







Performance Monitoring Report: Community Services & Licensing Committee 24 March 2022








Q3 Performance Update (See report below/attached)		
5 Year Council Plan Priorities	Summary:	Progress & RAG Status
	Action Plans:	17 On Target
	See detailed report below.	2 Not started
	<i>Actions where no information has been provided will be highlighted</i>	0
Council Plan measures: Milestones / Performance Indicators	Summary:	Progress & RAG Status
	Milestones:	2 Completed
		18 On Target
		20 Not started
		1 Overdue
	Performance Indicators:	7 Data not yet available
Reports being presented to this Committee associated with Council Plan:	Taxi Policy Review Stage 2 (EC4.4)	

Community Services & Licensing Committee Monitoring Report - 3rd Quarter 2021/2022

Action Plans, Milestones & Indicators (67)

CW1: Community resilience: Support communities to help each other and build resilience through a network of community hubs and other community-led networks, with mental and physical health and wellbeing at its heart.










Code	Action Required / Description	Deadline	Lead Officer	Status	Comments
CW1.1	Develop community led networks and community hubs across the district by helping communities to develop their own networks and hubs, connecting smaller and larger hubs and providing support and training.	31/03/2024	Angela Gillingham	On Target 	01/02/2022: Quarter 3: This project has moved very quickly over the last 6 months with the joint appointment of a Hub project lead. This post is a one year post and is joint funded by SDC, the voluntary sector (VCS) and Creative Sustainability. The project lead is working with 9 developing hubs and is producing a framework of for good practice for future hubs.
» CW1.1.1	Develop a website for Hubs by December 2022, where Hubs can access resources and training	31/12/2022	Emma Keating Clark	Not Started 	04/03/2022: Website will be commissioned in April/May 2022.
» CW1.1.2	Establish a Peer Network for the Hubs by December 2022	31/12/2022	Emma Keating Clark	Completed 	04/03/2022: The Community Hubs Development Lead (based within Creative Sustainability CIC) established the Hubs Peer network several months ago. It is well used to share good practice and support with queries. New groups who are working towards becoming Hubs are joining every month.
» CW1.1.3	All Hubs connected and working together by the end of 2024 with quarterly reporting on progress of delivery plan	31/03/2024	Emma Keating Clark	On Target 	04/03/2022: Seven Hubs have been given funding for managers roles. Twelve Hubs or community support groups are engaged with Miranda Eeles (Community Hubs Development Lead based with Creative Sustainability CIC). Miranda is also working in "gap" areas to encourage groups to work in partnership for their communities.
» CDPCW1.1	10 well managed Hubs across the District serving the local community by the end of 2024	N/A	Emma Keating Clark	Target: Actual:	



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	31/03/2024	Angela Gillingham	On Target 	01/02/2022: Quarter 3: Work has started on outlining what the plan will include incorporating: The leisure and wellbeing strategy framework, the council plan and the key priorities of the ILP (Integrated locality Partnership). We have received 100k and are waiting for another 150K which will help fund both the physical activity and health and wellbeing action plans. The ILP have seen an outline of what can be achieved with money and are willing to support our approach. A tentative structure has been put in place to deliver this plan and is waiting for approval from the Director of communities. The Leisure strategy framework was presented to the housing and homeless meeting in January and a working group to finalise this plan will be set up.
» CW1.2.1	Write a 3-year health and wellbeing plan which is linked to the Leisure and Wellbeing Strategy by March 2022	31/03/2022	Angela Gillingham	On Target 	04/03/2022: Planning work is currently taking place on the action plans. The Leisure and Well-being strategy is being used as a framework. Grant money has been received 250k from the CCG to fund the up and coming plans.
» CW1.2.2	Adopt a measure for each element of the action plan which is reported on quarterly through the performance monitoring mechanism	31/03/2022	Angela Gillingham	Not Started 	04/03/2022: Once the plan has been finalised KP's will be established.
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.	31/03/2022	Keith Gerrard	On Target 	04/03/2022: Quarter 3: Work is ongoing with a view to achieving this by the target date.
» CW1.3.1	SLA with CAB written and signed by 1st April 2022	31/03/2022	Keith Gerrard	On Target 	
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	30/12/2022	Mike Hammond	On Target 	03/03/2022: Quarter 4: A draft plan has now been written and shared with key officers to add their views/ comments associated with their service area. The OPCC has now issued his Police and Crime Prevention Plan for Gloucestershire 2021 - 2025 and this has been cross checked with the drafted policy and home office recommendations. The other officer I have consulted with is the Inspector of Neighbourhood policing(also CSP Chair)
» CW1.4.1	Reduction in anti-social behaviour instances/ reports	30/12/2022	Mike Hammond	Not Started 	

