

Dear Members

Community Wellbeing Scrutiny Committee

A meeting of the Community Wellbeing Scrutiny Committee will be held in the **Craddock Room, Civic Centre, Riverside Stafford on Thursday 21 November 2024 at 6.30pm** to deal with the business as set out on the agenda.

Members are asked to note that this meeting will be recorded.

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.



Head of Law and Governance

COMMUNITY WELLBEING SCRUTINY COMMITTEE

21 NOVEMBER 2024

Chair - Councillor A P Edgeller

AGENDA

- 1 Minutes of 16 October 2024 as previously published on the Council's website.
- 2 Apologies
- 3 Public Question Time - Nil
- 4 Councillor Session - Nil
- 5 Members Items

ITEM NO 5(a) **Health and Care Overview and Scrutiny Committee** -

COUNCILLOR A P EDGELLER

- 6 Called-In Items - Nil

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ITEM NO 7(a) **Freedom Leisure Annual Report - Presentation (PART CONFIDENTIAL)** 3 - 49

HEAD OF WELLBEING

ITEM NO 7(b) **Housing Plus (Presentation)** -

HEAD OF WELLBEING

ITEM NO 7(c) **Q2 Performance Report** 50 - 60

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ITEM NO 7(d) **Work Programme** 61 - 64

HEAD OF LAW AND GOVERNANCE

Membership

Chair - Councillor A P Edgeller

J A Barron
A G Cooper
A P Edgeller
A D Hobbs
P A Leason

D M McNaughton
L Nixon
M Phillips
J T Rose
J Thorley

Agenda Item 7(a)**Freedom Leisure Annual Report
2023/24**

Committee:	Community Wellbeing Scrutiny
Date of Meeting:	21 November 2024
Report of:	Head of Wellbeing
Portfolio:	Leisure

1 Purpose of Report

- 1.1 To provide Members with the Freedom Leisure Annual Report (attached as an **APPENDIX**). The Annual Report has been received by the Council and relates to the period from April 2023 to March 2024 in respect of the Leisure and Cultural Services contract that Freedom Leisure manage on behalf of the Council. Freedom Leisure has written the Annual Report.

2 Recommendations

- 2.1 That the Community Wellbeing Scrutiny Committee notes the information.

3 Key Issues

- 2.2 Freedom Leisure have produced the report. It presents an overview of how the service has performed from April 2023 to March 2024.
- 2.3 The Annual Report highlights service offers at all venues, participation levels, resident engagement, staff and volunteer development and key events throughout the year.
- 2.4 The Annual Report presents ongoing pressures in respect of increasing utility bills and the opportunities for investment and improvement projects to both mitigate these and protect the long-term sustainability of assets and services.

4 Relationship to Corporate Priorities

- 4.1 This report is most closely associated with Corporate Business Objective 2:- To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing resilient communities that promote health and wellbeing.

5 Report Detail

- 5.1 Since December 2017, the Council has outsourced a Leisure and Cultural Services contract to Freedom Leisure on a contract term of ten years (plus five years, plus five years).
- 5.2 On behalf of the Council, Freedom Leisure manage the sites of Stafford Leisure Centre, Stone Leisure Centre, Rowley Park, Stafford Castle, the Gatehouse Theatre, Izaak Walton Cottage and the Ancient High House as well as the Active Communities programme and an events programme.
- 5.3 Formal management of the contract includes monthly contract meetings and quarterly strategic meetings between the Council and Freedom Leisure.
- 5.4 As part of these meetings, Freedom Leisure report performance to the Council and the attached Annual Report highlights key performance information over the financial year 2023 to 2024.

6 Implications

6.1 Financial

None arising from this report.

6.2 Legal

Nil

6.3 Human Resources

Nil

6.4 Risk Management

Nil

6.5 Equalities and Diversity

Nil

6.6 Health

The services provided by the Leisure and Cultural Services contract are the main way in which the Council seeks to achieve its corporate Business objective relating to residents' health and wellbeing. Active Lives Survey data consistently indicates that the most popular recreational physical activities (after walking) are swimming and fitness and therefore we are heavily reliant on leisure centres for their delivery.

6.7 Climate Change

During 2023-24 Freedom Leisure were instrumental in preparing a bid for Swimming Pool Support Fund capital grant monies. This was successful with Sport England awarding the funding which will be used for the installation of energy efficient showers and an array of solar panels on the roof at Stafford Leisure Centre during 2024/25. Similarly, the Borough Council has secured grant from the UK Shared Prosperity Fund for Freedom Leisure to install solar panels on the roof at Stone Leisure Centre. The impacts of these will be seen in future years, with the solar panels generating a proportion of the electricity consumed on site and achieving a reduction in CO2 emissions overall.

7 Appendices

Appendix 1: Freedom Leisure Annual Report 2023-24

8 Previous Consideration

None.

9 Background Papers

Freedom Leisure Annual Report 2022-23.

Contact Officer:	Sam Taylor
Telephone Number:	01785 619253
Ward Interest:	N/A
Report Track:	Community Wellbeing Scrutiny Committee 21/11/2024
Key Decision:	No

Stafford Borough Council

Leisure and Cultural Partnership Annual Report

April 2023 - March 2024

“Improving lives through leisure”

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Stafford
BOROUGH COUNCIL



freedomleisure
where you matter

working with

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1 Introduction

Freedom Leisure commenced a 10-year contract to manage Stafford Borough Council's leisure and cultural facilities on 1 December 2017. This report covers year 6 of the contract from April 2023 to March 2024. The facilities and services managed include:

Stafford Leisure Centre

Stone Leisure Centre

Rowley Park Sports Stadium

Stafford Gatehouse Theatre

The Ancient High House

Stafford Castle

Izaak Walton's Cottage

Active Communities programme

Annual large-scale community events - Including Stafford Half Marathon, Party in the park, Stafford 10k, Christmas Light Switch On, Pancake Race

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2 Stafford Borough Council's Corporate Business Plan 2021-2024

'A prosperous and attractive borough with strong communities'

The council's priorities for the Stafford borough community are:

To develop innovative, sustainable economic housing growth to provide income and jobs

To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing resilient communities and promote health and wellbeing

To tackle Climate Change by implementing the Climate Change and Green Recovery objectives

To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focused on delivering our objectives

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3 Freedom Leisure Overview

Freedom Leisure is one of the UK's leading not-for-profit charitable leisure and cultural trusts

Throughout 2023/24 Freedom Leisure has delivered an overall positive recovery and sustained growth after a period of challenge in previous years. This positive recovery has enabled Freedom Leisure to continue to expand its Leisure and Cultural portfolio with an increase in 15 venues throughout 2023/24. During this time Freedom Leisure have been able to continue to re-invest in the existing partnerships.

In summary:

Not for profit - Freedom leisure is a not-for-profit leisure trust which manages leisure and cultural facilities on behalf of partners across the UK to realise our vision of *“improving lives through leisure”*

Focus - Committed to providing and developing inclusive leisure facilities for everyone. Delivering a service to exceed our customers' expectations

