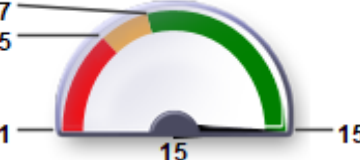


Performance Monitoring Report
Community Services & Licensing Committee
Q3 2024/25

Date of CS&L meeting	13 March 2025	
Date of Performance Monitoring meeting	29 January 2025	
In attendance	Members: Cllr Paul Turner Officers: Ange Gillingham, Angharad Lewis, Hannah Drew, Kevin Ward, Sarah Clark, Emma Keating-Clark, Steve Miles, Martha Eley, Rachel Andrew, Hannah Emery, Hannah Barton, Hannah Kent	
CS&L Ideagen dashboards	Main Community Services & Licensing dashboard Community Services & Licensing Performance Indicator dashboard	
Items on CS&L agenda relevant to the Council Plan	N/A	
Risks	Strategic Risk Register presented to Audits & Standards Committee	
Council Plan Actions Traffic Light Status	Red (Overdue)	2
	Amber (Overdue Milestone/s)	5
	Green (On Target)	8
	Cancelled	0
	Completed	9
Any issues of concern to be reported to Community Services & Licensing Committee		
Any actions or recommendations for Community Services & Licensing Committee		
Report submitted by	Hannah Kent	
Date of report	5 March 2025	

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

CW1.1	Develop a framework for working with the community and voluntary and social enterprise sector including the network of community hubs	100%
Performance Monitor Comments		
Assigned To	Ange Gillingham; Emma Keating Clark	
Latest Note	Q3 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	100%
	CW1.1.2 Work with partners to build resilience within the Hub network	100%
	CW1.1.3 Work with the VCS sector on attracting future volunteers	100%
Performance Indicator Linked	CW1.1 10 well managed Hubs across the District serving the local community by the end of 2024	<p>December 2024 result</p>  <p>15 well managed hubs across the district in 2024/25</p>

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

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			96%
Performance Monitor Comments	Vaping has been given funding out of the strengthening local communities grant funding. The funding was given directly to The Door youth organisation to develop. They are running a project in partnership with Glos Integrated Care Board (ICB) and Public Health going into schools in early March and running a behaviour change program along with education to make young people aware of the dangers of vaping. The scheme will run a pilot project initially in a couple of schools.			
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%		
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Write a 3-year health and wellbeing plan which is linked to the Leisure and Wellbeing Strategy by March 2022	Yes	15-Sep-2022	
	Develop a Health and Wellbeing Plan targeted at children and young people from 2024-26	Yes	31-Mar-2025	Q3 2024/2025 This work will now be picked up as part of the emerging Youth Strategy that is due to go to CS&L committee in September 2025.
	Develop a partnership approach to tackle the rising issue of vaping amongst young people	Yes	31-Mar-2025	
	Update the current plan with a stronger focus on Cost of Living measures to support the health of residents	Yes	31-Mar-2025	

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

Performance Indicator Linked	CW1.2a Number of physical health initiatives developed	<p>Q3 24/25 Result 18</p> <p>Trend Chart</p> <table border="1"> <caption>Quarterly Values for CW1.2a</caption> <thead> <tr> <th>Quarter</th> <th>Quarterly Values</th> <th>Quarterly Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2023/24</td> <td>14</td> <td>15</td> </tr> <tr> <td>Q2 2023/24</td> <td>16</td> <td>15</td> </tr> <tr> <td>Q3 2023/24</td> <td>17</td> <td>15</td> </tr> <tr> <td>Q4 2023/24</td> <td>18</td> <td>15</td> </tr> <tr> <td>Q1 2024/25</td> <td>18</td> <td>15</td> </tr> <tr> <td>Q2 2024/25</td> <td>18</td> <td>15</td> </tr> <tr> <td>Q3 2024/25</td> <td>18</td> <td>15</td> </tr> </tbody> </table>	Quarter	Quarterly Values	Quarterly Target	Q1 2023/24	14	15	Q2 2023/24	16	15	Q3 2023/24	17	15	Q4 2023/24	18	15	Q1 2024/25	18	15	Q2 2024/25	18	15	Q3 2024/25	18	15	<p>Active Mums</p> <p>Choose2move Dance, Tai Chi, Maintaining Mobility x 2, Yoga & Pilates</p> <p>Strength & Balance x 6</p> <p>Cardiac Rehab x 2</p> <p>Respiratory Rehab x 2</p> <p>Mummy & Me</p>
	Quarter	Quarterly Values	Quarterly Target																								
Q1 2023/24	14	15																									
Q2 2023/24	16	15																									
Q3 2023/24	17	15																									
Q4 2023/24	18	15																									
Q1 2024/25	18	15																									
Q2 2024/25	18	15																									
Q3 2024/25	18	15																									
CW1.2b Number of mental health initiatives developed	<p>Q4 2024 result</p> <p>Q3 2024/25 Result: 0</p> <p>This data is now reflected in the following PI's.</p> <p>CW1.2a - Number of physical health initiatives developed CW4.3a Increase the number of referrals to the Healthy Lifestyle Scheme received each year</p> <p>CW4.3b Increase the number of participants who complete the 12 week Healthy Lifestyles programme</p> <p>CW4.3c Number of participants who attend Healthy Lifestyles Classes</p>																										

Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25

		<p>CW4.3d Number of children attending Active Tots/Kidz gymnastics and trampolining sessions</p> <p>CW4.3e Number of interventions delivered as part of the Active Stroud project</p> <p>All of initiatives offered under the health lifestyles scheme banner support the delivery of this PI.</p>
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**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

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				100%
Performance Monitor Comments					
Assigned To	Keith Gerrard				
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note	
	CW1.3.1 SLA with CAB written and signed by 1st April 2022.	Yes	31-Mar-2022	SLA agreed and signed	
Performance Indicator Linked	CW1.5b Number of referrals to Citizens Advice Bureau for Cost of Living	Q3 2024/25 Result: 1,326 Trend on this PI is stable with little variance in performance compared to previous two quarters			

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

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		40%	
Performance Monitor Comments	We are working on an online case management system to support ASB reporting. Community Wardens currently only have a spreadsheet for reporting. The new council plan has an objective for developing an action plan to tackle ASB using the adopted framework.			
Assigned To	Tony Dix; Hannah Drew; Ange Gillingham; Andy Kefford			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Agreed work outcomes with OPCC	Yes	31-Jan-2024	Completed 19-Jan 2024
	Youth consultation on ASB plan	Yes	03-Jun-2024	Completed 20-May -24
	Design appropriate response method using preset templates and reporting forms to ensure all officers are working together	No	01-Jul-2024	10/1/25 The community safety manager is still working with the business analyst to produce appropriate responses to reports of ASB
	Adopt and Implement ASB policy following consultation and committee approval	Yes	30-Sep-2024	Q2 24/25 The ASB was presented to Environment Committee on the 19th September 2024 and adopted by CS&L committee on the 26th September 2024.
	Develop a training plan for council officers and community partners to tackle ASB	<p>Q3 24/25</p> <p>A briefing note will have gone to CS&L in January 2025 as an officer decision to increase the fines in relation to environmental crimes associated with ASB.</p> <p>The Community Warden team is going through a transition period where their focus will be on prevention and support as identified within the ASB policy.</p> <p>Fixed penalty notices for fly tipping are dealt with by Community Services Community Support team and Community Safety Manager.</p> <p>An officer within Community Services works with Solace and Stroud Police on high level ASB incidents which require court injunctions.</p>		

Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25

		In relation to training. A new training plan is being developed based upon the transition from Community Warden to Community Officers. We have two vacancies within the team with interviews imminent. The new training plan will be ready for their start date.		
	Draft a ASB policy that will be in line with the Council and the OPCC priorities.	Yes	30-Sep-2024	
	Review of council ASB processes and design a One Council approach	No	01-Mar-2025	Q3 24/25 update This system is currently in test mode and will be rolled as a trial to ensure it is fit for purpose before it is signed off. A work in progress.
	Develop a system utilising Liberty Create holding ASB information which is accessible to all officers who handle ASB	No	31-Mar-2025	Q3 24/25 This is still in development mode - no further progress to report for this quarter.
	Monitoring of Community Safety Plan	No	31-Mar-2026	Q3 24/25 The Stroud District Community Safety partnership took part in a workshop in November 2024 to review the current plan priorities. A report on the new priorities will have been presented to CS&L in January 2025 reducing priorities from five to three refocusing resource on areas where partners can have a positive impact across the district.

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

	Through the CSP conduct community engagement and develop appropriate action plan which serves the district	No	31-Mar-2026	<p>Q3 24/25 Regular joint ASB foot patrols are carried out across the district with PCSO's & Police Officers.</p> <p>Moving forward the Stroud District Community Safety Partnership will have a new subgroup chair and working group focusing on an updated action plan which is developed through partnership data, intelligence, and resource available to the partnership.</p> <p>Two new CCTV cameras were installed in Stroud with funding provided by the Office of Police and Crime Commissioner to tackle ASB.</p> <p>Stroud Town Council on behalf of the SDSCP have been filming ASB preventative videos with funding from the Serious Violence Grant. These are due to be released later this year.</p>
Performance Indicator Linked	CW1.4a Number of reported anti-social behaviour instances	Latest Result: Q1 2024/25 349		
	CW1.4b Resolved anti-social behaviour instances	<p>Q3 24/25 206 ASB incidents were reported to Community Wardens</p> <ul style="list-style-type: none"> • Fly Tipping 45 • Parking Dispute 10 • Fly Posting 17 • Abandoned Vehicle 22 • Graffiti 20 		

Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25

		<ul style="list-style-type: none"> • Other 14 • Dog Fouling 3 • Children causing ASB 5 • Waste Management 27 • Overgrowth 5 • Hate Crime/Incident 1 • Abusive Behaviour 2 • Noise 9 • Intimidating Behaviour 4 • Drugs/Paraphernalia 11 • Alcohol Related 1 • Criminal Damage 3 • Bonfire 2 <p>Total 206</p>
	<p>CW1.4c Number of anti-social behaviour cases that have gone to court and been dealt with successfully</p>	<p>Q3 24/25 Result: 11. The performance for this PI has increased from an average of 2 in previous 3 quarters.</p>

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

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		95%	
Performance Monitor Comments	Establishing a financial inclusion partnership which is about tackling some health inequalities for the Stroud district. The partnership will focus on gathering and mapping data to identify the key areas of highest need. Work will then be resourced to focus on these areas. Intelligence from partners such as Citizens Advice shows that requirements for their services continue to be high.			
Assigned To	Hannah Drew; Emma Keating Clark			
Sub Action	CW1.5.1 Support the delivery of the Feeding Gloucestershire Action Plan	97%	SDC held the first Financial Inclusion Partnership to introduce officers from SDC to community sector partners and agree an approach to working together going forward. Actions have been set for the next meeting in February 2025.	
	CW1.5.2 Support the development of Stroud Food Forum (District arm of Feeding Gloucestershire) to deliver better food resilience, access and equity	90%	Q3 The Stroud Food Forum has been subsumed into the Community Hubs Forum for efficiency. Financial Inclusion will be the topic at the forum in February, so the community partners develop their approach in tandem with the Financial Inclusion partnership.	
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	CW1.5.2 Establish feeding Stroud partnership by March 2022	Yes	31-Mar-2023	
Performance Indicator Linked	CW1.5a Number of referrals to foodbanks	2024/25 Result: 2,386 Q3 Adult parcels 1447, Child parcels 939 = 2386 total parcels. In addition, the Foodbank distributed 700 Christmas hampers. This figure is not included in the Q3 parcel stats.		
	CW1.5b Number of referrals to Citizens Advice Bureau for Cost of Living	Q3 2024/25 Result: 1,326 Trend on this PI is stable with little variance from performance in previous two quarters		
	CW1.5c Number of evictions due to financial difficulty	Q3 2024/25 Result: 7 2 private rental, 1 social rental, 4 supported accommodation		

Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25

	CW1.5d Number of free food vouchers disseminated	Q3 2024/25 Result: 756 Q3 - 499 Tesco, 56 Morrisons, 201 Iceland
	CW1.5e Number of children on free school meals or fed through HAF	Q3 2024/25 Result: 0 HAF did not take place during Q3
	CW1.5f Number of families in temporary accommodation	Q3 2024/25 Result: 6 Decrease in number of families from 11 in previous two quarters to 6 in Q3

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

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			66%
Performance Monitor Comments	Community engagement principles were approved by committee last year. The action is still on 66% In process to try and agree where these principles should be owned, implemented, and monitored centrally. The principles have been adopted but how they are now implemented internally must be agreed. A meeting with KG is required to try and get agreement on who should own the principles so that by the time of the next performance monitoring meeting to move forward A meeting held about plans for council consultation and engagement. We held a workshop with staff across the council and we are going to identify good practice and set out a framework which will be part of consultation and engagement strategy coming to council later in the year.			
Assigned To	Sarah Clark; Keith Gerrard			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Consult on Principles with Members and officers	Yes	06-Mar-2024	
	Embed community engagement principles across the organisation	Q3 2024-25 update: Discussing the embedding of the CEP with the Strategic Director of Communities as the lead role will need to be agreed going forward, now that the FFF programme has become business as usual.		
	Finalise and sign off Principles	Yes	31-Mar-2024	
	Report on results of community engagement	Q3 2024-25 update: monitoring cannot happen until the CEP have been implemented.		
	Develop Community Engagement Principles	Yes		
	Research external good practice	Yes		
Performance Indicator Linked	CW3.1a Number of community engagement activities undertaken	Q3 2024-25: Measurement of this PI will commence once the principles are embedded		
	CW3.1b Improved feedback from community through annual satisfaction ratings			

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

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%
Performance Monitor Comments				
Assigned To	Adrian Blick; Liz Shellam			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	CW3.2.1 First 2 contact services centralised by end of 2022	Yes	31-Dec-2022	

