



# CHELTENHAM

## BOROUGH COUNCIL

### Notice of a meeting of Cabinet

**Tuesday, 14 July 2015**  
**6.00 pm**  
**Pittville Room - Municipal Offices**

<b>Membership</b>	
<b>Councillors:</b>	Steve Jordan, John Rawson, Rowena Hay, Peter Jeffries, Andrew McKinlay, Jon Walklett and Chris Coleman

### Agenda

<b>SECTION 1 : PROCEDURAL MATTERS</b>			
<b>1.</b>		<b>APOLOGIES</b>	
<b>2.</b>		<b>DECLARATIONS OF INTEREST</b>	
<b>3.</b>		<b>MINUTES OF THE LAST MEETING</b> Minutes of the meeting held on 16 June 2015	(Pages 3 - 8)
<b>4.</b>		<b>PUBLIC AND MEMBER QUESTIONS AND PETITIONS</b> These must be received no later than 12 noon on the fourth working day before the date of the meeting	
		<b>SECTION 2 : THE COUNCIL</b> <i>There are no matters referred to the Cabinet by the Council on this occasion</i>	
		<b>SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEE</b>	
<b>5.</b>		<b>RECOMMENDATIONS FROM THE SCRUTINY TASK GROUP - SHOPMOBILITY</b> John Payne, Member of the Scrutiny Task Group will be presenting this item	(Pages 9 - 26)
		<b>SECTION 4 : OTHER COMMITTEES</b> <i>There are no matters referred to the Cabinet by other Committees on this occasion</i>	
		<b>SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS</b>	
<b>6.</b>		<b>SHOPMOBILITY -FUTURE DELIVERY</b> Report of the Cabinet Member Healthy Lifestyles	(Pages 27 - 40)

7.	<b>PROCUREMENT AND CONTRACT MANAGEMENT STRATEGY</b> Report of the Cabinet Member Corporate Services	(Pages 41 - 68)
8.	<b>GRANT ASSISTANCE FOR NEW AFFORDABLE HOUSING</b> Report of the Cabinet Member Housing	(Pages 69 - 82)
9.	<b>OLDER PEOPLES' HOUSING SUPPORT SERVICE PROVISION UNDER CHELTENHAM BOROUGH HOMES</b> Report of the Cabinet Member Housing	(Pages 83 - 98)
10.	<b>OUTDOOR RECREATIONAL FACILITIES IN PITTVILLE PARK AND MONTPELLIER GARDENS</b> Report of the Cabinet Member Finance	(Pages 99 - 118)
11.	<b>FOOD SAFETY DELIVERY PLAN</b> Report of the Cabinet Member Development and Safety	(Pages 119 - 140)
12.	<b>HEALTH AND SAFETY DELIVERY PLAN</b> Report of the Cabinet Member Development and Safety	(Pages 141 - 154)
13.	<b>FINANCIAL OUTTURN 2014/15 AND BUDGET MONITORING TO JUNE 2015</b> Report of the Cabinet Member Finance	(Pages 155 - 208)
14.	<b>REVIEW OF THE COUNCIL'S PERFORMANCE AT END OF 2014-15</b> Report of the Cabinet Member Corporate Services	(Pages 209 - 238)
15.	<b>COMMUNITY PRIDE FUND</b> Report of the Leader	(Pages 239 - 254)
16.	<b>HOUSING REVENUE ACCOUNT-NEW BUILD</b> Report of the Cabinet Member Housing	(Pages 255 - 306)
17.	<b>BRIEFING FROM CABINET MEMBERS</b>	
	<b>SECTION 7 : DECISIONS OF CABINET MEMBERS</b> Member decisions taken since the last Cabinet meeting	
	<b>SECTION 8 : ANY OTHER ITEM(S) THAT THE LEADER DETERMINES TO BE URGENT AND REQUIRES A DECISION</b>	

**Contact Officer:** Rosalind Reeves, Democratic Services Manager, 01242 774937  
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### Cabinet

**Tuesday, 16th June, 2015  
6.00 - 6.25 pm**

<b>Attendees</b>	
<b>Councillors:</b>	, Steve Jordan (Leader of the Council), John Rawson (Cabinet Member Finance), Rowena Hay (Cabinet Member Healthy Lifestyles), Peter Jeffries (Cabinet Member Housing), Andrew McKinlay (Cabinet Member Development and Safety), Jon Walklett (Cabinet Member Corporate Services) and Chris Coleman (Cabinet Member Clean and Green Environment)
<b>Also in attendance:</b>	Councillor Matt Babbage

### Minutes

- 1. APOLOGIES**  
None
- 2. DECLARATIONS OF INTEREST**  
None
- 3. MINUTES OF THE LAST MEETING**  
The minutes of the last meeting were approved and signed as a correct record.
- 4. PUBLIC AND MEMBER QUESTIONS AND PETITIONS**  
None.
- 5. REVISED STREET TRADING POLICY**  
The Cabinet Member Development and Safety introduced the report and explained that the council's current street trading policy had been approved by Council on 22 February 2013 and came into effect on 1 April 2013. He reported that a review of the policy had recently been undertaken by officers which included officers from the Cheltenham Development Task Force and the County Council. The Cabinet Member made particular reference to Appendix 2 and explained how the approval process would be simplified-applicants would be aware of how to make an application in advance and have a clearer understanding of what would be acceptable. In addition there would be a more prescriptive approach to street trading activities in different areas which had previously been undertaken on an ad hoc basis. Members were reminded that they were being asked to approve this policy for the purposes of consultation.

#### **RESOLVED THAT**

- 1. the amendments to the current policy be noted.**
- 2. the draft amended policy attached at Appendix 2 be approved for consultation.**

**6. AFFORDABLE HOUSING PARTNERSHIP AND PREFERRED PROVIDERS**

The Cabinet Member Housing introduced the report and explained that it was proposed that an Affordable Housing Partnership be formed comprising the three Local Housing Authorities across the JCS area to oversee the delivery, allocation and management of affordable housing delivered on the Strategic Allocations. The aim of the Affordable Housing Partnership would be for the three authorities to work collaboratively to oversee the delivery of new affordable homes and to agree cross-boundary lettings arrangements. There would be one port of call and it was hoped that affordable housing provision would be maximised and standards would be raised in those communities. The Cabinet Member referred to the terms of reference laid down in Appendix 2. He believed that this was a positive move for affordable housing in the town.

The Leader concluded by highlighting the extremely difficult task of providing affordable housing. Working in partnership was a positive development to take this forward.

**RESOLVED THAT**

- 1. an Affordable Housing Partnership be established with Gloucester City Council and Tewkesbury Borough Council to oversee the delivery of affordable homes across the Strategic Allocation Sites within the Joint Core Strategy area over the JCS Plan Period.**
- 2. a list of preferred providers of affordable housing be established for a period of up to 5 years across the Strategic Allocation Sites within the Joint Core Strategy Area jointly with Gloucester City Council and Tewkesbury Borough Council.**
- 3. authority be delegated to the Lead Commissioner, Housing Services to evaluate and select Preferred Providers for the delivery and/or management of new affordable housing on the Strategic Allocation Sites, noting that the selection will be carried out jointly with Gloucester City and Tewkesbury Borough Councils and that the Councils will enter into a memorandum of understanding with the preferred providers.**

**7. WAR MEMORIAL RESTORATION-CONSERVATOR'S REPORT**

The Cabinet Member Finance introduced the report and explained that as part of the War Memorial restoration project a conservator had been commissioned to review the state of the Memorial, identify options for its restoration and recommend the most appropriate approach to take. He reported that the conservator had now submitted his report to the project team with recommendations and estimated costs.

The Cabinet Member explained that the report had identified that a rigorous cleaning regime over the years had caused damage to the memorial and therefore a more sensitive regime for cleaning had been recommended. He also highlighted the recommendation that more work was required on testing the techniques used for restoring and clarifying the existing lettering. New inscriptions on the memorial had also been considered following work undertaken by Gloucestershire Family Archives and a local historian. The

project team were therefore recommending including the inscription of additional names for those who lived in the borough with its current boundaries as opposed to as it stood in 1918. The project team were also recommending that women on active service who had lost their lives were also included.

The Cabinet Member Finance informed members that officers had consulted with a number of key stakeholders including the War Memorials Trust who would consider the application for a grant to facilitate the work. The WMT acknowledged the report from the conservator which was deemed to be sensitive, proportionate and evidenced.

The Cabinet Member reported that the next stages would be to commence restoration of a trial area and procure a contractor to undertake the overall work. The contract for the restoration work would be awarded in accordance with CBC procurement guidelines and would be project managed by Odgers Conservation Consultants in accordance with their contract with CBC.

The Cabinet Member explained that the war memorial restoration project had received a warm response from the public. He was encouraged by the positive progress to date. He explained that the intention was for completion of the project before 2018 and the anniversary of the end of WW1. He highlighted that an educational project would complement the work.

Finally, the Cabinet Member wished to put on record his thanks to Jane Stovell, project manager and Hannah Wright.

### **RESOLVED THAT**

- 1. a tender process be undertaken to procure a contractor to restore the War Memorial based on the recommendations made in the conservator's report.**
- 2. additional names be inscribed on the War Memorial using proposed eligibility criteria detailed in the conservator's report and as outlined in section 4.2.2 of this report.**
- 3. the basic maintenance works programme as outlined in the conservator's report be endorsed.**

### **8. BRIEFING FROM CABINET MEMBERS**

The Cabinet Member Development and Safety referred members to the two briefing notes circulated with the agenda.

The Late Night Levy statement outlined how the fees raised in 2014/15 were spent. Total levy income amounted to £77k and projects receiving funding were as follows :

- Purple flag
- St Pauls Streetwatch
- Hub Bistro
- Hello Cheltenham
- Info Buzz
- University Community Street Patrol

The Cabinet Member believed the levy was having a positive impact on the town.

In terms of the briefing note on the Stray Dogs Scheme he reported that following a review in early 2014 the contract was transferred from Shelter to Worcestershire Regulatory Services which had generated a £10k budget saving. He highlighted that all performance targets had been achieved.

The Cabinet Member Housing reported that in the context of St Pauls Phase 2 the affordable homes had now been completed and all were let. There was high demand for private properties. He informed members that a report on transformation works would be forthcoming.

The Cabinet Member Healthy Lifestyles reported that CBC was supporting the Rugby World Cup legacy with a £10k allocation of funds to Local World, the parent group of Gloucestershire Echo to run a rugby world cup legacy programme.

The Cabinet Member Corporate Services informed Members that confirmation had been received from the Cabinet Office that the joint ICT Shared Service PSN submission had been accepted which meant the service was accredited until June 2016. He thanked officers who had been involved in the project.

The Leader referred to a meeting of Leadership Gloucestershire held that day at which those present were keen to take advantage of the Government's initiative for more power and funding to be devolved to local areas. A letter would be submitted as an expression of interest from the councils across Gloucestershire. He believed that all members should be briefed on current thinking and a debate would be held at the July Council meeting.

**9. DECISIONS TAKEN BY MEMBERS SINCE THE LAST MEETING OF CABINET**

The following Cabinet Member decisions had been taken since the last meeting of Cabinet :

Cabinet Member Finance	<b>To accept the recommendations to place the 5 year contract for maintenance of door entry system and doors with Harrold Jones Services</b>
Cabinet Member Finance	<b>Accept the recommendations to place the 5 year contract for Maintenance of Digital Aerial Systems with SCCI Alphatrack</b>
Cabinet Member Finance	<b>Approved the request to enter into an Agreement in order to relieve the Council of all future liability to maintain and contribute towards the cost of maintenance of a boundary wall at St Mary's churchyard</b>

Cabinet Member Finance	<b>Dorington Walk-acquisition of leaseholder assets for purposes of Neighbourhood Improvement Works</b>
Cabinet Member Development and Safety	<b>Tender process to secure an agency to undertake the management of advertising and sponsorship on CBC assets</b>
Cabinet Member Healthy Lifestyles	<b>To allocate £10 000 to support Local World, the parent group of Gloucestershire Echo to run a rugby worlds cup legacy programme</b>

**Chairman**

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## Cheltenham Borough Council

### Cabinet

**14 July 2015**

## Scrutiny Task Group Review – Shopmobility

### Covering Report

<b>Accountable member</b>	Councillor Jacky Fletcher, Chair of Scrutiny Task Group
<b>Accountable officer</b>	Rosalind Reeves, Democratic Services Manager
<b>Executive summary</b>	<p>The Shopmobility unit was served notice to quit its existing premises in the Beechwood Arcade by June 2015 where it has been located since 1992. We understand that the service has now been given leave to remain in its current position in the Beechwood Arcade until November. This is good news but we still felt it was important to make the views of the task group known at this early stage with the option for us to do further work later on. In view of the urgency, the task group was set up by the Chief Executive in consultation with the chair and vice-chair of O&amp;S as the Constitution allows. The initial findings and recommendations of that Group are set out in detail in the attached Scrutiny Task Group Report.</p> <p>The O&amp;S Committee considered their report on 29 June 2015 and were happy to endorse the recommendations and forward them to Cabinet. They would also support the task group doing further work on the options going forward.</p>
<b>Recommendations</b>	<p><b>That Committee recommends to Cabinet that :</b></p> <ol style="list-style-type: none"> <li><b>1. The Shopmobility service should continue to be a service provided in the town</b></li> <li><b>2. The priority for the next three months should be to find a suitable location taking into account the task group's assessment of the suitability of their current potential locations and then the management of the relocation with minimum disruption to the service</b></li> <li><b>3. Stage 2 should be a more detailed review of the current service including a full financial analysis of both the costs of the service, the fees charged and some assessment of the economic benefits in time for the budget setting for 2016/17.</b></li> <li><b>4. Subsequent to relocation, strategies to enhance the service should be considered, including partnership options with other local service providers.</b></li> </ol>

<p><b>Financial implications</b></p>	<p>No financial implications arising from the recommendations of the task group report at this stage but these will need to be fully detailed to Cabinet before any decision is made on the future of the service.</p> <p><b>Contact officer: Paul Jones, Head of Finance</b>  <a href="mailto:paul.jones@cheltenham.gov.uk">paul.jones@cheltenham.gov.uk</a>, 01242 775154</p>
<p><b>Legal implications</b></p>	<p>No legal implications arising from the recommendations of the task group.</p> <p><b>Contact officer: shirin.wotherspoon@teWKesbury.gov.uk,</b>  <b>01684 272017</b></p>
<p><b>HR implications (including learning and organisational development)</b></p>	<p>As one of the current options is to explore the possibilities of transferring the service to another provider the TUPE regulations apply. Informal discussions have taken place to ensure that the staff are fully aware of the implications but formal consultations with staff and trade unions may need to take place should this option be considered further.</p> <p>Any change of location / working practices / hours would require discussions and negotiations with staff and trade unions, as these are contractual terms and conditions. Preliminary work has already taken place to ensure that the team are fully aware of any possible changes and to ensure that they remain as passionate and committed as they have been up to now.</p> <p><b>Contact officer: Richard Hall, HR Business Partner</b>  <a href="mailto:Richard.hall@cheltenham.gov.uk">Richard.hall@cheltenham.gov.uk</a> 01242 774972</p>
<p><b>Key risks</b></p>	<p>As set out in the report</p>
<p><b>Corporate and Community Plan implications</b></p>	<p>The Council's commitment to promoting fair access to our services</p> <p>We will ensure that customers, service users and the wider community of Cheltenham have fair access to our services and are not discriminated against in any aspect of our service delivery through the following actions:</p> <ul style="list-style-type: none"> <li>• Continue to use an equality impact assessment process to assess the impacts of key decisions and policies on different groups of people.</li> <li>• Embed equality considerations into commissioning and our procurement approaches to ensure that relevant equality issues are taken into account when designing and procuring services</li> </ul>
<p><b>Environmental and climate change implications</b></p>	
<p><b>Property/Asset Implications</b></p>	<p>As set out in the report</p>

**1. Background**

1.1 As set out in the report

**2. Reasons for recommendations**

2.1 The chair of the Overview and Scrutiny Committee was requested by Cabinet to look at this issue in time to inform any decision on the way forward for the service.

**3. Alternative options considered**

3.1 There are a number of options for the service and these are set out in the report.

**4. Consultation and feedback**

4.1 The Cabinet Member Healthy Lifestyles was involved in the review and the task group sought the views of staff operating the service. The O&S Committee discussed the task group report at their meeting on 29 June. They were keen to fully explore the options of working with the voluntary sector to deliver the service and also felt it was important to fully engage with the Chamber of Commerce and the Business Partnership. Their only reservation on the possible options was that a Portakabin in an open car park could be a security issue. There was also support for reviewing the charging structure as there did seem to be some anomalies and it would be important to take into account what was reasonable and affordable for an individual.

**5. Performance management –monitoring and review**

5.1 The task group are requesting that they carry out further work. In view of the timescales of the review they made need to give their views directly to Cabinet.

<b>Report author</b>	<b>Contact officer: Rosalind Reeves, Democratic Services Manager, Rosalind.reeves@cheltenham.gov.uk, 01242 77 4937</b>
<b>Appendices</b>	1. Risk Assessment 2. Task Group report
<b>Background information</b>	None

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If O&S do not react to the request from Cabinet to review this issue as an urgent topic they would miss the opportunity to contribute their views	Chair of O&S	15/06/2015	2	2	4	Reduce	Set up an urgent scrutiny task group in order to meet the timescales for reporting to Cabinet	Complete	RR	

**Explanatory notes**

**Impact** – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

**Likelihood** – how likely is it that the risk will occur on a scale of 1-6

(1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

**Control** - Either: Reduce / Accept / Transfer to 3rd party / Close

**SCRUTINY TASK GROUP REPORT**

**SHOPMOBILITY**

**JULY 2015**



## 1. INTRODUCTION

- 1.1 Cheltenham Shopmobility provides equipment to help people of all ages who, for a variety of reasons, have difficulty getting around in Cheltenham town centre. With the loan of one of its 23 powered mobility scooters or 21 wheelchairs, they can get to see and enjoy the shops and sights of Cheltenham.
- 1.2 The Shopmobility unit was served notice to quit its existing premises in the Beechwood Arcade by June 2015 where it has been located since 1992. We understand that the service has now been given leave to remain in its current position in the Beechwood Arcade until November. This is good news but we still felt it was important to make the views of the task group known at this early stage with the option for us to do further work later on.
- 1.3 Officers have been working together to review the future options for the service and in view of the September deadline it was anticipated that there would be a need to be a report to Cabinet in July for a decision on the way forward. Cabinet have referred the matter to O&S so that a wider group of members can give their views on this important issue.
- 1.4 Normally terms of reference would be agreed by the O&S committee but in view of the urgency, the task group was set up by the Chief Executive in consultation with the chair and vice-chair of O&S as the Constitution allows. The group needed to move quickly so we met in June and formulated our recommendations in time to send this initial report to O&S on 29 June and then Cabinet on 14 July.
- 1.5 This report summarises our initial conclusions and we hope this will inform Cabinet in progressing this issue and we would like the task group to continue to be involved.

## 2. MEMBERSHIP AND TERMS OF REFERENCE

- 2.1 Membership of the task group:-
  - Councillor Jacky Fletcher (Chair)
  - Councillor John Payne
  - Councillor Louis Savage
  - Councillor Paul Baker was not able to attend the June meetings but would like to be involved if there is further work for the task group to do.

And with officer support from:

- Rosalind Reeves, Democratic Services Manager
- Wilf Tomaney, Townscape Manager
- Shirin Wotherspoon, Solicitor One Legal
- The Shopmobility staff

2.2 Terms of reference

- To understand the current situation and the need for a decision on the way forward
- To understand the financial implications and give a view on the financial viability of the service
- To gain a deeper understanding of the users of the service and their needs
- To examine how the issue is currently being progressed and the options currently on the table for location and service provision
- To ensure that the appropriate level of public consultation takes place before decisions are made
- To make recommendations to Cabinet as appropriate via O&S Committee

3. OUR FINDINGS

**Fact finding at our first meeting on 15 June 2015 and a follow up visit to Shopmobility on the 24 June.**



- 3.1 We held our first meeting on Monday 15th June when we were fully briefed by the Townscape manager, Wilf Tomaney. We had the opportunity to ask questions on the operation of the service from its current location and understand the future options. We visited Cheltenham Shopmobility the following week in its current location on the 1<sup>st</sup> floor of the Beechwood Arcade adjoining the multi-

storey car park. We met all the staff, some of whom had come in on their day off in order to meet us, and were impressed by their dedication and commitment to the service they provide and their knowledge of and consideration for their customers.

3.2 We summarise in the following paragraphs our impressions and some key issues to be aware of when making any decision on the future of the service.

3.3 **The current site**

The Shopmobility site is easily accessible from the multi-storey car park or the shopping centre. The service is available Monday to Saturday 9:30 am to 4.30 pm. It has a welcoming reception area with helpful staff and many information leaflets on display. There is also a mobility corner where customers can buy equipment such as walking sticks with Shopmobility receiving a small commission on any sales. There is a small office off the reception area and a large room for storing and maintaining all the equipment.

3.4 We noted on our visit that the site was extremely well stocked with equipment and we wondered whether there was any scope for reducing this, possibly enabling a move to smaller premises. Staff told us that usage was unpredictable but there had been a day recently when all the equipment had been taken out. They did feel that there was scope for reducing the total size of the site by removing the office and redesigning the reception area and this was all being quantified in preparation for the relocation.

**Staffing and Budgets**

3.5 The annual budget is as follows:

	<b>2014-15 Budgeted</b>	<b>2014-15 Closing Account</b>	<b>2015-16 Budgeted</b>
<b>Gross</b>	£74,250	£56,002	£81,450
<b>Income</b>	£13,800	£7,138	£14,000
<b>Net</b>	<b>£60,450</b>	<b>£48,864</b>	<b>£67,450</b>

3.6 A significant part of the budget is for staffing costs and amounts to about £45 k in the current budget of £81,450. It employs 2.2 fte staff (4 in total) with 2 on duty at any one time to enable a meet and greet service, lunch cover and to minimise lone working. There has formerly been a manager on site but they had not been replaced when they retired and their duties have been picked up by other staff stepping up.

3.7 The service had encouraged volunteers in the past to assist customers during their visit but this had not taken off. This could be a way to boost the social contact during the visit which would be an added benefit to some people who find shopping difficult.

3.8 The budget includes £7K for replacing equipment. A lot of the current scooters were purchased at a discount after the Paralympics in 2012. The maintenance of the machines is the main expenditure and the staff are able to do minor repairs, cleaning and battery charging on a daily basis. A technician visits every month to

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do more complex maintenance and every bit of equipment is serviced twice a year. The expected life span of a mobility vehicle is about 5 years, often the battery is the first item to fail and sometimes parts can cease to be available when a particular model is discontinued. Donations of machines can be made but these are usually sold on as they cannot guarantee their safety. The Insurance was about £2k per annum. A full breakdown could be made available to the task group if required.

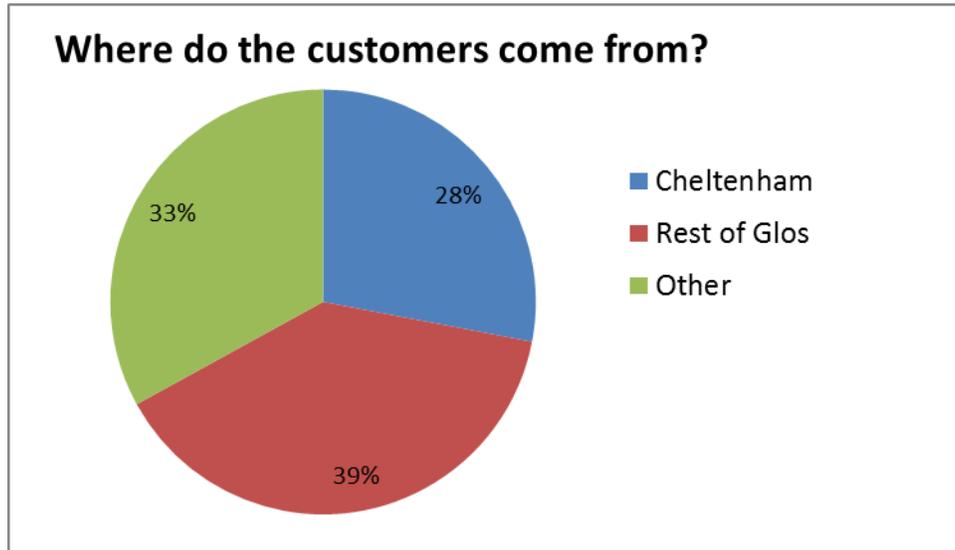


### 3.9 Charges for the service

Annual membership is £28 (allowing unlimited hire at no additional fee); daily membership is £7.50 (4 visits in a year gives the customer annual membership). Customers are also provided with free parking in the Beechwood Arcade but the Shopmobility service pays £2 per visit to the car park operators. We compared this with Gloucester where customers pay for their own car parking fees and £3 for a daily service or £24 for annual membership with unlimited use of vehicles.

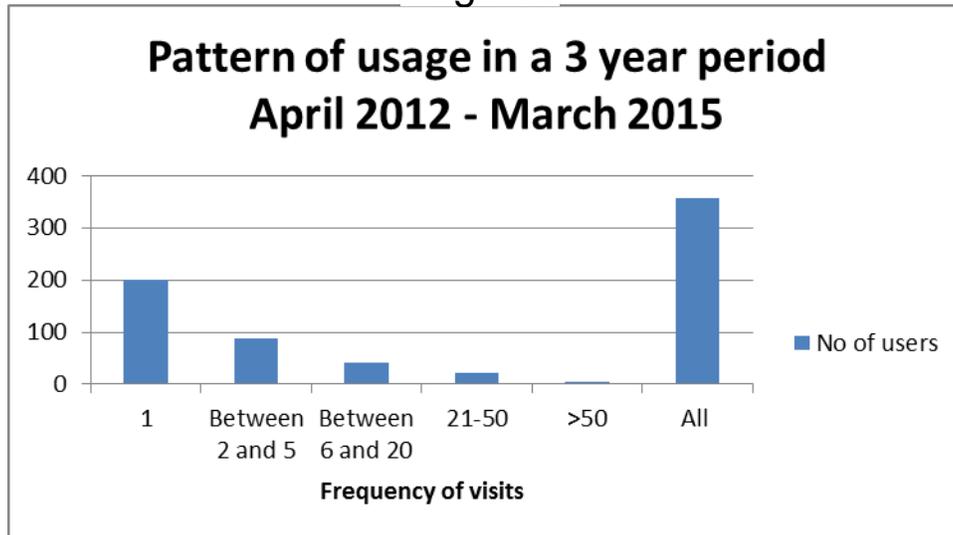
3.10 **Customer Base**

There is a wide customer base with customers coming from Stroud, Worcester and more recently several customers coming from Wales. Staff advised us that the customers had a wide range of disabilities including ME and MS. They had many regular customers and a typical example would be a resident in Charlton Kings who owned a mobility scooter but couldn't get it into his car and therefore he preferred to drive into town and use the Shopmobility services. Another regular was an elderly lady and coming in to use the service was her only contact with the outside world. Thus to many people the service was a 'lifeline'.



Figures were collated over a 3 year period from April 2012 to March 2015

- 3.11 During our visit the office received a phone call from a coach operator who had arrived at Cheltenham with a faulty mobility scooter and wished to hire one from Shopmobility. A member of staff was immediately dispatched with the scooter to meet the customer. Another set of customers arrived to meet up for their weekly lunch in a local pub, again providing social contact for them and contributing to the local economy. It is difficult to quantify the precise economic benefits that the users of the service bring to the town but clearly there is anecdotal evidence that it does.
- 3.12 In the main, usage was for the mobility scooters rather than the wheelchairs. Generally equipment was hired for a half day and many users turned up without pre-booking. Generally the usage pattern was unpredictable and it would be seen as a failure if someone turned up on spec and no equipment was available. Generally they only refuse people if they have no ID.
- 3.13 In terms of usage there will always be peaks and troughs. Usage had been increasing up until 2010 but there had been a sharp drop in December 2013 and this lower trend had continued. There were no identifiable reasons why the usage was dropping. We asked the staff why they thought usage was low and they felt the location was key with visitors to the Beechwood Arcade as a shopping destination decreasing. With more advertising and a more vibrant location, staff were confident the usage could be increased.



- 3.14 In March 2015, the service decided to refresh their existing database and set up a new register of current customers and since 1 April 2015 there have been 140 new registrations and 600 visits i.e. an average of 200 month.
- 3.15 There could be potential for reducing the number of days from 6 to 5 or possibly four days a week but this would not achieve a significant cost saving. This would also affect customers who had regular commitments on a certain day so we don't think this should be rushed into without a full equality impact assessment.
- 3.16 **Advertising and Promotion**  
The service is advertised on the council website [Cheltenham Shopmobility](#) website but generally is not promoted widely and there could be more scope for doing this. The service is well signposted from the Beechwood Arcade and we understand there is some publicity in the bus station. One member of the task group had recently visited Newcastle and he had noticed that there was Shopmobility signposting on the ring roads into the town. Staff told us that they had tried to put leaflets in doctors' surgeries but without much success and generally the cost of advertising was prohibitive.
- 3.17 Along with a higher profile location we think promotion of the service is key to extending the customer base and bringing in more income. Initiatives to be explored could include better signage around the town, a more prominent location and setting up links with local health services, partners and charities.
- Other towns**
- 3.18 Shopmobility is a national brand, typically most services are local authority funded but there are some authorities where the service is provided by the local shopping centre, funding from the business improvement districts or charities. Generally there is a charge for the service but there are some authorities who offer it free of charge. A member of the staff had recently visited Exeter and cited this as an excellent example with a ground floor location and access from a car park. The ground floor location is important as some customers, particularly the elderly, find a multi-storey car park quite challenging.