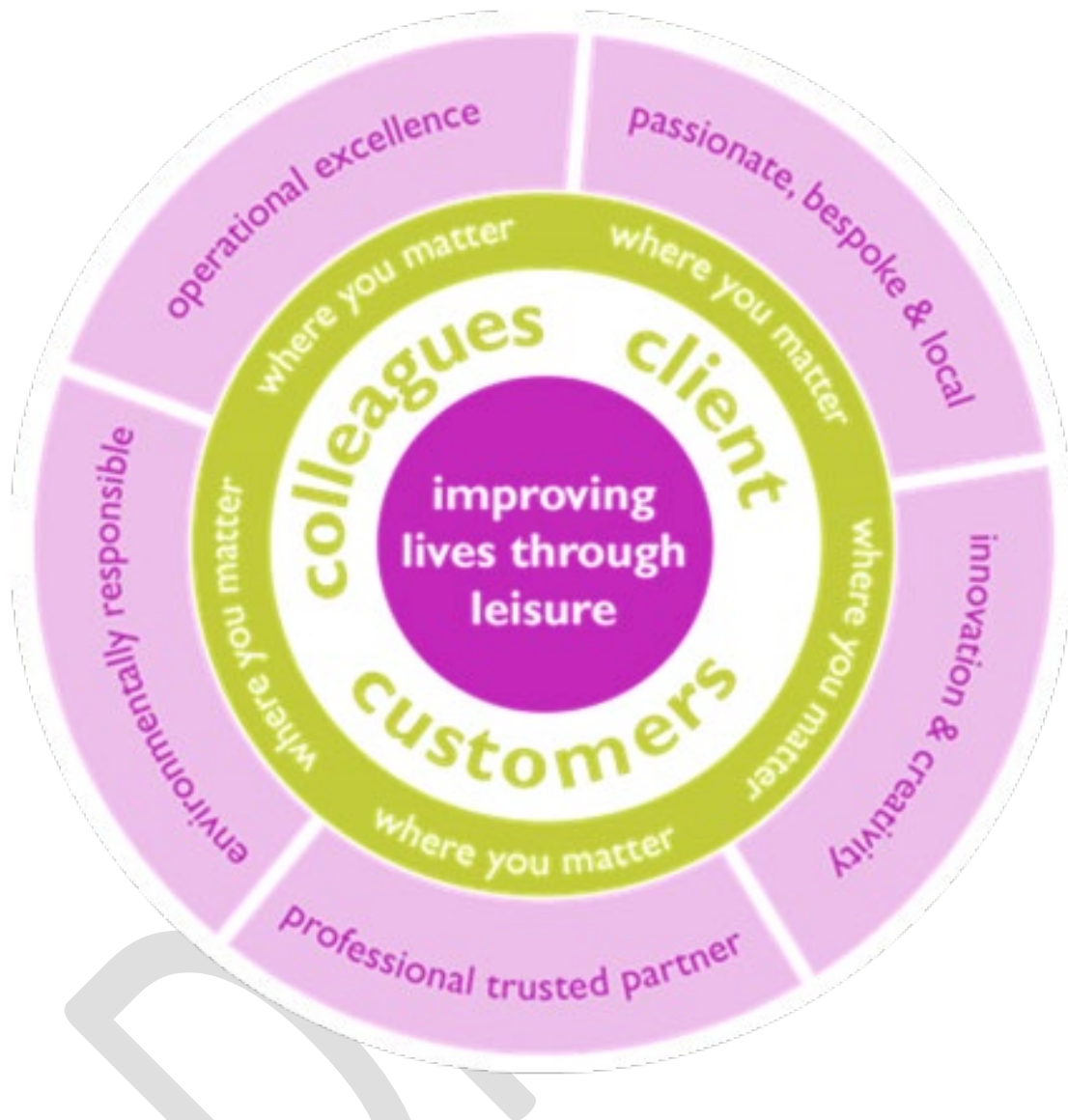
Colleagues – employing over 3,500 colleagues

125 - Leisure, Cultural and Entertainment venues, managed on behalf of 26 individual clients across England and Wales

Freedom Leisure ethos

- Provide affordable and accessible health, leisure and sport facilities for everyone, therefore having a positive impact on the local communities in which we operate and serve – we aim to inspire people to be more active more often
- Reinvest surplus into quality services
- Exceed our partners' desired outcomes for local communities
- Enhance our reputation and status
- Grow and develop as a company in a sustainable way
- Develop our people
- Renew existing contracts and win new ones

Freedom Leisure Corporate Vision



4 Timeline 2023-2024

2023

- April Various activities held throughout the centres with Easter Half Term
- April Dog show returned at Stafford Castle with 750 visitors
- 21 May Wildlife Fair at Stafford Castle attracting over 3000 visitors
- June Blueberry Café Opened at Stafford Leisure Centre
- July School Sports Days took place at Rowley Park Sports Stadium
Party in the Park Family Fun Day at Victoria Park and Stafford Castle's Summer Sunday Live Music events delivered
- August Summer Holiday Activities and Food (HAF) at Doxey Primary School; SPACE activities for 8-17-year olds at Stone Leisure Centre, Westbridge Park and Rowley Park
- August Stafford Leisure Centre - £160k refurbishment of the cardio vascular equipment
- 12 August Viking Event returned, Stafford Castle
- 16 Sep Stafford Leisure Centre hosted an open day
- September Stafford Leisure Centre – Redecoration of the squash courts
- 24 Sept Stafford 10K mass participation running event took place
- October Haunted high house at the Ancient High House
- 18 Nov Stafford's Big Christmas Switch On event in Market Square
- December Beauty and the Beast Pantomime at Stafford Gatehouse Theatre

2024

- January Fitness Membership promotional campaign at Stafford and Stone Leisure Centres; annual membership 12 months for 9
- 13 February Stafford Pancake Race in Market Square
- February Half term family theatre shows returned at the Gatehouse
- 17 March Stafford Half Marathon 40th anniversary and Fun Run event, race village in Victoria Park

5 Our Year in Numbers

Participation is measured through various mechanisms including our Leisure Management Systems recording attendances and footfall through the leisure venues.

At the theatre the Box Office system provides data on the numbers of theatre-goers for each show. The visitor numbers to our heritage sites are recorded at the visitor centres and pupils attending school tours are logged. Our large-scale mass participation events record the number of entries on the online booking system and actual number of participants on the day of the event are measured through the race management timing system.

During 2023-24 the focus has continued to be on expanding the overall offering throughout the facilities, we continued to welcome our customers to enjoy and experience our leisure and cultural venues.

Participation	2022-23	2023-24	Variance	%
Total Partnership	963,153	1,088,252	125,099	12%

The above table reflects the significant increase in overall participation throughout the Stafford partnership. This figure includes participation through every venue in the partnership. As can be seen there has been a 12% rise in this figure from the previous years.

Leisure

	Participation	2022-23	2023-24	Variance	%
Stone	Learn to Swim Members	1380	1404	24	2%
	Fitness Members	1677	1748	71	4%
Stafford LC	Learn to Swim Members	1620	1535	-85	-5%
	Fitness Members	1755	1626	-129	-7%
		2022-23	2023-24	Variance	%
Combined	Learn to Swim Members	3000	2939	-61	-2%
	Fitness Members	3432	3374	-58	-2%
	Gymnastics Members	712	737	25	4%

The table above displays the positions of overall membership bases within the Leisure venues at Stafford LC and Stone LC. As can be seen in the above there has been growth in the overall gymnastics programme with further development expected in early 2024 with a planned expansion of early years Gymnastics.

Throughout the year, the performance follows those of industry standards with around 30% of new membership and Learn to Swim joiners, joining in the Quarter 4 period from January – March. With both the half marathon and the 10k taking place around “peak” months of the year, it is hard to correlate any performance in increased membership and learn to swim bases, however with upcoming events like the Olympics it is normal to find an increased interest in certain sports like Gymnastics. Around these key periods marketing is increased to maximise the level of interest generated and accelerate growth where possible.

The fitness members and learn to swim members have slightly decreased in comparison to previous years, however the fitness membership level is expected to deliver a significant level of growth throughout 2024-25 with an investment of £160,000 in the gym facilities at Stafford Leisure Centre in 2023. The current levels have seen small volumes of growth, but a slower uptake than predicted, which can be contributed to the period of time prior that customers experienced equipment that was not operating to the required standard. The centres will continue to promote the positive experience of users, through social media accounts and positive news stories driving local content. There is an extensive marketing plan to support the required growth

Heritage and Culture

Participation	2022-23	2023-24	Variance	%
Theatre show attendances	73,555	80,850	7,295	10%
Shakespeare	8711	5081	-3,630	-42%
Heritage School Tours	4428	4200	-228	-5%

Throughout 2023/24 there was a significant rise of 10% in overall theatre show attendances, this has been delivered through an overall expansion of the existing show programme and regular reviews of previous shows to meet customer demand.