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

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		47%
Performance Monitor Comments	Looking at the next services to move over to the contact centre, working with planning and community services for the transfer to happen later this year. New complaints system gone live and is a much more user-friendly system to submit a complaint.		
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%	<p>The ongoing development of the Customer Contact Centre (CCC) is intrinsically linked to the progress within the process reengineering work being completed with service areas and the implementation of our digital platform.</p> <p>Key achievements for Q3</p> <p>Web assistant</p> <p>We are looking to develop the SDC web assistant to a full chatbot (AI capability) with the option for webchat to a CCC officer this will require an additional module within Liberty, and we are exploring this with our suppliers.</p> <p>In addition, we are enhancing the reporting to understand the destination data of web assistant users who then go onto use self-serve options.</p> <p>Website review</p> <p>We initiated the discovery phase of the website review this includes reviewing data analytics via site improve and google analytics to understand how our customers are using our website, navigation, and accessibility ratings. We have included a website feedback link on all pages. We are exploring accessibility tools to assist with those specific needs when navigating and reviewing content on our website</p>

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

		<p>these include Recite me and Simply Readable. Further engagement will be planned as the review progresses.</p> <p>Centralising of service area contact and additional online services.</p> <p>CCC road map for centralising services has been reviewed and aligned with the process re-engineering programme and Liberty Development team.</p> <p>Community Services</p> <p>The next service for transfer will be Community Services scheduled for transfer by 31st March. Development work with the service is underway and CCC is already taking overflow calls in preparation.</p> <p>Environmental Health & Development Management (Planning)</p> <p>These areas have been re-prioritised in the road map for 2025. Scheduled for May – July 2025</p> <p>Waste & Recycling</p> <p>The Alloy project linking waste services direct through to Ubico is a county wide project and we are the first district to have completed this for all Waste and Environmental Services utilising our digital platform (Liberty). We are sharing our experiences of a successful integration with our district counterparts.</p> <p>Complaints</p> <p>New complaints module has been tested and training for all service users scheduled for January 2025. Following this the anticipated go live date is 1st February 2025. The new system provides a full case</p>
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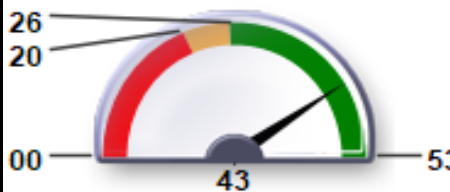
Council Plan Performance Monitoring Report – Community Services & Licensing
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		<p>management system within inbuilt alerts relating to SLA's and enhanced data capture for more robust reporting.</p> <p>Customer contact management</p> <p>Email integration for customer facing web boxes into Liberty required further testing and development. The go live date has been review with a potential date of 1st February 2025.</p> <p>CCC will complete proof of concept with selected web boxes. This will allow us to quantify the number of emails to these web boxes and track response times in line with Our Service Standards</p>
	<p>CW3.2.2 Review and reengineer our processes to streamline and improve experience of customers accessing our services</p>	<p>50%</p> <p>As explained in previous updates, the focus of work has been on validating the maps that have already been completed, and 84 maps have now been fully reviewed by the service and the Policy and Governance Team.</p> <p>In the pipeline for implementation in 2025 are: Animal Licensing, Safeguarding and Careline.</p> <p>Process mapping for Community Services (non-waste) and remaining customer contact processes for Environmental Health is also underway.</p>
<p>Performance Indicator Linked</p>	<p>CW3.2a Average telephone answer time</p>	<p>December 2024 result</p> <p>0h 00m 40s</p> <p>0h 01m 00s</p> <p>0h 00m 00s</p> <p>0h 00m 20s</p> <p>0h 02m 00s</p> <p>Q3 24/25 20 Seconds</p>

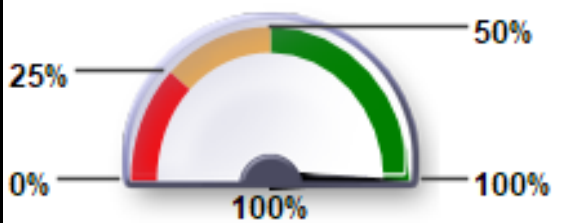
Council Plan Performance Monitoring Report – Community Services & Licensing
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	<p>CW3.2b Positive customer satisfaction rates measured through Annual Satisfaction Survey</p>	<p>2024 result</p> <p>0% 54% 62% 100% 68%</p> <p>Q3 24/25: 68%</p>
	<p>CW3.2c Number of complaints received under 'Delay in Communication' or 'Poor Communication' categories</p>	<p>Trend Chart </p> <p>20 15 10 5 0</p> <p>Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25 Q3 2024/25</p> <p>● Quarterly Values ◆ Quarterly Target</p> <p>Q3 24/25: 16</p>
	<p>CW3.2d Number of processes reengineered</p>	<p>Trend Chart </p> <p>30 20 10 0</p> <p>Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25 Q3 2024/25</p> <p>● Quarterly Values ◆ Quarterly Target</p> <p>Q3 24/25: 4</p>

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

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.			100%
Performance Monitor Comments				
Assigned To	Hannah Barton; Hannah Emery			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	CW3.3.1 Over 50% of Town and Parish councils participate in developing a new strategic framework to identify key issues and ways of working jointly with district (end 22)	Yes	31-Dec-2022	
	CW3.3.3 Market Town meetings and other town and parish meetings convened by SDC	Yes	31-Dec-2022	
	CW3.3.2 Positive feedback received from more than 50% of Parish & Town Councils on partnership working with district (end 2023)	Yes	31-Dec-2023	
Performance Indicator Linked	CW3.3a No. of Town and Parish Councils signed up to the Charter	<p style="text-align: center;">Q4 2024 result</p>  <p style="text-align: right;">Q3 24/25: 43</p>		
	CW3.3b 50% satisfaction with Charter measured through annual survey with Parish and Town Councils	<p>18 Parish and Town Councils responded to the annual survey that included requesting feedback on the Parish and Town Council Charter. Of the 18 that responded, 16 had adopted the Charter, two had chosen not to adopt the Charter, and one had not yet decided. 13.3% of respondents said they found the Charter useful, 6.7% said they did not find it useful, and 80% said they weren't sure or N/A.</p> <p>The two councils that have chosen not to adopt the Charter are Randwick and Westrip Parish Council and Cainscross Town Council.</p>		

Council Plan Performance Monitoring Report – Community Services & Licensing
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	<p>None of the respondents wanted to amend, add or remove any of the commitments within the Charter.</p> <p>100% of the respondents were either satisfied or very satisfied with the training they had attended that was offered by the Council.</p> <p style="text-align: center;">2023/24 result</p> 
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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.		100%
Performance Monitor Comments			
Assigned To	Ange Gillingham		
Milestones	Milestone Description	Completion Y/N	Milestone Due Date
	CW4.1.1 Agree the preferred management option of leisure, health and wellbeing services by March 2022	Yes	31-Mar-2022
	CW4.1.3 Report quarterly on the recovery and ongoing performance of Stratford Park and The Pulse leisure centres.	Yes	31-Mar-2022
	CW4.1.2 Write a 3-year rolling physical activity action plan to deliver the objectives of the Leisure and Wellbeing 20-year strategy by March 2022. KPIs will be set against each of the projects.	Yes	30-Sep-2022

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

CW4.1a	Deliver high quality leisure services through directly managed provision at Stratford Park Leisure Centre and The Pulse				100%
Performance Monitor Comments					
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		
	Recruit a Leisure Services Manager	Yes	30-Apr-2024		
	Rebrand the service	Yes	31-Aug-2024		
	Write a service delivery specification for the new service	Yes	30-Sep-2024		
	TUPE current SPLC team into the council	Yes	31-Oct-2024	Q3 2024 Action completed on 1st November 2024	
	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.	