- 3.19 On reviewing the links to provision in Exeter we found the service was run by a registered Charity – Exeter Community Transport Association. The charge was £5 a day but their charitable status also enables them to encourage donations.
- 3.20 Similarly Bristol operates from Cabot Circus as a charity managed by a Board of Trustees, over 75% of who are disabled people. By involving disabled people in this way they can ensure that their services are tailored to meet the needs of their users. They are a “not for profit” organisation funded by Bristol City Council and the shopping centre management board provide their accommodation.
- 3.21 Evesham Riverside Shopmobility is another registered charity operating the service. They have an annual membership of £15 or £5 a day for a one-off visit. Evesham Shopmobility is run by a manager and her deputy assisted by a team of very willing volunteers. They operate independently and rely on grants, donations and fund-raising to fund this vital service for the town, its residents and its visitors.
- 3.22 In Swindon the Borough Council offers the service for an annual registration of £15 and then £1 visit or a temporary day registration of £5 and £1 usage charge. Car parking is provided free for those with an annual registration.
- 3.23 With such variation between towns we feel there is more scope for seeking out good practice and learning from other councils and this is an area the task group would be happy to follow up.

## 4. OUR CONCLUSIONS

- 4.1 In our view there were four important questions to be addressed:

**Q1 - should the service continue to be provided?**

**Q2 - where should it be relocated**

**Q3 - how will the service be financially supported**

**Q4 - is there an alternative method of provision**

**Q1 - Should it continue to be provided?**

- 4.2 All members of the task group were unanimous in their view that it was an essential service to the community and must continue to be provided.

**Q2 – Where should it be located?**

- 4.3 Officers advised us that in order to see continued provision of Shopmobility in the town, it seems highly unlikely that this can be achieved without providing a relocation site. There is a possibility that an alternative provider could come forward with a town centre site available, but it seems unlikely. Similarly it is likely to be more difficult to find a suitable provider if the service is homeless. Therefore, whatever the delivery method, a site needs to be found.

- 4.4 The main relocation criteria officers are working to, which we would support, are:
- Proximity to the town centre
  - Easy access to car parking
  - Ease of disabled access to the site
  - Equality Act compliance in and around the site.

- Approximately 65 – 70 square metres of usable space.
- Manoeuvrability

4.5 The priority must be to find a suitable location that the service can relocate to from November 2015. We feel strongly that the location should be the right long term solution and therefore should not be selected purely on the basis of the cheapest financial option. At our first meeting the Townscape Manager talked us through the possible options that might be available and we prioritised them as follows.

1. **Regent Arcade**

Although some members had reservations about requiring customers to use the multi-storey car park, this option provided the most like-for-like replacement for the current service in the Beechwood Arcade. The financial attractiveness of a site on the 1<sup>st</sup> floor is that it would not require the £30,000 investment for a Portakabin which would be required if the site was located in the car park. An investment of £10,000 to transfer the service could be achievable from the current budget but any additional funding would need to be sought from alternative sources. We would encourage officers to continue to explore this option.

2. **High Street (Henrietta Car Park)**

The Henrietta car park is ideally situated for the new Brewery Centre in the high street and there is a good bus service close by. This option would require facilities, probably some form of Portakabin, to be put in place for storage of equipment and the reception area which make it a more costly option. Possibly some sponsorship could be sought by providing advertising at the Portakabin site.

3. **The Horse and Groom site, 30 St George's Place**

This site is owned by the council and is available and so would provide an immediate and cost effective solution. It could also provide options for closer links with the Wilson. Members had some reservations about the suitability of the building and the size of the car park which is not council owned but this seemed an option worth pursuing from the point of view of its cost and availability and links to the Wilson.

**Q2 - How should it be financially supported?**

4.6 Although the overall cost was relatively small in the overall budget of the council clearly it is still a significant cost under the tight financial constraints the council is currently working under.

4.7 Therefore it is vital that the council looks for efficiencies in the existing service and increases the usage and hence the income. This could be achieved by more effective promotion via e-mail, a more effective web presence, stronger links to tourism and establishing links with other organisations and partners, particularly those providing occupational health services.

4.8 There was no appetite by the group for charging for disabled parking in order to finance the service. This would have a negative impact on a much wider group of disabled users.

- 4.9 It was also appropriate to review the charging structure for the service. The concept of an annual fee was good for getting people to sign up to the service but in practice very high usage would result in an expensive service provision for the authority.
- 4.10 Clearly this is an area for further work for the task group once the location has been agreed but we feel the priority for the next three to four months should be to find the right location rather than try and redesign or reduce the service. That will come later once it is established in its new location.

### **Q4 - is there an alternative method of provision**

- 4.11 The group agreed that finding alternative premises must be a top priority and once it had been established the council could look at alternative providers. This would give the council a one to two-year window to develop the appropriate links with other organisations with a view to them potentially delivering the service on the council's behalf. All options should be carefully considered and the group acknowledged that a tendering process would have to be gone through, and would be based on quality and cost of service criteria.
- 4.12 Our initial thoughts on the provider options are as follows:
- Develop a link with an existing mobility aid provider in the town – we agreed that there did not appear to be one which was suitably located for the town centre and any company might view this as competition. However we did feel there was scope for approaching providers for possible sponsorship.
  - Commission out to the voluntary sector - Clearly there is a lot of synergy with the voluntary sector and they are likely to have an active database of potential customers. The task group was advised that an informal approach had been made to such an organisation and they had expressed an interest and may welcome a town centre presence. The Cabinet Member advised us that she had also attended meetings where other partnerships had expressed an interest. Taking this option forward would depend on first finding suitable premises in the town centre.
  - Joint working with Gloucester City Council – Gloucester have a well used service and this could enable administration of the service to be jointly managed but the benefits of such an arrangement would need to be identified.
  - Develop links with a national charity operating in the town – no charities had currently been approached and again we felt premises would be an issue. The group were aware that some national age related charities may have some funding which could be sought.
  - Possible links with the Cheltenham Trust - members felt this was an interesting possibility with the potential to administer the service from the Wilson with parking close to the Wilson and storage at the Horse and Groom site. This would be an attractive option for those using the service for tourism purposes. This could potentially reduce the cost of the service as there could be a more flexible arrangement with staff working in other areas during quiet times but with an option to provide a seven-day operation.

**5. CONSULTATION**

5.1 During the course of this review we have consulted with officers involved in this issue. The Cabinet Member Healthy Lifestyles attended the site visit to shopmobility and had the opportunity to review our draft report.

**6. RECOMMENDATIONS**

Taking all our findings into consideration, the task group agreed that Overview and Scrutiny Committee recommends to Cabinet that:

- 1. The Shopmobility service should continue to be a service provided in the town**
- 2. The priority for the next three months should be to find a suitable location taking into account the task group's assessment of the suitability of their current potential locations and then the management of the relocation with minimum disruption to the service**
- 3. Stage 2 should be a more detailed review of the current service including a full financial analysis of both the costs of the service, the fees charged and some assessment of the economic benefits in time for the budget setting for 2016/17.**
- 4. Subsequent to relocation, strategies to enhance the service should be considered, including partnership options with other local service providers.**
- 5. The Scrutiny Task Group continue in their work giving their views directly to Cabinet or officer tasked by Cabinet to undertake work in respect of the Shopmobility service if urgency means they cannot be brought to Overview & Scrutiny Committee .**

**7. PROGRESSING THE SCRUTINY RECOMMENDATIONS**

7.1 The scrutiny task group will report to O&S on 29 June 2015 and Cabinet on 14 July 2015.

7.2 The scrutiny task group ask the O&S committee to endorse their initial recommendations to Cabinet and ask the scrutiny task group to continue to do further work.

<b>Report author</b>	<b>Contact officer: Rosalind Reeves, Democratic Services Manager, Rosalind.reeves@cheltenham.gov.uk, 01242 77 4937</b>
<b>Appendices</b>	1. One page strategy



## SCRUTINY REVIEW – ONE PAGE STRATEGY

FOR COMPLETION BY THE OVERVIEW AND SCRUTINY COMMITTEE	
Broad topic area	Shopmobility
Specific topic area	The Shopmobility unit was served notice to quit its existing premises in the Beechwood Arcade by 24 <sup>th</sup> June 2015 (since extended to November). Officers have been working with Cabinet members to review the future options for the service and in view of the September deadline it is anticipated that there will need to be a report to Cabinet in July for a decision on the way forward. Cabinet have referred the matter to O&S so that a wider group of members can give their views on this important issue.
Ambitions for the review	<ul style="list-style-type: none"> <li>• Understand the current situation and the need for a decision on the way forward</li> <li>• Understand the financial implications and give a view on the financial viability of the service</li> <li>• Gain a deeper understanding of the users of the service and their needs</li> <li>• Understand how these issues are currently being progressed and the options currently on the table for location and provision</li> <li>• Monitor that the appropriate level of public consultation takes place before decisions are made</li> </ul>
Outcomes	A summary of the views of O&S members that they would like to be considered by Cabinet when making their decision on the way forward for the service
How long should the review take?	If Cabinet are to consider the matter at the July Cabinet then any reports would be published by Monday 6 July.
Recommendations to be reported to:	O&S Committee on 29 June to be forward to Cabinet
FOR COMPLETION BY OFFICERS	
Members	Councillor John Payne Councillor Jacky Fletcher Councillor Louis Savage
Officers experts and witnesses	Wilf Tomaney, Townscape Manager
Sponsoring officer	Andrew North, Chief Executive
Facilitator	Rosalind Reeves, Democratic Services Manager
Cabinet Member	Cabinet Member Healthy Lifestyles, Councillor Rowena Hay has been nominated as the Cabinet Lead but other portfolios will be involved.
FOR COMPLETION BY THE SCRUTINY TASK GROUP	

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Are there any current issues with performance?	The nature of the service provided will be reviewed. There is a trend over recent years of reducing usage.
Co-optees	None identified.
Other consultees	To be determined
Background information	Initial briefing provided by Wilf Tomaney
Suggested method of approach	Initial meeting followed by visit Shopmobility site
How will we involve the public/media? Or at what stages	The STG will need to take advice from officers regarding any confidential information in producing their final report.

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**Cheltenham Borough Council  
Cabinet – 14<sup>th</sup> July 2015  
Shopmobility – Future Delivery**

<b>Accountable member</b>	<b>Cabinet Member Health Lifestyles Rowena Hay</b>
<b>Accountable officer</b>	<b>Townscape Manager, Wilf Tomaney</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key/Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	<b>The Shopmobility unit situated within the multi-storey car park at Beechwood Arcade has, subject to contract, been granted a lease extension of a further 4 months until 1<sup>st</sup> November 2015. This report considers the future delivery method and location and seeks Member views. In the light of legal advice it recommends consultation prior to any decision on future delivery.</b>
<b>Recommendations</b>	<ol style="list-style-type: none"> <li><b>1.1 That consultation is undertaken with interested and affected parties on the future of the Shopmobility provision, the findings to be reported to Cabinet in September.</b></li> <li><b>1.2 Delegate authority to the Director of Environmental and Regulatory Services to carry out the consultation.</b></li> <li><b>1.3 That a search for relocation Shopmobility premises continues in order to expedite decisions about location if necessary following the September meeting in time for relocation in November, the search in the interim to be in consultation with the Cabinet Member Healthy Lifestyles.</b></li> </ol>
<b>Financial implications</b>	<p>No financial implications arising directly from this report.</p> <p><b>Contact officer: Nina Philippidis, Business Partner Accountant nina.philippidis@cheltenham.gov.uk, 01242 264121</b></p>

<p><b>Legal implications</b></p>	<p>Shopmobility is a discretionary service which means that the Council is not statutorily obliged to offer this service.</p> <p>When considering changes to a service the Authority has to comply with its duty under Section 3 of the Local Government Act 1999. Section 3(2) imposes a general duty which requires the Authority to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. In deciding how to fulfil the duty there is a requirement to consult those persons referred to in the Act which includes representatives of council tax and non-domestic rates payers and persons who use or are likely to use the service. The council must also have regard to guidance on this duty issued by the Secretary of State. More information about the statutory guidance is contained in the body of this report.</p> <p>The Authority must also have regard to the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010. The Authority will need to undertake an impact assessment to assess the likely or actual effects of proposed changes in the service on persons who share a protected characteristic (as defined by the Act).</p> <p>If a commissioning exercise is undertaken, a procurement exercise in accordance with the Authority's contract procedure rules and, if applicable, the Public Contracts Regulations 2015 must be complied with.</p> <p>A change in the service will have an impact on the employees who work at shop mobility. GOSS HR will need to be involved and legal advice will be given if required.</p> <p><b>Contact officer: Donna Ruck,donna.ruck@tewkesbury.gov.uk, 01684 272696</b></p>
<p><b>HR implications (including learning and organisational development)</b></p>	<p>As one of the current options is to explore the possibilities of transferring the service to another provider the TUPE regulations apply. Informal discussions have taken place to ensure that the staff are fully aware of the implications but formal consultations with staff and trade unions may need to take place should this option be considered further.</p> <p>Any change of location / working practices / hours would require discussions and negotiations with staff and trade unions, as these are contractual terms and conditions. Preliminary work has already taken place to ensure that the team are fully aware of any possible changes and to ensure that they remain as passionate and committed as they have been up to now.</p> <p>Should the service be closed then redundancy situation would apply for those staff unless they were able to be redeployed. There may be redundancy and pension liabilities</p> <p>As a decision is not going to be made until September, it would be challenging to be able to transfer the service via TUPE by the 1<sup>st</sup> November. There are a number of legal steps that need to be taken to ensure a fair and reasonable transfer. Equally if the service closed then statutory notice periods would have to be given which could be up to 12 weeks.</p> <p><b>Contact officer: Richard Hall HR Business Partner , Richard.hall@cheltenham.gov.uk, 01242 774972</b></p>

<b>Key risks</b>	<b>If suitable relocation options are not identified prior to a decision in September, then the authority could be vulnerable to having no relocation site available by November.</b>
<b>Corporate and community plan Implications</b>	<p>Shopmobility contributes to the following Corporate Plan objectives</p> <ul style="list-style-type: none"> <li>• Sustain and grow Cheltenham’s economic and cultural vitality</li> <li>• People live in strong, safe and healthy communities</li> </ul> <p>Delivery considerations have an impact on the following objectives</p> <ul style="list-style-type: none"> <li>• Transform our council so it can continue to enable delivery of our outcomes for Cheltenham and its residents</li> </ul>
<b>Environmental and climate change implications</b>	None
<b>Property/Asset Implications</b>	<p>A outlined in the report</p> <p><b>Contact officer: David Roberts@cheltenham.gov.uk</b></p>

## 2. Background

### Current Position

**2.1** The Shopmobility service operates from Beechwood Arcade occupying a purpose built structure of approximately 280sm with nine associated disabled parking spaces. It has been based within the arcade’s multi-storey car park since 1992. It has been served notice to quit by the Landlord, effective June 24<sup>th</sup> 2015. Subject to contract, a lease extension until 1<sup>st</sup> November 2015 has been negotiated with the Landlord by the Council’s Estates team

**2.2** The service has a range of mobility equipment for hire – including 23 mobility scooters and 21 wheelchairs. Service is available Monday to Saturday 9:30am to 4:30pm, with 2 staff on duty to enable “meet & greets” (at town centre bus stops etc.), lunch cover and minimise lone-working. To do this it has the following staffing arrangement (note that staff work 7 hour days so, effectively “full-time” is 35 hours per week):

- 1fte – leading the team (funded from Shopmobility budget)
- 2no x 0.4fte (funded from Shopmobility budget)
- 1no x 0.4fte (funded from Urban Design budget)

One of the Shopmobility 0.4fte staff is on “single-time” overtime of 0.2fte (funded from Shopmobility budget).

**2.3** Shopmobility charges are as follows for VAT exempt users hiring a scooter or wheelchair:

- |           |                   |  |
|-----------|-------------------|--|
| <b>a.</b> | Annual membership | £28 (gives unrestricted use for the year)  |
| <b>b.</b> | Daily membership  | £7.50 (4 daily membership visits in a single year gain the client Annual membership) |

### Budget & Funding

**2.4** The annual budget is as follows

	<b>2014-15 Budgeted</b>	<b>2014-15 Closing Account</b>	<b>2015-16 Budgeted</b>
<b>Gross</b>	£77,450	£55,822	£81,450
<b>Income</b>	£13,800	£7,138	£14,000

<b>Net</b>	<b>£63,650</b>	<b>£48,531</b>	<b>£67,450</b>
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- 2.5 Custom has been in decline for a number of years. The numbers from 2011 are set out below, along with approximate cost to the Council per visit.

	2011-12	2012-13	2013-14	2014-15
<b>Annual visits</b>	3,156	2,736	2,362	2,280
<b>Daily avg visits</b>	10	9	8	7
<b>Gross Budget</b>		£79,250	£64,550	£63,650
<b>Net Budget</b>		£68,227	£55,037	£48,531
<b>Avg cost per visit to CBC</b>		£25	£23	£21

- 2.6 Questions have been asked about the ability of the Council to maintain this budget situation in the current financial climate. There seem to be a number of options
- Close the service entirely as the quit date approaches;
  - Relocate and operate as at present;
  - Bring in external funding to support the budget;
  - Restructure the charging system and relaunch the service in the new location in order to increase income;
  - Commission out the service to an organisation with synergies and the potential to address the funding gap.

#### Pattern of usage

	Frequency of use per client	No. of clients	Registration Address		
			Cheltenham	Rest of Glos	Other
<b>Apr 2012- Mar 2015</b>	1	200	20%	36%	45%
	2-5	88	30%	43%	27%
	6-20	42	33%	57%	10%
	21-50	22	68%	27%	5%
	>50	6	83%	17%	0%
	<b>All</b>	<b>358</b>	<b>28%</b>	<b>39%</b>	<b>33%</b>

- 2.7 Table 3 shows the pattern of use by frequency of visit and by the address used to register at the Shopmobility office. The pattern of use is perhaps predictable - low frequency users are more likely to be from outside Cheltenham; high frequency users, from a Cheltenham address. Within that "headline" there are two points of note: medium frequency users are more likely to be from a Gloucestershire address outside Cheltenham; and anecdotally, holiday-makers using the service will frequently use their local holiday address to register – this may skew the figures in Table 3 in favour of a local address.
- 2.8 Between 2004 and March 2015 there were 2115 users registered. Table 3 shows that between 2012 and 2015, 358 of these had made use of Shopmobility. One user used it 180 times.
- 2.9 The database was purged in April 2015 and Table 4 shows user registrations entered between 1<sup>st</sup> April and mid-May 2015. 94 people registered and used the service in these 6 weeks. Currently

there is a heavy “in-county” bias; this may alter as the tourist season hits.

	Frequency of use per client	No. of clients	Registration Address		
			Cheltenham	Rest of Glos	Other
<b>Apr 2015- May2015</b>	1	47	28%	53%	19%
	2-5	31	48%	42%	10%
	6-20	14	64%	36%	0%
	21-50	2	50%	50%	0%
	>50	0	0%	0%	0%
	<b>All</b>	<b>94</b>	<b>40%</b>	<b>47%</b>	<b>13%</b>

#### Current position – discussion

- 2.10** Shopmobility provides a service which is anecdotally well liked by its users. In Cheltenham, use of the service has declined over recent years. Comparative information from other towns and cities is being gathered but it is clear from discussions so far that there are a range of models for delivery, location and facilities and a range of charging regimes – including a number where the service is free to users. Information from Gloucester and Worcester (similar sized cities nearby) is showing usage averaging 30-40 visits per day.
- 2.11** Nevertheless, there are a number of regular users – some using Shopmobility a number of times a week on a regular basis - and the re-registration exercise since April 2015 appears to show an increase in use.
- 2.12** The 2012-2015 analysis shows that the service is used by locals and visitors alike and those registered from within Gloucestershire are likely to use it more than once. A third of users are from outside the County. This suggests that there is some benefit to the economy of the town from the Shopmobility service, though the numbers in absolute terms are small.
- 2.13** Anecdotal evidence, from ad hoc discussions with visitors by officers and the Overview and Scrutiny task group, is that there is a “social” benefit to the Shopmobility service, with a number of vulnerable people relying on it as a part of their regular routine. A few clients use it on an almost daily basis, making regular visits to shops and cafes in the town; they have built a strong rapport with the staff and see them as part of their social life. On occasion, members of staff have been able to alert other services of health or care concerns.
- 2.14** Staff time is taken up with a range of activities. Most activities are directly related to the Shopmobility function, including registration and training of new users, hire and return of equipment, cleaning and minor maintenance of equipment, taking and collecting equipment to bus users and administering the service – ordering parts, ordering annual maintenance checks, budget management etc. As discussed, staff are also frequently an important part of clients daily contact and listening to clients, understanding their needs and taking a caring interest in their welfare is part of the job. Additionally, if time allows staff are available to undertake work remotely for other E&RS teams – work on data entry for the tree section is an on-going piece of work. The staff member funded 0.4fte through the Urban Design budget works 0.6fte within the main Townscape team on street and integrated transport related issues, she is able to undertake work on her main role remotely from the Shopmobility office when time allows.
- 2.15** One area in which there is a recognised deficiency is promotion and publicity for the service. This has been acknowledged by officers and is an issue identified by the O&S Task Group. It is possible that a new location or service format will offer an opportunity to relaunch and reinvigorate the service with new promotional opportunities. Additionally, the O&S Task Group in particular suggested that there may be, a yet untapped, opportunities to improve links to care providers and

the NHS. .

- 2.16** However currently there is a significant cost per visit and with the notice to quit the existing premises, this is a good time to review provision.

Duty to Consult

- 2.17** Paragraph 3 of the DCLG's Revised Best Value Statutory Guidance states that:

*"...before deciding how to fulfil their Best Value Duty – authorities are under a Duty to Consult representatives of a wide range of local persons; this is not optional. Authorities must consult representatives of council tax payers, those who use or are likely to use services provided by the authority, and those appearing to the authority to have an interest in any area within which the authority carries out functions. Authorities should include local voluntary and community organisations and small businesses in such consultation. This should apply at all stages of the commissioning cycle, including when considering the decommissioning of services."*

- 2.18** Before a decision is made on the future of Shopmobility, the Council will need to carry out consultation in accordance with its Duty to Consult. The exact nature of the consultation provision will be agreed with the Cabinet Member Healthy Lifestyles, Townscape Manager and Strategy and Engagement Manager, who have responsibilities in this area. Consultation results will be reported back to the Cabinet in September.

- 2.19** Consultation on vacating the premises is not an option due to the notice to quit. Finding new premises is often a reactive process as opportunities arise. The consultation process in respect of premises will need to reflect this ability to react quickly, within desirable criteria. Again the exact nature of the consultation on location will be agreed with the Cabinet Member, Townscape Manager and Strategy and Engagement Manager. Consultation results will be reported back to Cabinet in September. In the meantime, the Cabinet Member Healthy Lifestyles, Townscape Manager and Strategy and Engagement Manager with the Head of Property and Asset Management will continue to refine the search for premises in order expedite decisions about location if necessary following the September meeting in time for relocation in November.

- 2.20** A draft Communities Impact Assessment is at Appendix 2. It will be updated following the consultation exercise for September Cabinet.

Issues

- 2.21** The council needs to address the following issues.

- a. Continued operation of the service – The issues below (relocation and delivery method) are dependent on a decision to see the continued provision of a Shopmobility service in Cheltenham.
- b. Relocation of the Shopmobility – This has been considered a priority because of the notice to quit deadline and the likelihood that any variation in terms of delivery method is likely to be a lengthy process.
- c. Delivery method and commissioning – the service will need to demonstrate value for money and this could be tested out through a commissioning review of the service which would consider which delivery options (including the current in-house provision) provides best value for money.

Continued Provision

- 2.22** The current funding arrangements for the Shopmobility service have been outlined above and a net cost of £21 per visit is substantial. Whilst it is possible that another body could take on the running of the service, it seems likely that there will need to be continued financial support for a transitional period of a number of years following transfer, in order to help any new provider to achieve break-even. The Council needs to consider whether it wants to see a service continue in

the town.

**2.23** Informally, the Chamber of Commerce and Cheltenham Business Partnership have both indicated that they would wish to see it continue, in order to make Cheltenham a place which welcomes people of all abilities. The O&S Task Group similarly supports continued provision of a Shopmobility service. Equalities auditing (draft at Appendix 2) indicates potential areas of impact.

**2.24** Nevertheless, a political view on continued provision of Shopmobility is the starting point for decisions regarding the Service's future; a decision to abandon makes further considerations (relocation and delivery method) irrelevant.

Decommissioning costs will include redundancy and potential pension liabilities will arise and income from sale of stock will need to be factored in.

### Relocation

**2.25** If Members wish to see continued provision of Shopmobility in the town, it seems highly unlikely that this can be achieved without providing a relocation site. There is a possibility that an alternative provider could come forward with a town centre site available, but it seems unlikely. Similarly it is likely to be more difficult to find a suitable provider if the service is homeless. Therefore, whatever the delivery method, a site needs to be found.

**2.26** The current unit is oversized for its current needs; it is considered that the service could operate from a minimum of 65-70sm, given an appropriate configuration of the space; provision is likely to be greater in a converted building but still well below current floorspace provision. Savings would result from deletion of redundant private office from current accommodation schedule; downsizing of current equipment stock; efficiency in storage arrangements; reduction in reception size.

**2.27** The main relocation criteria are

- Proximity to the town centre
- Easy access to car parking
- Ease of disabled access to the site
- Equality Act 2010 compliance in and around the site.
- Approximately 65 – 70 square metres of usable space.
- Manoeuvrability

**2.28** There are a number of options available and these will be included in any consultation, depending on suitability and feasibility.

### Delivery Method

**2.29** It has been suggested that Shopmobility could be commissioned to another organisation – this could be particularly beneficial to the service if there is the potential to gain benefits from synergies in terms of activities or client base.

**2.30** However, officers are of the opinion that the need to relocate it is the first priority and this was the view of the Scrutiny Task Group, unless an immediate option with accommodation in a central location becomes available for the service. Commissioning out the service while it is without a home is likely to be problematic.

**2.31** There are unlikely to be any immediate savings, as initial discussions suggest that the Shopmobility budget would need to be transferred with the service over the early years of any arrangement. Staff would transfer under TUPE regulations. There appear to be a number of options which can be explored including:

- Working with a local charity.
- Working with another council
- Working with the Cheltenham Trust

There may be others. These will be included in any consultation, depending on suitability and feasibility.

**2.32** The way forward

**2.33** There are the following options for progressing beyond the September Cabinet:

- a. If there is a decision to decommission the service in September, no further work on relocation or delivery methods will be necessary.
- b. If the decision is to continue in some form, the Shopmobility service can be relocated in time for the 1<sup>st</sup> November deadline.
- c. If the decision is to continue the service as a Council function, no further work on delivery methods is necessary following relocation (b. above).
- d. If the decision is to procure the service to another provider, work on the commissioning process can continue following relocation (b. above).

**2.34** The Scrutiny Task Group has shown a keen interest in the future delivery of the service and Overview and Scrutiny has recommended its continued involvement in the work to come. This interest is welcomed and should be accommodated in future work.

**3. Reasons for recommendations**

**3.1** To allow full engagement on the issues with groups affected by any change to Shopmobility.

**3.2** To allow potential relocation options to available to meet the November quit date if there is a decision to continue the service at the September meeting of cabinet.

**4. Alternative options considered**

**4.1** The report sets out all options.

**5. Consultation and feedback**

**5.1** The report outlines a process for consultation and feedback.

**6. Performance management –monitoring and review**

**6.1** Report back to Cabinet in September.

<b>Report author</b>	<b>Contact officer: Wilf Tomaney, wilf.tomaney@cheltenham.gov.uk, 01242 264145</b>
<b>Appendices</b>	1. Risk Assessment 2. Communities Impact Assessment
<b>Background information</b>	1.

The risk				Original risk score (impact x likelihood)			Managing risk					
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register	
1	Any risks associated with equality impact	WT	June 15	5	4	20	Reduce	Undertake Equalities Impact Assessment	September 15	WT		
	Any environmental risks	None										
2	If suitable relocation options are not identified prior to a decision in September, then the Council could be vulnerable to having no relocation site available by November.	WT	June 15	5	4	20	Reduce	Continue site search in readiness for decision to relocate	September 15	WT		
<p><b>Explanatory notes</b></p> <p><b>Impact</b> – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p><b>Likelihood</b> – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p><b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close</p>												

## DRAFT Community impact assessments – for services, policies and projects

### What is a community impact assessment?

A community impact assessment is an important part of our commitment to delivering better services for our communities. The form will help us find out what impact or consequences our functions, policies, procedures and projects have on our communities, as well as employees and potential employees.

By undertaking an impact assessment, we are able to:

- Take into account the needs, experiences and circumstances of those groups of people who use (or don't / can't use) our services.
- Identify any inequalities people may experience.
- Think about the other ways in which we can deliver our services which will not lead to inequalities.
- Develop better policy-making, procedures and services.

### Background

<b>Name of service / policy / project and date</b>	<b>Shopmobility – service provision and relocation</b>
<b>Lead officer</b>	<b>Wilf Tomaney</b>
<b>Other people involved in completing this form</b>	<b>Collette Sekulic Rhonda Tauman</b>

## Step 1 - About the service / policy / project

<b>What is the aim of the service / policy / project and what outcomes is it contributing to</b>	Shopmobility provided mobility aids for rent, available for use in the town centre. It contributes to Corporate Strategy 2015-16 Economic Outcome and Community Outcome.
<b>Who are the primary customers of the service / policy / project and how do they / will they benefit</b>	Residents and visitors with a mobility difficulty.
<b>How and where is the service / policy / project implemented</b>	Currently delivered from the car park of Beechwood Arcade. Notice to quit has been served. Currently searching for an alternative suitable location.
<b>What potential barriers might already exist to achieving these outcomes</b>	The Council's budgetary constraints. Falling numbers using the service – reasons unclear- possible reasons are <ul style="list-style-type: none"> <li>• location (reducing passing trade);</li> <li>• cost; and</li> <li>• increasing private ownership of mobility aids.</li> </ul> All anecdotal, no positive evidence.