» CW1.4.2	In collaboration with the Stroud Community Safety Panel, develop and adopt a proactive programme of ASB preventative training and awareness raising. • Report quarterly on delivery of preventative ASB training and awareness raising	30/12/2022	Mike Hammond	On Target 	04/03/2022: 2 of our Neighbourhood Wardens attended Hate Crime Bystander intervention training being run by Victim Support. More training for Housing Officers, Income Officers, Neighbourhood Wardens and Independent Living Officers, as well as other front line staff is planned for Q1 2022/23.
» CW1.4.3	Agreed work outcomes with OPCC	30/12/2022	Mike Hammond	Not Started 	
» CW1.4.4	Draft a ASB policy that will be in line with the Council and the OPCC priorities.	25/02/2022	Mike Hammond	Completed 	
CW1.5	Appoint Food Justice Champions to work with partners to tackle food injustice, set up a food partnership and develop a food strategy to address the causes of food poverty, promote sustainability and food justice.	31/12/2022	Angela Gillingham	On Target 	01/02/2022: Quarter 3: Emma has been working hard in this area to bring a network of like minded organisations together to work on creating a District wide network. The challenges have been stopping duplication and focusing on the bigger picture to enable residents to have the means to feed themselves. The hubs will play a part in this.
» CW1.5.1	Create a Food Justice task and finish group by December 2021 which will define future performance indicators and is connected to the Health and Wellbeing action plan. • Report quarterly on Food Justice performance	31/03/2022	Emma Keating Clark	Overdue 	04/03/2022: Additional funding has been secured to recruit a role to support this project. Community Hubs and key food partners are on board and have begun organising. Task and Finish Group members have been identified and the first T&F Group will meet in May 2022.
» CW1.5.2	Establish feeding Stroud partnership by March 2022	31/03/2022	Emma Keating Clark	On Target 	04/03/2022: Feeding Gloucestershire is supporting the establishment of Feeding Stroud. Key partners and funders have been engaged. First meeting should be May 2022. A new Stroud District "Worried About Money" leaflet will be distributed to community partners in April 2022 for people in receipt of food support.

CW3: Community engagement: Strengthen local democracy by developing a culture of community engagement to enable greater involvement of residents, council tenants, communities and businesses in decisions on council services and priorities.