**Council Plan Performance Monitoring Report – Community Services & Licensing
Quarter 3 2024/25**

CW4.2	Working with partners, increase the number, accessibility, and quality of playing pitches, play areas and outside spaces within the district.		0%
Performance Monitor Comments	Playing Pitch strategy was created in 2019. Since this date the number of clubs and teams have grown across the district but not the number of facilities. Officers attend regular meetings with national governing bodies of sport partners to show where the needs are around the district in terms of playing pitches. The Football Association are currently updating club data, to enable us to identify where the shortage of pitches is across the district. A meeting with the football foundation who are writing their local facilities plan, recommendations for where the new 3G pitches could be. Archway school 3G planning permission has been granted.		
Assigned To	Hannah Drew; Ange Gillingham		
Latest Note	Through the refresh of the Council Plan, it was recommended that the deadline was extended to 31 March 2026 to reflect the ongoing nature of this work and to allow for continued reporting.		
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	Q3 2024/2025	Stage 4 meeting of the Playing Pitch Strategy is due to take place in January 2025.
	Support sports clubs with funding applications to improve their playing pitches and changing facilities (dependent on the application)	Q3 - Nothing to update in this area.	
Performance Indicator Linked	CW4.2a Number of 3G pitches		Rednock and Wotton Community Sports Foundation. Archway is still awaiting planning permission <p style="text-align: center;">2023/24 result</p>  <p style="text-align: center;">2023/24 Result: 2</p>

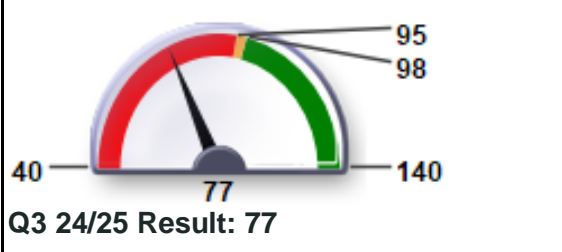
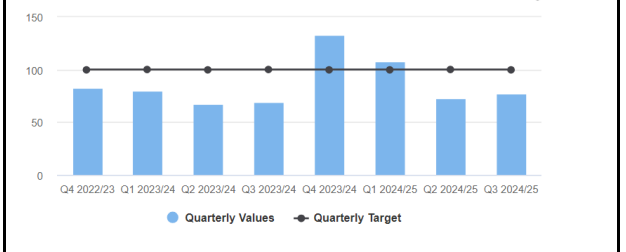
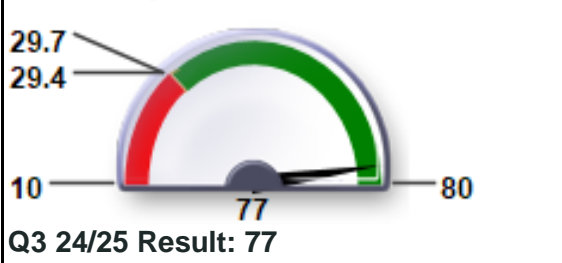
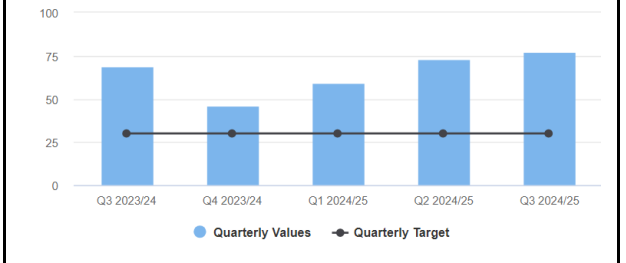
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	CW4.2b Number of clubs benefitting from Pitch Preparation Fund	<p>2023/24 Result: 6</p> <p>The following clubs have successfully accessed Grass Pitch Maintenance Funding so far this year:</p> <ul style="list-style-type: none">• Wick Saturday FC = £15,730• Minchinhampton FC = £3,630• Berkeley Town = £20,480• Sharpness FC = £11,520• Hardwicke FC - £12,800• Wotton Community Sports Foundation = £23,468
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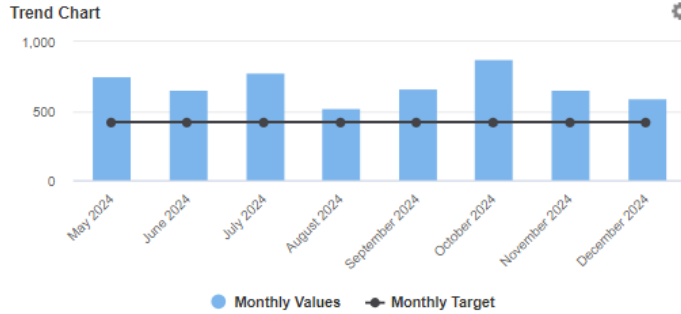
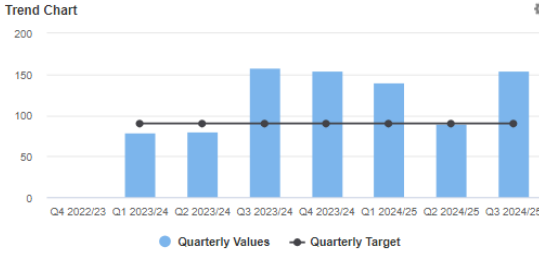
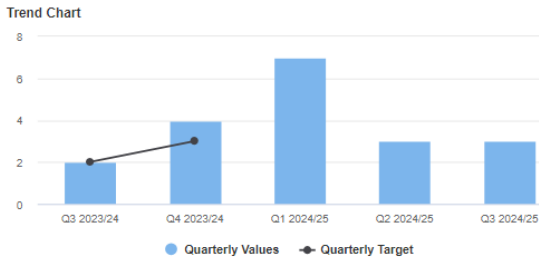
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CW4.3	Increase physical activity and sports participation through our Healthy Lifestyles Scheme and in partnership with the Gloucestershire We Can Move programme.		85%	
Performance Monitor Comments	Referral system from GPs for exercise referral scheme and specialist classes. The plan is to link referrals to the leisure management system, Legend. The new management system is proving a lot harder than initially thought. Working on integration with Legend leisure management system.			
Assigned To	Hannah Drew; Ange Gillingham; Angharad Lewis			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	The refer all system is being used by all the exercise on referral team. The reports still need more work as they are collecting all the data. This continues to be a work in progress.	Yes	07-Jan-2023	
	Support implementation of a 'Refer All' system to improve the accurate reporting of the healthy lifestyles scheme	Yes	31-Mar-2023	
	Complete a gap analysis in partnership with health partners to produce a demographic breakdown of long-term conditions in the districts	Yes	31-Aug-2024	
	Work in partnership with local organisations to deliver Active Stroud - Get Active, Get Creative, Get Outside for children and young people	Yes	31-Oct-2024	
	Refer All to link with Leisure Management System	Q3 07/01/25 Work ongoing. Configuration codes have been received from Legend to input into Refer-all to integrate systems. More information needed from Legend at this point.		
	Continue to develop Active Tots & Active Kidz trampolining & gymnastics at Stratford Park Leisure Centre	Yes	31-Mar-2026	