## Step 2 – What do you know already about your existing / potential customers

<b>What existing information and data do you have about your existing / potential customers e.g. Statistics, customer feedback, performance information</b>	<ul style="list-style-type: none"> <li>• Declining use year on year.</li> <li>• Three year analysis of users shows registration address as follows                         <ul style="list-style-type: none"> <li>○ 28% Cheltenham</li> <li>○ 39% rest of Gloucestershire</li> <li>○ 33% outside Gloucestershire</li> <li>○ Regular users tend to be Cheltenham based; one-time users largest proportion is from out of County; moderate users, largest proportion from rest of Glos.</li> </ul> </li> <li>• Usage appears low compared to similar towns/cities (notably Worcester and Gloucester – anecdotal).</li> <li>• Comparative costs to clients are difficult to assess because of the variety of payment methods across the various providers nationally. A number of services are free to customers. Cheltenham looks to be on the high side of the norm for services which charge.</li> <li>• O&amp;S Shopmobility Task Group, Cheltenham Chamber of Commerce and Cheltenham Business Partnership want to see a continued service in the town.</li> <li>• Anecdotally the service receives positive responses for customers</li> </ul>
<b>What does it tell you about who uses your service / policy and those that don't?</b>	<ul style="list-style-type: none"> <li>• There is a small core of regular users who are very frequent users.</li> <li>• Users are roughly even split in terms of the three divisions used for analysis of the registration address. This suggests some value to tourism and to the town centre economy.</li> </ul>

	<ul style="list-style-type: none"> <li>Primary users are people with a mobility disability, usually (but not exclusively) those without access to their own equipment. Many are late middle-age or elderly, though again, not exclusively.</li> </ul>
<b>What have you learnt about real barriers to your service from any consultation with customers and any stakeholder groups?</b>	Consultation yet to be carried out.
<b>If not, who do you have plans to consult with about the service / policy / project?</b>	<p>Will need to undertake some consultation on any relocation options – but realistically they are very limited; and notice to quit by November means remaining in situ is not an option.</p> <p>Decision to close service or procure to another supplier will need consultation.</p>

### Step 3 - Assessing community impact

How does your service / policy / project impact on different groups in the community?

Group	What are you already doing to benefit this group	What are you doing that might disadvantage this group	What could you do differently to benefit this group	No impact on this group
People from black and minority ethnic groups				No impact
Gender				No impact
Gender Reassignment				No impact
Older people / children and young people	Older people are a major user of the service	Closure is likely to impact on ability to access town centre for shopping, leisure or social contact.	Seek to retain service in some form within the town.	
People with disabilities and mental health challenges	People with mobility disabilities are a major user of the service	Closure is likely to impact on ability to access town centre for shopping, leisure or social contact.	Seek to retain service in some form within the town.	
Religion or belief				No impact
Lesbian, Gay and Bi-sexual people				No impact
Marriage and Civil Partnership				No impact
Pregnancy & Maternity	Potential user of service, but not a major target		Seek to retain service in some form within the town.	
Other groups or communities				No impact

## Step 4 - what are the differences

<b>Are any groups affected in different ways to others as a result of the service / policy / project?</b>	Financially disadvantaged groups may be affected if unable to access Shopmobility. Users of public transport may be disadvantaged if Shopmobility is required to move away from town centre.
<b>Does your service / policy / project either directly or indirectly discriminate?</b>	No
<b>If yes, what can be done to improve this?</b>	n/a
<b>Are there any other ways in which the service / project can help support priority communities in Cheltenham?</b>	No

## Step 5 – taking things forward

<b>What are the key actions to be carried out and how will they be resourced and monitored?</b>	Relocations Search – monitored against a set of criteria, including conformity with DDA; accessibility to town centre; accessibility to car parking.
<b>Who will play a role in the decision-making process?</b>	Cabinet, informed by all party member discussion and officer advice.
<b>What are your / the project's learning and development needs?</b>	
<b>How will you capture these actions in your service / project planning?</b>	?

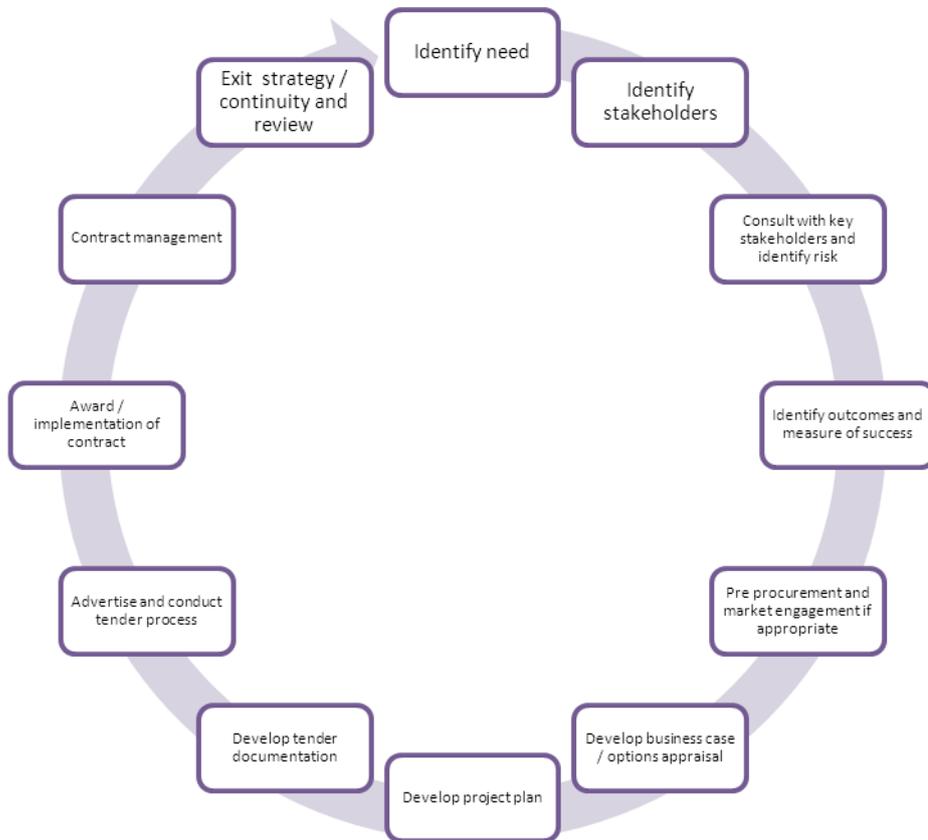
**Cheltenham Borough Council**  
**Cabinet – 15 July 2015**  
**Procurement and Contract Management Strategy**

<b>Accountable member</b>	Councillor Jon Walklett, Cabinet Member Corporate Services
<b>Accountable officer</b>	Mark Sheldon, Director of Resources
<b>Ward(s) affected</b>	None
<b>Key/Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>This report brings a revised Procurement and Contract Management Strategy for approval.</p> <p>The GO Shared Service partner councils are developing a common approach to achieve effective procurement across all partners by focusing on activities that lead to financial savings, improved practices and making it easier to engage with and improve the experience for all our suppliers, especially Small and Medium sized Enterprises.</p> <p>This revised Procurement and Contract Management Strategy is an important part of this work and has already been approved by Forest of Dean District Council and Cotswold District Council it will be submitted for approval by West Oxfordshire District Council within the next two months.</p> <p>Appendix 2 – Procurement and Contract Management Strategy</p>
<b>Recommendations</b>	<p><b>Cabinet is recommended to:</b></p> <p><b>Approve the revised Procurement and Contract Management Strategy</b></p>

<b>Financial implications</b>	<p>An aligned approach to procurement has the potential to deliver significant financial savings. So far, by collaborating on shared procurement, the council has delivered savings on its banking, treasury management advice and energy contracts. Aligning the procurement strategy is an important step in driving out more significant savings.</p> <p><b>Contact officer: Mark Sheldon, mark.sheldon@cheltenham.gov.uk, 01242 264123</b></p>
<b>Legal implications</b>	<p>An aligned approach to procurement, together with the aligned Contract Procedure Rules, promotes a consistent approach to the procurement legislative requirements across the GO Shared Service partner councils.</p> <p>The Procurement Strategy has been updated to comply with the following legislation:</p> <ul style="list-style-type: none"> <li>• The Public Services (Social Value) Act 2012</li> <li>• Localism Act 2011 - Community Right to Challenge</li> </ul> <p><b>Contact officer: Shirin Wotherspoon ,</b> <b>shirin.wotherspoon@teWKesbury.gov.uk, 01684 272017</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>Once approved the GOSS Procurement team in partnership with the lead officer will need to ensure all employees who have involved in procurement activities are aware of the strategy and adhere to it.</p> <p>Contact officer: Julie McCarthy, <i>julie.mccarthy@cheltenham.gov.uk, 01242 264355</i></p>
<b>Key risks</b>	<p>If the Cabinet does not approve a Procurement and contract management Strategy that aligns with the ones that have been approved by the other GO partners, then there is a risk that the council could be less efficient leading to increased costs and the possibility of fraud.</p>
Effective identification and management of risk helps the Council make informed decisions and manage its corporate plan priorities.	Effective identification and management of risk helps the Council make informed decisions and manage its corporate plan priorities.
There are no specific environmental or climate change implications arising from the report, but the Council ensures that the risks of climate change and ability to mitigate and adapt are built into service plans and divisional risk registers.	There are no specific environmental or climate change implications arising from the report, but the Council ensures that the risks of climate change and ability to mitigate and adapt are built into service plans and divisional risk registers.

**1. Background**

- 1.1. The current procurement strategy was approved by Cabinet in February 2008; and refreshed in May 2010 to reflect changes in the Equalities Act.
- 1.2. Contract Procedure Rules were harmonised with our other three GO Shared Services partner councils in April 2012. This Procurement and Contract Management strategy builds on this and develops a common approach to achieving effective procurement across all GO Shared Service partners and has been considered and agreed by the GO Shared Service Client Officer Group.
- 1.3. Procurement is the process by which the Council obtains goods, services and works. It's more than just purchasing. The procurement process covers a full lifecycle of activities starting with the identification of needs, through to evaluation, purchasing and finally managing the contract and relationship with the supplier until contract expiry and any associated asset disposal. This is illustrated below.



- 1.4. Procurement can range from day to day purchasing of commodities, to purchasing key strategic items, commissioning a service or buying an entire system. Effective procurement has a critical role to play in delivering corporate priorities and improving the quality of services delivered to the public.
- 1.5. An effective procurement and contract management strategy drives better spending of Council resources, helping to meet the increasing demand on existing services. This coupled with specific contract procedure rules, augmented with guidance notes, advice and training, should result in achieving excellent value for money.

## **2. REVISED STRATEGY**

2.1. This updated Procurement and Contract Management Strategy maintains our principal strategic objective to obtain excellent value for money in the procurement of goods and services for the Council. It also aims to get the balance right between two clear priorities:

- Delivering efficiencies and quality
- Developing social responsibility by engaging with local and regional suppliers to promote the local economy and taking account of the social, economic and environmental impact of our spending decisions.

2.2. The notable changes are:

- An increased focus on market and supplier management – before and during the procurement lifecycle
- Greater opportunities for partnering and collaborative procurement to aggregate purchasing power and share or reduce risk
- Earlier identification of desired outcomes and measures of success; then using these as the focus for managing supplier performance and the relationship with them.

## **3. Reasons for recommendations**

3.1. The new Procurement and Contract Rules strategy will help deliver efficiency savings, improve service delivery, prevent fraud and improve the experience for small, medium enterprises whilst working with the Council.

## **4. Alternative options considered**

4.1. None

## **5. Consultation and feedback**

5.1. All of the GO partners have been consulted and the strategy has been considered and recommended for approval by the Client Officer group.

5.2. The strategy was on the agenda for the Overview and Scrutiny Committee on 29 June 2015 and in the timescale available they did not have any formal recommendations but the following comments were made.

5.3. Members of the committee suggested that consideration should be given to setting up a preferred supplier list. It was important that the strategy also supported smaller local suppliers in bidding for contracts. They felt that Internal Audit should monitor performance and achievements against the strategy and report back to the Audit Committee. They wanted the O&S Committee to review in 12 months' time whether the procurement culture in the organisation had changed as a result of introducing the strategy.

**6. Performance management –monitoring and review**

6.1. The Client Officer group will receive and consider performance reports.

<b>Report author</b>	<b>Contact officer: Bryan Parsons</b> <b>Bryan.parsons@cheltenham.gov.uk</b> <b>01242 264189</b>
<b>Appendices</b>	<ol style="list-style-type: none"><li>1. Risk Assessment</li><li>2. Procurement and Contract Management Strategy</li></ol>
<b>Background information</b>	



**Risk assessment**

**Appendix 1**

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If the Cabinet does not approve a Procurement and contract management Strategy that aligns with the ones that have been approved by the other GO partners, then there is a risk that the council could be less efficient leading to increased costs and the possibility of fraud	Director of resources	15/7/2015	2	2	4	reduce	Draft and submit a revised Procurement and contract Management Strategy for approval	15/7/2015	Director Resources	
<p><b>Explanatory notes</b></p> <p><b>Impact</b> – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p><b>Likelihood</b> – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p><b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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# Procurement and contract management strategy

Approved \*.\* 2015

by



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**1. Introduction**

GO Shared Services formally hosted by Cotswold District Council on behalf of the partners is a collaboration to centralise Finance, Procurement, Human Resources and Payroll involving –



GO Shared Services also provides services to –



Cheltenham Borough Homes Limited (an Arm's Length Management Organisation), with responsibility for the management and maintenance of Cheltenham Borough Council's housing stock



Ubico Ltd a local authority owned company specialising in environmental and waste management services to the public sector. (The founder shareholders of the company are Cheltenham Borough Council and Cotswold District

GO Shared Services partners recognise that public procurement needs to concentrate much more of its attention on market and supplier management, and ensuring the contract itself is properly managed, and that the approach to the procurement process needs to be simplified.

We are therefore developing a common approach to achieve effective procurement across all partners by focusing on activities which lead to financial savings and improved practices. These include a common Procurement Strategy; standardised processes, documentation, intranet and internet publications and shared supplier master file with the aim of making it easier to engage with, and improve the experience for all our suppliers especially Small and Medium Enterprises (SME's).

We understand that best value and efficiency targets will not be achieved unless all the partners approach competition and procurement positively to deliver good quality, value for money services to our communities. The partners have a have a duty to make sure this spending represents value for money.

The partners seek opportunities for innovation and partnerships which are available from working with others in the public, private and voluntary sectors to balance two clear priorities:

- Delivering efficiencies and quality
- Developing and embracing socially responsible and sustainable procurement, by engaging with local and regional suppliers to promote the local economy and taking account of the social, economic and environmental impact of spending decisions

## 1.1 Purpose of procurement and contract management strategy

The overarching purpose of this strategy is to ensure our procurement activities are undertaken consistently to a high standard, efficiently and economically whilst helping achieve economic, social and environmental benefits for all our communities.

The strategy is accordingly aligned with the strategic aims and objectives of the partner organisations.

The status and importance of procurement in the public sector continues to grow and there is increasing pressure to improve procurement performance for a number of reasons.

Most importantly:

- procurement has a critical role to play in delivering strategic objectives and improving the quality of services delivered to the public
- savings realised through improved procurement can be channelled into priority services or reducing each partners net capital and/or revenue expenditure
- local authorities are open to legal challenge under public procurement regulations (based on EU directives) and are accountable for achieving value for money.
- local government is under increasing pressure to deliver services in the face of reduced funding from central government. Effective procurement is one of the key ways to achieve “more with less”

This strategy will help make sure:

- procurement choices reflect each partners corporate objectives
- there is continuous improvement in quality and cost-effectiveness of service provision
- our approach to procurement is consistent and transparent
- resources are used effectively and there is increased efficiency through shared and joint working
- procurement skills are developed, shared and used effectively
- procurement rules are complied with

This strategy is aimed at promoting effective procurement across the whole GO Shared Services partnership and should be read in conjunction with our common Contract Rules Procurement Code and individual partner financial procedure rules and corporate priorities.

## 1.2 What is procurement?

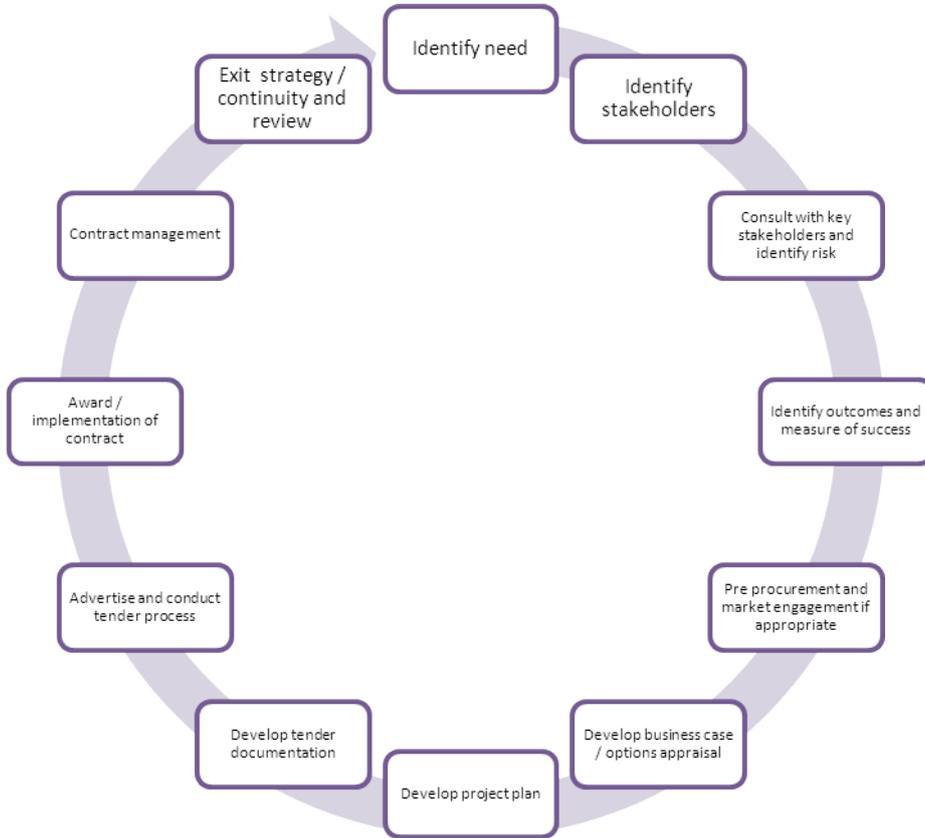
Procurement is concerned with securing goods, services and works. The process spans the whole cycle, from identification of needs through to the end of a service or the end of the useful life of an asset and its disposal. It is concerned with securing goods and services that best meet the needs of users and the local community in order to help achieve our key priorities. It supports the commissioning of services and supports work on developing markets where appropriate.

## 1.3 What is contract management?

Contract management is concerned with the continuous review and management of the contractual terms and / or service level agreement secured through the procurement process to ensure the outcomes agreed are actually delivered by suppliers or partners. Managing the contracts and relationships with our delivery partners is imperative to ensure that:

- the strategic priorities agreed at the outset are delivered in a cost effective and timely manner
- non-compliance or variation is identified early for escalation and resolution
- risks and costs are managed
- reviews are undertaken and lessons learnt inform the commissioning and procurement process to ensure continuous improvement

**1.4 GO Shared Services procurement cycle**



The Contract Rules Procurement Code and guidance toolkit template documentation available on each partner Intranet should be used for all of the stages of the procurement cycle. Procurement activity will all be assessed on a whole life costing, benefits and outcomes basis with due consideration of risk.

**1.5 What is sustainable procurement?**

Sustainable Procurement means using procurement to support wider social, economic and environmental objectives, in ways that offer real long-term benefits to all parties.

EU procurement regulations require that local authorities secure positive outcomes for the wider society, economy and environment that offer long-term benefits, whilst using its resources effectively and efficiently in order to achieve value for money. All of our partners and suppliers will be expected to comply with all environmental legislation and directives.

## 2. Procurement operating environment and legislation

Public procurement operates in a highly regulated environment that is governed by legislation and policies set by the European Union (EU), nationally through statute and case law and locally by each partners Constitution and Contract Procedure Rules.

### 2.1 Role of the European Union

The EU procurement regime is based on the Treaty principles of transparency, non-discrimination, equal treatment and proportionality. The EU Consolidated Public Procurement Directive was adopted into UK law on 31 January 2006. The Directive gives detailed instructions on how public procurement over a certain threshold should be carried out. The detail behind the legislation and regulations is complex, and since their inception has been supplemented by a raft of case law.

In December 2009, the Remedies Directive provided additional regulations which provide suppliers with additional powers to challenge and arrange for a contract award to be set aside under certain conditions.

The Public Contracts Regulations 2015 (Statutory Instrument 2015 No. 102) were laid in Parliament on 5 February 2015 and came into force on 26 February 2015. The new public procurement rules will apply to new procurement exercises commenced on or after 26 February. These changes will simplify rules and procedures and make them more flexible. The partners will be required to revise documentation and embrace these reforms and ensure compliance including the requirement to advertise all contracts with a value estimated to be greater than £25,000 on Crown Commercial Service website 'Contracts Finder' (effective 01 April 2015). The changes in the new directives represent a significant improvement in the EU procurement rules for both procurers and suppliers by allowing contracting authorities to use commercial best practice.

Failure to adhere to the provision of the EU Directive and The Public Contracts Regulations 2015 can result in the authorities becoming subject to Court action or enforcement action by the European Union.

### 2.2 Central Government Legislation

#### 2.2.1 The Public Services (Social Value) Act 2012

This act introduced in March 2012 places a duty on local authorities, at the 'pre-procurement' phase of procuring services to consider how and what is being procured might improve the economic, social and environmental well-being in their community; and how they might secure that improvement in the procurement process itself as long as such action is relevant to what is being procured, and is considered to be proportionate.

This applies to all public services contracts with only an element of goods or works. It does not apply to public works contracts or public supply (goods) contracts. Processes are being developed by the partnership to ensure these requirements are being considered.

#### 2.2.2 Community Right to Challenge (Localism) Act 2012

This act came into effect in June 2012 to enable "relevant bodies", for example voluntary and community groups, employees or Parish Councils, to challenge to take over local services that they think they can run differently or better.

The right enables a relevant body to submit an expression of interest (EoI) to a relevant authority to provide or assist in providing a relevant service. Relevant authorities include Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council and West Oxfordshire District Council.

#### 2.2.3 Freedom of Information Act 2000

This act came into effect in January 2000 to provide people the right to access to information held by public bodies. This with the government's transparency agenda has consequences for those contracting with the partners where the financial details of contracts awarded may be made public.

### **2.2.4 Data Protection Act 1998**

This act governs the way personal data is handled. Any contract must require the contractor to comply with Data Protection Act 1998 and indemnify a partner Council against any claim.

### **2.2.5 Local Government Act 2000, Part 1**

This is the source of the partner Council's 'powers of general well-being.' This is a wide ranging power enabling councils to undertake activity which will improve the economic, social or environmental 'well-being' of their area.

### **2.3 Contract Procedure Rules and Financial Regulations**

As part of its corporate governance arrangements the partners must ensure that there are adequate controls, procedures and standard documentation in place to satisfy the need to meet probity, propriety and transparency tests. The Contract Rules and Financial Regulations fulfil this requirement and they are part of approved Constitutions. They must be observed by both Members and Officers within the procurement process.

This means that public procurement is carried out in a dynamic environment that requires public sector procurement practitioners to keep abreast of new case law and ensure that all partner documentation and all procurement is carried out in accordance with the above regulations.

We also consider best procurement practice guidance issued by the Local Government Association's – National Procurement Strategy for Local Government in England 2014; the Chartered Institute of Procurement and Supply (CIPS), Crown Commercial Service (CCS) and the Society of Procurement Officers in Local Government (SOPO) in development of procurement policies and procedures.

## **3. Aims of the procurement and contract management strategy**

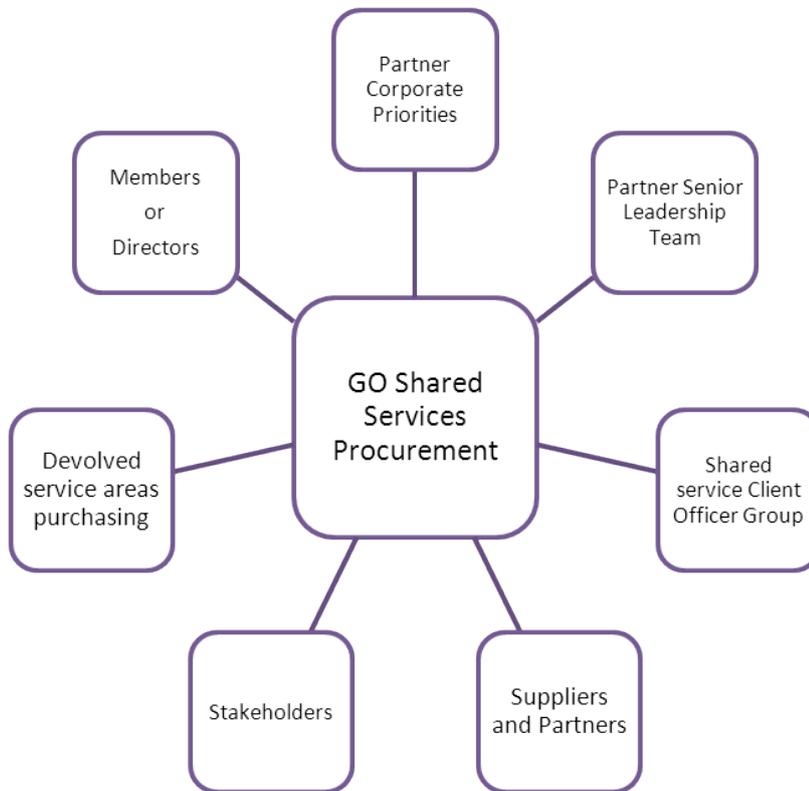
- to establish a clear strategic direction and ensure the importance of efficient procurement is recognised throughout the partners including the political level
- to be clear about what each partner wants to achieve with robust business cases and clearly drafted tender specifications based on outcomes
- to ensure that current legislation and good practice is applied to all our procurement and contract management activity
- to explore creative and innovative solutions to improve our contribution to sustainable development through procurement
- explore opportunities for partnering and collaborative procurement to aggregate purchasing power and share/reduce risk
- to reduce budget expenditure by providing 'more for less' through continuous review and improvement
- encourage / require all of our partners to continuously improve their procurement practice
- purchase environmentally and socially preferable goods and services where this is consistent with best and social value, defined as an optimum combination of whole life costs and community benefits
- maximise the value of e-procurement to increase value for money of goods, services and works procured
- stimulate the local economy and support local businesses and communities

- continue to reduce the number of suppliers by increasing the proportion of our total spend against contracted and approved key suppliers
- consolidate invoices, deliveries and payments to reduce transactional processing costs and ensure suppliers are paid promptly
- develop the performance management system for procurement and deliver contract management training to key personnel
- take account of our duty to promote equalities, diversity and safeguarding at each stage of the procurement process

**4. Governance, structure and responsibilities**

**4.1 Structure**

The procurement service is provided by GO Shared Services hosted by Cotswold District Council; and the Oxfordshire Procurement Hub for the benefit of all partners.



Overall responsibilities for procurement are summarised in the table below:

	Partner Lead Officer	Political Lead / Director
<b>Cheltenham</b>	Director of Resources	Cabinet member for Finance
<b>Cotswold</b>	Strategic Director (Resources)	Cabinet member for Support Services
<b>Forest of Dean</b>	Head of Paid Service	Cabinet member for Efficient Council
<b>West Oxfordshire</b>	Strategic Director	Cabinet member for Finance
<b>Cheltenham Borough Homes</b>	Finance Director	Board of Directors
<b>Ubico Limited</b>	Managing Director	Board of Directors

**Scrutiny committees** may provide constructive challenge to procurement projects reviewing their impact and ensuring value for money is achieved. **Audit committees** will oversee the governance arrangements associated with procurement.

**The Senior / Corporate Leadership Team** of each partner will oversee the strategic role of procurement outlined in this strategy.

**The Client Officer Group (CoG)** is responsible for coordination and development of partner finance and procurement service delivery.

**Heads of Service** are responsible for procurement in their services and compliance with this strategy and the procurement code and guidance toolkit. Ensuring that the relevant staff in their areas has the right level of skills to deliver effective procurement. Monitoring of all procurement activity in their services and project management to make sure an appropriate project plan is in place, resourced and risks identified and managed.

**Budget Holders and staff involved directly with the purchase** of goods, services and works to ensure they comply with this strategy, and the Contract Rules Procurement Code and guidance toolkit template documentation. To conduct relationships with suppliers and partners in an ethical and appropriate manner to ensure they promote their employer in a positive manner.