School Children returned in their numbers to experience history being brought to life once again at our Heritage sites attending a school tour. The school tours managed to sustain a similar volume to previous years.

In 2023 the Shakespeare production moved to the Gatehouse Theatre and produced performances of *A Midsummer Night's Dream*. When comparing the 2023 performance attendance against the previous 2022 figures one of the factors that should be noted is the Romeo and Juliet production is widely recognised as the most popular Shakespeare production. Another factor is that the 2022 festival, was the first shows since the Covid Pandemic, which provided a greater audience due to return of the production. There were individuals in 2022 that had tickets from previous years carried over, due to the cancellation of the performance.

Events

Participation	2022-23	2023-24	Variance	%
Stafford Half Marathon	1751	1873	122	6%
Stafford 10K	1406	1394	-12	0%
Holiday Activities & Food, SPACE scheme	670	772	102	15%

We welcomed the 40th anniversary of the Stafford Half Marathon; held another fantastic Stafford 10K, the Shakespeare Festival, the pancake race and a wide range of summer outdoor events.

We are committed to increasing regular participation in activities at our leisure facilities, heritage sites and cultural venues as well as at our large-scale community events to continue to promote the health and wellbeing benefits that this brings.

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6 Our Colleagues

The colleague establishment has been included in the on-going review, improvement and transformational process for the Stafford Partnership as well as the regional and central Freedom Leisure colleague teams. When roles have become vacant they have not necessarily been replaced like for like with structures and roles considered to best fit the business needs and required efficiencies.

From the period of April 23 - March 24 we have recruited for 86 roles, with 44 contracted roles, and 42 casual roles. There have been some fantastic colleague successes to celebrate, which are detailed below

Volunteer Workforce

One of the continued successes for the Stafford partnership is the volunteer workforce. This is particularly successful within the Heritage arm of the partnership with the below approach taking place.

We have a dedicated volunteer lead in place, who is currently working on 3 projects, including the Herb garden at the castle, conservation of textiles at Ancient High House and gardening at the Izaak Walton Cottage

In addition, we have room guides who enhance the visitor experience, we also have volunteers looking at Museum housekeeping, pest management and collections care. They also assist with gathering visitor feedback to support our grant application for re-interpretation of the Civil War room at the Ancient High House. We also have volunteers who support our events, for example as customer liaison at Wildlife and Vikings/seed planting workshops in the herb garden.

We currently have 15 project specific guides and further recruitment planned, rather than a blanket approach to recruiting "numbers", we work together to identify forthcoming projects and recruit accordingly. The benefit of this approach is that we gain skills and experience, that we may not have in-house to achieve projects that improve our collection. It also provides an opportunity to put learning into practice for students who want to pursue a career in museums. Even for those who are not looking at a museum career we offer the chance to learn new skills, that can enhance a CV, as well as providing a social element for those who may be a little more isolated due to not working.

We also have some of our volunteers with us via social prescribing as they have conditions, which prevent them being in the conventional workspace and they have proved very successful in their roles.

We have an extensive volunteer workforce at the Gatehouse Theatre, where over the twelve months, from April 23 to March 24 the Gatehouse has retained over 120 volunteers and recruited 20 new faces during that period. They are recruited from our website, from word of mouth and also from people visiting after seeing a show. No prior experience is necessary to join us; all that's required is a healthy dose of enthusiasm and commitment. We regularly talk to our customers be at

reception, café or box office whom some later go on to becoming volunteers, especially those that have found themselves either at a loss when they get older or personal circumstances have changed, we encourage potential volunteers that are lonely to be part of a great team that looks after each other.

The volunteers are valuable to the theatre and acts as our eyes and ears on the ground, welcoming customers, directing lost parents or children or simply being a fountain of knowledge for show information. The volunteers are the ambassadors of the Gatehouse with a pool of them now trained to deliver back stage tours, that have been well received alongside some positive and encouraging feedback. In addition, volunteers receive on-the-job training and learn some new skills, they are able to see our shows for free, and also get free refreshments.

What our volunteers say:

“It is my highlight of the week to act as a volunteer at The Gatehouse Theatre. It is a wonderful way to meet interesting and enthusiastic people – staff and audience – in a magical atmosphere – and of course to be able to watch extraordinary productions.” - Liz

“It is great to work with such a friendly team and I would definitely recommend other prospective volunteers to join us. The Gatehouse theatre has a very eclectic programme from all around the world which as a volunteer we are lucky to be able to watch.” - John

Colleague Promotions:

Rowley park appointed an Operations Manager earlier in the year, which was a progression for Ross, who was promoted from a Duty Manager at the Stone Leisure Centre.

Stafford Leisure Centre recruited internally through FL, for the position of Maternity cover General Manager, with the Operations Manager across at Ashbourne Leisure Centre.

New Recruitment:

Throughout the year there have been numerous roles that have been recruited for, there has been some challenges in recruiting with certain roles, particularly those that carry industry recognised qualifications for example, Swim Teachers or Lifeguard roles. To overcome the challenges with this recruitment we have advertised and recruited for training provided roles, where individuals would not have the level of industry recognised qualifications, but are funded to complete this within a certain period of time during employment.

Rowley Park appointed a Grounds Maintenance Manager across the Area - these roles have helped shape and move forward Rowley Park and the Heritage venues.

Gatehouse Theatre have recruited additional box office assistants to help with the growing shows and demand of the customers.

Central Team: Freedom Leisure have appointed multiple roles throughout the year, including National Aquatics Business Manager to support the development of Aquatics across the portfolio, Group Health and Safety lead, National Commercial Manager and Regional HR Managers – all to support the wider team in Freedom Leisure.

Training: Continued investment in colleagues has been crucial and continues to be the focus moving forward, including internal Health and Safety Courses, Pool Plant qualifications, CPDs for Swimming teachers, NPLQs and much more.

Specialist Training Courses attended include:

- **Leisure Centre colleagues:** Level 1 and 2 Swimming Teacher; National Pool Lifeguard Qualification; First Aid at Work; Swim England Continued Professional Development; Pool Plant Operator
- **Gatehouse Theatre colleagues:** Genie Rescue working at heights; Fire Evac Chair and Fire Evacuation; Association of British Theatre Technicians Bronze
- **Heritage Site colleagues:** West Midland Museum Development courses on Conservation, Digital Accessibility, Inclusive Design for Exhibitions and Pest Management for the care of Collections

7 Marketing and Promotion

There is a dedicated Sales and Marketing Manager for the Gatehouse Theatre, elsewhere in the Partnership there are specialist Sales Advisor and Social Media colleagues, all supported by the regional and central commercial teams. Traditional and digital marketing channels are used across the different venues, activities and events.

Leisure Centre Fitness and Learn to Swim Membership marketing and promotional campaigns include targeted activity coordinated by the central commercial team such as:

- 'Refer a Friend' and get a month free
- Trial pass offers - 1 day and 4-day promotions
- Annual membership offers with 3 months free - '12 months for the price of 9'
- No joining fees
- 'Refer a Friend' and get a month free

Social Media posts on Facebook and Instagram include content to create a community, feel good energy. Giving members recognition for achievements, a sense of pride, belonging and support, for example:

- Meet the Team
- Testimonials from customers and members
- You said we did style messaging on investments and repairs
- New gym launched at Stafford LC
- How to videos on gym equipment
- Gym challenges

Mobile App: available on both Android and Apple, there are many benefits to the customer such as easy to view timetables, group exercise booking, links to swimming programme progress, news and links to socials. The big benefit to us from a communications perspective is the ability to send “push” notifications to app users. We can use this to promote activities, promotions, changes to timetables etc

Current App Users across on our mobile application:

3.4.24	
Stafford	5667
Stafford LC	3706
Stone	1961

Customer Comments and Reviews:

Centres are present on Google through Google Business Manager and are monitored to respond to reviews.