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	<p>Develop the range of Choose2move classes across the district using data and insight to inform their locations</p>	<p>Yes</p>	<p>31-Mar-2026</p>	<p>Q3 07/01/25 Current classes are well received and steady or increasing in attendance. Choose2Move Yoga at the Museum in the Park has paused for January due to museum closure and lack of other available space. This is due to start again in the first week of February. New classes due to start in the first week of February are: Pilates (Monday Afternoon at Active Lifestyles Stroud) Seated Yoga (Tuesday Morning at Active Lifestyles Stroud) January 2024.</p>
<p>Performance Indicator Linked</p>	<p>CW4.3a Increase the number of referrals to the Healthy Lifestyle Scheme received each year</p>	<p>Q3 2024/25 result</p>  <p>Q3 24/25 Result: 77</p>		<p>Trend Chart</p>  <p>Quarterly Values Quarterly Target</p>
	<p>CW4.3b Increase the number of participants who complete the 12-week Healthy Lifestyles programme</p>	<p>Q3 2024/25 result</p>  <p>Q3 24/25 Result: 77</p>		<p>Quarterly trend chart with target</p>  <p>Quarterly Values Quarterly Target</p>

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	<p>CW4.3c Number of participants who attend Healthy Lifestyles Classes</p>	 <p>December 2024 Result – 596</p>
	<p>CW4.3d Number of children attending Active Tots/Kidz gymnastics and trampolining sessions</p>	 <p>Q3 24/25 Result - 155</p> <p>Q3 24/25- The attendance figures are based on one 4-week term (second half of an 8-week term spanning q2 and q3) and a 7-week term. total number of children registered not cumulative weekly attendance.</p>
	<p>CW4.3e Number of interventions delivered as part of the Active Stroud project</p>	<p>Q3 24/25 Result – 3</p>  <p>OCT - Birds of Prey 15 students - Upton St Leonards Nov - Calm Club Yoga 20 students - Harefield and Park Birds of Prey - 15 students - Cashes Green School of Larks - 15 students - Woodchester Gymnastics 20 students - Leonard Stanley</p>

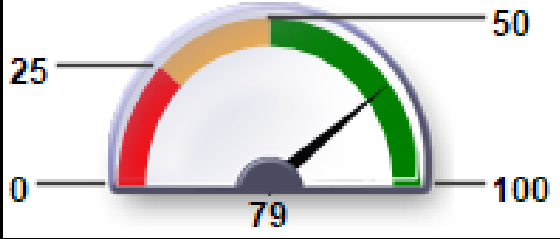
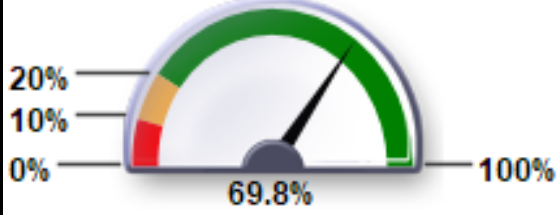
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CW4.4	Complete a conditions survey and review the development implications of longer-term development for Stratford Park Lido			50%
Performance Monitor Comments	The Lido work is in procurement. The work to start in September allowing the summer season to run as normal. Working with outside bodies to look at enhancing the facility when complete.			
Assigned To	Hannah Drew; Ange Gillingham			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Set up a task and finish group to work on the development of the Stroud Lido	Yes	31-Mar-2022	Completed
	Complete conditions survey	Yes	31-Mar-2024	
	Support Friends of the Lido to gain charitable status	Yes	31-Mar-2024	
	Write an achievable development plan for Stroud Lido based on the findings of the Leisure Strategy and 2019 Stroud Lido business case	Q3 2024/25 Investment plan developed and entering procurement based on the conditions survey - Once completed further business development can be investigated		
	Develop a priority development plan including grant sources to develop the facility	Q3 2024/25 Working with Emma Keating-Clark and friends of the lido on charitable grant options		
	Heritage Lottery Fund Bid for Stratford Park Lido submitted by target date – amount determined by the action plan	Q3 2024/25 The Lido team and partners are not able to complete this at present - A whole park approach is needed		

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CW4.5	Develop a Culture Strategy for the District			75%
Performance Monitor Comments	Adopted back in October, the Director of Communities is working on an action plan to get it started. The cultural strategy is complete and has been adopted. Officers and partners are working through the delivery as stated in the action plan. A Cultural panel is being developed also a forum to improve communications between cultural bodies to encourage creativity and ideas,			
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	Yes		
	Culture Strategy approved and published	Yes		Q3 2024/25 – Cultural Strategy was approved at the full Council meeting on 24 th October 2024
	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.	100%								
Performance Monitor Comments										
Assigned To	Kevin Ward									
Milestones	<table border="1"> <thead> <tr> <th data-bbox="383 451 1120 499">Milestone Description</th> <th data-bbox="1120 451 1404 499">Completion Y/N</th> <th data-bbox="1404 451 1677 499">Milestone Due Date</th> <th data-bbox="1677 451 2139 499">Latest Milestone Note</th> </tr> </thead> <tbody> <tr> <td data-bbox="383 499 1120 611">CW4.6.1 The successful implementation as per the project plan of the museum membership scheme by end of March 2022</td> <td data-bbox="1120 499 1404 611">Yes</td> <td data-bbox="1404 499 1677 611">31-Mar-2022</td> <td data-bbox="1677 499 2139 611"></td> </tr> </tbody> </table>	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note	CW4.6.1 The successful implementation as per the project plan of the museum membership scheme by end of March 2022	Yes	31-Mar-2022		
Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note							
CW4.6.1 The successful implementation as per the project plan of the museum membership scheme by end of March 2022	Yes	31-Mar-2022								
Performance Indicator Linked	MiP05 Museum Members	<p>Q3 2024/25 result</p>  <p>Q3 24/25 - Increase in membership since previous quarter – Performance just below quarterly target of 85</p>								
	MiP06 Average Open rate of museum member newsletter	<p>Q3 2024/25 result</p>  <p>Performance on Trend with previous quarters of average 69% open rate</p>								
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.	50%								

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Performance Monitor Comments	Policy is going through public consultation to review the new EDIEB policy including workshops with members of town and parish councils, community groups, staff groups and an online survey. Taking to council in April along with an action plan.			
Assigned To	Hannah Emery; Elaine Gordon			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	2022/23 Annual report on progress of EDI Action Plan presented to Council	Yes	31-Dec-2023	
	Review the EQIA process and consult with EDIE WG on refreshed impact assessment	Yes	01-Jan-2024	
	Draft the EDIEB Policy 2025-2029	Yes	01-Jan-2025	
	Approval of EDIEB Policy by EDIE Working Group for public consultation	No	31-Jan-2025	Q3 24/25 - The draft EDIEB Policy 2025-2029 has been prepared and will be reviewed by the EDIE Working Group on the 29 January 2025 for approval ahead of public consultation.
	Consult on the draft EDIEB Policy	No	16-Mar-2025	
	Seek approval of the draft EDIEB Policy 2025-2029 at Full Council	No	31-Mar-2025	
Performance Indicator Linked	CW5.1a Number of EDIE events held	<p style="text-align: center;">2023/24 result</p>		2 EDIE events held in 23/24 - 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 walks in town centres around the district
	CW5.1b Number of EQIAs published	This item is monitored through committees. There is a review undergoing to collate the total number of EQIA's published in total.		