**The duties of GO Shared Services are to coordinate, develop and monitor procurement activity across the partnership including:**

- supplier analysis to identify: supplier base, spend per supplier, spend per category, spend per transaction, cost per transaction and local suppliers at risk
- coordinating this corporate procurement and contract management strategy on behalf of partners with the aim of achieving cashable efficiency gains and agreed performance targets
- coordinating procurement for high value, high risk or high profile partner projects including advertisements for OJEU, to achieve the completion of due diligence, service delivery on time, within budget and in accordance with specification and regulations
- providing assistance to contract owners in the control and management of corporate contracts (including monitoring market intelligence, advice, facilitation, tendering and performance management)
- development and maintenance of procurement and contract management documentation toolkits and web pages to publicise procurement plans, information and advice to potential suppliers and staff
- development and implementation of e-procurement to deliver savings in transactional processes
- providing assistance to contract owners in the planning and co-ordination of improvement of current contracts, business continuity, exit strategies and post contract appraisals and reviews
- coordination of the actions of employees carrying out procurement activities across partners in compliance with this strategy, the Contract Rules Procurement Code and guidance toolkit template documentation.
- to ensuring potential suppliers are provided with clear specifications of our requirements and ensure these are understood
- ensuring with partners that tender evaluation is based on the 'Most Economically Advantageous Tender' (MEAT) both on price and quality, including consideration of whole life costing. The weighting of evaluation criteria is adjusted to individual contracts as appropriate

- for high value purchases over the EU procurement thresholds we will publish the price / quality tender evaluation criteria split to make clear to prospective suppliers the basis on which we intend to award a contract
- offering a debrief to all parties following a tender process to enable unsuccessful bidders to develop their knowledge and skills in bidding for future tender opportunities
- ensuring partner contracts will only be placed on the partners standard terms and conditions or appropriate industry standard forms of contract for example Joint Contracts Tribunal Minor Works (JCT) or NEC3 – New Engineering and Construction Short Contracts for works contracts
- ensuring the procurement process eliminates the potential for fraud and favouritism towards any supplier
- coordinating and monitor each partners Contracts Register to allow improved advanced planning for procurement and contract management activity
- ensuring partner flexibility within contracts so that every contract is able to provide for continuous improvement throughout the contract period and achieve efficiencies
- providing documentation and training for the partners on Contract Rules and Procurement Code, and guidance toolkit template documentation including contract management policies and procedures

### **4.2 Competition**

Local government has responsibilities to local communities to promote economic well-being. The partners work with their public, private and voluntary sector partners to support a thriving, prosperous and sustainable economy. The partners will balance the priorities of business decisions and supporting the local economy whilst conforming to legislation and regulation governing public procurement. The supplier analysis will identify those local businesses who may be heavily reliant on the partners and thus at risk from changes to procurement practices. Local businesses will be supported by the partner council by way of explaining requirements and opportunities to enable them to compete with contractors from other areas, in this regard the partner council will comply with the Competition Act 1999 and no supplier will be given an unfair advantage.

Where there is a restricted supply market that may prevent the partners achieving best value, options may be generated, as part of the contract strategy, to propose how to encourage more activity within the supply market. Likewise where the market is weak new entrants, particularly small to medium enterprises (SMEs) and social entrepreneurs may be encouraged.

### **4.3 Controls and standards**

The partners are developing a Contract Rules Procurement Code and guidance toolkit template documentation; and are continually revising the tender and contract documentation to ensure a common approach to procurement, contract management and compliance with the strategy.

The highest standards of conduct must be observed by members and officers engaged in procurement and contract management of any type on behalf of any of the partners.

In all their dealings they must observe the Nolan principles and preserve the highest standards of honesty, integrity, impartiality, and objectivity, complying with each partner's standing orders, financial regulations and applicable codes of conduct

### **4.4 Countering fraud**

The partners are committed to countering fraud and corruption and officers who procure goods, services and works must be fully aware of the rules and procedures that support this aim.

Counter fraud and corruption arrangements should be the consequence of effective business systems, practices and control arrangements, specifically the:

- Contract Procedure rules

- Financial Rules
- Whistle blowers' policy
- Employees' code of conduct, and
- Anti-fraud and anti-corruption policy and process

### **4.5 Management of risk**

Risk management is an integral part of procurement. The risk when procuring, including that of fraud and corruption will be a key consideration and an integral part of the procurement process. The partners will identify the risks associated with major procurements and the contingencies for service disruption in each project and corporate risk register and how these are to be mitigated and managed.

For any high value, high risk or high profile procurement and which also involves significant risk including staff transfer; or significant potential for reputational or financial risks the GO Shared Services partners in addition to project management methodology will utilise a Gateway Review Process throughout a projects life to ensure the project delivers the project objectives and outcomes. Risks and issues registers relating to the procurement will be set up and regularly monitored by the project team.

### **4.6 Business continuity**

Business continuity is the process of preparing for and responding to a disaster, event or situation that could have a serious impact on the delivery of services. For high risk procurements the suppliers will be required to submit a business continuity plan as part of the tender submission.

To ensure business continuity all key suppliers will be required as part of contract management to provide an annual update of their business continuity plans in the required format.

### **4.7 Transparency and probity**

All procurement processes must be carried out with integrity, to the highest ethical standards, and well documented to provide an auditable trail. The procurement process undertaken must be based on a clear evaluation of the options, and the agreed process followed throughout unless there are genuine grounds for revising the process, and in which case interested parties must be informed of any changes and the reasons why. In some instances the change in the process may necessitate the procurement process being abandoned and re-started.

## **5. Collaboration, Shared services and Partnering**

### **5.1 Partnering**

As referred to here, *partnering* means the creation of sustainable, collaborative relationships with suppliers in the public, private, social enterprise and voluntary sectors to deliver services, carry out major projects or acquire supplies and equipment.

Partnerships can be beneficial and integrated in service delivery, but it needs to be recognised that this is not an easier contract style. Partnering agreements are likely to be more challenging than traditional contracts. Partnering is a form of formal agreement between organisations and will require careful preparation of contract documentation. In addition to the normal contractual considerations, some attention should be given to cultural issues, which if addressed correctly will make the co-ordination of activities easier.

Partnering should be considered when engaging in any best value reviews of services as a potential alternative to established methods of service delivery.

### **5.2 Partnering in construction projects**

Partnership can be particularly beneficial in construction projects. However such projects are rare and the potential for partnership will be considered on a case-by-case basis.

### 5.3 Partnering in service delivery

In transforming services the partners are keen to look for new and innovative ways of delivery in partnership (or outsourcing if appropriate) with willing partners provided there is a robust business case and options appraisal in consultation with all stakeholders. The partners are actively engaging with other authorities in seeking to develop shared arrangements. The partners are keen to engage with any organisation to this end where there are clear benefits to both the partner and its customers.

### 5.4 Collaboration

The partners are keen to collaborate with other public bodies to come together to combine their buying power, to procure or commission goods, works or services jointly or to create shared services. Collaboration is a form of public-public partnership. Its major benefits are economies of scale.

The partners support the concept of procurement efficiency through collaboration and will actively participate with other authorities and organisations where appropriate and feasible, to seek economies through joint procurement, joint commissioning, framework agreements and shared services (see Appendix 1 – Development Plan). The percentage of spend through collaborative contracts will be a key indicator for GO Shared Services.

The partners, through membership of consortia groups and shared services shall seek to develop opportunities for collaborative procurement with others including but not restricted to the following:

- GO Shared Services is a collaboration involving Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council, West Oxfordshire District Council and involving Cheltenham Borough Homes Limited and Ubico Limited.
- Gloucestershire Procurement Partnership
- Oxfordshire Procurement Hub
- Local Enterprise Partnerships (LEP)
- Federation of Small Businesses (FSB)

## 6. Corporate social responsibility

Through the procurement strategy and Contract Rules Procurement Code and guidance toolkit template documentation the partners should try to satisfy the aspirations of all stakeholders; including customers, suppliers, employees, the local community, government, partners, public interest and environment groups.

### 6.1 Considering Social Value

In line with our commitment to delivering the Social Value Act 2012 we will make consideration of social value in all procurement processes, which will be defined by the corporate priorities of each partner.

The partners will use this definition to promote the positive social, economic and environmental benefits from the goods, services we purchase whilst also minimising any adverse impacts.

The partners will address social and environmental issues in its procurement processes by:

- **pre-procurement:** before commencing a procurement the partners will consider the subject matter of the contract and identify any non-commercial considerations which are relevant and appropriate to be taken into account, for example, when scoping the project, deciding on packaging, drafting specifications, sustainability and life-cycle requirements and selecting the

contract structure. Technical specifications must however be linked to the subject matter of the contract.

- **contract terms:** by the incorporation of social and environmental requirements into the contract terms including any “special” conditions. However, consider any cost associated with including such terms and whether essential and affordable.
- **selection stage:** consider rights to reject applicants, for example relevant convictions. Does the delivery of the contract require particular technical expertise? Will the contractor be required to comply with particular policies, e.g. environmental management? Selection criteria must be non-discriminatory, proportionate and linked to the subject matter of the contract and in accordance with the criteria listed in the Regulations.
- **award stage:** social and environmental issues may be included within the award criteria of most economically advantageous tender provided linked to the subject matter of the contract and expressly referred to in the OJEU contract notice and/or the tender documents. Consider how such issues will be evaluated and any applicable weighting.
- **post award:** what is expected from suppliers in delivering the contract? How will we monitor any non-contractual obligations and derive any benefits, for example training, secondment and apprenticeship opportunities?

### 6.2 Supporting Local Businesses and Communities

The partner organisations will maximise opportunities for local Small, Medium Enterprises (SME's), voluntary and community sector organisations and social enterprises to become our suppliers. We are working with Local Enterprise Partnerships and the Federation of Small Businesses and regularly host or take part in events to promote opportunities and obtain market intelligence to inform and improve our policies and procedures.

In March 2012 the government introduced the Public Services (Social Value) Act which amended Section 4 of the Local Government Act 2000 and local authorities are now required to include proposals for promoting engagement with social enterprise in their area. We will work with small and third sector suppliers to help them comply with our procurement requirements to improve their chances of being awarded contracts, thus maximising the benefit that the local authority offers the local economy. For larger contracts over the EU Threshold we may divide contract tenders into lots where appropriate and take account of the provision of local jobs and apprenticeships.

### 6.3 Safeguarding

We will encourage safeguarding standards in our suppliers to ensure the protection of vulnerable adults and children.

All procurement projects will be assessed for safeguarding risks. Basic safeguarding contract clauses will be included in contracts where appropriate.

### 6.4 Equal opportunities

The partners are committed to ensuring that our suppliers and contractors share our equality and diversity vision and values, and work to implement these. Therefore, in-line with the provisions set out in the Equality Act 2010, the partners will require that contractors' service delivery does not discriminate against any person and that their employment practices are also non-discriminatory. It will remain the responsibility of staff involved in procurement activities to ensure that equality is embedded in contracts and service provision.

The Equalities and Human Rights Commission recognises that promoting equality is more relevant to some functions than others, most notably those where there is interaction between the contractor and council employees or members of the public.

### 6.5 Health and Safety

The partners are committed to ensuring the health, safety and welfare of its staff, visitors, contractors, residents and any other users of its buildings, facilities or services. Where these services or facilities are provided by suppliers (including contractors, sub-contractors and any other partner organisations), those providers will be subject to an appropriate and proportionate assessment of their health and safety policy and arrangements during tender evaluation and selection process. There will, be occasions when it is deemed that, due to the nature of the services to be provided, a specific health and safety assessment will not be required.

**6.6 Sustainability and environmental responsibility**

Wherever possible, subject to economic constraints the partners will procure from sustainable sources and where environmental damage can be minimised.

The partners will award contracts to those suppliers who can demonstrate that they have the ability to supply goods, works or services that have a clear environmental advantage, unless there are significant reasons for not doing so.

The partners will require their suppliers and their subcontractors to comply with Environmental Protection Act legislation including duty of care in all contract award criteria.

All the elements of corporate social responsibility that are outlined above will be considered and included as appropriate in Pre-Qualification Questionnaires (PQQ) and Invitation to Tender (ITT) specifications.

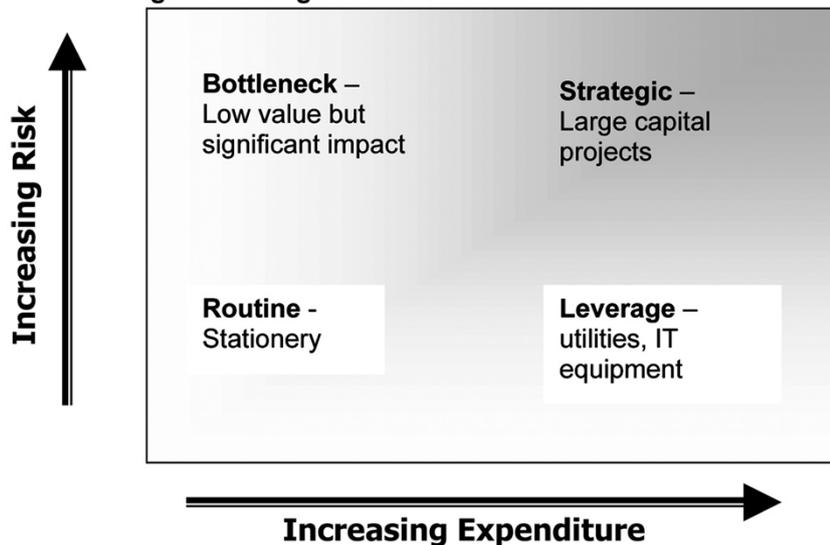
**7 Managing our procurement**

**7.1 Category Management**

In order to continue to deliver savings and other benefits we will develop the way partner spending will be managed by looking at the categories of what we purchase (see Appendix 1 – Development Plan). The overarching principle used in procurement procedures is that goods, services and works will be categorised according to risk and a specific approach for each category will be adopted. This is called the portfolio approach.

Figure 1 shows how the GO Shared Services partnership proposes to categorise goods, services and works

**Figure 1: Range of Risks**



**Strategic** where goods, services or works are of high cost and high risk if something goes wrong for example commissioning / outsourcing / sharing of a service, large capital projects, and large contracts. These spend areas are the highest priority for procurement and contract management resources. The partners need to establish longer term, partnership type arrangements with contract management focused on service delivery, continuous improvement, innovation, strategic planning and cost efficiency. Reducing the number of suppliers in these categories will allow a

greater focus on creating value in the relationships; although this must be set at a level that allows for sufficient end–user choice, retains competitive pressure and avoids overdependence on individual suppliers.

**Bottleneck** where goods or services are of a low value, for example chemicals for the swimming pool; but these could have significant implications if they were not available. These spend areas have high risk where the consequence of supplier failure or poor performance may have a significant negative impact on the partners ability to deliver services. In these areas there are often few capable suppliers and finding alternative providers is difficult. The potential impact of supplier failure is significantly greater than the contract cost might indicate. The focus of procurement activity in this area is to select suppliers carefully, with focus on quality and continuity of supplies and services.

**Routine** where goods and services are purchased regularly in smaller quantities for example stationery; and these are readily available from a range of sources. The main focus in these spend areas is to use volume of business to attract low prices. This can be best achieved through aggregation of demand across the GO Shared Services partnership, collaboration with other public sector purchasers, use of framework agreements and driving value for money through standardising specification and requirements.

**Leverage** where goods and services have a low value and low risk but through economies of scale they can be purchased in large quantities at discounted prices for example IT equipment and electricity supplies. The focus of procurement activity with this group of suppliers is to ensure that the process of engaging and paying for goods and services is as efficient as possible. Reducing the total number of different suppliers and ensuring that where possible the cost of processing are the main source of efficiency savings.

The majority of goods services or works the partners purchase and the services delivered fit into one of the four categories in the risk / expenditure matrix. The risk log will inform the procurement method to be used, addressing the strategic importance, the value and the potential risk associated with each procurement option.

### **7.2 Electronic procurement and making use of technology**

The GO Shared Services partners are continuously seeking to embrace and invest in new technologies that can make the procurement process more efficient and user friendly.

The partners are investing in the Public Services Network (PSN) which is a key programme for the delivery of a more cost effective and efficient standardised ICT infrastructure as well as enabling new, joined-up and shared public services. Savings are being generated by reducing procurement costs and complexity, eliminating network duplication and standardising network services.

Procure to Pay (P2P) modules have been implemented as part of an Enterprise Resource Planning system (ERP) to procure and pay for goods, services and works electronically to reduce transactional processing costs. This has resulted in a centralised GO Shared Services Accounts Payable service to process all partner supplier invoice payments based at Forest of Dean District Council.

Further development of the P2P modules are planned, and encourage more utilisation; including improvement of the contracts module, management information, electronic invoicing and also to provide greater visibility and analysis of spend to inform collaborative procurement opportunities and compliance with the transparency agenda.

### **7.3 Electronic promotion of contract opportunities and electronic tendering**

#### **Publishing opportunities**

The partners will subscribe to a common standard online e-Sourcing / e-Tendering service which will enable the secure publication of contract notices. This will be a subscription website automatically issues notices to the Official Journal of the European Union (OJEU) for contract values over the EU Thresholds. The partners have established common Contract Rules and tender opportunities and contracts over £5,000 will be advertised on the relevant partner council websites to ensure all organisations have access to our tendering opportunities. The partners will standardise how procurement information and tender opportunities are presented on their individual websites for easier access and engagement with suppliers and stakeholders.

### **Electronic tendering**

We are streamlining our e-Tendering processes to improve efficiency and effectiveness to reduce costs during the tendering process. E-Tendering can be beneficial in unlocking public sector tendering opportunities for SMEs and provides a more secure environment than the traditional hard copy process. The awarded contracts function allows SMEs to identify potential business leads and deal directly with larger businesses as sub-contractors.

A review of e-Sourcing / e-Tendering is planned by GO Shared Services to identify options including the use of portals for improving the process and publication of tender opportunities to a wider audience and meet the EU requirement for all tenders to be transacted electronically. This will also include the potential provision for service areas to request quotations electronically.

### **7.4 Electronic reverse auctions**

An electronic reverse auction is an online event in which suppliers compete in real time by bidding lower as the auction unfolds until all bidders have reached their final offer.

The auction does not replace the traditional evaluation of tenders in terms of suppliers' ability to meet the specification and provide a consistent and quality service. These aspects are evaluated first. Suppliers that pass this qualitative evaluation stage are invited to take part in the reverse auction, where the focus is on price. The award decision is thus made on the basis of value for money (the combination of quality and price).

Where appropriate the partners will look to include electronic auctions in the procurement process. All appropriate future contracts will be assessed for their suitability and the auction element will be evaluated at the start of each tender exercise.

### **7.5 Electronic marketplace**

The shared Procure to Pay (P2P) module now implemented also provides an infrastructure platform to utilise an electronic marketplace in the future. GO Shared Services will review the business need and the benefits of connecting to an electronic marketplace and a business case will be developed if a return on the investment can be anticipated.

### **7.6 Purchase cards**

The partners will evaluate the benefits of purchase cards in relation to low value procurement and will, in circumstances where it perceives that benefit will accrue, deploy purchase cards having first established the necessary control mechanisms. The implementation of the Procure to Pay (P2P) module may reduce the need for purchase cards with the further development of electronic invoicing by suppliers.

## **8 Managing Contracts**

The partners will use a pro-active approach to reinforce that this is a key element of the procurement cycle, and in turn manage contracts more actively to drive continuous improvement in performance and efficiency and relationships with customers, suppliers, partners or employees, directly proportionate to the value and risk associated to the contract.

The partners need to actively monitor and manage supplier performance throughout the contract

life using the measures agreed in the contract supporting documentation and project plan including service levels and partnering agreements.

The partners will develop a standardised approach to ensure all those involved in contract management are aware of their responsibilities including:

- every contract over £10,000 must be properly managed by an identified contract manager where appropriate
- improved supplier delivery through regular communication thus reducing the requirement to implement contract penalties from non-compliance
- regular meetings with suppliers
- formal reporting of contract progress and budget to project board
- continuously monitor and manage supplier performance to provide evidence of compliance with the contract at each stage prior to payments being made
- non compliance is reported immediately by the contract manager to the service manager and business partner – procurement or project board
- business continuity plans are regularly updated during the life of the contract
- improved supplier relationships
- reduction of risk
- plans made well in advance of the expiry of a contract for re-letting based on a review of performance, and for key service delivery contracts to ensure that the current provider cooperates with the transition to the new provider for continuity of service. This requirement would have been documented in tender documentation and the formal contract.
- post-project appraisal / assessment of the contract forwarded to business partner - procurement

Success will be measured by the monitoring of contract performance being more visible and accessible to all partners, and by the identification of improvements in performance levels and additional efficiencies during the life of the contract.

### **9 Capacity, training, development and skills framework**

GO Shared Services recognises that in order to achieve its procurement and contract management objectives it will need to continually build capacity and skills across partners. It will seek to develop the skills of its entire staff engaged in procurement processes to a level consistent with the objectives of this strategy.

The partners will develop a procurement code and a toolkit of self service guidance documents consistent with the aims of this procurement strategy, as a guide to best practice and processes for achieving best value.

The partners will also develop a contract management guide for all staff involved in contract management to provide clarity of roles and responsibilities.

### **10 Monitoring, performance and measuring our achievements**

The GO Shared Services Client Officer Group and each partner Senior Leadership / Corporate Team will undertake an annual review of this strategy and a progress assessment of the GO Shared Service Partner Delivery Plan detailed in Appendix 1 to ensure it reflects the progress we are making and takes account of emerging best practice and EU and UK regulations as well as the challenges we face.

GO Shared Services and partners will actively monitor and manage supplier performance and compliance throughout the contract(s) life, using those measures agreed in the contract documentation, specification or service level agreements.

Additional assurance will be provided through internal audit to ensure that services are being provided to the level and quality expected.

<b>Measurement of performance and achievement</b>	
<b>1</b>	<b>Specifications for high value and all other procurement decisions are made based on whole life costs, socially responsible, sustainable and ethical procurement</b>
<b>2</b>	<b>% of spend via collaborative contracts for all partners</b>
<b>3</b>	<b>Maintains an up to date Contracts Register and database with timely publication of all tenders over £5,000 and all expenditure over £500 in value to meet the requirements of the Government's Transparency Agenda for all partners</b>
<b>4</b>	<b>To maintain central supplier database to include:</b> <ul style="list-style-type: none"> <li>• <b>SME by number of employees by micro, small and medium</b></li> <li>• <b>suppliers linked to ProClass classifications and Category Management</b></li> <li>• <b>suppliers and products linked to Common Procurement Vocabulary (CPV) codes</b></li> </ul>
<b>5</b>	<b>Management of supplier base and spend analysis for each partner to include</b> <ul style="list-style-type: none"> <li>• <b>revenue and capital spend per supplier and by product group / code</b></li> <li>• <b>by post code location</b></li> </ul>
<b>6</b>	<b>% of purchase orders raised for each partner:</b> <ul style="list-style-type: none"> <li>• <b>as a percentage of total invoices</b></li> <li>• <b>as a percentage of total invoice value</b></li> </ul>
<b>7</b>	<b>% continuous annual reduction in number of supplier invoices</b>
<b>8</b>	<b>The total number of payments by BACS for each partner:</b> <ul style="list-style-type: none"> <li>• <b>as a percentage of total payments</b></li> <li>• <b>as a percentage of total invoice value</b></li> </ul>
<b>9</b>	<b>Identifiable improvement in contract management efficiencies in the delivery of contracts and in service delivery for the benefit of stakeholders and customers through post project appraisals / assessments</b>
<b>10</b>	<b>Specific and measurable cashable savings are achieved for all partners from improved contracting</b>

**11 More information and contact details**

If you require any clarification about the procurement and contract management strategy please contact the GO Shared Services, Business Partners – Procurement:

[procurement@gosharedservices.org.uk](mailto:procurement@gosharedservices.org.uk)

## Appendix 1 – GO Shared Services Partner Development Plan

### Procurement and contract management strategy

The development plan is divided into four priorities and will be updated annually to reflect progress and emerging priorities and new objectives:

**high** –these tasks, some of which require immediate action, should all be achieved within six to nine months of the launch of the strategy.

**medium** – to be achieved within two years

**low** –to be completed within the five year period of the plan, and

**annual / ongoing** – reviewed annually or ongoing continuous process

Action	Outcome	Responsibility	Priority
Update all partners' procurement policies, processes and procedural guidance in accordance with new EU Procurement Directives 2014 when adopted.	To ensure all tenders, procurement procedures and documentation are updated and compliant with EU and UK Law.  Provide an updated toolkit / code of best practice for all employees involved in procurement and contract management activities to ensure compliance	GOSS Business Partners –Procurement Legal Teams All Partners through Client Officer Group	High
Review Contract Rules with GO Shared Services Partners	To ensure Contract Rules are updated and compliant	GOSS Business Partners – Procurement and Financial Services Legal teams All Partners through Client Officer Group	Ongoing
Review e-Sourcing and e-Tendering options	Improve efficiency and standardisation in publishing and reporting tender opportunities and compliance with revised Government Transparency Agenda and EU requirements for all tenders to be processed electronically.	GOSS Business Partners – Procurement and All Partners through Client Officer Group	High
Transparency Agenda	Improve transparency and standardisation of procurement information including the requirement to publish all tenders and contracts over £5,000	GOSS Business Partners – Procurement All Partners through Client Officer Group	High
Incorporate consideration of Social Values, Safeguarding, Sustainability and Localism in procurement processes	To ensure where appropriate that social value and all aspects of corporate social responsibility are considered and /or specified in procurements	GOSS Business Partners – Procurement All Partner service areas through Client Officer Group	Ongoing
Develop collaborative procurement with partners through analysis of spend and contracts registers	Common reporting formats and identification of collaborative joint procurements or frameworks	GOSS Business Partners – Procurement All Partner service areas through Client Officer Group	Ongoing
Carry out procurement skills audit and training needs analysis	Foundation for a targeted training and development programme for procurement, contract management and contract rules Develop training programme including potential for e-learning	GOSS Business Partners - Procurement, Legal and Human Resources teams All partner service areas	Ongoing
Electronic Marketplaces review of business need	Options appraisal to ascertain benefits if any to the partners and suppliers	GOSS Business Partners – Procurement All Partners through Client Officer Group	Medium

<p>Monitor the spend of works, goods and services which are awarded to local businesses and SME's</p>	<p>Spend analysis to identify opportunities for supporting local economies through improving the potential for local firms to do business with all partners where practical / appropriate</p>	<p>GOSS Business Partners –Procurement and Financial Services All Partner service areas</p>	<p>Ongoing</p>
<p>Implement portfolio and category management with GO Shared Services partners</p>	<p>To achieve standardisation of portfolio and categories leading to improved management of and increased opportunities for collaborative procurement.</p>	<p>GOSS Business Partners – Procurement All Partners through Client Officer Group</p>	<p>Medium</p>
<p>A reduction in transactional processing costs</p>	<ul style="list-style-type: none"> <li>• Increase number of electronic invoices</li> <li>• Review invoice patterns with suppliers</li> <li>• Improve the percentage of partner spend raised by purchase orders, and work towards a policy of No PO &gt; No Pay for the majority of partner spend</li> </ul>	<p>GOSS Business Partners – Procurement and Finance All Partners through Client Officer Group Heads of Service Budget Holders Suppliers</p>	<p>Ongoing</p>

**Cheltenham Borough Council**  
**Cabinet – 14<sup>th</sup> July 2015**  
**Grant Assistance for New Affordable Housing**

<b>Accountable member</b>	<b>Councillor Peter Jeffries, Housing</b>
<b>Accountable officer</b>	<b>Martin Stacy, Lead Commissioner – Housing Services</b>
<b>Ward(s) affected</b>	<b>Hesters Way</b>
<b>Key/Significant Decision</b>	<b>Yes</b>
<b>Executive summary</b>	<p>Cheltenham YMCA are planning to develop 31 units of new affordable homes within Cheltenham (subject to relevant consents being given). These homes will be made up of 21 x Studio apartments on the 'St. Silas' site, Hesters Way and a further 10 x Studio apartments on Ashlands Road, Hesters Way. Both schemes will be built to Secure by Design standards and will offer affordable rent accommodation for individuals who are ready to move on from high supported accommodation provided primarily by the YMCA at Vittoria Walk, Cheltenham.</p> <p>These new affordable homes will be a stepping stone for individuals making the transition from high-level supported housing to independent living. Residents who have demonstrated they are both willing and able to live more independently will continue to receive housing-related support from the YMCA for the duration of their stay, with a view to them moving on to fully independent accommodation when they are ready.</p> <p>In order to facilitate the delivery of these new homes, Cheltenham YMCA requires financial assistance from both the Homes &amp; Communities Agency (HCA) of approximately £1million, in addition to a Grant of £496,000 (i.e. approximately £16,000/home) from Cheltenham Borough Council (CBC).</p> <p>Cheltenham YMCA's proposals will not progress without funding being secured from both the HCA and CBC.</p> <p>It is therefore proposed that CBC agrees to award a grant to Cheltenham YMCA to support the development of these schemes, on the basis that they support key outcomes within CBC's Housing &amp; Homelessness Strategy. Specifically these outcomes are:</p> <ul style="list-style-type: none"> <li>• To maximise the provision of new affordable housing, and</li> <li>• To support independent living</li> </ul> <p>If grant funding is approved in principle, CBC will enter into a formal grant agreement with YMCA, which will include provisions as to the use of the grant for affordable housing and the completion of a Deed of Covenant or other legal documentation in respect of the retention of units supported by</p>

the grant as affordable housing in perpetuity. YMCA are only intending to take a leasehold interest in each of the sites and in order to secure the latter such Deed of Covenant or other legal documentation should also involve the freehold owners of each of the sites.