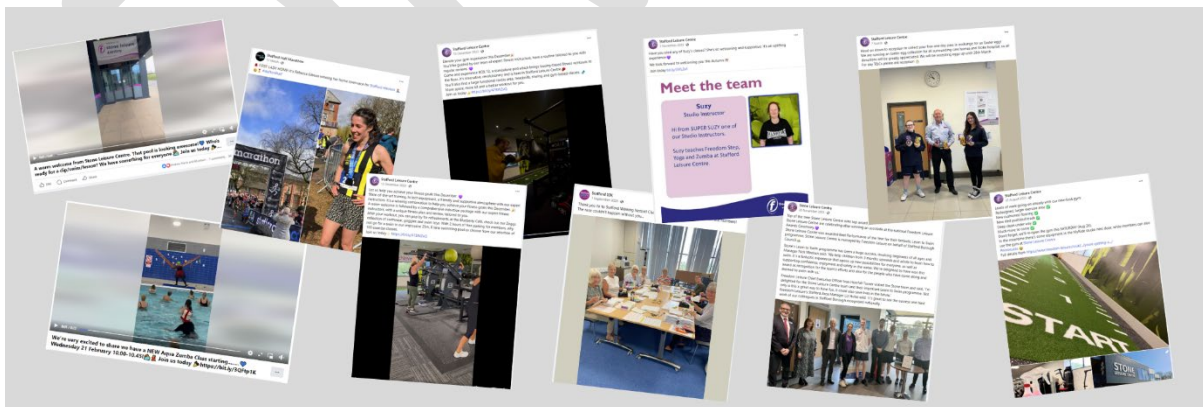
Centre	Google Review Rating (23.4.24)
Stafford	4 (616 reviews)
Stone	3.8 (102 reviews)
Rowley Park	4.4 (345 reviews)

Centres are encouraged to share positive feedback on social media.

Social Media:

All sites are present on Social Media, facebook, Instagram (Stone and Stafford LC) and also TikTok (Stone and Stafford LC).

Below is a selection of some of the top performing posts from 1 April 2023 to 31 March 2024.



Stats for the year 1.4.23-31.3.24

Centre	Facebook Fans	Instagram Followers
Stafford LC	4,673	1,397
Stone LC	4,178	574
Rowley Park	1,720	-
Stafford Events (2 pages combined)	12,597	-

Centre	Facebook Post Clicks	Facebook Page Reach
Stafford LC	45,936	880,358
Stone LC	19,610	518,390
Rowley Park	978	51,317
Stafford Events (2 pages combined)	68,100	1,125,944
Centre	Instagram Post Impressions	Instagram Engagement
Stafford LC	1,064	1.75%
Stone LC	1,467	1.73%

Social media is a two-way platform that engages with the viewer and is an extension of our offering, celebrating success, promoting activities etc. Organic posts on social media are becoming increasingly crowded out by paid adverts which is where high engagement levels help.

Platforms use sophisticated algorithms to prolong user engagement and keep them on their platform, so in turn they can show more adverts and ultimately increase their income. These algorithms control content visibility, sequence and recommendations based on user data like actions, behaviours and interests. For instance, if you interact with fitness posts, you'll see more of that content. This personalisation improves user engagement and in turn, creates a positive user experience. The more engagement we have, the more people will see our posts.

Sales-Ultimately, every social post should have a "Call to action", this may be joining a casual swim session, joining up as a member etc. A significant amount of leads to convert into sales come through our social media channels but we do of course use a variety of other methods to communicate out such as e-mail, SMS, app, website, print, radio etc.

Customer enquiries-Social media is another communication method for our customers and one that people feel comfortable using.

8 Energy Performance

With the ongoing uplifted utility costs and a company target to reduce carbon emissions, energy consumption has remained a key focus during 2023-24.

Freedom Leisure have a key target set for one venue to be net zero by 2030. We are constantly looking at ways we can reduce our usage whilst not having a detrimental effect on the customer experience.

When comparing annual Electricity and Gas usage across all seven venues in the Stafford Partnership for 2023-2024 to 2022-23 the overall utility consumption has remained at a similar level.

This is a positive performance with a large expansion in the Gatehouse Theatre and the volume of shows on offering, there has been additional utility usage through the development of the Blueberry Café in the Stafford Leisure Centre.

Stafford Partnership	2022-2023 kWh	2023-2024 kWh	Difference kWh
Electricity	1,194,492	1,197,718	3,226
Gas	3,115,729	3,110,598	-5,131

Measures put in place to reduce consumption include:

- Good Housekeeping particularly with lighting inline with daylight saving hours and programming to maximise savings
- LED upgrades at Stafford Leisure Centre and the Gatehouse Theatre in high usage areas

Successful grant funding has been awarded to Stafford Borough Council to launch 3 projects in 2024

- Kelda Shower installations for 2024 at Stafford LC
- Solar PV installation for 2024 at Stafford LC
- Solar PV installation for 2024 at Stone LC

Further capital investment opportunities are to be explored in partnership with Stafford Borough Council to realise further savings

- LED lighting upgrades
- Destratification Fans for higher ceiling spaces at the leisure centres and theatre
- LED Lighting replacements throughout venues

9 Health and Safety Management

Our training aims to educate our colleagues on identifying and mitigating potential hazards to prevent accidents and injuries. Topics covered in Health and Safety training include the proper use of equipment, working at heights, emergency procedures, fire safety, Control Of Substances Hazardous to Health (COSHH), Lifeguarding, First Aid and Catering. In addition to keeping colleagues safe, this training is essential for reducing the risk to our valuable customers. Through our platform of IHASCO the required colleagues undergo Safeguarding training for children and vulnerable adults, which is detailed as one of the requirements of our safeguarding policy. By ensuring that our colleagues are appropriately trained in health and safety, we are investing in our team's well-being and, ultimately, safer sites and venues to serve the communities.

Accidents are reported through the STITCH national database system. This includes the number of accidents across sites, reportability and age ranges.

The national average for accidents/incidents reported on STITCH is 0.09% of a venue/facility's monthly usage and staff 0.57% of monthly staff hours.

Site/Venue	Total Accidents	Reportable to RIDDOR	% of monthly usage
National	39,105	157	0.09%
Freedom Leisure	6,179	2	0.03%
Stafford Partnership	356	0	0.06%

The majority of the accidents across the Stafford Partnership were at the leisure centres being 0.06% of monthly usage; the gymnastics programme at Stafford Leisure Centre having a contributing factor.

There were no accidents that were reportable to RIDDOR and no Staff accidents that resulted in time off work for colleagues.

Both Freedom Leisure as a whole and the Stafford Partnership at 0.06% have a 0.03% lower percentage difference when measuring total accidents against a percentage of monthly usage compared to the national average of 0.09%.

10 Projects and Investment

Throughout the year of 2023/24 there have been multiple projects delivered and significant investment into the Stafford Partnership.

The below highlights some of the key items that have been repaired throughout 2023/24, as well as the overall cost of repairs and maintenance.

There is also reference to the capital investment into the Stafford Leisure Centre gym refurbishment.