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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					
Assigned To	Sarah Turner				
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note	
	Monitor the EDIE policies of our key suppliers	No	31-Mar-2024	Q3 24/25 - Monitoring of EDIE policies of suppliers are still being developed.	
	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 24/25 - This will form part of the revised EQIAs still under development.	
	Implement the TIDE (Talent, Inclusion and Diversity Evaluation) assessment recommendations	No	31-Dec-2024	Q3 24/25 - This will form part of the EDIE Working Group Action plan which is still under development.	

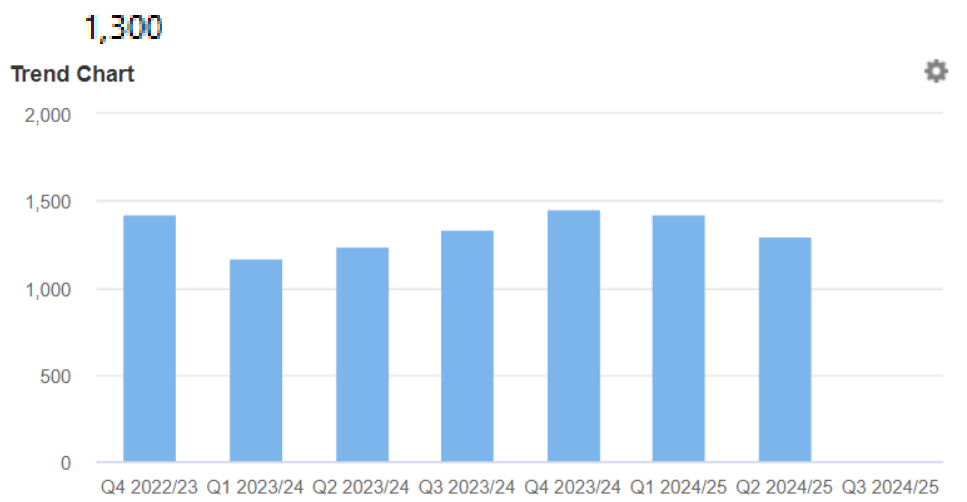
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CW5.3	Devise and implement a delivery plan to reduce health inequalities, in collaboration with partners from across all sectors to support those most affected by the Cost-of-Living crisis			100%
Performance Monitor Comments				
Assigned To	Hannah Drew; Emma Keating Clark			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Organise monthly Cost of Living monitoring meetings with key organisations, members and officers.	Yes	31-Dec-2024	Completed Jun 24
	To be an active member of the Integrated Locality Partnership Workstreams (Children & Young People Mental Health and Frailty, Dementia & Carers).	Yes	31-Dec-2024	Q3 2024/2025 SDC Healthy Lifestyles instructors demonstrated at ILP's District Frailty workshop in November to explain to GPs and health professionals, how the SDC Healthy Lifestyles scheme can support patients. SDC officers are working with the programme lead for the Stroud ILP to ensure the developing Youth Strategy influences the ILP Children and Young People's work stream. Completed Jan 25
	Conduct engagement activity with local communities and delivery partners	Yes		Completed November 23
	Develop delivery plan with key partners	Yes		Completed November 23
	Review current health inequality data using health data and local insight	Yes		Completed Feb 24

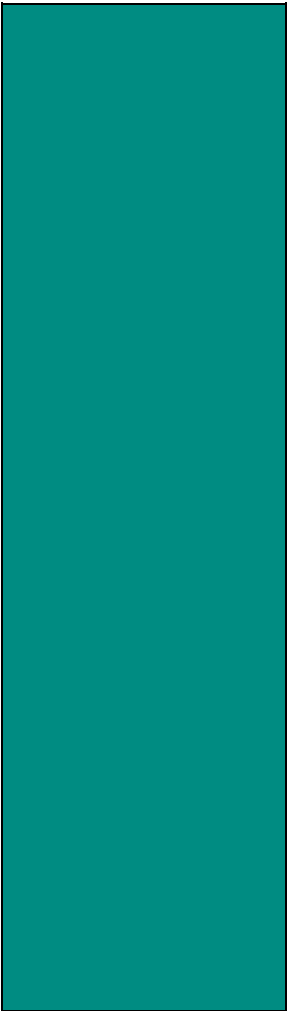
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CW5.4	Promote initiatives which improve skills, celebrate diversity in the workplace and offer equal access to well paid jobs and economic opportunities for everyone		73%
Performance Monitor Comments			
Assigned To	Amy Beckett		
Latest Note	As part of the ED strategy refresh, we will be considering the best method of promotion and seeking to offer a careers fair further to the career's fairs offered by the job centre that are now hosted in Ebley Mill		
Sub Action	CW5.4.1 Work with education providers to support businesses to take up sector specific training opportunities	70%	<p>Attendance of quarterly meetings training providers across the county to support with the promotion of training opportunities for upskills and retraining.</p> <p>Continue to work with the growth hub to promote events to upskills business owners.</p> <p>Continue to work with local college provision, SGSC to support promote their courses included the green skills shot courses and other adult education provision that can increase sector specific skills including food and beverage and customer service</p>
	CW5.4.2 Work with social enterprises and charities to encourage residents to access training and job opportunities	70%	<p>We continue to support residents access training and jobs through the UKSPF project, Gloucestershire employment and skills project, which, via our social enterprise organisations carries out outreach within the community and seeks to support residents back into work.</p> <p>Further support via UKSPF we continue to support social enterprises work with our residents. They're supported through the hotspots grants and the community infrastructure support projects.</p> <p>The Growth Hub are also supporting social enterprises and offer webinars and courses to attend to upskill as well as encouraging uptake of courses available to businesses and residents.</p>