**Recommendations**

**1 To approve the award of a grant of £496,000 to Cheltenham YMCA from the Housing Enabling capital budgetto enable 31 new affordable homes to be provided subject to the following conditions being satisfied:**

- **That relevant planning consents are obtained**
- **The YMCA’s application to the Homes & Communities Agency for grant funding is successful**
- **The total cost of delivering the scheme is financially viable overall**
- **Confirmation is obtained from the original payer of the commuted sums that they consider the grant proposals fall within the intended use of the commuted sums**
- **All documentation securing the use of the grant for affordable housing and the retention of units supported by the grant as affordable housing in perpetuity being entered into; and**
- **The receipt of invoices/evidence as to the actual costs incurred**

**2 That the entering into a grant agreement in respect of the grant and all documentation securing the use of the grant for affordable housing and the retention of units supported by the grant as affordable housing in perpetuity in is delegated to the Director of Environmental & Regulatory Services on terms approved by the Borough Solicitor**

<p><b>Financial implications</b></p>	<p>Funding is available to support this grant, from section 106 commuted sums held by the council, as detailed in paragraph 1.1 to this report.</p> <p><b>Contact officer: Sarah Didcote, sarah.didcote@cheltenham.gov.uk, 01242 264125</b></p>
<p><b>Legal implications</b></p>	<p>If monies received by the Authority pursuant to a section 106 agreement are not used for their intended purposes as provided for within the section 106 agreement the Authority will be exposed to the risk of a claim from the payer of those monies for the repayment of the monies (potentially with interest).</p> <p><b>Contact officer: Cheryl Lester, Cheryl.lester@teWKesbury.gov.uk, 01684 272013</b></p>

<p><b>HR implications (including learning and organisational development)</b></p>	<p>None as a direct result of this report</p> <p><b>Contact officer: Richard Hall, richard.hall@cheltenham.gov.uk, 01242 774972</b></p>
<p><b>Key risks</b></p>	<p><b>As set out in the risk register</b></p>
<p><b>Corporate and community plan Implications</b></p>	<p>This decision will support our corporate objective of people living in strong, safe and healthy communities</p>
<p><b>Environmental and climate change implications</b></p>	<p>The quality of the proposed housing will have an impact on climate change. All of the dwellings will achieve a minimum of Code for Sustainable Homes level 3 which is in line with current Building Regulation requirements.</p>
<p><b>Property/Asset Implications</b></p>	<p>None as a direct result of this report.</p> <p><b>Contact officer: David Roberts@cheltenham.gov.uk</b></p>

## **1. Background**

- 1.1** The Authority is in receipt of a commuted sum of approximately £433,000 received from Berkeley Homes in lieu of the on-site provision of 5 one bedroom affordable rent flats, and a further commuted sum of approximately £600,000 in lieu the on-site provision of 3 one bedroom and 4 two bedroom shared ownership flats. These commuted sums have been paid to the Authority pursuant to a section 106 agreement in respect of the 'Thirlestaine' site (see planning application: 12/00870/FUL) and were paid to the Authority in November 2014 and January 2015 respectively.
- 1.2** The contributions are to be used towards affordable housing. The section 106 agreement makes reference to affordable housing meaning as provided within Annex 2 of the National Planning Policy Framework (see Appendix 2). The YMCA scheme homes will be provided as Affordable Rent housing in line with the requirement of the Homes and Communities Agency for grant funding. Affordable Rent is a form of housing falling within Annex 2 of the National Planning Policy Framework. If the Authority fails to use the monies for their intended purposes they may be subject to a claim on the part of Berkeley Homes to repay the monies to them.
- 1.3** Save for the provisions within the section 106 agreement, discretion over how commuted sums are spent on schemes is left to the Council, requiring Cabinet and where appropriate full Council to approve. To help inform future decision-making, guidance over the use of commuted sums will therefore be considered as part of the review of the Council's Housing & Homelessness Strategy.

## **2. Cheltenham YMCA provision proposals**

- 2.1** Cheltenham YMCA is looking to provide 31 units of new affordable homes within Cheltenham. These homes (provided relevant planning consents are obtained) will be made up of 21 x Studio apartments on the 'St. Silas' site Hesters Way (see planning application 15/00449/COU) and a further 10 x Studio apartments on Ashlands Road, Hesters Way (see planning application 15/00517/FUL). Both developments will offer low levels of housing-related supported affordable rent accommodation for individuals who are ready to move on into more independent living from high-level supported housing.
- 2.2** These homes will therefore provide a stepping stone for individuals making the transition from high-level supported housing to fully independent living. Residents will continue to receive support from the YMCA for the duration of their stay within these homes, with a view to them moving on to independent accommodation as soon as they are ready.
- 2.3** The accommodation will be built to Secure by Design standards, and will have a range of facilities to assist in their management. This will include CCTV cameras, a coded locking system and overnight and weekend concierge monitoring arrangements.

## **3. Reasons for recommendations**

### **3.1 Strategic Considerations**

- 3.1.1** Cheltenham YMCA's proposals will support the Authority's Housing and Homelessness Strategy by:
  - Increasing the provision of new affordable housing, and
  - Supporting independent living for vulnerable people
- 3.1.2** Following reductions in Gloucestershire County Council's Supporting People funding from £20million to £13 million over 4 years to 2015, the provision of supported housing that previously catered for a range of housing-related support needs now focuses generally on providing supported housing for individuals with higher levels of support needs only.
- 3.1.3** Cheltenham YMCA's proposal is to offer lower levels of housing support for individuals moving on

from high-level supported housing, thereby enabling a smoother transition towards independent living. This provision will therefore strengthen the pathway to independent living and reduce the risk of poorer outcomes for individuals moving directly from high supported accommodation directly to independent living.

- 3.1.4** In addition, the provision of these homes will reduce 'bed blocking' by helping to release high level supported housing for those who most need it.

### **3.2 Value for money considerations**

- 3.2.1** A Grant to Cheltenham YMCA of £496,000 for 31 new homes will be equivalent to £16,000/home. Cheltenham YMCA is also seeking £1,054,000 from the HCA – equivalent to £34,000/home. The contribution that the Council is proposing to make therefore represents a relatively small proportion of the estimated total grant requested by Cheltenham YMCA of around £1.5 million from the HCA and Council combined. The grant will be put towards build costs and will not be used in respect of any land acquisition costs (nor any legal nor insurance costs relating to any land acquisition costs). A full breakdown of estimated costs is detailed in Appendix 3 (an exempt appendix). If actual costs are less than estimated costs so that the amount of Grant required from the Council is less than £496,000, then the amount awarded to the YMCA will be reduced accordingly as the Grant Agreement will provide that payments will only be made on an arrears basis on the provision of invoices or other evidence of the costs incurred.

- 3.2.2** The commuted sums have been received in lieu of the on-site provision on the 'Thirlestaine' site of 12 affordable rent/shared ownership flats. If approved, this grant will use part of these commuted sums (approximately £537,000 would remain outstanding) to assist in providing an additional 19 new affordable homes over and above the actual affordable homes 'lost' as a result of the commuted sum being paid to the Council.

## **4. Alternative options considered**

- 4.1** In April 2009 Cabinet agreed for Cheltenham Borough Homes to be the Council's development partner for the delivery of new affordable housing. The purpose of this decision was to facilitate the regeneration of St Pauls and to enable CBC to provide capital subsidy to Cheltenham Borough Homes, in CBH's capacity as a Registered Provider. This 2009 decision pre-dates the implementation of the HRA self-financing regulations which now gives CBC the freedoms, flexibilities and the financial opportunity to build new affordable of our own. As such this means that the next tranche of affordable homes delivered through the CBH/CBC partnership will be CBC owned.
- 4.2** In terms of the next pipeline of new affordable housing to be developed within the CBC/CBH partnership (subject to relevant approvals being given) funding options have already been identified for the schemes currently in progress and therefore the use of a commuted sum is not necessary in order for these Schemes to progress. By contrast, if funding is not made available to meet the funding gap for the Cheltenham YMCA developments, the opportunity to deliver these new affordable homes will not progress.
- 4.3** No other Registered Providers are currently looking to deliver new affordable housing in Cheltenham using grant funding. Cheltenham YMCA is the only provider that has made a bid to the HCA under their Affordable Housing Programme 2015-18 to support the delivery of new affordable housing in Cheltenham.

## **5. Consultation and feedback**

- 5.1** Consultation has been undertaken with Cheltenham Borough Homes and they have confirmed the position as stated in Section 4.2 above.

## **6. Performance management –monitoring and review**

- 6.1** Funding will be subject to the following conditions being satisfied:

- That relevant planning consents are obtained
- The YMCA’s application to the Homes & Communities Agency for grant funding is successful
- The total cost of delivering the scheme is financially viable overall
- Confirmation is obtained from the original payer of the commuted sums that they consider the grant proposals fall within the intended use of the commuted sums
- All documentation securing the use of the grant for affordable housing and the retention of units supported by the grant as affordable housing in perpetuity being entered into; and
- The receipt of invoices/evidence as to the actual costs incurred

**6.2** If the Grant funding is approved, the Authority will enter into a formal grant agreement with YMCA, which will include provisions as to the use of the grant for affordable housing and the completion of a Deed of Covenant or other legal documentation in respect of the retention of units supported by the grant as affordable housing in perpetuity. YMCA are only intending to take a leasehold interest in each of the sites and in order to secure the latter such Deed of Covenant or other legal documentation should also involve the owners of the freehold owners of each of the sites

<b>Report author</b>	<b>Contact officer: Martin Stacy, Lead Commissioner Housing Services,</b>  <b>Email: martn.stacy@cheltenham.gov.uk,</b>  <b>01242 775214</b>
<b>Appendices</b>	<ol style="list-style-type: none"> <li>1. Risk Assessment</li> <li>2. NPPF Annex 2 – Affordable Housing</li> <li>3. Estimated breakdown of costs</li> </ol>
<b>Background information</b>	

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If the Authority does not agree to the approval this Grant, then Cheltenham YMCA will not be able to proceed with the delivery of their new affordable housing schemes.	Martin Stacy	27.4.15	2	6	12	Reduce	Award funding	June 2015	Martin Stacy	
	If the Authority fails to utilise its commuted sums then these payments will have to be returned to the developer	Martin Stacy	27.4.15	3	1	3	Reduce	Award funding	June 2015	Martin Stacy	
	If the commuted sums are not used for their intended purpose then the sums will have to be returned to the developer	Martin Stacy		3	2	6	Reduce/Transfer to 3 <sup>rd</sup> party	Award funding subject to a provision of repayment should the sums not be used for their intended use	June 2015	Martin Stacy	
<p><b>Explanatory notes</b></p> <p><b>Impact</b> – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p><b>Likelihood</b> – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p><b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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## **Annex 2 of the National Planning Policy Framework – Glossary**

**Affordable Housing:** Social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision.

Social rented housing owned by local authorities and private registered providers (as defined in section 80 of the Housing and Regeneration Act 2008), for which guideline target rents are determined through the national rent regime. It may also be owned by other persons and provided under equivalent rental arrangements to the above, as agreed with the local authority or with the Homes and Communities Agency.

Affordable rented housing is let by local authorities or private registered providers of social housing to households who are eligible for social rented housing. Affordable Rent is subject to rent controls that require a rent of no more than 80% of the local market rent (including service charges, where applicable).

Intermediate housing is homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition above. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable rented housing.

Homes that do not meet the above definition of affordable housing, such as 'low cost market' housing, may not be considered as affordable housing for planning purposes.

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**Cheltenham Borough Council**

**Cabinet 14<sup>th</sup> July 2015**

**Older Peoples' housing support service provision under Cheltenham Borough Homes**

<b>Accountable member</b>	<b>Cllr Peter Jeffries, Housing</b>
<b>Accountable officer</b>	<b>Martin Stacy, Lead Commissioner – Housing Services</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key Decision</b>	<b>Yes</b>
<b>Executive summary</b>	<p>Gloucestershire County Council's Supporting People team (SP) commissioned Cheltenham Borough Council (CBC) to provide housing-related support services to older people living in sheltered housing. This service is delivered by Cheltenham Borough Homes (CBH) as the Council's managing agents through a formal management agreement.</p> <p>In July 2014, following the completion of a 12 month consultation and development process, Cabinet agreed to develop and deliver a Community Asset service model. Essentially this means that CBC (via CBH) will provide a more comprehensive, flexible housing-related support service to older people, both within sheltered housing schemes and in the community at large, whilst also providing a number of community hubs. These hubs will deliver services and activities that benefit both residents of the sheltered housing scheme, as well as those living within the surrounding neighbourhood.</p> <p>Over the last 12 months CBH has undertaken detailed analysis on a number of key areas to further develop the Community Asset Model. These are detailed below:</p> <ul style="list-style-type: none"> <li>• The delivery of community based support.</li> <li>• The identification of the second Community Hub.</li> <li>• The range of services and activities that can be delivered from the Community Hubs, with a view to improving the health &amp; wellbeing of older people and reducing social isolation.</li> </ul> <p>The results from this work are detailed within Section 2 of this report.</p> <p>The delivery of the Community Asset Model is still at the development stage. If any further decisions require Cabinet approval then these will be brought back to Cabinet at the relevant time.</p>

**Recommendations**

**To agree to the continued development and delivery of the Community Asset Model, and to authorise the Deputy Chief Executive to agree to an extension of the current arrangement until October 2016 or enter into either a new or varied contractual arrangement as appropriate with Gloucestershire County Council in consultation with the s151 Officer and on terms approved by the Borough Solicitor.**

**Financial implications**

The Council currently receives approximately £90,000 in funding from Supporting People. This funding will continue to be made available by SP, if the Council enters into another contract with SP for the following 12 months, from October 2015. Should the Council not enter into a new contract then the funding of older people's housing related support services will have to be subsidised by the HRA. As this service is still at a developmental stage, any income and costs implications associated with the delivery of SP's Community Asset Model will remain under review, and where appropriate brought back to Cabinet for approval.

An option appraisal will also be required to determine a fit for purpose community alarm solution in CBC's sheltered housing schemes that also meets fire alarm and door entry connection requirements. The capital costs of a replacement hard wired alarm system (if required) will be included within HRA budget planning proposals for 2016/2017.

For more information please see section 2.3 of this report.

**Contact officer: Sarah Didcote**

**sarah.didcote@cheltenham.gov.uk, 01242 264125**

<p><b>Legal implications</b></p>	<p>CBC has delegated the delivery of housing related support services to older persons to CBH under the current Management Agreement. In October 2013, CBC entered into a contract with Gloucestershire County Council relating to the supply of Older People Housing Related Support Services. A supplemental agreement was entered into with effect from October 2014 to include delivery of the Community Asset Model. The supplemental agreement contains a provision allowing it to be extended for a year until 4 October 2016. However, the County Council will need to decide whether to extend that agreement or if it requires a variation or a further supplemental agreement to be entered into.</p> <p>Although the contract is between CBC and the County Council, it is noted in the agreement that CBH is delivering the services on behalf of CBC. This means that CBC is principally liable for any breach of the contract but risks associated with this arrangement may be mitigated by the monitoring arrangements set up with CBH.</p> <p><b>Contact officer: Donna Ruck, Donna.Ruck@tewkesbury.gov.uk, 01684 272017</b></p>
<p><b>HR implications (including learning and organisational development)</b></p>	<p>None as a direct result of this report to CBC</p> <p><b>Contact officer: Richard Hall, Richard.hall@cheltenham.gov.uk, 01594 812634</b></p>
<p><b>Key risks</b></p>	<p><b>As set out in the risk register</b></p>
<p><b>Corporate and community plan Implications</b></p>	<p>This decision will support our corporate outcome: people live in stronger, safer and healthy communities</p>
<p><b>Environmental and climate change implications</b></p>	<p>None as a direct result of this report</p>
<p><b>Property/Asset Implications</b></p>	<p>Minor works to improve the communal facilities in the community hubs are planned as part of the capital programme for 2015/16. There may be a requirement to replace the hard wired alarm system in sheltered housing in 2016/17.</p> <p><b>Contact officer: David Roberts@cheltenham.gov.uk</b></p>

## **1. Background**

- 1.1 Gloucestershire County Council's Supporting People team (SP) commissioned Cheltenham Borough Council (CBC) to provide housing-related support services to older people living in sheltered housing. This service is delivered by Cheltenham Borough Homes (CBH) as the Council's managing agents through a formal management agreement.
- 1.2 In July 2014, following the completion of a 12 month consultation and development process Cabinet agreed to develop and deliver a Community Asset service model. Essentially this means that CBC (via CBH) will provide a more comprehensive, flexible housing-related support service to older people, both within sheltered housing schemes and in the community at large, whilst also providing two community hubs. These hubs will deliver services and activities that benefit both residents of the sheltered housing scheme, as well as those living within the surrounding neighbourhood.

## **2. Progress towards the delivery of the Community Asset Model**

### **2.1 Community hubs and the remodelling of sheltered housing facilities**

- 2.1.1 The community hub at Wallace House, Hatherley has continued to deliver activities and services to residents from both Wallace House and the surrounding community. A Community Activity Coordinator has been appointed and community hub sessions are being designed and coordinated to support older people. Opportunities to take part in positive activities which are easily accessible, enjoyable and rewarding have increased. Over 252 sessions have been facilitated with 1696 attendees over the last 12 months
- 2.1.2 Extensive work has also been undertaken to build strong relationships with partner organisations to develop a joined-up approach to service delivery at the hub. This ensures that services are cost effective, efficient and sustainable. There are currently 59 active partnerships delivering activities and services at the hub. These include a diverse range of physical activities, arts and crafts, lunch clubs and other social activities, living well with dementia services, chiropody services, hearing aid clinics, stroke club and emotional wellbeing courses. Residents make a contribution to these activities and they are delivered on a cost neutral basis.
- 2.1.3 In early 2015, the layout of Wallace House was redesigned to maximise the space and potential of the communal facilities. This investment has increased both the capacity so that older people are able to attend and improved the range of activities available.
- 2.1.4 It is proposed that the second community hub will be located at Lynworth Court, Whaddon where it will provide a range of services to older people in the Whaddon, Oakley and Prestbury communities of Cheltenham. The selection of this location is based on a review of the number of sheltered housing schemes (there are 5 schemes located in this area), the population of older people in these communities, transport links, access to health and wellbeing services and the quality and accessibility of the existing sheltered housing communal facilities, and is subject to consultation with local residents.

### **2.2 The development of a flexible service offer for older people**

- 2.2.1 CBH has recently commissioned independent market research to increase understanding of the need for older people's services. A sample population of 900 were surveyed ( the sample included sheltered housing residents, older people living in general needs council housing and private sector residents). The research indicated that residents were interested in regular wellbeing checks and that a number of those surveyed reported that they are experiencing some form of anxiety, depression or other mental health challenges, or to be suffering from arthritis. A case study (Appendix 3) illustrates how accessing services at the hub can support older people in addressing these health challenges.
- 2.2.2 CBH will therefore develop a flexible service offer in which residents will be offered a limited

number of visits to support them in accessing services and activities at a community hub. Alternatively, residents will be helped to access more intensive support and/or care at home (provided by an external agency) where this is more appropriate. This service offer will also be enhanced by CBH raising awareness of other related services, such as the availability of CBC's Lifeline Alarm Service, where appropriate.

- 2.2.3 This approach will enable CBC (via CBH) to comply with the SP Community Asset Model and deliver flexible, needs based contact or support to older people on a short term basis and facilitate ongoing access to a community hub.

### **2.3 Financial considerations and the resources required to deliver a revised service.**

- 2.3.1 In 2014 Supporting People reduced their funding to the Council by £40k/year as they were no longer able to support the future funding of the Alarm Services, principally within our sheltered housing. This change in funding was anticipated and provision was made available from within the HRA to make up the difference.
- 2.3.2 If CBC enters into another contract with SP, this will secure £90k for a further 12 months from October 2015, but there is no certainty at present whether there will be more funding after October 2016. Work is currently being undertaken to develop a detailed understanding of the service cost base and evaluate the financial viability of delivering the community asset model. CBH are also currently exploring other funding options and an update on the current position is detailed below:
- 2.3.3 CBH have made contact with a number of peer ALMOs and other housing providers delivering housing related support and have established that none of the organisations contacted have been able to access alternative funding streams for the delivery of housing-related support. However, discussions with health and adult social care providers to develop a shared understanding of service delivery priorities are continuing and may result in the opportunity for the funding of additional services at the hubs at a later date. CBH will therefore continue to explore further whether there is the possibility of funding through this avenue.
- 2.3.4 A review is also underway by CBH on the replacement of our hard wired alarm system within our sheltered housing schemes to ensure it remains fit for purpose. Specialist technical advice is currently being sought which will clarify which solution will provide the most customer focussed, economic, effective and efficient outcome. Should a new hard wired alarm system be the most appropriate solution, then this will be included in the HRA capital budget planning proposals for 2016/17. Furthermore, should there be any other key decisions that arise as a result of the review of the Alarm Service then these will be brought to Cabinet for approval at the relevant time.

### **3. Reasons for recommendations**

The ongoing development of the Community Asset Model is strategically aligned to the Council's strength-based approach to community development. It supports community resilience and promotes independent living. The development of this model also reflects what is important to our tenants and the community at large (following consultation by CBH). Most importantly, our tenants within our sheltered housing services will continue to receive the same high quality services as they do currently. This new model of service will simply seek to build on this excellence.

### **4. Consultation and feedback**

Detailed consultation has been undertaken on an ongoing basis with Cheltenham Senior Community Voice, a group of older people from a range of tenures, and with CBH Board. There is broad support for this service, although detailed consultation needs to take place with residents, after the proposal have been considered by Cabinet.

### **5. Performance Management**

Progress in the development of this service will continue to be monitored through regular stakeholder meetings between CBC and CBH officers. These meetings will also be the

mechanism by which the council will monitor the delivery of the service under the SP contract, with any exception being addressed via CBC- CBH's liaison group.

Appendix 1 – Risk Assessment

Appendix 2 – Community Impact Assessment

Appendix 3 – Case Study

<p><b>Report author</b></p>	<p><b>Contact officer: Martin Stacy, Lead Commissioner – Housing Services</b></p> <p><b>martin.stacy@cheltenham.gov.uk,</b></p> <p><b>01242 775214</b></p> <p><b>Caroline Walker, Community Services Manager</b></p> <p><b><a href="mailto:Caroline.walker@cheltborohomes.org">Caroline.walker@cheltborohomes.org</a></b></p> <p><b>01242 582350</b></p>
<p><b>Appendices</b></p>	<ol style="list-style-type: none"> <li>1. Risk Assessment</li> <li>2. Community Impact Assessment Form</li> <li>3. Case Study</li> </ol>
<p><b>Background information</b></p>	<p>Cabinet report 15<sup>th</sup> July 2014</p>

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If we fail to agree to a new contractual arrangement with SP, then the council will not receive funding for the delivery of housing-related support services for older people in sheltered housing (although this could be financed from the HRA).	Pat Pratley	12.6.15	1	6	6	reduce	Agree to the new contract	14.7.15	Martin Stacy	
<p><b>Explanatory notes</b></p> <p><b>Impact</b> – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p><b>Likelihood</b> – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p><b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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**Community impact assessments – for services, policies and projects**

**What is a community impact assessment?**

A community impact assessment is an important part of our commitment to delivering better services for our communities. The form will help us find out what impact or consequences our functions, policies, procedures and projects have on our communities, as well as employees and potential employees.

By undertaking an impact assessment, we are able to:

- Take into account the needs, experiences and circumstances of those groups of people who use (or don't / can't use) our services.
- Identify any inequalities people may experience.
- Think about the other ways in which we can deliver our services which will not lead to inequalities.
- Develop better policy-making, procedures and services.

**Background**

<b>Name of service / policy / project and date</b>	<b>Older Peoples Housing Related Support and Sheltered Housing Services</b>
<b>Lead officer</b>	<b>Martin Stacy, Lead Commissioner – Housing Services</b>
<b>Other people involved in completing this form</b>	<b>Caroline Walker, Community Services Manager Martin Stacy, Lead Commissioner – Housing Services</b>

## Step 1 - About the service / policy / project

<p><b>What is the aim of the service / policy / project and what outcomes is it contributing to</b></p>	<p>This service replaces the traditional sheltered housing service and will bring about a more flexible delivery of housing related support services to older people in Cheltenham, both within our sheltered housing and in the community at large. There will be a strengths-based focus, with an emphasis on providing short term interventions which will enable older people to regain their independence.</p> <p>This service will support our corporate outcome: people live in stronger, safer and healthy communities.</p>
<p><b>Who are the primary customers of the service / policy / project and how do they / will they benefit</b></p>	<p>Older People (across tenure) in Cheltenham will benefit from a needs based flexible service offer delivered through a network of community hubs. A broad programme of services and activities are being developed which will focus on health and well being , reducing social isolation and opportunities to learn new skills and interests</p>
<p><b>How and where is the service / policy / project implemented</b></p>	<p>Within the community (in people's homes) and through two community hubs which will deliver services and activities for residents within these schemes and for those living in the neighbouring communities. One of these hubs is in Hatherley (Wallace House), and it is proposed that the other will be in Oakley (Lynworth Court), subject to consultation.</p>
<p><b>What potential barriers might already exist to achieving these outcomes</b></p>	<p>The project will need to ensure that older people develop an understanding of the concept of community hubs and the potential benefits to be derived from accessing the services and activities which are delivered from them. It is anticipated that some older people will need to overcome issues of mental health, confidence, anxiety and loneliness in order to be able to access the hubs. Appropriate services are being developed to provide the necessary levels of support which may be required.</p>

## Step 2 – What do you know already about your existing / potential customers

<p><b>What existing information and data do you have about your existing / potential customers e.g. Statistics, customer feedback, performance information</b></p>	<p>Profiling data is held for more than 95% of tenants including older people. In addition there is additional data recorded within a support plan for those older people who reside in sheltered housing. Further improvements in data capture will be necessary in order to include the profile and needs of older people in general needs housing, as well as those living in the wider community.</p>
<p><b>What does it tell you about who uses your service / policy and those that don't?</b></p>	<p>It is understood that there is a broad range of need both for older people in sheltered housing and in general needs housing. In developing a flexible service offer, research has been undertaken to increase understanding of the market for older people's services in Cheltenham.</p>
<p><b>What have you learnt about real barriers to your service from any consultation with customers and any stakeholder groups?</b></p>	<p>An independent consultation exercise was undertaken in Feb / March 2014 and it was clear that awareness needs to be increased of the opportunities available to older people in a community hub. As the service offer evolves and further needs assessments are undertaken, there will need to be ongoing consultation.</p>
<p><b>If not, who do you have plans to</b></p>	<p>See above</p>



**CHELtenham**  
BOROUGH COUNCIL

**consult with about the service /  
policy / project?**

### Step 3 - Assessing community impact

How does your service / policy / project impact on different groups in the community?

Group	What are you already doing to benefit this group	What are you doing that might disadvantage this group	What could you do differently to benefit this group	No impact on this group
<b>People from black and minority ethnic groups</b>	Appropriately tailored housing-related support for older people	None	n/a – support is tailored to the needs of the individual so any assessment will take account of issues pertinent to black & minority ethnic groups	
<b>Gender</b>	As above	None	n/a – as above	
<b>Gender Reassignment</b>	As above	None	n/a – as above	
<b>Older people / children and young people</b>	As above	None	n/a - as above	No impact on young people
<b>People with disabilities and mental health challenges</b>	As above	None	n/a – as above	
<b>Religion or belief</b>	As above	None	n/a – as above	
<b>Lesbian, Gay and Bi-sexual people</b>	As above	None	n/a – as above	
<b>Marriage and Civil Partnership</b>	As above	None	n/a – as above	
<b>Pregnancy &amp; Maternity</b>				No impact
<b>Other groups or communities</b>	As above	None	n/a – as above	

### Step 4 - what are the differences

<b>Are any groups affected in different ways to others as a result of the service / policy / project?</b>	No – this will be a tailored package of housing related support that is designed around the needs of the individual.
<b>Does your service / policy / project either directly or indirectly discriminate?</b>	No.
<b>If yes, what can be done to improve this?</b>	N/A
<b>Are there any other ways in which the service / project can help support priority communities in Cheltenham?</b>	

### Step 5 – taking things forward

<b>What are the key actions to be carried out and how will they be resourced and monitored?</b>	<p>There are 4 work streams which will be overseen by the Housing Support Transformation Project Group. This group was set up by CBH, and is made up of officers both at CBC and CBH, as well as including tenant representation, and representation from the County Council who commission the service.</p> <p>The work streams are as follows:</p> <ol style="list-style-type: none"> <li>1. The delivery of two sheltered housing based community ‘hubs’ from which services and activities can be delivered to support the residents and the wider community.</li> <li>2. The remodelling of sheltered housing community facilities to ensure the hubs are fit for purpose.</li> <li>3. The development of a flexible service offer for older people. This will include the development of replacement solution to our hard wired alarm system in our sheltered housing.</li> <li>4. An ongoing consideration of alternative funding streams.</li> </ol>
<b>Who will play a role in the decision-making process?</b>	Key CBC stakeholders, CBH Board, Cheltenham Senior Community Voice and members of CBH’s Housing Support Transformation Project Group.
<b>What are your / the project’s learning and development needs?</b>	



**How will you capture these actions  
in your service / project planning?**

--

### **Case Study**

A 73 year old council resident living in general needs accommodation, with no living relatives was experiencing multiple physical and mental health problems through poor lifestyle choices. These included diabetes, high blood pressure and arthritis.

In January 2014 she was depressed and anxious, lonely and isolated to the point of being virtually housebound, reliant on mobility aids, carers and neighbours to assist with even simple, everyday household and personal tasks. She was fearful of accessing and receiving any medical treatments, and had resigned herself to a reclusive lifestyle. She was in a vicious circle where her weight, low mood and joint pain made her unable to join in with the very activities that would help those issues.

With the support and encouragement of the CBH Housing Support Officer, this resident has attended the Wallace House community hub. By January 2015, she has now lost over a stone in weight, has managed to use the stairs and climb the steps onto a minibus for the first time in 7 years which has enabled her to reintegrate back into her community.

A regular attendee at the hub, she has attended Diabetes Awareness sessions and Healthy Eating talks, completed the Expert Patient's Programme and Let's Talk Emotional Wellbeing for Older Adults psycho-educational courses (offered in partnership with NHS together) , signed up with a Community Health Trainer to look at healthy eating and physical activity, and attends weekly seated physical activity sessions such as tai chi, yoga and relaxation, Move It Or Lose It and Pilates.

Her joint pain, anxiety, blood pressure and blood sugar have dramatically reduced and her confidence, mobility and mood have significantly increased. She is now regularly attending a variety of activities at the hub, where she feels she is cared about and makes a valuable contribution (even acting as a mentor for another participant with very similar health problems), and she is independently enjoying more community-based and social activities now she is physically able to get out of the house. With consistent health promotion messages, she has accepted that she is still on her journey to improved health, but that it is her responsibility to take control of her own wellbeing.