Code	Action Required / Description	Deadline	Lead Officer	Status	Comments
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<u>CW3.1</u>	Develop a Community Engagement Strategy, which incorporates the Council's Hear by Right Commitment for young person's involvement, and ensures the voice of the community and key stakeholders is at the heart of council priorities.	31/03/2023	Mike Hammond	On Target 	03/03/2022: Quarter 4: Through the FFF programme and working closely with SD of Communities we have started researching what we are currently doing as an organisation and capturing this information. Over the last couple of weeks we have been engaged in exploring how the delivery of asset based approaches for Stroud DC could work. Diagnostic questions within small workshops have been undertaken which involved staff from the FFF programme, Housing, Canals and Corporate Governance.
» <u>CW3.1.1</u>	SDC measures: • Develop a Community Engagement Strategy and implementation of action plan – • Monitor achievement of action plan milestones • Youth Council are involved in decision making and consultation	31/03/2023	Mike Hammond	On Target 	
<u>CW3.2</u>	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.	31/03/2023	Adrian Blick	On Target 	25/01/2022: Quarter 3: Process mapping tool purchased and training conducted Digital Platform procured
» <u>CW3.2.1</u>	First 2 contact services centralised by end of 2022	31/12/2022	Adrian Blick	On Target 	25/01/2022: To be delivered by the Service Delivery workstream as a part of the FFF Programme
» <u>CW3.2.2</u>	Straightforward processes identified and made available for self-service via the internet	31/12/2022	Liz Shellam	Not Started 	
» <u>CW3.2.3</u>	Repetitive processes identified and automated	31/12/2022	Liz Shellam	Not Started 	
» <u>CW3.2.4</u>	Resource capacity increased to serve those with complex needs	31/03/2023	Liz Shellam	Not Started 	
<u>CW3.3</u>	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.	31/12/2023	Hannah Emery	On Target 	15/02/2022: Quarter 4: 20 Town and Parish Councils have come forward to be part of a working group to develop a strategy for how we can be working in partnership. The first working group took place on the 10 Feb and had a good attendance, the Town and Parish Councils were asked to provide feedback and suggestions for improvement against a number of themes ahead of the meeting which were then discussed as a group. It is anticipated that the working group will meet 4-5 times over the next 6 months to develop the strategy.
» <u>CW3.3.1</u>	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)	31/12/2022	Hannah Emery	Not Started 	




» CW3.3.2	Positive feedback received from more than 50% of Parish & Town Councils on partnership working with district (end 2023)	31/12/2023	Hannah Emery	Not Started 	
» CW3.3.3	Market Town meetings and other town and parish meetings convened by SDC	31/03/2022	Hannah Emery	Not Started 	
» CDPCW3.3	% of Town and Parish Councils signed up to the Charter	N/A	Hannah Emery	Target: Actual:	









CW4: Leisure and Culture Services: Adopt a long-term investment plan for leisure services and facilities across the district to ensure everyone has access to good quality leisure opportunities that meet their needs.


Code	Action Required / Description	Deadline	Lead Officer	Status	Comments
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.	31/03/2022	Angela Gillingham	On Target 	16/02/2022: Quarter 3: 1. Monitoring of both leisure centres performance is ongoing. I report back to moving communities on the financial and usage of both sites. Both sights are recovering from the pandemic and have opened up the centres fully to the public. Swimming lessons has seen a growth where demand exceeds the availability of lessons. This is also impacted with the national shortage of swimming teachers. Memberships have not grown as quickly although reports from both centres show a steady rise during January 2022. Monthly meetings with SLM are ongoing to monitor progress and quality of delivery and regular ones with the manger at the Pulse takes place. The pulse is also working closely with the health and wellbeing team to deliver the priorities of the strategy and to support the HAF (holiday activity food fund) 2. The leisure review has taken place and the Local Authority Trading Company was voted as the preferred way forward post October 2024.

» CW4.1.1	Agree the preferred management option of leisure, health and wellbeing services by March 2022	31/03/2022	Angela Gillingham	On Target 	02/02/2022: CS&L committee voted for the Local Authority Trading Company (LATC) as the preferred method of managing the leisure centres going post 2024. The Task and Finish group are working with offers on what this will look. We are currently information gathering by speaking to a number of councils who have already been through or are going through this process of a new company. We have been accepted as Associate Members of Community Leisure UK in order to get insight in structures, salaries and best practice of a not for profit organisation. Max Associates have developed a project document for us to follow to ensure we cover all of the areas required to set up the company. Once i have the information on salaries i will be scoping out the structure. Other costs will be based up 2019/2020 trading year of both facilities. Meetings have been set up with Directors to go through the direction of travel. Governance officer has been asked some key questions in relation to legal.
» 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.	31/03/2022	Angela Gillingham	On Target 	02/02/2022: This plan is being developed off the back of the leisure and wellbeing strategy. A draft will be ready by the end of March and suitable KPI"s will be included.
» CW4.1.3	Report quarterly on the recovery and ongoing performance of Stratford Park and The Pulse leisure centres.	31/03/2022	Angela Gillingham	On Target 	02/02/2022: Income and expenditure is reviewed monthly for both leisure centres. The data is fed into moving communities platform which is sponsored by Sport England to monitor the recovery of leisure across England. This is updated during the first week of each month.