	Examples of included items	
Repairs and Maintenance	Stafford LC Pool Timing System	
	Stafford LC Studio flooring	
	Stafford LC Pool AHU repairs	
	Stafford LC Squash Court Refurbishment	
	Stone Reactive Repair Heat Pump	
	Rowley Park Athletics Track Clean	
	Rowley Park Reactive Repair Leak	
	Gatehouse LED Show Lighting	
	Castle step repair/replacement	
	Overall Total Investment	£419,214
Capital Investment	Stafford Gym Refurbishment Including MyRide Studio	£160,000

As the energy and cost of living crisis continues to be a challenge Freedom Leisure and Stafford Borough Council have been working in partnership to deliver a strategic improvement plan. Throughout the operation of the facility there are daily and weekly monitoring checks in place to identify any areas of the facilities that require further works. The checks are in place to ensure maintenance is addressed at the earliest point. These checks are carried out by trained individuals locally with further assessments carried out

The focus will remain on delivering a valued and quality service to our customers whilst carefully managing the business to ensure we continue on a stable footing and 'Improving lives through leisure'

2024/25 Projects

- SPSF Phase 2:** Stafford Borough Council were successful in the application of funding for SPSF Phase 2 in relation to Stafford Leisure Centre, monies were awarded for Stafford LC with 2 projects to be delivered in 2024 – These projects will support the reduction in energy usage. 21 Kelda Showers will be installed at Stafford LC – which can save up to 50% of overall utility consumption. There will also be Solar PV added to the roof at Stafford LC, supporting the reduction in energy consumption
- UKSPF:** Stafford Borough Council were successful in the application of funding for UKSPF for Stone Leisure Centre. This will see Stone LC have Solar PV applied to the roof to support the reduction in utilities.

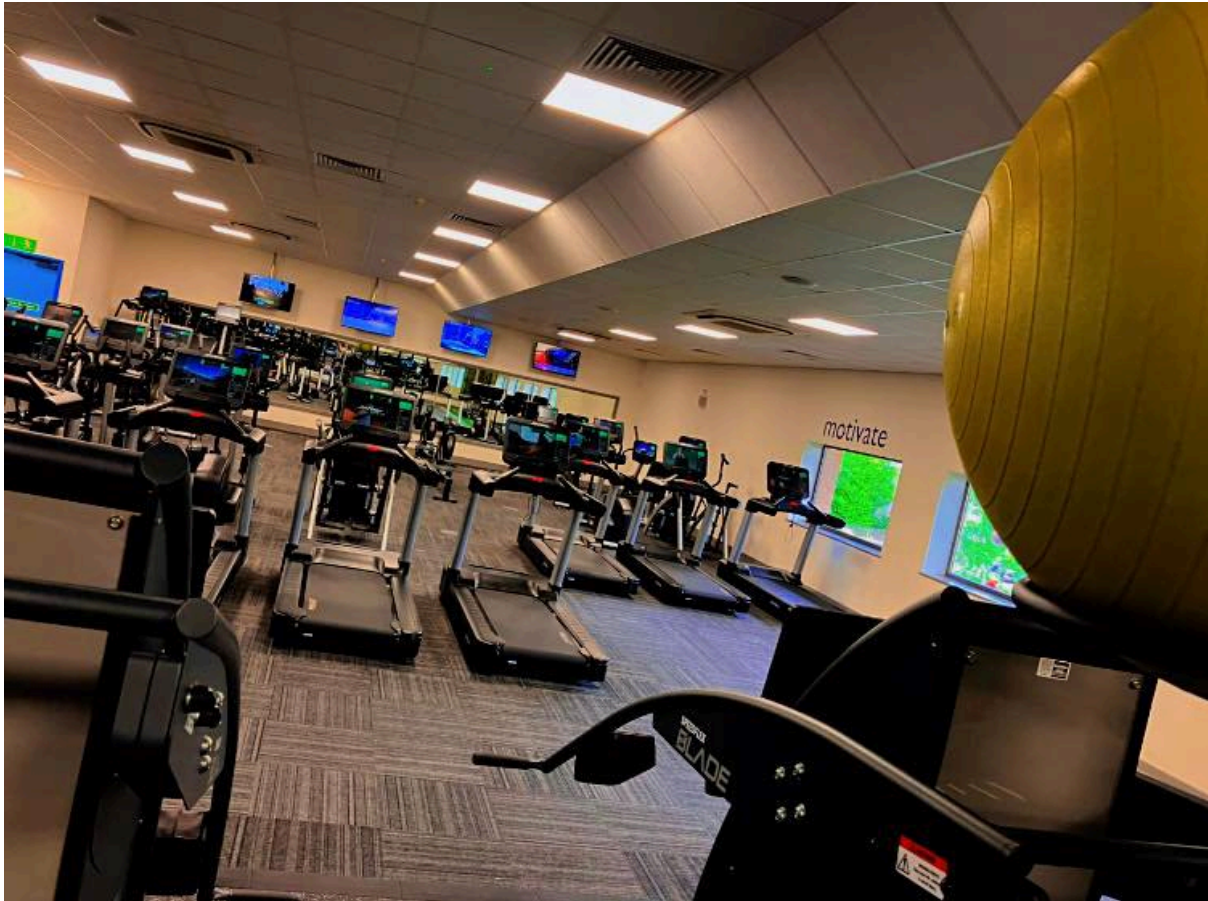
- **Development of Rowley Park Play Park:** Freedom Leisure will be working closely with SBC to explore development opportunities and ways to develop and improve the playpark at Rowley Park,
- **Gymnastics hub Stafford LC:** Early in 2024 the expansion of the Gymnastics club will continue with a gymnastics hub being added
- **Capital investment opportunities for facility and service improvements:** Freedom Leisure are considering various opportunities for capital investment including refurbishing the Rowley Park toilets.
- **Re-launch of Exercise Referral:** Freedom Leisure will be bringing back the exercise referral programme into Stafford and Stone LC to support the local community in providing activity for all

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Appendix I Leisure

Throughout 2023 Stafford Leisure Centre has seen positive improvements throughout the facility, including the refurbishment of the Squash Courts and £160k invested into the cardio vascular facilities within the gym. These improvements have been positively received by the community. Open days were held in September 2023 to showcase the changes made.

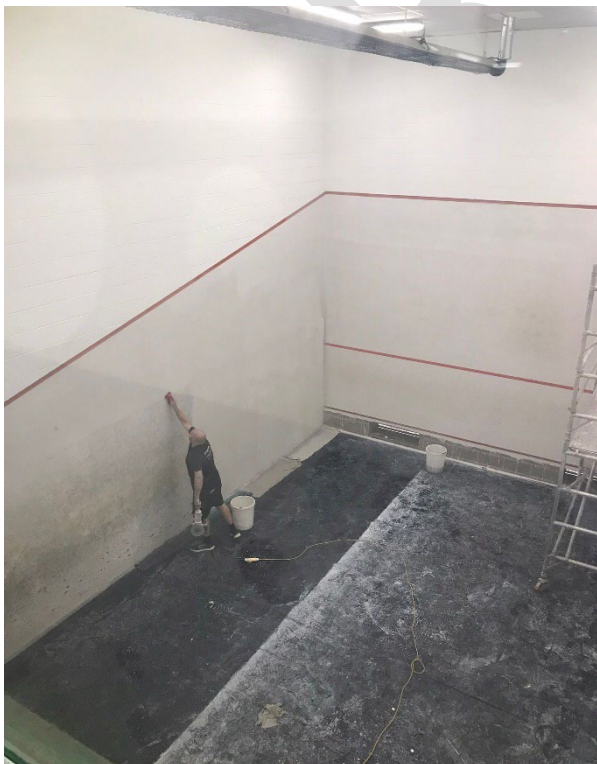
Fitness Suite Refurbishment



New Equipment installed at Stafford LC



Squash Court Before and After Images



In October 2023 Freedom Leisure held a leadership conference for the senior team throughout the organisation. During this event Freedom Leisure delivered awards to sites and areas based on performances and impacts throughout the year. Stone's Learn to Swim programme has been a huge success involving beginners of all ages.

Stone Learn to Swim Award (Awaiting Image)



Throughout the year the teams at Stafford LC, and Stone continued to support local community groups and charities through various fund raising and donations. In March 2024 Stafford LC customers and colleagues donated Easter Eggs for the surrounding care homes and Stoke hospital.

Easter Egg Donations - Stafford LC



II Stafford Gatehouse Theatre

As the UK's theatre sector emerged from the pandemic, theatres continued to face a difficult environment, including lower audience levels, cost of living pressures and funding challenges which impacted both income and expenditure. The Gatehouse attendances have risen significantly over the last year with footfall overall up by 28,000 compared to the previous year including the youth theatre participation, Summer school and shows in general. The audience seems to have welcomed the varied mix of shows with musicals and comedy drawing in crowds from quite a radius. Despite economic pressures elsewhere Gatehouse theatre seems to have held its own and resilient.

