relating to EDIE actions.
	Socio-economic disadvantage included in EIAs to ensure Strategic decisions taken by the Council help tackle local poverty and economic inequality.	No	31-Mar-2024	Q3 2023/24: The new Procurement Strategy was approved by S&R in November this included a suite of performance indicators including socio-economic factors.

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CW5.3	Devise and implement a delivery plan to reduce health inequalities, in collaboration with partners from across all sectors to support those most affected by the Cost-of-Living crisis			50%
Performance Monitor Comments	<b>No additional comments.</b>			
Assigned To	Hannah Drew; Emma Keating Clark			
Latest Note	Q3 2023/24: SDC continue to work with front line partners to deliver a Cost of Living Crisis response, including Citizens Advice, Foodbank (and their Fuel Bank), P3, Furniture Bank, Home Start, Clean Slate, Feeding Gloucestershire, the network of Community Hubs, and partners with schools, young people and families.			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Conduct engagement activity with local communities and delivery partners	Yes		Front line community organisations and delivery partners are feeding into the development and implementation of the Household Support Funding delivery plan for 2023/24.
	Develop delivery plan with key partners	Yes		A Household Support Funding delivery plan for 2023/24 has been agreed with partners to support those affected by the Cost of Living Crisis.
	Review current health inequality data using health data and local insight	No		Q3 2023/24: The first Early Year and Children and Young People's Networking forum for Stroud District was held on Tuesday 30th January with over 60 attendees. Health data was shared and insight into front challenges and themes were gathered.

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CW5.4	Promote initiatives which improve skills, celebrate diversity in the workplace and offer equal access to well paid jobs and economic opportunities for everyone			60%
Performance Monitor Comments	No additional comments except to say that a Jobs Fair is a great idea.			
Assigned To	Amy Beckett			
Latest Note	Continue to work closely with SGSC and the growth hub to ensure courses and opportunities are promoted across the district. SDC currently supporting the job centre by hosting careers fairs at Ebley Mill.			
Sub Action	CW5.4.1 Work with education providers to support businesses to take up sector specific training opportunities	20%		
	CW5.4.2 Work with social enterprises and charities to encourage residents to access training and job opportunities	45%		
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Deliver or facilitate a Jobs Fair	No	31-Oct-2024	Q3 2023/24: Currently looking at options to deliver a Jobs Fair that will support out of work residents and residents wish to upskill. Engaging with stakeholders who deliver upskilling courses and further education courses to identify the best time to deliver the jobs fair.
Performance Indicator Linked	CW5.4a Unemployment figures	Q2 2022/23: 1,400		
	CW5.4b NEET figures	Q3 2023/24: 1.18		
	CW5.4c Number of businesses accessing Growth Hub intervention and support	We are waiting on this data from a partner organisation.		

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CW5.5	Work with partners to support older people to stay in their homes for longer			25%
Performance Monitor Comments	<b>There is funding to replace all Careline devices. Old devices will continue to work until December 2025. New devices are being rolled out once procurement has taken place. SDC will start the roll out to replace 1300 Carelines from September. There is also a drive to increase the number of users by making them more accessible and easier to obtain by an online self-serve system.</b>			
Assigned To	Hannah Drew; Ange Gillingham; Emma Keating Clark			
Sub Action	CW5.5.1 Support the delivery of the ILP workstream - Frailty, Dementia and Carers	50%	The ILP Frailty working group is progressing with plans to contact patients classed as mildly frail and work with them on advice and signposting to SDC physical activities that will support them.	
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Performance measure to be determined in first period and will be informed through dialogue with adult social care/Integrated Care System.	No	31-Mar-2024	
	Contribute to Gloucestershire Dementia Action Alliance	No	31-Mar-2025	Q3 2023/24: Had a meeting with Publica who have a dementia officer. Looking to create links for Stroud as we do not have a Dementia Friendly Alliance for Stroud as yet. Making links with Nailsworth Dementia Alliance.
	Work with partners to establish Stroud Dementia Action Alliance	No	31-Mar-2025	
	Develop the Careline service by creating a business plan which extends the delivery and accessibility of the service across the district	No	30-Sep-2024	Q3 2023/24: A project team has been created to work on this project.  Due to the digital switch over in December 2025 all of the existing Careline units will be replaced.  Procurement has started using a framework and the preferred supplier will be appointed in quarter 4.