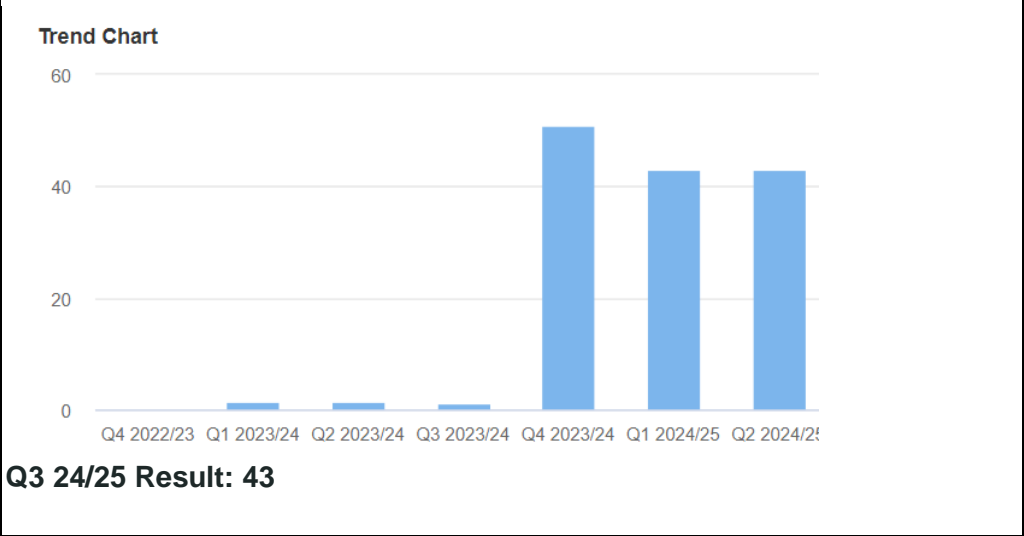
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Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note																		
	CW5.4.1 Measured campaign relating to increasing awareness of invisible impairments including neurodiversity	Yes	31-Mar-2023	Completed September 23																		
	CW5.4.2 Future bids for public space improvements to include consideration of accessibility	Yes	31-Mar-2024	Completed September 23																		
	CW5.4.3 Working with business owners / community groups / community organisations (C)	Yes	31-Mar-2024	Completed September 23																		
	Deliver or facilitate a Jobs Fair	Q3 24/25 - Carrying out desk-based research into careers fair to ensure it will add value to the career's fairs already on offer																				
Performance Indicator Linked	CW5.4a Unemployment figures	<p>Q2 2024/25 result</p>  <table border="1"> <caption>Unemployment Figures Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Unemployment Figures</th> </tr> </thead> <tbody> <tr> <td>Q4 2022/23</td> <td>~1,400</td> </tr> <tr> <td>Q1 2023/24</td> <td>~1,150</td> </tr> <tr> <td>Q2 2023/24</td> <td>~1,250</td> </tr> <tr> <td>Q3 2023/24</td> <td>~1,350</td> </tr> <tr> <td>Q4 2023/24</td> <td>~1,450</td> </tr> <tr> <td>Q1 2024/25</td> <td>~1,400</td> </tr> <tr> <td>Q2 2024/25</td> <td>1,300</td> </tr> <tr> <td>Q3 2024/25</td> <td>~1,300</td> </tr> </tbody> </table>			Quarter	Unemployment Figures	Q4 2022/23	~1,400	Q1 2023/24	~1,150	Q2 2023/24	~1,250	Q3 2023/24	~1,350	Q4 2023/24	~1,450	Q1 2024/25	~1,400	Q2 2024/25	1,300	Q3 2024/25	~1,300
Quarter	Unemployment Figures																					
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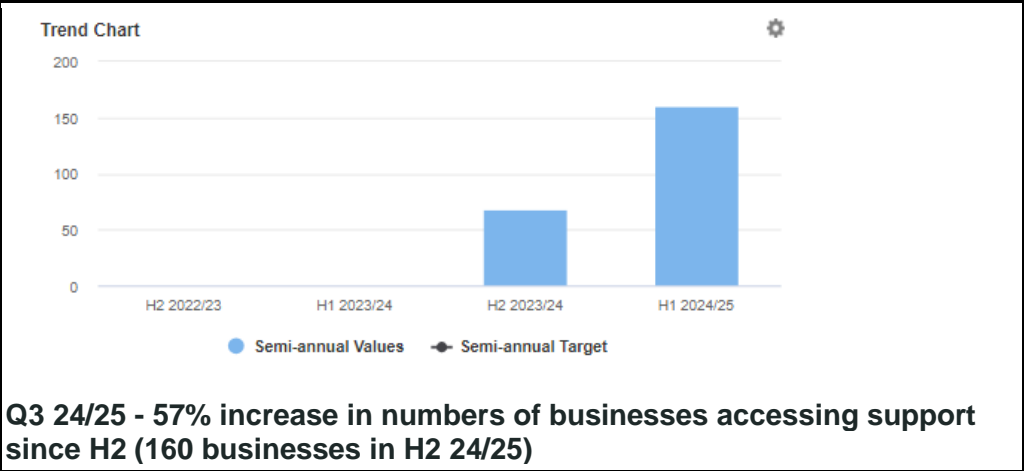
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CW5.4b NEET figures



CW5.4c Number of businesses accessing Growth Hub intervention and support



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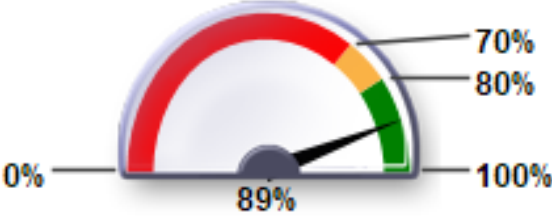
CW5.5	Work with partners to support older people to stay in their homes for longer		43%	
Performance Monitor Comments	Community based work for dementia through community hubs, independent living hubs and partners. Funding for a Stroud hub to lead on dementia awareness and training. Careline. The new digital units are rolling out early April onwards. Currently procuring a new monitoring centre to receive the calls from the new digital platform. By the end of March, a new monitoring provider to support the new digital units will be procured.			
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	60%		
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Report to CS&L committee to accept the funding for the new Careline service	Yes	21-Sep-2023	Completed October 23
	Update on partnership working with adult social care/Integrated Care System.	Yes	31-Dec-2024	Q3 2024/25 SDC Healthy Lifestyles instructors demonstrated at ILP's District Frailty workshop in November to explain to GPs and health and social care professionals, how the SDC Healthy Lifestyles scheme can support people living with frailty. Completed Jan 2025
	Contribute to Gloucestershire Dementia Action Alliance	Q3 2024/25 - GCC are providing funding for a Stroud Town Community Hub to lead on a Stroud Dementia Action Alliance. SDC will offer support for this when the funding has been released to the Hub in 2025. Timelines and work programme to be decided by the Hub.		
	Develop the Careline service by creating a business plan which extends the delivery and accessibility of the service across the district	Q3 2024/2025 Officers have now procured new digital units and estimate to start installing them in customers properties by March 2025. Procurement is currently underway to find a new monitoring contract provider which can support our new units.		

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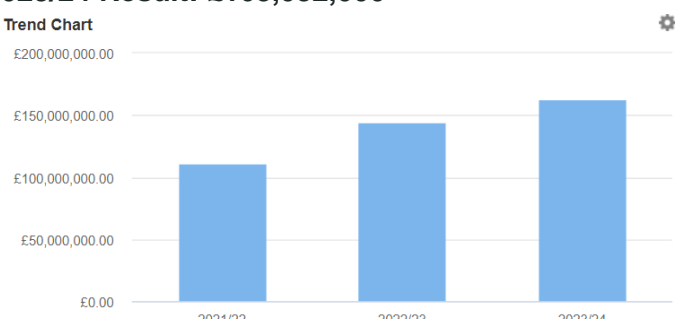
	Work with partners to establish Stroud Dementia Action Alliance	Rather than create a Dementia specific Action Alliance, SDC are developing a wider forum for Frailty, Dementia and Carers. SDC convened the first Frailty, Dementia and Carers networking forum in September 2024. Front line social care workers, VCS partners and social care commissioners agreed priorities for joint working in the district.
Performance Indicator Linked	CW5.5a Increase Careline units in place by 25 per annum	
	CW5.5b Percentage of Carelines transitioned too digital	