<p>CW4.2</p>	<p>Working with partners, increase the number, accessibility, and quality of playing pitches, play areas and outside spaces within the district.</p>	<p>31/03/2023</p>	<p>Angela Gillingham</p>	<p>On Target </p>	<p>01/02/2022: Quarter 3: I have been working with a number of organisations to address the playing pitch shortage in the Stroud District as identified within the 2019 playing pitch strategy. Archway school project is the most advanced: We have been working with the school, the Football Association (FA) and the Football Foundation (FF) on securing funding to conduct a feasibility study at the school for a new 3G pitch and the relocation of the grass pitch to an unused area of the school. The FF wanted a commitment from SDC before they would conduct any work on the feasibility study. In January 2022 the school were awarded 150K from CIL. This money shows the FF the commitment from the council to support the project. The FF will conduct the feasibility under their own costs and will only use the 150K for match funding if the feasibility study is successful. Marling school - initial meetings have taken place in relation to their unused grass pitch located next to the canal corridor and their aspiration to secure funding for a 3G pitch and create a rugby partnership. Whitminster Pavilion - initial talks have taken place with some committee members on their aspirations to rebuild the pavilion.</p>
<p>» CW4.2.1</p>	<p>Increase the number, accessibility and quality of 3G and grass pitches in the Stroud District, as identified within the playing pitch strategy (PI measure – by 2023 to have added 1 3G pitch and access to 1 additional grass pitch in Stroud. The strategy sits with Leisure Strategy and will be included within the action plan)</p>	<p>31/03/2023</p>	<p>Angela Gillingham</p>	<p>On Target </p>	<p>02/02/2022: Archway school have been awarded 150K from CIL. The Football Foundation will now conduct a feasibility study at their own cost to determine if a 3G pitch is suitable.</p> <p>The FF will if suitable apply for Sport England funding through the FF to make up the shortfall - estimated funding 650k for Archway.</p> <p>The CIL money is used for match funding purposes. Further update September 2022.</p> <p>Initial meeting with Marling school took place in January discussing the pitch which is currently not used, the potential of a 3G pitch and forming a rugby partnership and how this would be funded.</p> <p>A follow up meeting has been arranged for March.</p> <p>Whitminster Pavilion project - the scope of their plans is too big for the size of the pitch - more work needed on this project although the aim is to support their plans so we do not lose a football and cricket pitches.</p>

» CW4.2.2	Support sports clubs with funding applications to improve their playing pitches and changing facilities (dependent on the application)	31/03/2023	Angela Gillingham	On Target 	02/02/2022: See CW4.2.1
CW4.3	Increase physical activity and sports participation through our Healthy Lifestyles Scheme and in partnership with the Gloucestershire We Can Move programme.	31/03/2023	Angela Gillingham	On Target 	01/02/2022: Quarter 3: The physical activity plan is currently being drafted to show how we are going to achieve this. The HLS team have taken over the exercise on referral at SPLC as SLM were not able to deliver this to the expected standard. We can move programme board are working on a plan to audit skills across the county as there is a shortfall in delivers due to the pandemic. Investment has been made into current staff to upskill so that they can we can expand our scheme across the district and now just confined to leisure centres. A new programme named chose to move has been launched which included a wider offering of classes such as Pilates and Tai chi. The team are also delivering in some of the independent living hubs, making physical activity open to all. The team have been working on the referral platform with Active Glos and we can move who currently host it. This platform is designed to make referrals accessible, easy for customers and delivers to use and record progress and provides an excellent reporting tool to show evidence to potential funders on why this scheme should be supported by the GCCG.
» CW4.3.1	Support implementation of a 'Refer All' system to improve the accurate reporting of the healthy lifestyles scheme – Refer All launch January 2022 with Active Glos.	31/03/2023	Angela Gillingham	On Target 	02/02/2022: The team are currently updating all the current customers and then the system will go live. In conjunction with this the team have purchased SUM up to enable a better payment system for Health and Wellbeing customers.
» CDPCW4.3a	Increase the number of referrals to the Healthy Lifestyle Scheme received each year	N/A	Angela Gillingham	Target: Actual:	
» CDPCW4.3b	Increase the number of participants who complete the 12 week Healthy Lifestyles programme	N/A	Angela Gillingham	Target: Actual:	
» CDPCW4.3c	Increase participants at all of our activities including with the Healthy Lifestyles Choose to Move programme	N/A	Angela Gillingham	Target: Actual:	