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				The role out of the new units will start in Quarter 2 on the 2024/2025 financial year.
Performance Indicator Linked	<i>These PIs will not start collecting data until 1 September 2024 as procurement for a new Careline will be completed by June 2024, and the transition to digital will be rolled out following this from July 2024 over a 12 month period:</i>			
	CW5.5a Increase Careline units in place by 25 per annum	To be included once the new system is in place		
	CW5.5b Percentage of Carelines transitioned to digital	To be included once the new system is in place.		

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CW5.6	Support our Armed Forces Champion and provide help as needed to former members of the armed services who need extra support and continue to deliver the Armed Forces Covenant across the local area.	100%
Performance Monitor Comments	<b>Completed.</b>	
Assigned To	Michelle Elliott	
Performance Indicator Linked	CW5.6a Housing and accommodation support provided to former members of the Armed Forces in line with our Armed Forces Covenant commitment and received as part of the work program of the armed forces covenant group	

EC4.4	Develop initiatives to encourage an increase in the percentage of Low, Ultra Low Emission and Euro 6 compliant taxi and private hire vehicles	50%		
Performance Monitor Comments	<b>The data is self-explanatory. SDYC asked if synthetic biofuel is being promoted because lithium is a limited resource. As some vehicles already use vegetable oil, SDC officer said they would look into this.</b>			
Assigned To	Rachel Andrew			
Milestones	<b>Milestone Description</b>	<b>Completion Y/N</b>	<b>Milestone Due Date</b>	<b>Latest Milestone Note</b>
	Deliver initiatives to encourage an increase of EV, ULEV and Euro 6 compliant taxi and private hire vehicles	Yes	31-Dec-2023	
	Review of existing license holders' compliance with Taxi and Private Hire policies	No	01-Apr-2025	Q3 2023/2024: As at 31 December 2023 - 151 licensed vehicles of which 38 are not Euro 6 compliant - 6 of the 38 are wheelchair accessible vehicles. There are 2 electric vehicles. The number of non-compliant vehicles will continue to drop as the older vehicles come up for renewal

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Performance Indicator Linked	EC4.4 Increase the % of taxi and private hire vehicles that are Euro 6 standard or EV from 50% (2021) to 75% by 2023	<p><b>Q3 2023/24 result</b></p>
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ER1.4	Support local high streets to increase footfall and achieve a sustainable visitor economy through delivering and enabling promotional campaigns, markets, cultural and leisure events, growing the night-time economy and by improving sustainable access to	25%
Performance Monitor Comments	<b>Nothing to add.</b>	
Assigned To	Amy Beckett	
Latest Note	<p>Q3 2023/24: Working with town and parish councils to understand current needs of support to increase footfall into each market town and improve visitor spend and time.</p> <p>Tourism officer working in partnership with Visit England and the Cotswold Tourism partnership to promote the area, with a current focus on tourism week, March 2024.</p>	
Sub Action	ER1.4.1 Work with partners to consider ways to support improvements to the night time economy, creating a positive impact on footfall and spend in Market Towns	0%
Sub Action	ER1.4.2 Develop a work programme for our Tourism Officer with a partnership steering group to include promotion of a programme of arts and culture events	50%
Performance Indicator Linked	ER1.1e Town Centre vacancy rates	
Performance Indicator Linked	ER1.1f Town Centre footfall rates	
Performance Indicator Linked	ER1.1g Tourist spend in the district	
Performance Indicator Linked	ER1.3a Employment in towns	
Performance Indicator Linked	ER1.3b Number of day and overnight visitors	



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	ER1.4 % increase in expenditure by tourists in the district based on 2019/20 data Direct Visitor spend (£149,610,000)		
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