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				
Assigned To	Michelle Elliott			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	CW5.6.3 Resigning of the armed forces covenant by all partners in Gloucestershire (currently expected to be 22 March 2022)	Yes	31-Mar-2022	Completed March 22
	CW5.6.2 Re-introduce a support officer from the Royal British legion back into Ebley Mill reception now that Covid-19 restrictions are lifted	Yes	29-Apr-2022	Completed April 2022
	CW5.6.1 Feedback on SDC support provided to be part of an annual update report	Yes	31-Mar-2023	Completed October 2023
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			

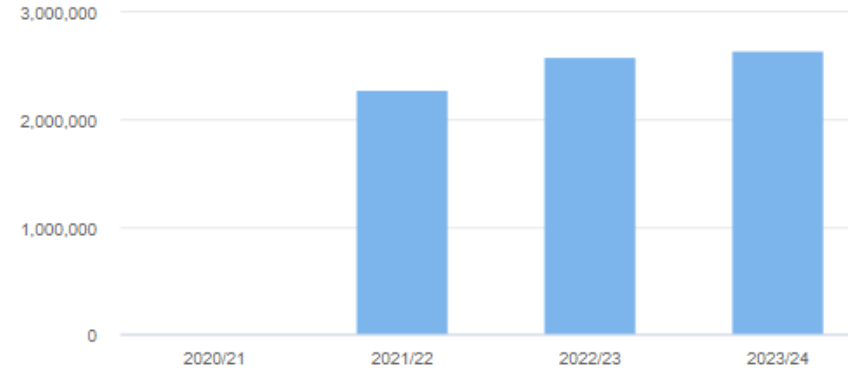
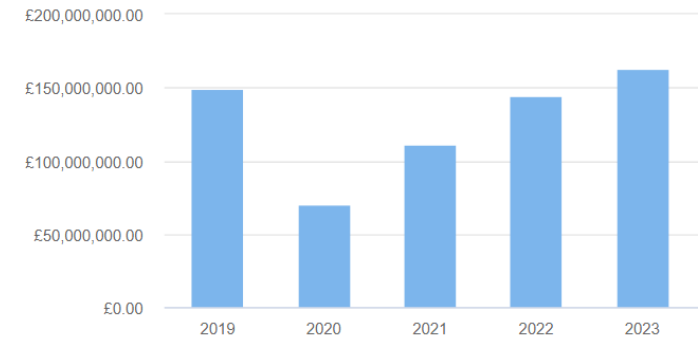
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EC4.4	Develop initiatives to encourage an increase in the percentage of Low, Ultra Low Emission and Euro 6 compliant taxi and private hire vehicles		50%	
Performance Monitor Comments	Started in 2023. The reduction of taxi omissions to Euro6 or electric vehicles was required. 24 out of 150 left to comply. Further review in 2028			
Assigned To	Rachel Andrew			
Latest Note	Quarter 4 - New age and emissions policy is now being implemented. We are still currently in a transition period during which time existing licence holders can renew vehicle licence for vehicles up to 10 years old. After 1 April 2025 a licence can only be renewed if a vehicle is Euro 6 compliant, EV or ULEV - the only exemption is for existing wheelchair accessible vehicles			
Milestones	Milestone Description	Completion Y/N	Milestone Due Date	Latest Milestone Note
	Deliver initiatives to encourage an increase of EV, ULEV and Euro 6 compliant taxi and private hire vehicles	Yes	31-Dec-2023	Completed Jan 2024
	Review of existing license holders' compliance with Taxi and Private Hire policies	Q3 2024/2025 Continue to monitor - we are on target and as of 1st Jan 89% of licensed vehicles are Euro 6 compliant or EV, only a small number of vehicles are left that are Euro 5 and most will come off over the next few months as those licences come up for renewal		
Performance Indicator Linked	EC4.4 Percentage of taxi and private hire vehicles that are Euro 6 standard or Electric Vehicles	<p>Q3 2024/25 result</p> 		Q3 2024/25 We have 150 vehicles licensed, off those 24 are still Euro 5, the rest are Euro 6 or EV. Of the 24, 8 are WAVs which we have exempted from the emission policy to ensure we do not have a reduction in the number of WAVs. The 16 remaining Euro 5 vehicles will come off in the next few months as they come up for renewal.

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1.4	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%							
Assigned To	Amy Beckett									
Latest Note	Market Town Vitality funding awarded to parish and town councils to support with the increase of positive footfall. These have included the development of a leaflet to promote all market towns and the increase of Christmas displays. Furthermore, plans for spring are underway with LVEP and promotion of sustainable travel via a project with GWR - Q3 24/25									
Sub Action	ER1.4.1 Work with partners to consider ways to support improvements to the nighttime economy, creating a positive impact on footfall and spend in Market Towns	0%								
	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	Q3 24/25 - ED to complete survey of all market towns next quarter								
	ER1.1f Town Centre footfall rates	Footfall from Cam, Dursley, Minchinhampton, Nailsworth, Painswick, Stonehouse, Stroud & Wotton Latest Data from Q1 2024/25: 3,172,614								
	ER1.1g Tourist spend in the district	2023/24 Result: £163,082,000  <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Year</th> <th>Tourist Spend (£)</th> </tr> </thead> <tbody> <tr> <td>2021/22</td> <td>~110,000,000</td> </tr> <tr> <td>2022/23</td> <td>~145,000,000</td> </tr> <tr> <td>2023/24</td> <td>163,082,000</td> </tr> </tbody> </table>		Year	Tourist Spend (£)	2021/22	~110,000,000	2022/23	~145,000,000	2023/24
Year	Tourist Spend (£)									
2021/22	~110,000,000									
2022/23	~145,000,000									
2023/24	163,082,000									

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Quarter 3 2024/25**

	ER1.3a Employment in towns													
	ER1.3b Number of day and overnight visitors	<p>2023/24 Result: 2,649,000</p> <p>Trend Chart</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of visitors</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>0</td> </tr> <tr> <td>2021/22</td> <td>~2,250,000</td> </tr> <tr> <td>2022/23</td> <td>~2,550,000</td> </tr> <tr> <td>2023/24</td> <td>2,649,000</td> </tr> </tbody> </table>	Year	Number of visitors	2020/21	0	2021/22	~2,250,000	2022/23	~2,550,000	2023/24	2,649,000		
Year	Number of visitors													
2020/21	0													
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2023/24	2,649,000													
	ER1.4 Total visitor-related spend	<p>2023/24 Result: £163,082,000</p> <p>Trend Chart</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Total spend (£)</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>~£145,000,000.00</td> </tr> <tr> <td>2020</td> <td>~£70,000,000.00</td> </tr> <tr> <td>2021</td> <td>~£110,000,000.00</td> </tr> <tr> <td>2022</td> <td>~£140,000,000.00</td> </tr> <tr> <td>2023</td> <td>~£163,082,000.00</td> </tr> </tbody> </table>	Year	Total spend (£)	2019	~£145,000,000.00	2020	~£70,000,000.00	2021	~£110,000,000.00	2022	~£140,000,000.00	2023	~£163,082,000.00
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