**Caroline Walker, Community Services Manager**

**Cheltenham Borough Homes**

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## Cheltenham Borough Council

### Cabinet

## Outdoor Recreational Facilities in Pittville Park and Montpellier Gardens

<b>Accountable member</b>	<b>Cabinet Member for Finance</b>
<b>Accountable officer</b>	<b>David Roberts (Head of Asset &amp; Property Management)</b>
<b>Ward(s) affected</b>	<b>Pittville and Lansdown</b>
<b>Key/Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>The recreational facilities in the parks referred to in this report have been let to the Cheltenham Coffee Co. Limited (CCC) since 1<sup>st</sup> March 2011 when it was awarded the contract to operate the facilities and granted leases of the premises, following a formal tender process. Previous to this the Council were operating the cafes. The original contract and leases were extended until 4<sup>th</sup> August 2015 to enable the council to consider the future of these facilities in view of the lease of the café in leisure@ expiring on the same date.</p> <p>It has been decided not to link the facilities in the park with the café at leisure@ and this report is seeking a request to grant new leases of the facilities until 8 February 2016 during which time the opportunity to run these facilities will be re-tendered. As the leases and contract expire at the height of Summer, the busiest time of year for the park cafes, it is hoped to achieve greater interest from prospective contractors at a more convenient time of year. Also, there will not be a break in service provision during the parks' busiest time period there be a change of operator.</p> <p>The land is identified as Open Space and has been advertised in accordance with S123(2A) Local Government Act 1972 (and it is confirmed that no objections to the disposal were received) to be completed when the objection period closes.</p>
<b>Recommendations</b>	<p><b>That Cabinet agrees:</b></p> <ol style="list-style-type: none"> <li><b>1. To the Authority leasing the land and buildings edged in red on the plans that accompany this report to the Cheltenham Coffee Co. Limited from 5<sup>th</sup> August 2015 until 8<sup>th</sup> February 2016 and delegates authority to the Head of Asset and Property Management, in consultation with the Borough solicitor, to agree the terms of the lease.</b></li> <li><b>2. To the Authority leasing the land and buildings edged red on the plans that accompany this report to a new contractor, chosen following a tendering procedure, on the terms as referenced in Appendix 3 and delegates authority to the Head of</b></li> </ol>

**Asset and Property Management in consultation with the  
Borough solicitor to agree the terms of the leases.**

<p><b>Financial implications</b></p>	<p>The council receives an income from the current arrangement and the existing lease requires the tenant to cover all maintenance and repairs. This will continue whilst the tendering process is undertaken mitigating the financial risk to the council.</p> <p>The terms identified in Appendix 3 offer an increase in rental income to the council.</p> <p><b>Contact officer: Nina Philippidis, Business Partner Accountant nina.philippidis@cheltenham.gov.uk, 01242 264121</b></p>
<p><b>Legal implications</b></p>	<p>Section 123(2A) of the Local Government Act 1972 requires that before local authorities dispose of public open space to advertise its intention to do so by placing notice in the local paper for two consecutive weeks and consider any objections to the proposed disposals. The Notices were placed as set out in paragraph 1.4 and no objections were received.</p> <p>The Constitution requires that the decision to dispose of public open space (including leasehold disposals) is made by Cabinet.</p> <p>The current contract with the operator is to be renewed until 8<sup>th</sup> February 2016 and a new contract will be entered into for the supplier chosen following a tender process and the new contract will be entered into from 9<sup>th</sup> February 2016, Due to the value of the proposed contract the decision to renew the current contract rests with Mike Redman as the Director of Environmental and Regulatory Services. For the reasons set out in the report a waiver to the Council's contract procedure rules by the Director will be appropriate.</p> <p>Depending on the value of the contract being tendered, the decision to award the contract will rest with either Mike Redman or the Lead Member.</p> <p><b>Contact officer: Donna Ruck , donna.ruck @tewkesbury.gov.uk 01684-272017</b></p>
<p><b>HR implications (including learning and organisational development)</b></p>	<p>None</p> <p><b>Contact officer: Julie McCarthy Julie.mccarthy@cheltenham.gov.uk, 01242</b></p>
<p><b>Key risks</b></p>	<p><b>None, as there have not been any objections to the advertisement.</b></p>
<p><b>Corporate and community plan Implications</b></p>	<p>The current operator employs several part-time employees who risk unemployment if a new lease is not permitted. Responsibility for the buildings would pass fully to the Council should the operator cease trading.</p>
<p><b>Environmental and climate change implications</b></p>	<p>The Victorian properties are integral to the heritage of the parks. Should the current operator vacate, the empty properties could become prone to vandalism.</p>
<p><b>Property/Asset Implications</b></p>	<p><b>Contact officer: David Roberts@cheltenham.gov.uk</b></p>

## **1. Background**

- 1.1 In July 2010 the Council decided that the cafes and tennis courts in both Pittville Park and Montpellier Gardens and the boathouse in Pittville Park should be managed by an external operator and that the facilities should be disposed of by way of lease until 28<sup>th</sup> February 2014.
- 1.2 Following a tender process the Cheltenham Coffee Co. Limited was selected to run these facilities. Since taking over the contract CCC has successfully traded, increased the opening hours and developed the business into a destination of choice for many visitors to the parks. The leases and the contract were renewed following Cabinet approval on 11<sup>th</sup> February 2014 to continue until 4<sup>th</sup> August 2015, which is the date that the lease of the café at Leisure@ expires, so that the Council could consider options for the provision of these facilities. It has since been decided not to link the café at Leisure@ with the facilities in the parks.
- 1.3 The Council will need to carry out a procurement process to select an operator to manage these facilities following the expiry of CCC's contract.
- 1.4 As the current leases and the contract expire at the height of summer which is the busiest time of year for parks cafes, the Council wishes to continue with the current arrangement until 8<sup>th</sup> February 2016. It is hoped that there will be greater interest in the tendering process for a new operator in February, a quieter time of year. Also, if a new operator is chosen, there will no doubt be a period of time where the cafes need to close for a new operator to set up; the preference is not to disrupt service provision during the busiest time of the year.
- 1.5 The land upon which the buildings are sited is Open Space and the appropriate notice detailing the proposed leasehold disposals pursuant to S123(2A) of the Local Government Act 1972 was placed in the Gloucestershire Echo on 27<sup>th</sup> May 2015 and 3<sup>rd</sup> June 2015. The notices referred to the new leases to CCC from 5<sup>th</sup> August 2015 until 8<sup>th</sup> February 2016 as well as the leases proposed to be granted to operator selected to manage the facilities following the procurement process to be undertaken. The notices asked that if there were any objections to the proposed disposals to send them in writing to the Borough Solicitor by 9am on 18<sup>th</sup> June 2015 (no objections were received).
- 1.6 With regard to the leases to be granted alongside a new service contract from August 2016, leases for 7 years are proposed with a break clause at the end of year 5 which can be exercised by the Council subject to the performance of the tenant. This ties in with the proposed length of the new contract of 5 years plus a 2 year extension. The remainder of the proposed terms are set out in Appendix 3.
- 1.7 It is therefore recommended that a new lease is granted to the Cheltenham Coffee Co Limited for a term to expire on 8<sup>th</sup> February 2016.

## **2. Reasons for recommendations**

- 2.1 To allow the current operator to operate the recreational facilities until a less busy time in the year while the Council considers the tender options for the future provision of these facilities.

### **Alternative options considered**

- 2.2 Cabinet could decide not to agree to the leasehold disposals contained but this would result not only in the closure of the café operations on 4<sup>th</sup> August 2015 but would also require the Council to take back the maintenance, repairing and on-cost liability of the buildings which currently rest with the tenant.
- 2.3 Not renew the contract and leases with CCC and go out to tender, but this would risk the council not receiving interest in the opportunity due to this being the busiest time of year for these operators. Also service provision will be disrupted for users of these facilities if the operator changes during August. The council would also potentially lose revenue it receives from the

operators due to closure during this summer.

**3. Consultation and feedback**

3.1 Not Applicable.

**4. Performance management –monitoring and review**

4.1 The performance of the Contract will be managed by Adam Reynolds, Green Space Development Manager and the Asset & Property Management Department will ensure the Tenant complies with the terms and regulations of the Lease.

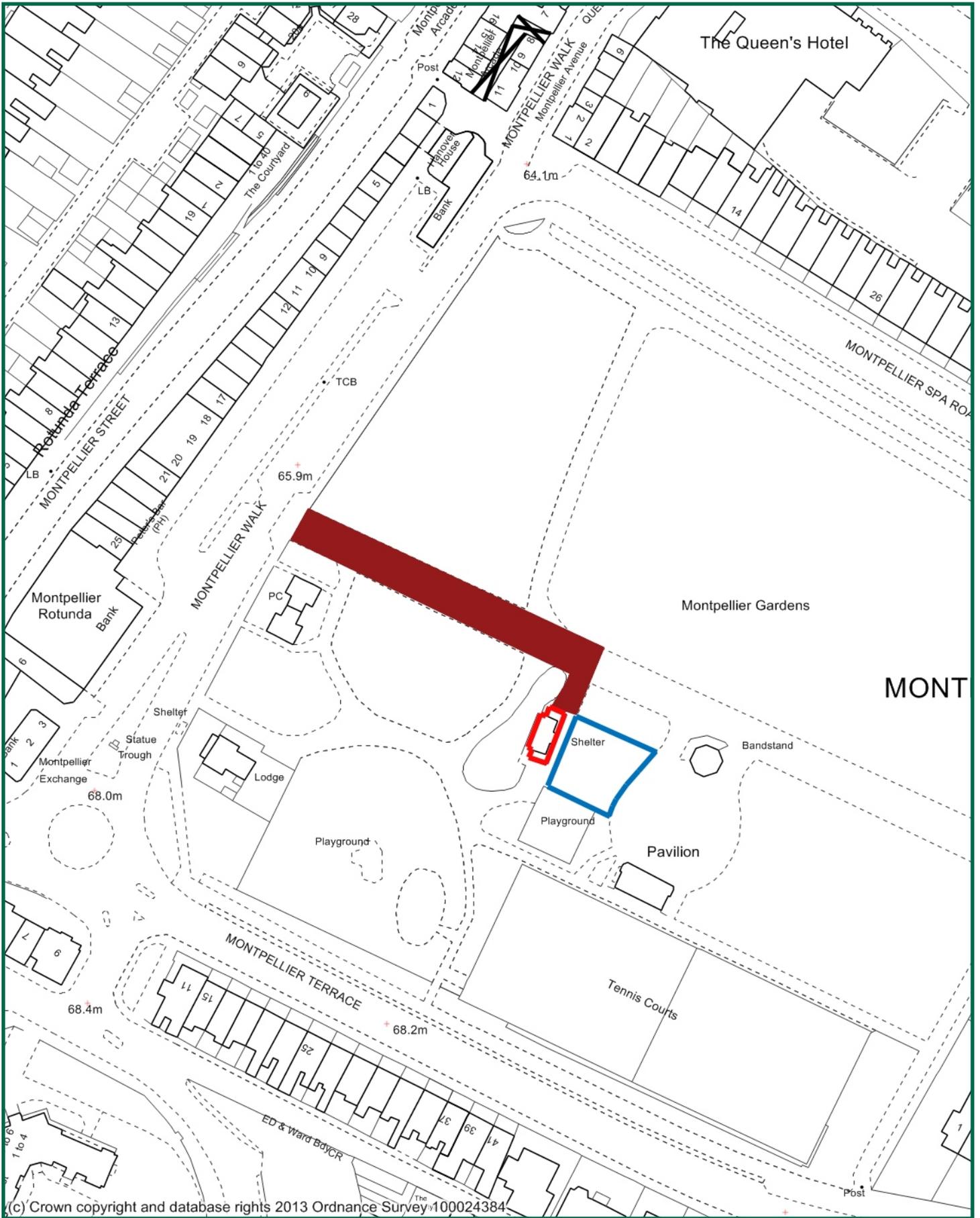
<b>Report author</b>	<b>Contact officer:     simon.hodges @cheltenham.gov.uk, 01242-775148</b>
<b>Appendices</b>	<ol style="list-style-type: none"><li>1. Risk Assessment</li><li>2. Location Plans</li><li>3. Approved Heads of Terms</li></ol>
<b>Background information</b>	<ol style="list-style-type: none"><li>1. Cabinet report 11<sup>th</sup> February 2014</li></ol>

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If cafes and recreational facilities close, then this will result in a loss to community facilities and exposes the council to empty premises and loss of revenue. This could also reflect badly on the Council.	Simon Hodges	21/05/15	2	2	4	Accept	Agree to proposals	21/05/15	Simon Hodges	
<p><b>Explanatory notes</b></p> <p><b>Impact</b> – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p><b>Likelihood</b> – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p><b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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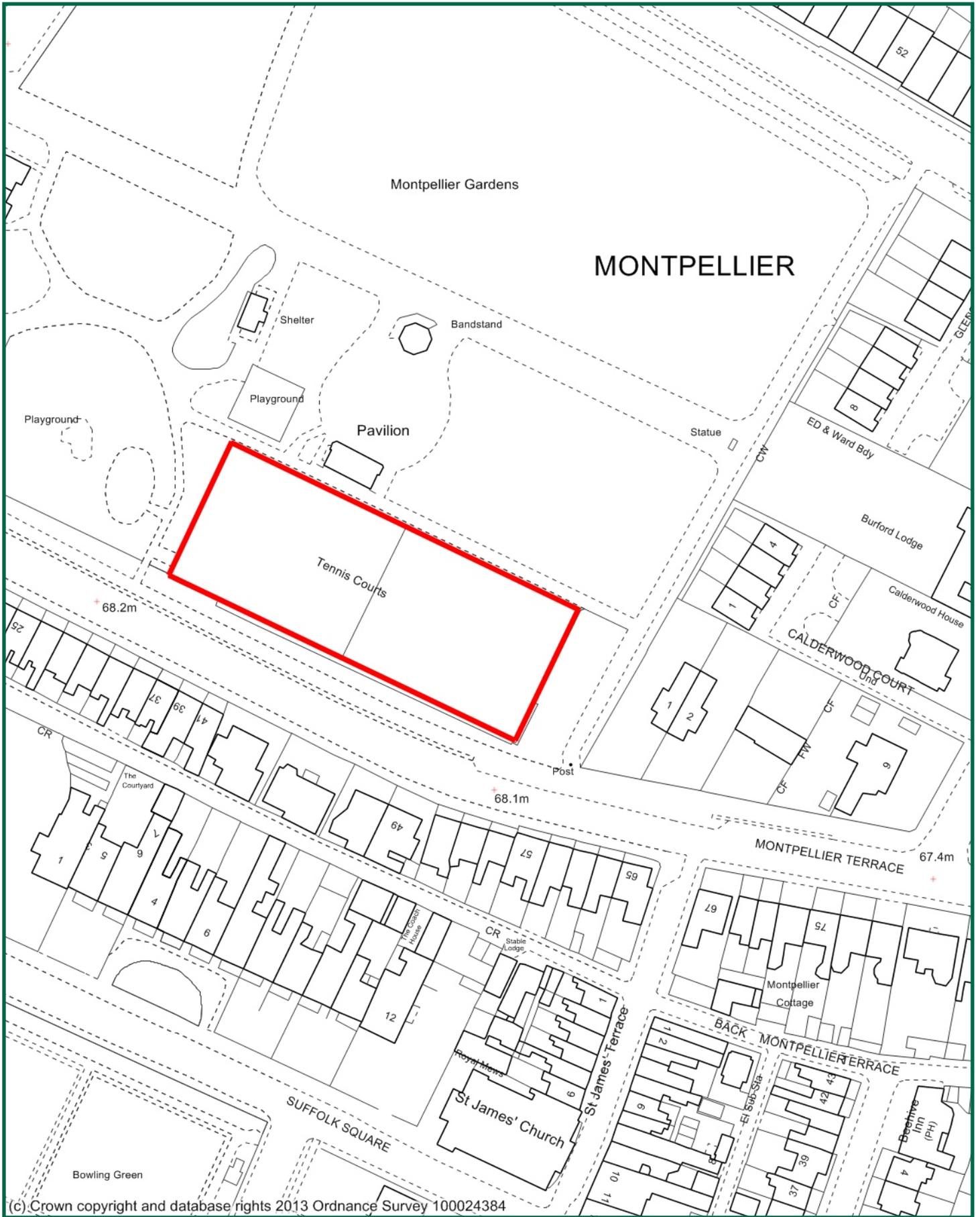
Montpellier Gardens Cafe

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22 May 2015

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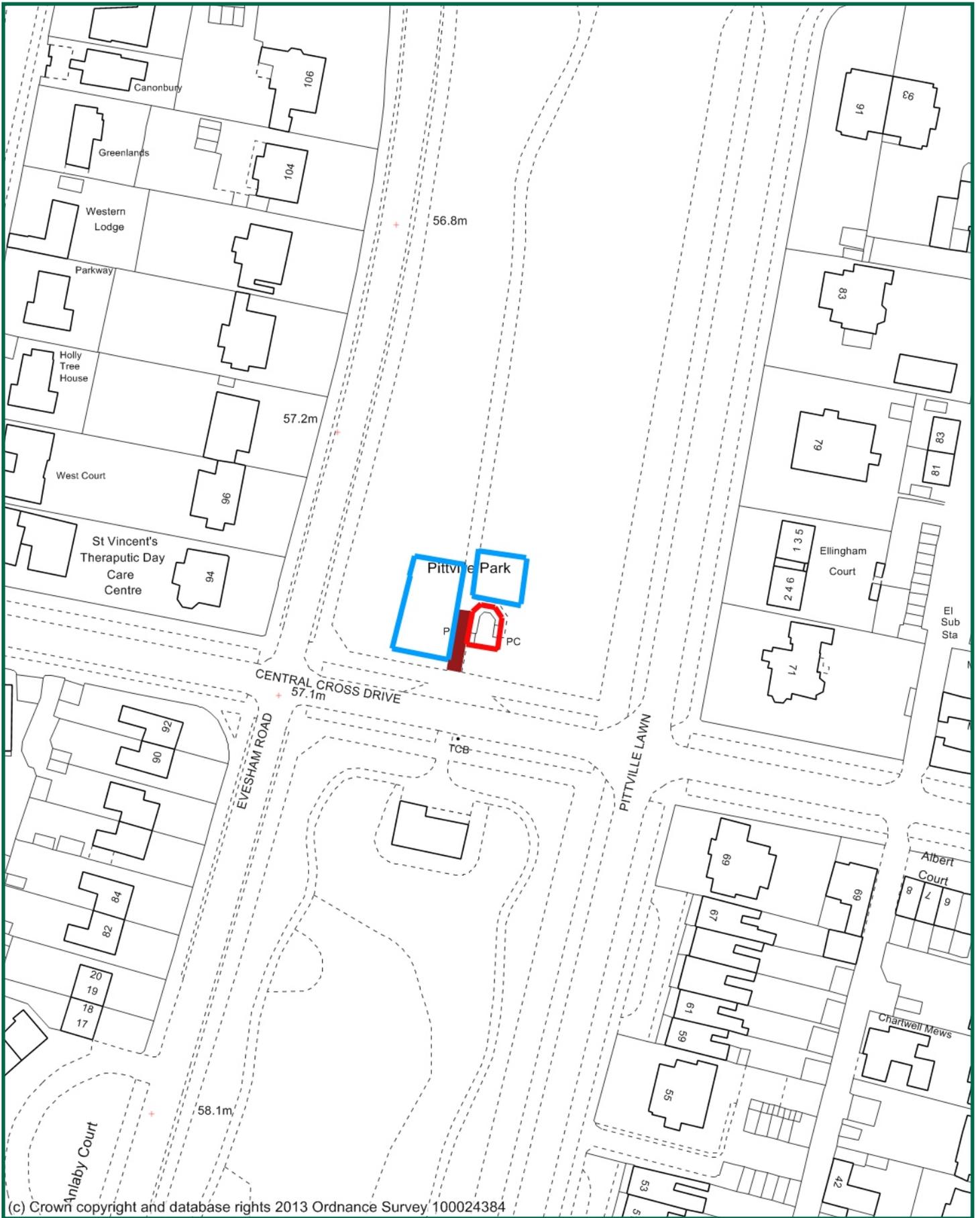
**Montpellier Gardens Tennis Courts.**

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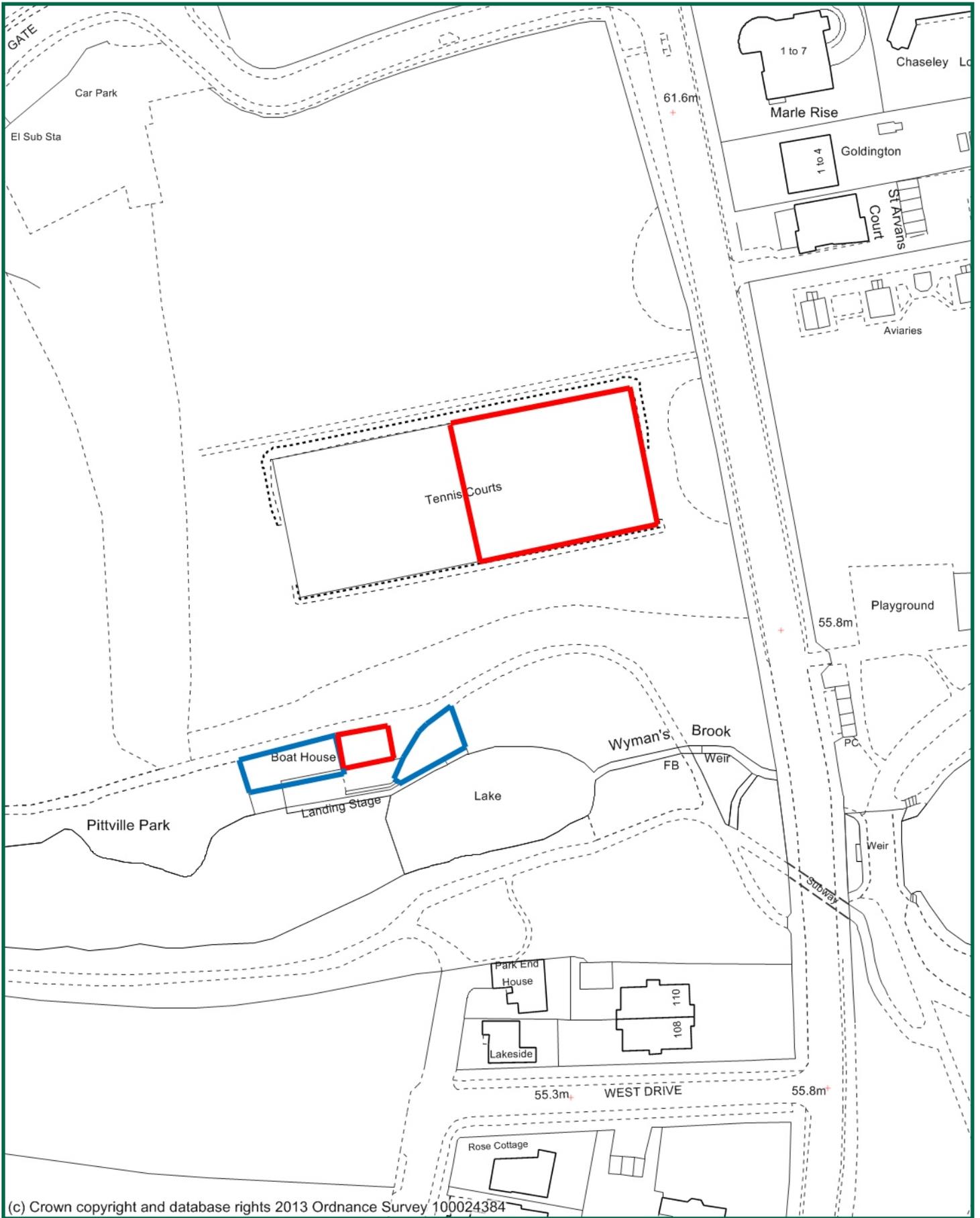


22 May 2015

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**Pittville Park Boathouse, Cafe & Tennis Courts.**

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22 May 2015



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**Cheltenham Borough Council**  
**Cabinet – 14<sup>th</sup> July 2015**  
**Food Safety Service Plan 2015 - 2016**

<b>Accountable member</b>	<b>Councillor Andrew McKinlay, Cabinet Member for Development &amp; Safety</b>
<b>Accountable officer</b>	<b>Sarah Clark – Public &amp; Environmental Health Team Leader</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key/Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>The Food Standards Act 1999 requires the Council to produce a Food Safety Service Plan</p> <p>The Food Safety Service Plan is the Council’s expression of commitment to the delivery of an improving cost effective and efficient regulatory food service.</p> <p>This Food Safety Service Plan is an annual operational plan giving details of how Cheltenham is going to execute its statutory food safety functions within the Public Protection service under Mike Redman as Director of Environmental &amp; Regulatory Services.</p>
<b>Recommendations</b>	<b>It is recommended that Cabinet approve the appended service plan for 2015-16.</b>

<b>Financial implications</b>	<p>No direct financial implications arising from the report.</p> <p><b>Contact officer: Nina Philippidis, nina.philippidis@cheltenham.gov.uk 01242 264121</b></p>
<b>Legal implications</b>	<p>It is a statutory requirement to produce this plan on an annual basis.</p> <p><b>Contact officer: Fiona Samuda, fiona.samuda@teWKesbury.gov.uk, 01684 272062</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>There is a clear legislative duty of care to ensure that workloads are manageable and reasonable. While for short term absences teams may be able to cover the additional workload using overtime and/ or banking flexi hours this is not sustainable as a longer term solution. Either the overall outputs of the team need to be set to reflect the reduced capacity, or additional resources found to cover so that the original targets can be met.</p> <p><b>Contact officer: Richard Hall , HR Business Partner Richard.hall@cheltenham.gov.uk, 01242 774972</b></p>

<p><b>Key risks</b></p>	<ul style="list-style-type: none"> <li>• Please refer to appended risk assessment for full risk assessment – key risks highlighted here</li> <li>• Reduced capacity due to illness – detrimental impact on overall performance (but namely % of inspections carried out within 28 days of becoming due). Mitigation – focus resource at high and medium risk premises and non-compliant businesses</li> <li>• Reactive services will given their inherent nature always contain the potential for an element of risk. An unplanned event (e.g. a food poisoning outbreak) will require the diversion of resources away from scheduled plans. However, this is and will remain the essence of the service we deliver and will be tolerated and monitored throughout the plan with priority given to the appropriate control of high risk issues.</li> </ul>
<p><b>Corporate and community plan Implications</b></p>	<p>The Corporate Strategy contains three high level outcomes for 2015-16:</p> <ul style="list-style-type: none"> <li>• Cheltenham’s environmental quality and heritage is protected, maintained and enhanced</li> <li>• Sustain and grow Cheltenham’s economic and cultural vitality</li> <li>• People live in strong, safe and healthy communities</li> </ul> <p>The Food Service Plan supports these outcomes by working to achieve: improved food safety and hygienic premises; high rating food businesses in the national food hygiene rating scheme (resulting in increased consumer confidence in local businesses); and the control of foodborne diseases – all of which help promote the local economy as well as protecting the health of the people who live, visit or work in Cheltenham. Advice is also given that directly improves or protects the environmental quality of the town – examples range from pests and other vectors; to the disposal of FOGs (fat or grease in drains).</p>
<p><b>Environmental and climate change implications</b></p>	<p>None</p>
<p><b>Property/Asset Implications</b></p>	<p>None</p>

## 1. Background

- 1.1 The White Paper “The Food Standards Agency – A Force for Change” identified the Food Standards Agency as having a key role overseeing local authority enforcement activities. This plan is required by the Food Standards Agency (FSA) as part of their monitoring and auditing systems.
- 1.2 Service plans are seen to be an important part of the process to ensure national priorities and standards are addressed and delivered locally. Service plans also:
- focus debate on key delivery issues;
  - provide an essential link with financial planning;
  - set objectives for the future, and identify major issues that cross service boundaries; and
  - provide a means of managing performance and making performance comparisons.
- 1.3 The plan follows a standard format provided by the FSA and is required to be submitted to Members for approval

## 2. Reasons for recommendations

- 2.1 It is a statutory requirement to produce a Food Service Plan.
- 2.2 If Members are able to accept the anticipated dip in service performance due to officer illness, it can be mitigated through the prioritisation of high and medium risk food premises inspections (see Section 3 of appended service plan). A mutual aid resilience arrangement may also provide some mitigation (see 3.2).

## 3. Alternative options considered

- 3.1 This plan relates to the delivery of a statutory function so no alternative options are available.
- 3.2 The use of mutual aid with neighbouring authorities to increase resilience in times of officer illness or peak demand will be explored, although it is expected that Cheltenham Borough Council would reciprocate any such arrangement either financially or through resource provision at a later date.

## 4. Consultation and feedback

- 4.1 A copy of the plan is made available on the council’s website .

## 5. Performance management – monitoring and review

- 5.1 Food Safety Officer performance management takes place on a monthly basis through recorded 121s with the team leader.
- 5.2 The Food Safety Service reports on two performance indicators on a quarterly basis to the Divisional Management Team. These are PP10 – grow the number of food businesses rated 3 and above – and PP11 – the percentage of food businesses that are broadly compliant with food legislation. Please refer to section 3 of the service plan for details of these two performance measures and percentages of inspections achieved.
- 5.3 An annual statutory return is also produced through the Local Authority Enforcement Monitoring System (LAEMS) and monitored by the Food Standards Agency.
- 5.4 The operation of the Food Hygiene Rating Scheme is monitored by the Food Standards Agency against the Brand Standard.