The challenge of marketing individual shows while also creating loyalty and awareness among theatregoers takes constant attention. During the last financial year, the Gatehouse held over 579 events (shows) sold over 80,000 tickets with a value of over 1.7 million pounds against a previous year of 439 events (shows) and a value of under 1.4 million pounds. This was supported via other activities of the business including café and youth theatre attendance and over 3,370 volunteer FOH attendance staff.

A Midsummer Night's Dream 5,081 admissions over 20 performances



Beauty and the Beast 18,000 admissions over 39 performances



The local community groups played a significant part in this climb with Stafford GottaDance, PCA Midlands and Dean Dance drawing in crowds of over 4,000.

The remainder came in the form of the stable offerings such as the record-breaking panto with our new partner Imagine, and a script specifically written for Stafford audiences attracting over eighteen thousand admissions, comedy and the increasing interest in the Ghostly side of theatre also played its part, Do you Believe in Ghosts, Myth of Serial Killer Profiling, Hauntings reached a further 1,000 people through the doors

The Classic film afternoons attracted sponsorship from Tesco community fund and also proved popular growing from 50 admits the previous year to well over 100 for some screenings. The theatre also incorporated dementia friendly screenings as part of its season line-up.

Further wellbeing community initiatives were born out of 2023/2024 included not least sold out back stage tours, chatty café, name a seat, History tours, pre-show music concerts and welcome experience packages with exclusive access to the writer's room before the show and the interval together with your very own hosts.

DRAFT

Feedback

Hi Gary, I hope you had a nice weekend

Just a quick note to say a massive thank you to your amazing FOH and tech teams for helping make our first visit back to The Gatehouse in five years such a huge success.

From the moment our tech guys arrived, through the show, to our get out, they were great.

Please pass on my heartfelt thanks and we can't wait to return next year and again in 2026.

Kind regards

Jon

Jon Rhodes

RML (Rhodes Media Live) Ltd

Dear all

Just a quick thank you to all involved in our shows this week.

We had 4 wonderful nights and feedback has been excellent.

A big thanks to every "team" involved at the Gatehouse. Original booking team, Box office team, Front of house team, Duty management team and Tech team. Was great to work with all involved.

Hopefully from your side of things everything went smoothly.

We have 12 shows elsewhere now and then we are looking forward to 6 exciting, hectic, busy dance shows in April at the Gatehouse!!!

Thanks again

Have a great weekend.

Regards

Steve

Stephen Glover

SSPA Events Ltd

stephenglover@sspa-events.com

07793891029

Facebook - www.facebook.com/GottaSingGottaDance/

www.sspa-events.com

III Heritage Sites

Stafford Castle

Almost 3000 children engaged in a full day guided tours which included activities such as coin minting and making herb bags. A review of our tours identified that we had no provision for under 5s and we worked on the creation of an early years tour. This was trialled with local schools and feedback was gained from each school to ensure the tour was meeting the needs of the curriculum. The tour is the story of Beowulf followed by an egg-citing hunt for dragon eggs in the woodland, feedback included the following:

“perfect content for the age group with lots of reiteration to help with learning”

“ ...being in small segments means the children stay engaged and enjoyed the whole day”

The early years tour was offered in latter part of the year and is proving to be popular with most bookings coming via word of mouth.

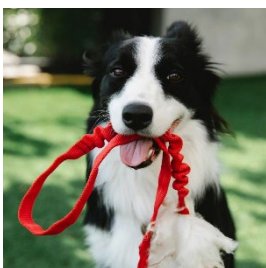


Affordable skill workshops

Building on the success of our first skill workshops last year we introduced willow weaving this year along-side the successful copper tree.

Our Easter activity was a huge success with an unprecedented 300 children in the draw for an Easter prize. In addition to our Halloween craft and trails and half term children’s workshops - we helped over 700 people get creative!

We once again hosted the PADS dog show attracting over 400 visitors both 2 and 4-legged variety. This year we added stalls and refreshments which was very popular. The weather was kind and everyone had a fantastic day although we didn’t know then that it would be the last show for PADS.



After the huge success of our new look Wildlife fair we thought we would return to the pre-pandemic visitor numbers of 350 - 400. How wrong we were with almost 3000 visitors arriving to get hands on with spiders, snakes and meercats to donkeys and alpacas. Alongside the wild-life, we had even more local produce and homemade crafts, with lots of local wildlife charities too. Local food suppliers kept us fed with Italian pizza, woodfired BBQ and Belgian waffles as well as a lot of ice-cream due to the beautiful weather!



August 2024 saw the return of the Vikings at the Castle - Last year's event received such incredible numbers and such positive feedback that we made this a 2-day weekend event. Bringing in new Viking educators to cater for younger children that would support the curriculum for that term through hands on activities and demonstrations. New for this year was Kidi-Vike where younger Vikings got to dress up, learn armour and weaponry as well as how to battle. Sunday was aimed at a slightly older audience and came complete with story tellers, singing and folklore as well as the full experience on both days of a full Viking encampment. The top of the site was full of families enjoying the twice daily show which saw 2 sets of rival Viking groups battle their enemies.



Not only was Stafford Castle invaded by even more Vikings this year but more than double the number of visitors to 3700 over the 2 days. The village grew to 16 large domestic tents each one demonstrating a different aspect of life in a Viking village.

Once again children had the opportunity to join the Viking shield workshop which gave them their own axe and shield to take home as a reminder of their day. Unlike last year, the weather was a little wet but this did not dampen spirits and most visitors stayed to enjoy everything on offer and the feedback was positive despite the rain.

Feedback showed that 75% of visitors felt that overall the event rated 10/10 and the remaining 25% rated the event as 8 or above. We also had a number of people who travelled to the event from outside of Staffordshire, several records of people staying on Stafford overnight to enjoy the event and even one tourist from Japan!

Other feedback

“This was the best event we’ve been to in ages. Great to see so many happy faces. Great organisation. There’re not many places that’s free entrance either. Thank you to all involved.”

“Visited the castle for first ever time. Found a viking battle re-enactment was taking place. Very interesting and fun to watch. Massive credit to the organisers, everything was well sorted, especially the car park which despite the large crowds, ran like clockwork.”



Neurodivergent activity bags were introduced at the castle after a lot of research and inclusivity training. Our schools Co-Ordinator put together two types of activity bag that will provide added enjoyment for anyone with a ND condition. These have of course been tested by groups who have feedback their comments before the bags went “live”. These are now in use at the Castle.



Through the year 570 children also celebrated birthdays with us, over 120 scouts came to evening tours and activities. Our outreach projects met with 113 children as well as supporting other events in the borough.



Ancient High House Museum:

We started the year with our own researched and curated exhibition “Kill or Cure” in which we looked at the role of Arsenic throughout history. An exhibition supported by Archives and Heritage and local businesses with hands interactive displays which invited the viewer to consider if the item would Kill or Cure.



We continued the year with three brand new exhibitions conceived in house as well as 6 external exhibitions, alongside private exhibitions of Art.

We were the venue for a wedding service giving us the opportunity for our in-house photographer to snap away, photos being for our new wedding brochure which is due out in 2024.



The High House commenced a monthly drop in Saturday sessions in which we demonstrated a skill or activity that was not usually on show for visitors. Popular sessions included the calligraphy with goose quills, seed pot planting in the small herb garden and a sewing session. The sewing sessions proved very popular and led to regular a sewing group who are growing in confidence and tackling more complex projects.

The creation of a volunteer co Ordinator this year has seen us recruiting 14 volunteers so far to work on dedicated projects. The identification of the work of the Borough Broderers as a collection worthy of conservation, led to a grant being obtained for conservation training and equipment.