<u>CW4.4</u>	Support refurbishment of Stratford Park Lido by submitting a bid, in partnership with Stroud Town Council and Friends of the Lido to the National Lottery Heritage Fund.	31/03/2024	Angela Gillingham	On Target 	01/02/2022: Quarter 3: A task and finish (T&F) group was set up in December comprising of: Officers, members,SLM representatives and friends of the lido. We are working on these 3 main areas: Accessibility to include disability, young children, older adults and hours and length of season. Heating the water Changing room upgrade Funding: As part of a bigger project we will conduct a feasibility study of the sight at the same time as the leisure centre and park itself. We will then go for heritage and sport england funding to improve the sight. 20k was awarded to spend on connecting pipe work to the existing leisure centre and routing it into the outdoor pool.
» <u>CW4.4.1</u>	Set up a task and finish group to work on the development of the Stroud Lido	31/03/2022	Angela Gillingham	On Target 	
» <u>CW4.4.2</u>	Write a realistic development plan for Stroud Lido based on the findings of the Leisure Strategy and 2019 Stroud Lido business case	31/03/2023	Mike Hammond	Not Started 	04/03/2022: The development of the lido is being addressed by: 1. Lido task and finish 2. As part of the feasibility investment plan which is taking place between April - September 2022
» <u>CW4.4.3</u>	Heritage Lottery Fund Bid for Stratford Park Lido submitted by target date – amount determined by the action plan	31/03/2024	Angela Gillingham	On Target 	02/02/2022: Task and finish group have been set up to work on the outdoor pool. A feasibility project for the entire park including the pool, leisure centre and park needs to be conducted before funding is sourced. Currently building up contacts on where potential funding will come from.
<u>CW4.5</u>	Building on previous work, develop an Arts and Culture Strategy for the District.	31/03/2024	Keith Gerrard	On Target 	04/03/2022: Quarter 3: A brief has been drafted and an officer group is meeting quarterly.
» <u>CW4.5.1</u>	Arts and Culture Strategy developed and agreed upon by 2024 with an agreed action plan	31/03/2023	Keith Gerrard	On Target 	
» <u>CW4.5.2</u>	Strategy delivery plan reported quarterly to Community Leisure and Licensing Committee	31/03/2024	Keith Gerrard	Not Started 	
<u>CW4.6</u>	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.	31/03/2022	Kevin Ward	On Target 	19/01/2022: Quarter 3: Training for super users completed. Commissioning of film and photography underway. Museum Membership launched October and communication begun with members. Integrating with our everyday continues. Issue found relating to taking online payments due to nature of Council contract with Civica which was unknown to project team, seeking alternatives.


» CW4.6.1	The successful implementation as per the project plan of the museum membership scheme by end of March 2022	31/03/2022	Kevin Ward	On Target		
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CW5: Equality, diversity and inclusion: Embed equality, diversity and inclusion as a priority across the Council and the District with targeted support for those who experience the most disadvantage in our communities.