<b>Report author</b>	Contact officer: Sarah Clark, Team Leader sarah.clark@cheltenham.gov.uk, 01242 264226
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<b>Appendices</b>	<ol style="list-style-type: none"><li>1. Risk Assessment</li><li>2. Food Safety Service Plan 2015-16</li></ol>
<b>Background information</b>	<ol style="list-style-type: none"><li>1. Food Law Code of Practice 2015 <a href="http://www.food.gov.uk/enforcement/enforcework/food-law-code-of-practice-2015">http://www.food.gov.uk/enforcement/enforcework/food-law-code-of-practice-2015</a></li><li>2. Food Law Practice Guidance – currently being revised and not yet available</li></ol>

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	Lack of officer resource due to long term illness - If the service does not have enough officer hours to deliver the programmed inspections due in this financial year on top of the statutory requirement to assess all new food business within 28 days of them opening, then hazards in the food business activity may manifest as risks to public or individual health	SC	08.05.2015	2	6	12	A	<p>Mitigate as far as possible by targeting resource at high risk (category A and B) and medium risk (category C) premises and do not inspect low risk (category D and E). This action would be appropriate risk management ,as measured by the division’s performance standards (eg % of broadly compliant food businesses) - see section 3 of Food Safety Service Plan.</p> <p>The service will explore mutual aid with neighbouring authorities to increase resilience although CBC would be expected to contribute financially to such an arrangement or to provide resource in exchange at a later date. Alternatively, the food safety team would require an</p>	14.07.15 – to be raised via Cabinet report	SC	

								increased budget in order to deliver a higher inspection rate than that proposed in this report.			
	Emergencies –if the service suffers a lack of resource due to major emergency or food/infection related incident, then there could be a failure to carry out planned interventions or investigate food complaints/incidents.	SC	19.06.15	3	3	6	R	Likely to be short-term if risk is realised so can reduce risk with mitigation: a) mutual aid from neighbouring districts to cover high risk interventions or complaint investigation (arrangement through Glos Food Safety Liaison Group) b) notification to FSA of incident and possible impact on performance c) use of agency contract staff to backfill if necessary	In place	SC	
	If Idox Uni-Form does not function as a stable case management system, then risk data relating to any business in Cheltenham cannot be accessed and planned interventions cannot be programmed	SC	19.06.15	5	4	20	R	Reduce risk by: a) reporting all issues to ICT and user group rep b) have now produced paper versions of inspection forms and Legal Notices etc c) reliance on paper files	In place	SC	
	If there are conflicting priorities facing the food safety service, then this could result in less businesses being inspected each year overall – examples of these other	SC	19.06.15	2	3	6	R	Reduce risk by prioritisation – for example, review if the service has the capacity to deliver the HIF project; do not participate in sampling	In place	SC	

	<p>priorities are commercially or project orientated eg Primary Authority Partnership with Edwards &amp; Ward initially (income generator), Food Hygiene Rating Scheme administration; Health Inequality Fund project; consistency, revisits etc; sampling; and Food Standards Agency projects.</p>								programmes this year.				
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**Explanatory notes**  
**Impact** – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)  
**Likelihood** – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)  
**Control** - Either: Reduce / Accept / Transfer to 3rd party / Close

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# **FOOD SAFETY SERVICE PLAN 2015-2016**

## 1. FOOD SAFETY SERVICE AIMS AND OBJECTIVES

### 1.1 Background, Aims and objectives

#### Background

The requirement to have a Service Plan is laid down by the Food Standards Agency (FSA) in its *Framework Agreement on Official Feed and Food Law Controls by Local Authorities, Amendment number 5*. The FSA is an independent monitoring and advisory body that issues guidance to ensure local authorities' delivery of official controls is 'effective, risk-based, proportionate and consistent'.

#### Aim

The key food safety function of Cheltenham Borough Council is to ensure that the food sold, offered and stored for sale and entering the Borough is wholesome and fit for human consumption.

#### Our objectives include:

The regular control of food premises within the Borough.

The investigation of the safety and fitness of food including all complaints about the operation of businesses within the Borough.

To sample foods within the Borough whilst participating in local, regional and national food sampling programmes.

To ensure we approve and register all food premises within the Borough as required by legislation.

To undertake appropriate and proportionate food safety enforcement action within the Borough.

To undertake Home and Originating Authority duties within the Borough.

To promote food safety by way of advice and assistance to all food businesses, citizens and visitors of the Borough.

To administer and promote the national Food Hygiene Rating Scheme

To undertake Primary Authority Partnership arrangements

To control foodborne infectious diseases through the investigation of notifications

## 1.2 Links to Cheltenham Borough Council's corporate strategy for 2015-16

The Corporate Strategy contains three high level outcomes for 2015-16:

- Cheltenham's environmental quality and heritage is protected, maintained and enhanced
- Sustain and grow Cheltenham's economic and cultural vitality
- People live in strong, safe and healthy communities

The Food Service Plan supports these outcomes by working to achieve: improved food safety and hygienic premises; high rating food businesses in the national food hygiene rating scheme (resulting in increased consumer confidence in local businesses); and the control of foodborne diseases – all of which help promote the local economy as well as protecting the health of the people who live, visit or work in Cheltenham. Advice is also given that directly improves or protects the environmental quality of the town – examples range from pests and other vectors; to the disposal of FOGs (fat or grease in drains).

The cross-cutting objective of ensuring we provide value for money services that effectively meet the needs of our customers is at the core of our food service delivery plan.

## **2. BACKGROUND**

### **2.1 Profile**

Cheltenham is an attractive and vibrant town serving an extensive catchment area in central and eastern Gloucestershire and the South Midlands. It is ranked in the top thirty regional shopping centres in the UK, third in the South West and has the eighteenth highest consumer expenditure in Great Britain.

The Borough is based on the town of Cheltenham and is mainly urban with some areas of surrounding countryside. It covers an area of approximately 4,680 hectares and has a population of over 110,000.

Cheltenham has a wealth of restaurants and eating places. Twice a month it hosts a farmers market offering a valuable opportunity to sample local produce. The town offers a wide range of educational and employment opportunities, a year-round programme of festivals and events plus a strong cultural and sporting profile.

### **2.2 Organisational Structure**

The food safety service is within the Public and Environmental Health team of the Public Protection Department, which forms part of the Environmental & Regulatory Services Division. The Division is currently subject to a restructuring exercise as well as undergoing major service transformation. The current structure is shown in Appendix 1.

### **2.3 Scope of the Food Service**

The Council is not a Unitary Authority and therefore shares its duties under the Food Safety Act with the Trading Standards Department of Gloucestershire County Council. Cheltenham Borough Council aims to provide a full range of services within its remit offering a balanced approach between education and enforcement, in accordance with the council's graduated enforcement policy.

The Borough Council food safety service is provided by three appointed and authorised officers in accordance with the requirements of the FSA code of practice. These officers are also responsible for infectious disease control along with other environmental health functions in all food premises within the Borough. The officers are also responsible for food safety advice at events and festivals in the district of Cheltenham.

Specialist services such as public analyst and food examiner are provided externally by Worcester Scientific Services, Worcester and The Public Health England Food, Water & Environmental Laboratory, Birmingham, respectively.

Also within the scope of the food service are the following functions: sampling (food, water and environmental); primary authority partnerships and the local administration and promotion of the national food hygiene rating scheme.

## Demands on the Food Safety Service

The Service Delivery Point:

Address	Hours	Contact details
Cheltenham Borough Council Municipal Offices Promenade Cheltenham GL50 9SA	Mon, Tue, Thurs and Fri (09.00-17.00) Wed (09.30- 17.00)	01242 775020 <a href="mailto:env.health@cheltenham.gov.uk">env.health@cheltenham.gov.uk</a>

There is an out of hours emergency service available which addresses the emergency closure of premises, food product withdrawal and outbreaks of food associated disease.

On 31<sup>st</sup> March 2015 there were 1011 food businesses on our database - the profile is given in the table below with figures for the previous financial year in brackets as a comparison:

	NO. OF PREMISES
PRIMARY PRODUCERS	0 (1)
MANUFACTURERS + PACKERS	6 (9)
IMPORTERS/EXPORTERS	2 (1)
DISTRIBUTORS/TRANSPORTERS	8 (10)
RETAILERS	167 (166)
RESTAURANTS AND CATERERS	828 (829)
TOTAL	1011 (1016)

As is expected for a town like Cheltenham the hospitality and catering sector predominates, the majority being small or medium sized enterprises.

With such a small team, the programmed food hygiene intervention plan for any given year can be severely disrupted by food poisoning investigations, national food alerts, food sampling and non food related matters such as health and safety accident investigation.

### 2.4 Enforcement Policy and Regulatory Reform

Cheltenham Borough Council has adopted and published a corporate enforcement policy which will form the basis of all enforcement action undertaken by the Food Safety Service.

In recent years there have been a number of reviews conducted that have resulted in a change to the nature of regulation. The emphasis being that the regulatory system as a whole should use comprehensive risk assessment to concentrate resources in the areas that need them most.

In terms of food safety, this means concentrating efforts on those businesses that do not meet the minimum legislative standards, with alternative interventions in those that generally comply. This was further developed in the Regulatory Reform Act 2006 Compliance Code, which encompasses the criteria of the Enforcement Concordat of being transparent, accountable, proportionate and consistent with the additional element of being targeted only at cases in which action is needed.

There is a suite of interventions that focus on outputs and continued improvements in food safety. This allows us to choose the most appropriate action to be taken to drive up levels of compliance of food establishments with food law. In addition, we operate an Alternative Enforcement Strategy (compliant with Annex 5) which allows us to target resource at the highest risk premises.

### **3. SERVICE DELIVERY**

#### **3.1 Food Premises Regulation**

The regulation of food premises is undertaken in accordance with the Food Safety Act 1990 Code of Practice. All food premises are subject to a detailed assessment based on particular criteria including types of food and method of handling, consumers at risk, level of current compliance in terms of practices, procedures including cleanliness and confidence in management.. This numerical calculation is transferred into the categorisation of premises from A to E. Category A premises are inspected a minimum of every 6 months, category B every year, category C every 18 months, category D every two years and category E premises every 3 years.

The food safety team aim to inspect all non-compliant food businesses within our area within 28 days of the due date. This includes all newly registered premises as they are deemed non-compliant until the first visit and a risk assessment has been undertaken. All non-compliant category A and B premises, i.e. those that fall significantly short of broad compliance will be visited within 28 days of the due date as required by the Food Standards Agency. Other categories of premises that are broadly compliant will be addressed by a combination of official controls and other interventions.

Further official control visits are made to premises where there are food safety concerns, in particular where the level of current compliance in food safety practices and procedures fall below satisfactory or there is little or no confidence in management. Other visits to food premises may follow a request for advice, complaint or an alleged food poisoning incident. Visits are primarily unannounced with evening/weekend inspections undertaken when required to accommodate the needs of some food businesses, e.g. those that do not open during office hours and markets and festivals held at weekends.

In line with current guidance and the necessity to target ever scarce resource at higher risk activities, we operate an alternative enforcement strategy for low risk businesses.

#### **a) Statutory Performance Monitoring**

Each local authority must submit a statutory return to the FSA on their official food controls each year through the Local Authority Enforcement Monitoring System. Monitoring tables can be viewed on the FSA website: <http://www.food.gov.uk/enforcement/monitoring/laems/mondatabyyear> although it can take some time for the latest data to be published.

## b) 'Broadly Compliant' premises (PP10) and the National Food Hygiene Rating Scheme

Cheltenham Borough Council participates in the national Food Hygiene Rating Scheme, which is a public interface to food hygiene standards in premises that sell food direct to the final consumer. Each food business in the scheme is given a food hygiene rating ranging between 0 (urgent improvement necessary) and 5 (very good) after it has been inspected, and the level of compliance with food safety and hygiene legislation is reflected in the rating - a rating of 3 and above indicates the premises is broadly compliant, for those businesses not excluded or exempt from having a rating. The website can be viewed at [www.ratings.food.gov.uk](http://www.ratings.food.gov.uk)

The measure of how many food premises in the district are 'broadly compliant' with food safety legislation has been kept as local performance indicator PP11 since it was discontinued as a national one.

### PP11 – percentage of food businesses which are broadly compliant with food safety legislation

2008/2009 was a baseline year with less than 70% of our food premises being broadly compliant. As at 31<sup>st</sup> March 2014, 94% of rated food premises in Cheltenham in the food safety database were broadly compliant (n=924/981 premises). This is in line with the end of year reporting of 94% in 2014-15 (n=888/948). This indicator is reported to Divisional Management Team on a quarterly basis. In 2015-16, the target is to end the year with 95% of rated premises broadly compliant with food safety legislation. All unrated new businesses are automatically non-compliant at first, so are excluded from this calculation.

### PP10 – grow the number of food businesses with a rating of 3 or more

At year end there were 777 Cheltenham food premises with a rating of 3 or higher out of 836 food premises on the national Food Hygiene Rating Scheme website. This equates to 93% with a rating of 3 (generally satisfactory) or higher. This indicator is reported to Divisional Management Team on a quarterly basis and is also reported in the corporate plan

A **target number of interventions** is not set on an annual basis as the number of premises opening and closing or changing food liability throughout the year means such a target would not be meaningful. However, it is useful to assess the percentage of planned interventions delivered per risk rating category.

The following table gives the targets and results for 2014-15 for inspections due per risk category:

Risk Category	Interventions due	Interventions achieved	Target
A	1	1 = 100%	100%
B	107	107 = 100%	100%
C	334	318 = 95.2%	96%
D*	146	82 = 56.2%	94%
E*	87	10 = 11.5%	94%
Unrated ie 'new'	135	135 = 100%	100%

\*lower targets are given for Category C-E premises as they present a lower risk to public health and are more likely to contain a higher mix of seasonal premises.

**Note on 2014-15 inspections achieved performance**

Resource was prioritised at the high risk and medium risk premises (including unrated new businesses) to facilitate the systems thinking review of the food safety service. The review demonstrated that a higher intervention rate, and faster assessment of unrated businesses could be achieved through the use of mobile technology. The Director of Resources is preparing an outturn budget proposal to support this development with ICT in the summer of 2015.

**2015-16 Service Delivery Proposal**

Inspection performance will be impacted this year due to the long term illness of one of the senior officers (one of three FTEs in the food safety service). The inspections due as of the start of the financial year are as follows:

Official food safety controls (inspections) due/overdue	762
New premises (average of 15 per month)	180

The inspections due can be broken down into risk categories as follows:

Risk category	Number due for intervention	Total by risk grouping	Target for 2015-16
<b>Unrated – ie new businesses</b>	<b>Minimum of 180</b>	<b>254 HIGH RISK</b>	<b>100%</b>
<b>A</b>	<b>2</b>		
<b>B</b>	<b>72</b>		
<b>C</b>	<b>188</b>	<b>188 MEDIUM RISK</b>	<b>100%</b>
<b>D</b>	<b>172</b>	<b>363 LOW RISK</b>	<b>0%</b>
<b>E</b>	<b>191</b>		<b>0%</b>
<b>TOTAL</b>	<b>805</b>	<b>805</b>	<b>442/805 = 54.6%</b>

It is proposed to focus the resource of the two FTE food safety officers for this financial year at the high and medium risk categories due for intervention. This will prioritise the most risky food activities for inspection whilst satisfying the requirements of the food safety regulatory framework (see para 2.4). However, this would result in approximately 363 low risk inspections being carried over into 2016 – 2017 and beyond, when they would be gradually completed alongside the inspections due for that particular year.

Local resilience arrangements are being explored with neighbouring local authorities to provide mutual aid in times of officer sickness or peak demand. This could address the potential regulatory gap although the council would need to consider the reciprocation of any such arrangement.

Alternatively, the food safety service could be resourced to achieve a higher proportion of all interventions due by way of a contractual arrangement with a food safety officer. This would need to be funded externally to the department as there is no such budgetary provision in Public Protection.

### 3.2 Food Complaints

Food complaints are investigated in accordance with the FSA Code of Practice. The number of food complaints investigated by the food safety team in 2014-15 was 20, with a further 68 complaints relating to the hygiene of food premises.

**Performance target:** to instigate investigation of 96% of food safety complaints received within three working days. A target has not been set for the resolution of these complaints as that depends upon the most appropriate course of enforcement action for each complaint on a case by case basis. In 2014-15 we achieved 95% against target (n =186/195). This is an increase against 2013-14 performance of 93% (n=135/146).

### 3.3 Primary Authority Principle

The Council will consult at an appropriate level with the Primary Authority for any food business, in accordance with the principles laid down in The Food Safety Act 1990 Code of Practice and BRDO guidance.

### 3.4 Advice to Businesses

It is the policy of the Section to provide assistance to local food businesses when requested to help them comply with the legislation and to encourage the use of best practice. This is achieved through a range of activities including:

- Advice given during inspections and other visits to premises
- Provision of advisory leaflets
- Responding to service requests and enquiries
- Attendance at Event Consultative Groups to advise on food safety at public and community events.
- Advice given in response to planning and licensing applications.

Whilst the resources of the Food Safety Service will always be used in proportion to the risk to public health, every effort will be made to accommodate requests for advisory visits to food premises.

### 3.5 Food Sampling

The food service participates in Public Health England coordinated cross-regional food sampling programmes as well as national studies. In 2013-14 this included: unusual serving platters; swabs and cloths in low rated premises; soft fruits; soft ice-cream; and lightly cooked beef products. In addition, the team continued to use their ATP (Adenosine triphosphate) monitor to assess the effectiveness of cleaning regimes. Foods are also sampled in response to complaints and food poisoning investigations when necessary.

It is not proposed to engage in sampling initiatives in 2015-16 due to officer resource, but this will be reviewed periodically.

**Performance:** the target was to participate in 100% of local, sub-regional and national sampling studies as agreed by Gloucestershire Food Safety Liaison Group and to follow up 100% of any unsatisfactory results with the respective businesses. In 2014-15, the team participated 83.3% of sampling studies (n=5/6) and followed up 100% of unsatisfactory results.

### 3.6 Control & Investigation of Outbreaks & Food Related Infectious Disease

The measures to be taken to control the spread of infectious diseases are contained in various acts of Parliament and their associated Regulations. This legislation places a duty on local authorities to control the spread of food poisoning and food and water borne diseases.

Annual notifications vary from year to year with a noticeable increase in Norovirus outbreaks in recent years. These outbreaks are often associated with closed settings which have a more vulnerable group of clients. Intervention in these outbreaks takes up a significant amount of officer time.

The objectives in respect of this service are:

- To administer and implement our statutory responsibilities relating to the control of infectious disease.
- Investigate all notifications of food poisoning cases and likely sources of infection whether confirmed or not at the earliest opportunity.
- Where a source is identified take appropriate action to ensure risk of spreading is controlled.
- Protect the well-being of individuals at risk by taking action to contain the spread of infection and provide advice and information regarding personal hygiene, food handling and control of infection.
- Exclude food handlers and people working with high-risk groups from work in consultation with the Consultant for Communicable Disease Control (CCDC).
- A Countywide "Outbreak Control Plan" is operated including standardised food poisoning investigation questionnaires.

**Performance target:** to action 100% of infectious disease notifications within one working day (with the exception of *Campylobacter* which has been put on reduced surveillance by the local health protection unit).

196 infectious disease notifications were received in 2014-15, and 100% were investigated within one working day. This was also achieved in 2013 – 14.

### 3.7 Food Alerts

The Food Standards Agency operates a system to alert the public and food authorities to serious problems concerning food that does not meet food safety requirements.

Food alerts vary in significance and require an appropriate response. Some are of high priority and require immediate action. This may involve contacting and/or visiting food premises and taking immediate action under powers contained in the Food Safety Act 1990. Others are for information only.

All alerts are received directly from the Food Standards Agency via a secure dedicated computer network system and via the Public and Environmental Health Managers mobile phone text messaging service. The Manager will instigate the necessary response and provide the necessary out of hours cover for this service.

Where the Council becomes aware of a serious localised incident or a wider food safety problem, it will notify the Food Standards Agency in accordance with the Code of Practice.

It is estimated that around 100 food alerts requiring various levels of action will be received on an annual basis. It is difficult to estimate the resource required to meet this responsive element of the service as the work associated with individual alerts can vary significantly.

### **3.8 Liaison with Other Organisations**

The Council is committed to ensuring that the enforcement approach it adopts is consistent with other enforcing authorities. This takes place through regular meetings and attendance by the manager at the Gloucestershire Food Safety Group. This group comprises of peer representatives of each of the six District and Borough Councils in the County, the County Council Trading Standards Service, the Food Standards Agency, the local FSA vet and PHE Laboratory Service.

The forum provides a mechanism for discussion of relevant food matters, the provision of training on a county-wide basis, the formulation of policy, documentation and guidance and co-ordinated responses to Government and Central Agencies.

The Council attends the Gloucestershire Public and Environmental Health Forum (previously known as the Consultant in Communicable Disease Committee). By means of this forum, which meets half yearly, members are kept informed about relevant subjects and are able to benefit from the valuable and very necessary liaison between public health and medicine.

A Divisional Veterinary Officer is part of the Forum and is able to brief the group on local and national issues regarding animal welfare, disease control and food safety.

Within the Council, the Food Service is also a consultee for the planning, building control and licensing functions.

## **4. RESOURCES**

### **4.1 Financial Allocation**

The Food Safety Service budget for the coming year is approximately £184,000 (not yet available on Agresso) which includes staffing, travel subsistence, I.T. development, legal action and office overheads necessary as part of the food safety enforcement function. Specific Food Safety related insurances. Recharges for I.T. support, Human Resources, accountancy and audit. Corporate insurances, communications, E government and asset management.

The Council always seeks to recover costs following successful legal proceedings wherever possible.

## **4.2 Staffing Allocation**

All food safety officers are appropriately trained and competent to work within this field. Officers are authorised according to their competency and experience. There are 3 FTEs dedicated to the delivery of the food safety service. One of these (Senior Environmental Health Officer) is on long term sick leave.

The food safety service is led by Sarah Clark who is EHRB registered.

There are two SEHOs and one senior technical officer in the food safety team. Chris Fawcett is EHRB registered and widely experienced in food safety. Bernadette Reed is an experienced officer with over 25 years' experience in local authority environmental health. The senior technical officer is Stephen Edwardson. Stephen is EHRB registered and specialises in food safety enforcement.

Additionally, the Public Protection Heads of Service, Barbara Exley and Yvonne Hope, are EHRB registered and widely experienced in food safety enforcement.

## **4.3 Staff Development Plan**

The Council has an annual review system of staff, this process includes training needs. The food safety team holds regular meetings to review and distribute workloads in addition to monthly 1-2-1 meetings for all the team. Any training needs required for new legislation, guidance etc are discussed and actioned at these meetings.

Food safety regulators are required to achieve a minimum of 20 hours of continued professional development every year. The service encourages cascade training as a mechanism to disseminate new guidance and further staff development.

## **5. QUALITY ASSESSMENT**

Local performance indicators are reviewed quarterly. Please refer to section 3.1.

All officers use standard inspection/audit forms and have undergone consistency training.

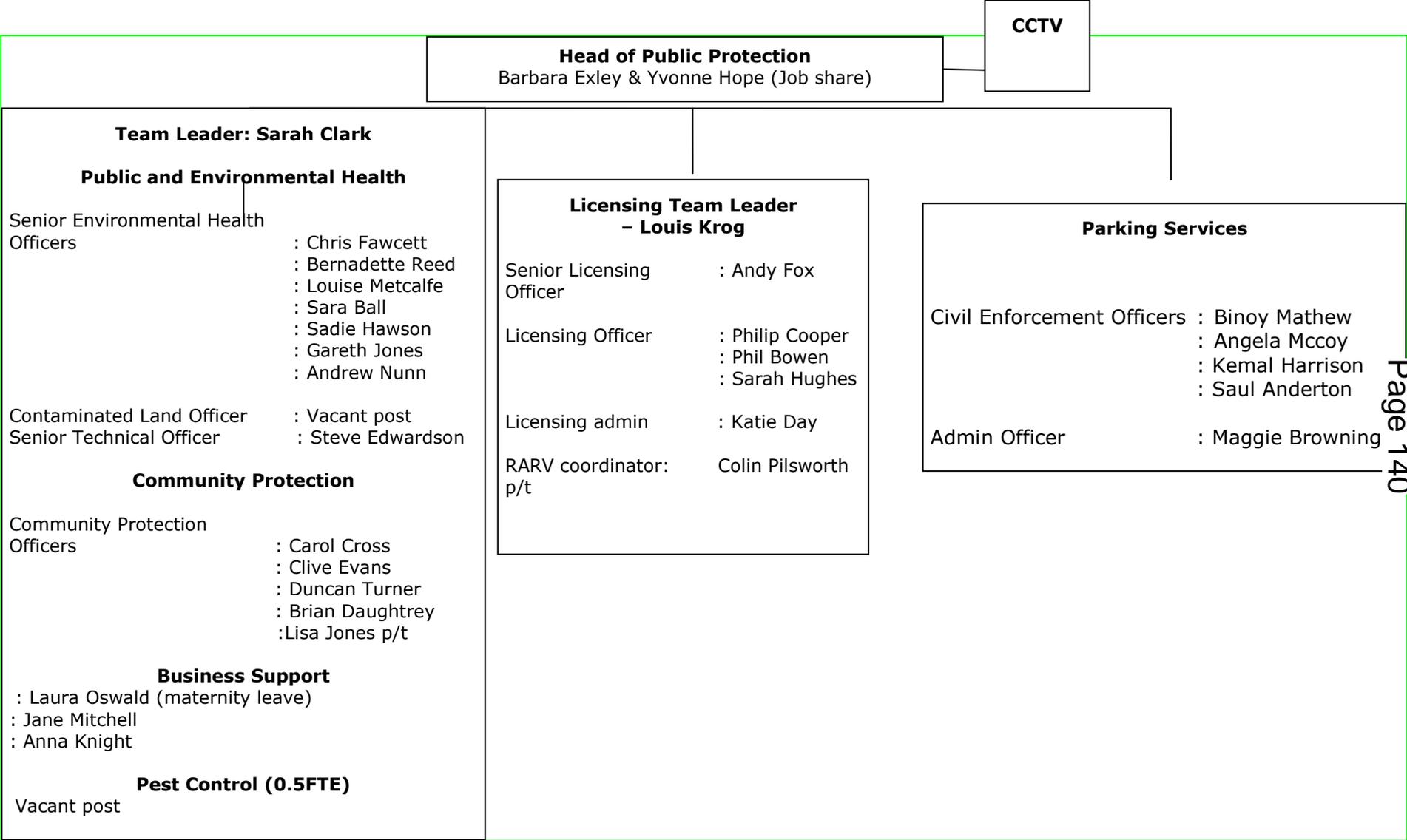
The use of customer satisfaction surveys is currently being reviewed.

The Uni-Form database (which also forms the Public Register of food premises) is audited on a monthly basis for data accuracy before upload to the Food Hygiene Rating Scheme portal.

## 6. REVIEW

Last year's progress in food safety includes:

- continuing a high standard of broadly compliant businesses included in the food hygiene rating scheme
- intervention at all high risk premises due for intervention
- assessment of all unrated 'new' food businesses
- prioritisation of visits to non-compliant food businesses and use of alternative enforcement strategy
- 437 written warnings of non-compliance with food hygiene legislation
- one voluntary disposal of food because of food safety risk
- one Improvement Notice served to secure compliance
- two Simple Cautions issued for food safety offences
- 23 formal samples taken in national and regional food sampling programmes and development of staff competencies in this area
- Award of FSA grant to promote FHRS display in low-rated premises
- official controls carried out in 467 premises
- received and actioned 196 infectious disease notifications
- service transformation including exploration of mobile technology
- Primary Authority Partnership arrangements formed with Edwards & Ward
- Successful bid to Health Inequality Fund to address trans-fat levels in takeaways
- Participation in national Food Safety Week



**Cheltenham Borough Council**  
**Cabinet – 14<sup>th</sup> July 2015**  
**Health and Safety Service Plan 2015 - 2018**

<b>Accountable member</b>	<b>Councillor Andrew McKinlay, Cabinet Member for Development &amp; Safety</b>
<b>Accountable officer</b>	<b>Sarah Clark, Public &amp; Environmental Health Team Leader</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>The Health &amp; Safety at Work etc Act 1974 requires the Council to produce a Health &amp; Safety Service Plan.</p> <p>The Health &amp; Safety Service Plan is the Council's expression of commitment to the delivery of an improving cost effective and efficient regulatory service.</p> <p>This service plan is currently an annual plan detailing how Cheltenham is going to undertake its statutory health &amp; safety regulatory functions. It is an operational plan falling within the Public Protection service delivery under Mike Redman as Director of Environmental and Regulatory Services. It is proposed that this service plan becomes a three year plan, with an annual performance and workplan refresh to be communicated to Members and Senior Leadership Team via a Briefing Note each year.</p>
<b>Recommendations</b>	<p><b>I therefore recommend that Cabinet approve the attached service plan for 2015-18.</b></p> <p><b>I further recommend that Cabinet approve the move to a three-yearly service plan, with an annual performance briefing note to Members</b></p>

<b>Financial implications</b>	<p>. No direct financial implications arising from the report.</p> <p><b>Contact officer: Nina Philippidis</b>  <b>nina.philippidis@cheltenham.gov.uk, 01242 264121</b></p>
<b>Legal implications</b>	<p>None.</p> <p><b>Contact officer: Fiona Samuda;</b>  <b>fiona.samuda@tewkesbury.gov.uk, 01684 272062</b></p>

<p><b>HR implications (including learning and organisational development)</b></p>	<p>It is clearly imperative that appropriately trained and qualified staff are available to deliver the service plan. While the current multi-disciplinary staff member is unavailable it may be appropriate to identify either other internal resources if available, agencies who could supply temporary staff as a matter of urgency or local partners who may be able to help should the need arise.</p> <p><b>Contact officer: Richard Hall HR Business Partner</b>  <b>Richard.hall@cheltenham.gov.uk, 01242 77 4972</b></p>
<p><b>Key risks</b></p>	<ul style="list-style-type: none"> <li>• Please see risk register – appendix 1</li> </ul>
<p><b>Corporate and community plan Implications</b></p>	<p>The Corporate Strategy contains three high level outcomes for 2015-16:</p> <ul style="list-style-type: none"> <li>• Cheltenham's environmental quality and heritage is protected, maintained and enhanced</li> <li>• Sustain and grow Cheltenham's economic and cultural vitality</li> <li>• People live in strong, safe and healthy communities</li> </ul> <p>The Health &amp; Safety Service Plan supports these outcomes by working to achieve: safe workplaces that do not cause or contribute to ill health and accidents; a town with a strong safety record that is attractive to investors and employers; businesses and events and festivals that are safe for those who visit them and work in them - all of which contribute to a commercially sustainable town with safe and healthy work communities.</p> <p>The Health &amp; Safety Service's outcomes include topic based interventions in risk areas such as legionella, large scale events, gas safety in commercial premises, the beauty sector, and asbestos management. The officers also undertake the council's animal licensing function.</p>
<p><b>Environmental and climate change implications</b></p>	<p>None</p>
<p><b>Property/Asset Implications</b></p>	<p>None</p> <p><b>Contact officer: David Roberts, David <a href="mailto:Roberts@cheltenham.gov.uk">Roberts@cheltenham.gov.uk</a>, 01242 264151</b></p>

## 1. Background

- 1.1 Section 18 of the Health and Safety at Work etc Act 1974 (HSWA) puts a duty on Local Authorities (LAs) to make adequate arrangements for enforcement.
- 1.2 The Section 18 Standard sets out the broader requirements for Enforcing Authorities (EAs) when complying with this duty.
- 1.3 Full compliance with this standard is mandatory for all EAs from 31 March 2011. This was achieved here in Cheltenham by the successful introduction of flexible warranting as part of a County wide project.
- 1.4 Service plans are seen to be an important part of the process to ensure national priorities and standards are addressed and delivered locally. Service plans also:
- focus debate on key delivery issues;
  - provide an essential link with financial planning;
  - set objectives for the future, and identify major issues that cross service boundaries; and
  - provide a means of managing performance and making performance comparisons
  - Implement national statutory guidance such as the National Local Authority Enforcement Code and the highest risk activities/sectors for intervention by local authorities.
- 1.5 The plan follows a standard format provided by the Health & Safety Executive (HSE) and is required to be submitted to Members for approval

## 2. Reasons for recommendations

- 2.1 It is a statutory requirement for Local Authorities to make adequate arrangements for enforcement under the Health and Safety at Work Act 1974.
- 2.2 Planning improves performance of operational services.