We were trained by Hampton courts own Michelle Harper on textile conservation techniques, use of the equipment and associated tools and she also addressed some items in need of repair making them look as good as new conservation in action sessions. Visitors came from Derby, Stoke and Chester to see the textiles and the work being done on them. This was further enhanced by the creation of a short drop on tour of the house, focusing on all the textile items.

Tours

We revisited our **tour programme** in 2023 and created a new town tour which would also take in the newly completed Victoria park. The tour is designed to be accessible for anyone with mobility concerns, needing access with pushchairs and for carers. The route takes in cafes and benches to allow people to rest and it is available on different days of the week to ensure we can meet the needs of as many people as possible.

A new school Monarchy Tour was created for the Ancient High House, this meets changes in the curriculum and also tied in with our own new King. A self-guided tour was also created this year exploring the witch marks identified around the house in 2023.

Our paid school tours enjoyed 1230 pupils this year as well as having some other schools helping us with our newly created by experiencing the tour and giving feedback to ensure we were meeting all the school's needs.

Our Haunted House Event was extended over two nights again this year due to being very popular with families. In addition, we also added an evening tour for over 16s in which Albert, The Butler, told visitors about the inhabitants of the house throughout its history. The tour does mention some of the ghosts that people reported seeing over the years but luckily everything was alright on the night!



Last year's Christmas Light Switch on night sees a very special visitor at the High House. This very personal event is created with the helpful elves who get lots of information ahead the actual day. The Elves also helped the children write a letter to Santa in their workshop (and of course Santa replied to them all) Santa knew everything about every child making it a magical experience with lots of wonderful memories made and more than a few tearful parents too.



Christmas through the ages was again held over an entire weekend this year following last year's trial of opening on a Sunday. Visitors could see how Christmas looked in every era from the Tudors to the Edwardian times. We had Tudor cookery on display and children could try making a traditional Pomander. The Georgian room hosted traditional games of the era alongside a Georgian banquet. All this accompanied while music flooded through the house from the Victorian Room, where our pianist attempted to play all our visitors requests. Over 300 people joined us to learn about where our Christmas traditions actually started.



Izaak Walton's Cottage

Following on from the focus of last year's grant funded accessibility project, we opened the year with the new exhibition of Izaaks secret mission returning the lesser George to London. Our brand new iPad was available for use anywhere in the grounds and visitors could learn of Izaak through the eyes of his good friend

Charles Coton, with the addition of BSL, subtitles and audio description where it was required.

We hosted a wonderful wedding which allowed more photos to be added to our upcoming wedding brochure.



Teddy bears picnic saw almost 300 visitors join us with their special friends and take part in the day of story-telling, music and dancing, insect catching, seed planting, bubble blowing and of course our fabulous magician and his puppet show.



In addition, we held workshops for the first time that focused on natural ingredients, recycling and wellbeing with our bath bomb aromatherapy sessions.



IV Healthy Communities and Events

Healthy Communities

Another successful year of delivering the Holiday Activities and Food project at Doxey School. Funding was secured through Staffordshire County Council, and the Department for education, to provide activities and a hot meal for 352 primary aged school children during the Summer holidays.

In addition, the SPACE programme grew this year with funding from the Staffordshire Commissioner's Office. Activities across Rowley Park, free swim passes at both Stafford and Stone Leisure Centre, Gymnasium passes to teenagers and access to racket sports. The programme saw over 420 participants.

Events

The Stafford 10K had another successful year with over 1650 entries and 1400 runners on the day. This event was a fantastic opportunity to showcase the Stafford Borough Councils Victoria Park, this enabled the ability to use this fantastic venue, whilst the event commenced and concluded at Victoria Park, which was received positively from the runners with no negative feedback. Victoria Park has established a remarkable race village for the day, offering an open space for local businesses to set up stalls and creating a pleasant area for both spectators and runners. This transformation has undoubtedly enhanced the safety and overall experience of the race.



Stafford 10k



Christmas light switch on

The Christmas Lights Switch on Show took place in Stafford town centre attracting an estimated 11,000 people who were entertained by performances on the main stage including the Beauty and the Beast Panto cast, as well as enjoying all the festive side-stalls and fairground rides.



Pancake Race

The traditional Pancake Race took place in February in the newly refurbished Market Square. The event is always a fun highlight for the town, with local businesses' entering. This year saw a pantomime cow flipping a pancake as well as Victorians racing as a team! The event always sees great coverage in local papers and proves to be a fun talking point.



The final event for 2023-24 was the Stafford Half Marathon and Fun Run. This year was extremely special as we celebrated 40 years of the Half Marathon.

The lead up to the race wasn't without its challenges, just weeks before the race took place the last 3 miles of the route had issues with flooding. It remained uncertain whether this would impact the event on the day, however, due to the lack of clarity, the Event Manager decided to alter the last 3 miles and rerouted; remeasured the final section. Additionally, we thoroughly examined and revised all operational necessities including a new start line to accommodate the distance required.

Following the last-minute modifications, we are pleased to say the race took place with over 1800 runners from the 2200 participants. Families also came to celebrate the occasion with 300 people taking part in the Fun Run in various fancy-dress costumes. The day was a huge success and a great celebration... the previous 3 miles was completely under water, so the hard work to avoid cancelling the race also paid off.







Fun Run

Having secured funding from Staffordshire County Council and the Department for Education to deliver the Holiday Activities and Food project at Doxey School fun activities and a hot meal were enjoyed by primary aged school children during the Easter and Summer holidays. With 565 participants in the summer, in addition SPACE funding from the Staffordshire Commissioner's Office saw over 320 young people engage with activities at Rowley Park and Westbridge Park in Stone.

Priority Delivery Plan for 2024-25

Priority 2 - The Community

Summary of Progress as at end of Quarter 2

Quarter					Total Number of Projects
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	
1&2	4		1		5
3					7
4					12
TOTAL	4 (80%)		1 (20%)		5 up to Q2


Summary of Successes as at Quarter 2

Health inequalities funded projects all successfully completed, utilising all £193,833 of allocated external funding.




Summary of Slippage as at Quarter 1


Delay in commencing water testing program due to limited availability of specialist contractor. Testing will commence Q3

Priority 2 - The Community





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Housing and Homelessness Strategy and approach to building new Council homes	Prepare documents to commission Stafford Housing Strategy including approach to developing Council Housing			X			
	Start procurement for Stafford Housing Strategy				X		
	Prepare documents to commission consultants to scope the feasibility of a housing development on Council owned land			X			
	Start procurement to scope the feasibility of development on a Council owned site				X		
	Completion of Stafford Homelessness and Rough Sleeper Strategy				X		
Review of the Leisure, Culture and Heritage Contract	Finalise Freedom Leisure Strategic Partnership Plan				X		
Design and Deliver Stafford Borough's approach to Health	Complete delivery of health inequalities funded projects		X			All funded projects successfully completed.	