Code	Action Required / Description	Deadline	Lead Officer	Status		Comments
CW5.3	Lead and support action to reduce health inequalities in partnership with Public Health and local NHS trusts .	31/03/2024	Emma Keating Clark	On Target		04/03/2022: Quarter 3: Funding has been received from the CCG which is being used in the main to resource staffing.
» CW5.3.1	Ensure leisure and wellbeing plans are informed by health equalities in our District; Continue to lead voluntary and statutory partnership to ensure District-wide prioritisation of health inequalities	31/03/2023	Emma Keating Clark	On Target		04/03/2022: We continue to work with local health and care partners. CCG have funded district work to tackle health inequalities and our delivery continues to be informed by local insight and data.
CW5.4	Work with partners to improve the accessibility and welcome of public spaces and shops, and improve awareness of impairments both visible and invisible.	31/03/2025	Amy Beckett	Not Started		
» CW5.4.1	Measured campaign relating to increasing awareness of invisible impairments including neurodiversity	31/03/2023	Amy Beckett	Not Started		
» CW5.4.2	Future bids for public space improvements to include consideration of accessibility	31/03/2024	Amy Beckett	Not Started		
» CW5.4.3	Working with business owners / community groups / community organisations (C)	31/03/2024	Amy Beckett	Not Started		
CW5.5	Work with partners to support older people to stay in their homes for longer and continue to work to become a dementia friendly district.	31/03/2024	Angela Gillingham	On Target		01/02/2022: Quarter 3: We have funding from the ILP and are currently working on the action plans for health and physical activity. Covid has delayed this start as we are working with vulnerable adults. Much of our work crosses over into this area.
» CW5.5.1	Performance measure to be determined in first period and will be informed through dialogue with adult social care/Integrated Care System.	31/03/2022	Angela Gillingham	Not Started		

» CW5.5.2	Continue strategic planning in partnership with Integrated Locality Partnership (ILP) and Integrated Care System (ICS) (C)	31/03/2023	Angela Gillingham	Not Started 	02/02/2022: The ILP have granted the team 250k to support this work and the work of children and young people. In order to achieve this we need to resource the Health and Wellbeing team to deliver these projects. The ILP is in support of our approach. The ILP are expecting to see outcomes from the 250K which we are required to report back on. A draft structure has been presented to the Director of Communities to sign off.
» CW5.5.3	Continue to progress the agreed action plan for older people, frailty and carers with ILP working group (C)	31/03/2023	Angela Gillingham	Not Started 	02/02/2022: See CW5.3
» CW5.5.4	Work with partners to establish Stroud Dementia Action Alliance (C)	31/03/2023	Angela Gillingham	Not Started 	
» CW5.5.5	Contribute to Gloucestershire Dementia Action Alliance (C)	31/03/2023	Angela Gillingham	Not Started 	

EC4: Mobility / Transport: Support development of an integrated active travel (walking and cycling) and public transport network and the development of electric charging infrastructure working with county and regional partners.

Code	Action Required / Description	Deadline	Lead Officer	Status	Comments
EC4.4	Review taxi and private hire licensing conditions to consider moving from an 'age' condition to an 'emissions' based condition – to encourage an increase in the percentage of low and Ultra Low Emission Vehicles (CN2030 M8)	31/03/2023	Rachel Andrew	On Target 	04/03/2022: Quarter 3: A report is being presented to CS&L Committee (24 March) to propose setting up a Working Group to develop a draft vehicle emission Policy.
» CDPEC4.4	Increase the % of taxi and private vehicles that are Euro 6 standard or EV from 50% (2021) to 75% by 2023	N/A	Rachel Andrew	Target: Actual:	

ER1: Economic recovery: Support our high streets and businesses to enable recovery of the local economy from the impacts of COVID-19 and build foundations for a sustainable and inclusive local economy

Code	Action Required / Description	Deadline	Lead Officer	Status	Comments
ER1.4	Work with partners across Stroud district to grow a sustainable visitor economy, including the night time economy, walking and cycling, culture and leisure attractions.	31/03/2026	Amy Beckett	Not Started 	
» CDPER1.4	% increase in expenditure by tourists in the district based on 2019/20 data Direct Visitor spend (£149,610,000)	N/A	Amy Beckett	Target: Actual:	