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Evaluation of health inequalities funded projects to inform future activity			X			
	Commence work on drafting Community Wellbeing Strategy, setting out priorities across community safety and health				X		
Waste and Recycling - Kerbside collection contract (2025-2032)	Review current waste collection service			X			
	Review potential extension options with incumbent waste collection contractor				X		
	Report to Cabinet on extension option or re-procurement requirement				X		
Waste and Recycling - Introduction of mandatory food waste kerbside collections [* denotes action subject to confirmation of government funding settlement]	Design of new service model and discussions with contractor			X			
	Consider and action revenue settlement offered by Government			X*			
	Cabinet approval for new service, start date, and permission to spend				X*		





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Prepare to tender for the procurement of food waste caddies				X*		
Tree Management (OP3)	Review current services and establish requirements (including Tree Protection Orders)				X		
Play Area / Parks Improvements (OP4)	Review condition of current play areas and funding availability for improvements and cyclical maintenance			X			
	Create improvement programme				X		
Private Water Supply (OP6)	Review of current position	X				Review undertaken, follow up carried out on audit reports to understand current position of the service to facilitate required changes	
	Ensure staff have undergone training and are certified competent to deliver this testing regime	X				Water sampling training completed by 2 members of staff, who are now competent to carry out water sampling activities	
	Formulate a delivery plan for testing for all supplies due to be tested		X			Delivery Plan has been formulated and high-risk supplies identified. Specialist contractor commissioned to lead on complex supplies will commence sampling in Q3	






Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Commence testing program		X			Due to limited availability of specialist contractor, testing will commence Q3	
	Complete testing program for 24/5. Plan program from 25/6				X		






Summary of Key Performance Indicators (KPIs) for 2024/25 - as at end of Quarter 2

Symbol	Description	The Economy	The Community	The Council	Total
	Performance exceeds target	3	5	3	11
	Performance on target		3		3
	Performance < 5% below target	1	4	3	8
	Performance > 5% below target	1	1	1	3
N/A	Reported Annually / Not Applicable	2 awaited	6	6	12 + 2 awaited
	TOTAL	7	19	13	39


KPIs for Business Objective 2 - The Community

Symbol	Description	Qtr 2	Qtr 3	Qtr 4	End of Year
	Performance exceeds target	5			
	Performance on target	3			
	Performance < 5% below target	4			
	Performance > 5% below target	1			
N/A	Reported Annually / Not Applicable	6			
	TOTAL	19			

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Operations - Waste & Recycling									
% collections completed first time	NEW	99.90%	99.96%	99.97%					No target previously. Propose target set at 99.90% as target.
Number of missed bin collections (including assisted) / 100,000 / qtr.	NEW	<40 per 100,000	44 per 100,000	36 per 100,000					Not previously reported in this current format. 1,023,000 collections/qtr. (avg)
% Household waste sent for re-use, recycling and composting	45.4%	48%	52.17%	50.04%					Improved quality and reduced material weights have reduced overall tonnages of recycling collected.
Amount of household residual waste collected per household (Kgs)	109.68 kgs / per qtr.	<448 kgs or 110 kgs / qtr.	109.09 kgs	107.51 kgs					Target format changed from per quarter to annual total for consistency.
Operations - Streetscene									
% residents' satisfied with the appearance of town centres (Stafford / Stone)	97%	90%	95%	93%					Surveys taken from customers making contact with the Council

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Environmental Health									
% of food businesses inspected	New	100%	27%	45%					Inspections are being carried out in line with risk ratings and backlog is being recovered
% of food businesses inspected which are broadly compliant (rating of 3 or better)	New	N/A	95%	95%				N/A	This is a measure, not a target
% of service requests responded to within target (all service areas)	New	95%	92%	90%					A small number of requests have slightly missed the allocated target response
% Environmental Protection Act permitted processes inspected in line with risk rating	New	100%	28%	52%					
% Taxi / PHV fleet inspected	New	90%	27%	41%					Small backlog will be recovered during Quarter 3
% Taxi / PHV fleet compliant	New	90%	82%	86%					Trade compliance is not quite at the level expected but is expected to improve

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
% of eligible private water supplies tested and follow up actions completed	New	100%	N/A	N/A				N/A annual target	Specialist contractor to be engaged from Q3 to undertake high risk inspections during Q3 / 4
Leisure									
Annual Report from Freedom Leisure setting out the performance of all facilities, including comparison to previous years as well as narrative on the wider wellbeing work and events they facilitate.								N/A	Annual report only
Housing Assistance									
No of DFGs completed		125	21	42				★	Quarterly Targets: 20, 30, 30, 45 And annual report with wider data.
Strategic Housing & Homelessness									
% households had a positive outcome and secured accommodation for 6 + months	New	41%	57%	60%				★	Target compared to previous quarters national average

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Delivery of affordable housing per year working with Registered Providers, Developers and Homes England		210 homes						N/A	Annual figure rather than quarterly reporting
Community Safety & Partnerships									
Number of residents/cases dealt with via the CAB	New	N/A	689	656				N/A	Contextual information only
Total value of financial outcomes achieved as a result of the CAB contract	New	N/A Measure only	£1,476,609	£1,056,239				N/A	Dealt with debt of nearly £1.3m.
Community Safety Partnership Hub referrals and case closures within 3 months	New	90% closed within 3 months	32 referrals 91% closed	31 referrals 85% closed					This can be a measure of effectiveness - i.e. resolution provided or "managed risk" achieved. Some cases, however, require more significant work to reach this point, and need to remain open longer. This is the situation at this time.

Agenda Item 7(d)

Work Programme

Committee: Community and Wellbeing Scrutiny

Date of Meeting: 21 November 2024

Report of: Head of Law and Governance

1 Purpose of Report

1.1 The purpose of this report is to present the Community Wellbeing Scrutiny Committee's Work Programme.

2 Recommendations

2.1 That the report be noted.

Reasons for Recommendations

2.2 The first stage in achieving a Member-led Overview and Scrutiny process is to develop a Work Programme for the Members of the Committee to own.

3 Key Issues

3.1 Accordingly, an up to date copy of the Community Wellbeing Scrutiny Committee's Work Programme is provided for Members to consider or amend as appropriate.

4 Relationship to Corporate Priorities

4.1 This report is most closely associated with the following Corporate Business Objective 2:-

To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities and promote health and wellbeing.

5 Report Detail

- 5.1 Members will recall that one of the fundamental philosophies behind the creation of Overview and Scrutiny is that the process should be Member-led and the first stage in achieving this is to develop a Work Programme that is:-
- Owned by all Members of the Scrutiny Committee;
 - Flexible to allow the Committee to react to urgent items;
 - Contain aspects of both Overview and Scrutiny.
- 5.2 Therefore, at each scheduled meeting of the Community Wellbeing Scrutiny Committee, an up-to-date copy of the Work Programme will be provided for Members to consider or amend as appropriate.
- 5.3 The Work Programme includes provision for the Committee to scrutinise appropriate items delivered through the Council's Service Delivery Plan up to twelve months in advance, whilst maintaining the flexibility to respond to any issues that may arise.
- 5.4 Accordingly, attached as an **APPENDIX** is the Community Wellbeing Scrutiny Committee's current Work Programme to consider or amend as appropriate.

6 Implications

6.1 Financial

Nil

6.2 Legal

Nil

6.3 Human Resources

Nil

6.4 Risk Management

Nil

6.5 Equalities and Diversity

Nil

6.6 Health

Nil

6.7 Climate Change

Nil

7 Appendices

Appendix

8 Previous Consideration

None

9 Background Papers

File available in Law and Governance.

Contact Officer: Ian Curran

Telephone Number: 01785 619220

Ward Interest: Nil

Report Track: Community and Wellbeing Scrutiny Committee
21 November 2024 (Only)

Key Decision: N/A

Appendix

Work Programme - Community Wellbeing Scrutiny Committee

****Additional Meeting** 15 January 2025 at 6.30pm**

Report Deadline:	24 December 2024
Officer Reports:	Health and Care Overview and Scrutiny Committee Chair of Community Wellbeing Scrutiny Committee
	Health Inequalities Projects (Presentation) Head of Wellbeing
	Homelessness Strategy Head of Wellbeing
	Warmer Homes Strategy Head of Regulatory Services
	Work Programme Head of Law and Governance

Thursday 20 March 2025 at 6:30pm

Report Deadline:	Tuesday 4 March 2025
Officer Reports:	Health and Care Overview and Scrutiny Committee Chair of Community Wellbeing Scrutiny Committee
	Community Wellbeing Partnership Head of Wellbeing and Chief Inspector Giles Parsons
	Q3 Performance Report Head of Transformation and Assurance
	Work Programme Head of Law and Governance

Future Items:

- Task and Finish Group - Food waste collections
- Provision of properties for independent living (large scale development)
- Biodiversity / Air Quality in Town Centre and outside schools
- Air Quality Annual Status Report
- Food Safety Annual Report