## 3. Alternative options considered

- 3.1 No other alternatives are available as this plan relates to the delivery of a statutory function.

## 4. Consultation and feedback

- 4.1 County and regional initiatives and priorities are discussed with HSE and other LAs in the South West region. There is a Gloucestershire workplan for occupational health and safety as well as Cheltenham Borough Council specific plan.
- 4.2 A copy of the plan is made available on the Council website

## 5. Performance management –monitoring and review

- 5.1 Performance against the Health & Safety Service Plan takes place on a monthly basis with the production of an annual statutory data return.

<b>Report author</b>	<b>Contact officer: Sarah Clark, Public &amp; Environmental Health Team Leader, sarah.clark@cheltenham.gov.uk, 01242 264226</b>
<b>Appendices</b>	<ol style="list-style-type: none"> <li>1. Risk Assessment</li> <li>2. Health &amp; Safety Service Plan</li> </ol>
<b>Background information</b>	<ol style="list-style-type: none"> <li>1. Health &amp; Safety Service Plan</li> </ol>

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If there is a lack of staff resource due to vacant post/s or staff illness or change in resource allocation (eg through REST project or shared services progression) then this could result in a failure to investigate fatalities/accidents/health and safety related incidents and deliver interventions	SC	19.06.15	4	2	8	A	Unable to redeploy dual-competency staff to cover short-term resource from the food safety service due to long-term illness of senior officer but could request temporary contract with agency staff (as they will be suitably qualified and competent) or use of resource from neighbouring district short term (mutual aid) Or request authorisation to recruit into vacant post if situation occurs e) re-prioritisation of work plan to focus on most risky activities occurs	In place	SC	
	If there is a lack of resource due to work related death or large scale emergency/ related	SC	19.06.15	3	3	9	R	Likely to be short-term if risk is realised so can reduce risk with mitigation: a) mutual	In place	SC	

	incident then this could result in a failure to deliver statutory function and protect employees and the public from risk of injury or illness								aid from neighbouring districts to cover high risk notifications or complaint investigation (arrangement through Glos H&S Liaison Group) b) notification to HSE of incident and possible impact on performance c) use of agency contract staff to backfill if necessary			
	If Idox Uni-Form cannot be trusted as a stable case management system then risk data relating to any business in Cheltenham cannot be accessed, complaint information cannot be retrieved and priority based interventions cannot be planned	SC	19.06.15	5	4	20	R	Reduce risk by: a) reporting all issues to ICT and user group rep b) have now produced paper versions of inspection forms and Legal Notices etc c) reliance on paper files	Determined by ICT	SC		
	Further change of direction in guidance from central Government or HSE eg priority planned inspections or poor performers	SC	19.06.15	2	2	4	A	Accept risk as must follow statutory guidance. National re-prioritisation of 'high risk' is followed at district level through Work Well Gloucestershire	In place	SC		

I don't see that this is a risk arising directly from this report

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# **HEALTH & SAFETY SERVICE PLAN 2015 - 2018**

The Council has a statutory duty to enforce the provisions of the Health and Safety at Work etc Act 1974, and associated regulations in all premises for which it has enforcement duties under the Health and Safety (Enforcing Authority) Regulations 1998. It also has a duty to adequately discharge its function in accordance with mandatory guidance from the Health and Safety Executive – section 18 standard.

## 2. Background to Health & Safety Service Plans

This Health and Safety Service Plan is a statutory document required under Section 18 guidance issued by the Health & Safety Executive (HSE).

This Service Plan sets out how Cheltenham Borough Council (CBC) will fulfil its statutory duty within the financial years 2015-18 and details the priorities, aims and objectives for the enforcement of health and safety along with the mechanisms and arrangements for ensuring the effective delivery of the service.

## 3. Section 18 Standard

Section 18 of the Health and Safety at Work etc Act 1974 (HSWA) puts a duty on the Health and Safety Executive (HSE) and Local Authorities (LAs) to make adequate arrangements for enforcement. The Standard sets out the arrangements that LAs should put in place to meet this duty.

In complying with their duties under Section 18, Enforcing Authorities (EAs) are required to follow the HSE Enforcement Policy Statement (EPS) on the purpose, method and principles of enforcement.

The Section 18 Standard adds to the EPS, setting out the broader requirements for EAs when complying with their duty to make 'adequate arrangements for enforcement'.

Full compliance with the standard was mandatory from 1<sup>st</sup> April 2011. This was achieved in Cheltenham by working in partnership with neighbouring authorities and the HSE in the delivery of the Work Well Gloucestershire project.

## 4. Service Aims and Priorities

Overall **Aim** of the Service

“To work with others to protect people's health and safety by ensuring risks in the changing workplace are managed properly.”

Our **key priorities** are:

- To manage the risk in high risk, poor performing and/or rogue trader businesses in accordance with national guidance
- To investigate major injury incidents and fatalities
- To assist businesses and events/festivals comply with their health and safety responsibilities through the planning, licensing and event management processes
- To aid new business start-ups through the provision of health and safety advice

- To assist existing businesses through local workplan interventions
- To ensure enforcement decisions are consistent with our Enforcement Policy, the HSE's Enforcement Policy Statement and the Enforcement Management Model - ensures proportionate, consistent, transparent and accountable enforcement
- To train and develop our staff to ensure competence - encourages staff retention/recruitment and ensures credibility with local businesses

## 5. Links to Council Strategy

The Corporate Strategy contains three high level outcomes for 2015-16:

- Cheltenham's environmental quality and heritage is protected, maintained and enhanced
- Sustain and grow Cheltenham's economic and cultural vitality
- People live in strong, safe and healthy communities

The Health & Safety Service Plan supports these outcomes by working to achieve: safe workplaces that do not cause or contribute to ill health and accidents; a town with a strong safety record that is attractive to investors and employers; businesses and events and festivals that are safe for those who visit them and work in them - all of which contribute to a commercially sustainable town with safe and healthy work communities.

## 6. Scope of the Service

The Health and Safety (Enforcing Authority) Regulations 1998 determine which businesses are enforced by the Council and which are enforced by the Health and Safety Executive (HSE). Schedule 1 lists those that are the responsibility of the local authority: <http://www.legislation.gov.uk/ukxi/1998/494/schedule/1/made>. The Council aims to provide a full range of services offering a balanced approach between education and enforcement for all work places within our enforcement remit. This Service does not cover Health and Safety for the Council itself which is enforced by HSE and does not form part of this plan.

The majority of commercial premises in the Borough are small or medium sized enterprises (SMEs) employing less than 50 staff with retail and office premises accounting for a high percentage. These businesses have fewer resources to carry out in-house monitoring and do not have access to the support and training provided by multi-national companies. Health and Safety Officers may, therefore, find themselves spending a disproportionate amount of time working with smaller businesses than they would with much larger companies.

National, regional and local statistics provide evidence that the topics identified as priorities are those that cause injury and ill health at work and the aim is to concentrate time and effort on these areas where an impact on the reduction of work related accidents and ill health can be shown.

The estimated economic cost of health and safety ill health incidents (accidents and ill health) in Cheltenham is between £24.7 million and £37.8 million. The estimated cost for accidents in Cheltenham is between £7.6 million and £13.8 million.

## 7. Service Delivery

The Health and Safety function is delivered by the Public Protection Department which includes two FTEs dedicated to H&S regulation and licensing and registrations with a health and safety and/or public safety element (these include animal licensing and beauty sector registrations).

Competence is an essential aspect of service delivery and must comply with the Section 18 standard. All regulators undertake the RDNA (regulators development needs analysis tool) which is mirrored in the Council's Learning Gateway which captures their development needs as part of the annual appraisal process.

Officers delivering the service are responsible for the following work areas:

- health and safety regulation, including inspections and requests for service
- investigation of reported accidents, dangerous occurrences and cases of occupational ill health
- advisory and promotional activities
- investigation of complaints relating to premises, practices and procedures
- the responsible authority in relation to public safety for licensing applications
- responsible authority for planning applications
- attendance at Event Consultative Groups or Safety Advisory Groups as necessary to advise on matters of public safety and health and safety at work
- registration/licensing of practices such as tattooing, skin piercers, acupuncture, electrolysis and the provision of advice to emerging sectors such as novel beauty treatments
- animal licensing including dangerous wild animals, boarding establishments, pet shops and riding schools
- administration of the Tattoo Hygiene Rating Scheme
- new business start-up advice
- participation in Regulatory and Environmental Services Transformation (REST) including new business customer journey.

We will deliver our H&S service in accordance with recently reviewed Advice/Guidance to Local Authorities on Targeting Interventions (now on revision 4): <http://www.hse.gov.uk/lau/lacs/67-2.htm> . This guidance gives national priorities for both proactive and reactive intervention. National guidance published in the last few years was that local authorities must reduce proactive inspections by a third. As a result, the emphasis is much more on topic-based inspections according to risk and at only visiting a premises when there is a genuine reason to do so. As part of central government's red tape challenge, the Health and Safety Executive have released a Local Authority National Code for enforcement which is a risk based approach for targeting health and safety interventions and recognises the respective roles of business and the regulator in the management of risk. The Code contains a list of higher risk activities and sectors suitable for targeting proactive inspection by local authorities, but has not yet been updated by the HSE since last year. Therefore the 2013-14-list will be used for the current years' service planning and the updated guidance will inform future years' service planning

In addition, local intelligence is used to aid service planning as a County group of health and safety regulators through a specific workplan.

**Performance monitoring and review**

There are no national indicators relating to health and safety enforcement and guidance from central government is that proactive inspections are to reduce by a third year on year. An annual statutory return LAE1 (local authority enforcement) is submitted to the HSE each year, and the council's health and safety service monitors itself against that throughout the year.

A review of performance against the district and county workplan is carried out as part of officer 121s, team meetings and Work Well Gloucestershire meetings. Performance is also discussed at team meetings and management meetings as well as at the county health and safety liaison group (at which the HSE is represented).

An annual performance briefing will be provided to Senior Leadership Team and Members to update them on the council's health and safety at work function.

**8. Investigation of Complaints**

Complaints received about workplace activities we regulate are dealt with in accordance with the criteria of the Section 18 standard. A complaint is a concern, originating from outside the council, in relation to a work activity for which the council is the enforcing authority, that is sufficiently specific to enable identification of the issue and the dutyholder and/or location and that either:

- has caused or has potential to cause significant harm, or alleges the denial of basic employee welfare facilities, or
- appears to constitute a significant breach of law for which we are the enforcing authority

**Matters of Evident Concern (MEC)**

Health and Safety regulators are sometimes made aware of significant health and safety issues via third parties (such as other council officers, the police or fire service). This would usually lead to an intervention with the local authority enforced premises. MECs are monitored locally and used as intelligence to inform service planning.

**9. Investigation of Injuries, Diseases and Dangerous Occurrences at Work**

Around 80 accidents, work related ill health or dangerous occurrences at work are reported to CBC each year under the Reporting of Injuries and Dangerous Occurrences Regulations 2013 (RIDDOR) <http://www.hse.gov.uk/riddor/>. Reported accidents and incidents are investigated in accordance with LAC 22/13 – Incident Selection Criteria Guidance <http://www.hse.gov.uk/lau/lacs/22-13.htm>

**10. Liaison with other organisations**

The Health and Safety Service actively participates in liaison arrangements with a number of other local authorities, agencies and professional organisations in order to facilitate consistent enforcement, share good practice and reduce duplication of effort.

The service represents and actively participates in the Gloucestershire Health and Safety Group, comprising of peer representatives from each of the six District and Borough Councils in the County and also a local representative from the Health and Safety Executive. The group have produced a workplan to tackle cross-county issues and these proactive inspections will be compliant with the new national Code for regulators. **The priority areas for Gloucestershire in 2015 – 16 are:** legionella in spa pools (hotels and leisure facilities); large scale public events; gas safety in commercial premises, reactive

interventions through the beauty sector strategy; promotion of the Tattoo Hygiene Rating Scheme (THRS) and improved consistency between health and safety regulators.

## 11. Service Performance Review

The following table summarises the interventions undertaken in 2014-15 – figures in brackets indicate performance for previous year:

<b>Intervention</b>	<b>Number of businesses reached</b>
Reactive complaint investigations	54 service requests & 10 (17) visits
RIDDOR accident investigations	11 (6) visits
Asbestos – notifications/service requests	12 (10)
Requests for advice	23 visits (including beauty sector without beauty sector)
Beauty sector service requests	71
Animal licensing service requests	4 and 10 visits (8)

### Performance Monitoring review

<b>Intervention</b>	<b>Targets 2014-15</b>	<b>Performance 2014-15</b>
Reactive complaint investigations	Initial investigation within 3 working days for 95% of actionable complaints/requests for service	98% achieved (n=53/54)
RIDDOR accident investigations	98% actioned within 2 working days of notification where investigation criteria are met	95% (n = 39/41)
Event safety advice	100% attendance at relevant Event Consultative Groups	100%
	100% of requests for advice actioned within 3 working days	100%
Legionella notifications	95% actioned within 3 working days	83% (n=5/6)
Warehouse and distribution workplace transport interventions	95% of interventions to be delivered	Not taken forward on county plan
Asbestos	Action 100% of all ASB5 notifications (for asbestos removal) within 3 working days or before the 10 day notification period begins (whichever is soonest)	86% (n=6/7)
	Action 98% of Duty to Manage Asbestos service requests (DTM) within 3 working days	100% (n=1)
Industrial/retail/wholesale interventions relating to falls from height, cutting	95% of interventions to be delivered	Not taken forward on county plan

machinery and lifting equipment		
Workplace health/healthy eating awards	Trial an award system (subject to resource allocation from PHE)	Scheme successfully trialled. 20 premises visited. Two gold and two bronze awards. Feedback given to county group.
Gas safety in commercial premises	95% of interventions to be delivered and training for enforcement officers to be held	100% of Matters of Evident Concern actioned – resulting in 1 x Improvement Notice and 1 x Prosecution for gas safety offences. Refresher training held.

**Performance outcomes and targets for 2015 – 16** (this table will form the basis of the annual performance briefing for Members and Senior Leadership Team)

<b>Intervention</b>	<b>Targets 2015 - 16</b>
Reactive complaint investigations	Initial investigation within 3 working days for 95% of actionable complaints/requests for service
RIDDOR accident investigations	98% actioned within 2 working days of notification where investigation criteria are met
Event safety advice	100% attendance at relevant Event Consultative Groups  100% of requests for advice actioned within 3 working days  Safety Awareness Day for event and festival organisers (dependent on County resource)
Legionella notifications	95% actioned within 3 working days
Beauty Sector Strategy	Action 95% of reactive work within 3 working days
Asbestos	Action 100% of all ASB5 notifications (for asbestos removal) within 3 working days or before the 10 day notification period begins (whichever is soonest)  Action 98% of Duty to Manage Asbestos service requests (DTM) within 3 working days
Gas safety in commercial premises	100% of MECs to be investigated within 3 working days



## Cheltenham Borough Council

**Cabinet – 14<sup>th</sup> July 2015**

**Council – 20<sup>th</sup> July 2015**

### Financial outturn 2014/15 and budget monitoring to June 2015

<b>Accountable member</b>	<b>Councillor John Rawson, Cabinet Member for Finance</b>
<b>Accountable officer</b>	<b>Paul Jones, Section 151 Officer</b>
<b>Accountable scrutiny committee</b>	<b>All</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>In accordance with financial rule A11.3, the Section 151 Officer is responsible for providing regular reports to the Cabinet on the Council's finances and financial performance. This report highlights the Council's financial performance for the previous year which sets out the General Fund and Housing Revenue Account (HRA) revenue and capital outturn position for 2014/15. The information contained within this report has been used to prepare the Council's Statement of Accounts for 2014/15.</p> <p>Financial rule B10.1 states that carry forward of planned underspend of revenue budgets into the following financial year will only be allowed with the agreement of the Section 151 Officer, in order to meet the needs of approved service delivery. Financial rule B10.3 states that all other carry forward requests, including budget underspends that have been carried forward in previous financial years, will be subject to full Council approval at the financial outturn meeting held after the year end.</p> <p>The Council's Treasury Management Policy requires the Section 151 Officer to report to members annually, by the 30th September, on the treasury management activities and prudential indicators for the previous financial year. This report also seeks to meet this requirement.</p>
<b>Recommendations</b>	<p><b>We therefore recommend that Cabinet approve the following recommendations to Council:</b></p> <ol style="list-style-type: none"> <li><b>1. That Council receives the financial outturn performance position for the General Fund, summarised at Appendix 2, and notes that services have been delivered within the revised budget for 2014/15 resulting in a saving (after carry forward requests) of £9,021 which will be returned to general balances.</b></li> </ol> <p style="padding-left: 40px;"><b>That furthermore Council:</b></p> <ol style="list-style-type: none"> <li><b>2. Approves £380,700 of carry forward requests (requiring member approval) at Appendix 5.</b></li> <li><b>3. Notes the annual treasury management report at Appendix 7 and approve the actual 2014/15 prudential and treasury indicators.</b></li> <li><b>4. Approves the additional ICT requirements (section 6) to be</b></li> </ol>

funded from capital resources unapplied.

5. Approves the additional capital programme in respect of affordable housing (section 7).
6. Notes the capital programme outturn position as detailed in Appendix 8 and approve the carry forward of unspent budgets into 2015/16 (section 8).
7. Notes the position in respect of Section 106 agreements and partnership funding agreements at Appendix 9 (section 10).
8. Notes the outturn position in respect of collection rates for council tax and non-domestic rates for 2014/15 in Appendix 10 (section 11).
9. Notes the outturn position in respect of collection rates for sundry debts for 2014/15 in Appendix 11 (section 12).
10. Receives the financial outturn performance position for the Housing Revenue Account for 2014/15 in Appendices 12 to 13 and approves the carry forward of unspent budgets into 2015/16 (section 13).
11. Agrees to guarantee any shortfall in the funding of the Gloucestershire leg of the Tour of Britain up to a value of £75,000, to be funded from General Balances as outlined in section 14.
12. Notes the budget monitoring position to the end of June 2015 (section 15) and approves the budget virement of £65,000.

<p><b>Financial implications</b></p>	<p>As detailed throughout this report.</p> <p><b>Contact officer: Paul Jones, paul.jones@cheltenham.gov.uk, 01242 775154</b></p>
<p><b>Legal implications</b></p>	<p>None directly arising from the report recommendations.</p> <p><b>Contact officer: Peter Lewis, Peter.Lewis@tewkesbury.gov.uk, 01684 272012</b></p>
<p><b>HR implications (including learning and organisational development)</b></p>	<p>Employee capacity must be kept under review to ensure that any additional work is adequately resourced.</p> <p><b>Contact officer: Julie McCarthy, Julie.mccarthy@cheltenham.gov.uk, 01242 264355</b></p>
<p><b>Key risks</b></p>	<p>As outlined in Appendix 1.</p>
<p><b>Corporate and community plan Implications</b></p>	<p>Key elements of the budget are aimed at delivering the corporate objectives in the Corporate Business Plan.</p>

<b>Environmental and climate change implications</b>	None.
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## 1. Background

- 1.1 This report draws together the financial outturn position for 2014/15 for the General Fund and Housing Revenue Account (HRA) revenue and capital budgets, details reserve movements, summarises requests for carry forward of budgets approved by the Section 151 Officer under delegated powers and those requiring member approval and makes recommendations in respect of the use of the budget saving.
- 1.2 In accordance with financial rule A11.3, the Section 151 Officer is responsible for providing regular reports to the Cabinet on the Council's finances and financial performance.
- 1.3 A summary of the actual General Fund outturn position by service is contained in Appendix 2.
- 1.4 A summary of the outturn position by cost centre within each service is contained in Appendix 3. Information is presented both in the format normally used in cabinet and council papers and also in Service Reporting Code of Practice (SeRCOP) format used in the preparation of the final accounts which requires under / overspends on support services cost centres to be charged to end user cost centres.

## 2. General Fund Revenue Outturn 2014/15

- 2.1 The budget monitoring report to the end of November 2014, considered by Cabinet on 13th January 2015, identified there may be a net overspend against the budget of £178,250. However the reported financial position of Ubico in the first half year indicated that there may be a contribution payable to the Council for 2014/15 of approximately £180,000. It was therefore anticipated that the overall position for the Council would be within budget for 2014/15.
- 2.2 It was at that stage anticipated that the general reserve would be replenished at the financial year end, upon confirmation of the Ubico outturn for 2014/15. Whilst it is pleasing to report that the contribution payable to the Council from Ubico exceeded the forecast amount (as detailed in Appendix 4) the adverse variance from business rates pooling (as detailed in section 5) has had a counter effect.
- 2.3 Despite this, it is pleasing to report that the Council has delivered services within the resources available, resulting in a budget saving, after carry forward requests, of £9,021 against the revised budget which will be returned to general balances.
- 2.4 A number of savings are the result of delays or slippage in carrying out particular tasks which are still necessary and will need to be completed in the 2015/16 financial year. Where this applies, requests for carry forwards are documented in Appendix 5 to this report.
- 2.5 A full explanation of all variances that exceed £50,000 is contained within Appendix 4.

## 3. Budget carry forward requests

- 3.1 At the year end, a number of budget holders requested 'carry forward' of unspent budgets. Requests fall into two categories and have been dealt with as follows:
- 3.2 Some requests are in respect of goods and services ordered but not received by 31<sup>st</sup> March 2015. Some relate to items of expenditure not yet incurred due to slippage in work programmes but still planned to be spent in line with the original intention of the budget. Others are amounts of grant

funding which have been allocated but not yet been taken up by their intended beneficiaries. In line with previous practice, these have been reviewed by the Senior Leadership Team (SLT) and approved by the Section 151 Officer, under delegated powers (financial rule B10.1). A list of the approved carry forward of budgets totalling £197,150, for which expenditure is in line with the original approved purpose, is contained in Appendix 5. In accordance with the Service Reporting Code of Practice (SeRCOP), a transfer was made to a 'carry forward' reserve in 2014/15 (Appendix 6) and transfers will be made from the 'carry forward' reserve in 2015/16 to the appropriate cost centres in order that members and officers have a clear indication of the total budget, including carry forwards, available for 2015/16.

- 3.3** Some requests have been made to carry forward an underspend to be used in a different way to that for which the budget was originally intended. Since this falls outside the budget set by Council in February 2014, their alternative use requires council approval (financial rule B10.3). The list contained in Appendix 5, totalling £380,700, has been reviewed and supported by the Senior Leadership Team and now requires council approval.

#### **4. Treasury Management / Prudential Indicators**

- 4.1** Treasury Management in Local Government is governed by the CIPFA Code of Practice on Treasury Management in the Public Services. This Council has adopted the code and complies with its requirements, one of which is the receipt by Cabinet and Council of an Annual Review Report after the financial year end.
- 4.2** The detailed treasury report, as approved by the Treasury Management Panel at its meeting on 8<sup>th</sup> June 2015, is attached at Appendix 7.
- 4.3** The prudential indicators have been monitored regularly and there were no material departures from the indicators arising during the year. The outturn indicators are reported to Cabinet and Council as part of the capital and treasury management outturn in accordance with the arrangements determined at the February 2014 council meeting.

#### **5. Business Rates Retention Scheme (BRRS)**

- 5.1** The Business Rates Retention Scheme was introduced on 1st April 2013. Under the Scheme, the Council retains some of the business rates raised locally. The business rates yield is divided - 50% locally and 50% to the Government. The Government's share is paid into a central pool and redirected to local government through other grants. Of the 50% local share, the district councils' share has been set at 80%, with the County Council's share being 20%. A tariff is applied to reduce the local share to a baseline funding level set by the Government. Where the value of retained business rates exceeds the baseline funding level, 50% of the surplus is paid over to the Government as a levy; the remaining 50% can be retained by the Council.
- 5.2** In order to maximise the value of business rates retained within Gloucestershire, the Council entered into the Gloucestershire Business Rates Pool in 2013/14. Being a part of the Pool has the benefit of reducing the levy from 50% to 19%. The aim of the pool is to maximise the business rate income retained within the County. At the end of 2013/14, the Pool generated a surplus of £774,862. This Council received a financial benefit of £114,273 from being part of the Gloucestershire Pool of which £61,449 was allocated to a 'pool' reserve. During 2014/15, two factors have impacted upon the Gloucestershire Pool:
- In Tewkesbury Borough Council, Virgin Media were successful in their appeal of their rateable value (RV) which saw a reduction **far** greater than had been anticipated by Tewkesbury BC or the Gloucestershire Pool;
  - The Government put a deadline for the receipt of appeals against the 2010 list of 31st March 2015 which consequently saw a significant number of appeals lodged in the last 2 weeks of the financial year. This is a national issue and many councils have had to increase their provisions for appeals by millions of pounds. In Gloucestershire the value of

the appeal provision increased by £2.5m (excluding Tewkesbury Borough Council provision) or £9.1m (including Tewkesbury Borough Council provision).

- 5.3** Overall, the Gloucestershire pool is reporting a deficit position of £2.336m in 2014/15. The pool deficit needs to be funded as part of the 2014/15 financial statements and this Council's contribution to the deficit is £284,955, net of the 'pool' reserve contribution.
- 5.4** This is clearly a very volatile and significant development and undoubtedly an unintended consequence of the Government's policy on Business Rates Retention. The LGA are fully aware of the situation and are including it in their submission to the Government on the spending review 2016/17. There is also a review of the Administration of Business Rates due to take place before the next spending review which will need to address the 'administrative' issue of the appeals. Whilst it is unlikely that the Government will be able to change baseline figures, it is hoped that some form of compensation for councils can be agreed.
- 5.5** One of the key documents in the budget setting process is the estimate of business rates yield which is reported in the National Non Domestic Rates return (NNDR1) which is submitted to the Department for Communities and Local Government (DCLG). The NNDR1 return was submitted DCLG by the deadline of 31st January 2014 and the budget was based on the figures within that return.
- 5.6** The table below reflects the actual performance against budget with an overall adverse variance of £197,098 when taking into account the pool deficit distribution.

	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
Redistributed Business Rates	(21,606,794)	(21,606,794)	-
Tariff	18,726,467	18,726,467	-
Share of 2013/14 Collection Fund Surplus	(166,506)	(166,506)	-
<b>Retained Business Rates</b>	<b>(3,046,833)</b>	<b>(3,046,833)</b>	-
Section 31 Grants	(636,925)	(672,622)	(35,697)
Levy paid over to Government	602,004	549,844	(52,160)
<b>Retained Income</b>	<b>(3,081,754)</b>	<b>(3,169,611)</b>	<b>(87,857)</b>
Pool Deficit distribution	-	284,955	284,955
<b>Total</b>	<b>(3,081,754)</b>	<b>(2,884,656)</b>	<b>197,098</b>

- 5.7** A significant level of risk remains due to the volume of outstanding business rates appeals which are being processed by the Valuation Office. As a consequence the Gloucestershire Chief Financial Officers have requested a technical working group be set up to evaluate the risks versus benefits of continuation in the Gloucestershire Pool, a decision of which will need to be made by October 2015.
- 5.8** Whilst this is a disappointing result for the pool, it must be recognised that it is still early days of BRRS and we need to evaluate the results over a longer period. It should also be noted that the baseline funding projection for this Council in 2014/15 was £2,530,595 which was exceeded by £354,061 despite having to make a contribution to the pool deficit.

## **6. ICT Strategy**

- 6.1** As members will be aware, the Council set aside £1.3m to address the underfunding in ICT

infrastructure over very many years. The ICT shared service, supported by colleagues from Cotswold and West Oxfordshire, have made significant progress in delivering a challenging Infrastructure Upgrade Programme. This has resulted in major upgrade of the Council's core infrastructure including increasing the capacity and stability of the networks, rollout of new physical and virtual desktops, migration from unsupported servers, data storage improvement, virtualisation and improvements to disaster recovery arrangements. All of these improvements have helped to create a more stable ICT environment over the past 6 months.

- 6.2** However, further work has been identified which is required to ensure that the Council's ICT infrastructure is 'fit for purpose' and aligned with the other councils involved in the 2020 Programme. This includes establishing a disaster recovery environment for the 300 plus virtual desktop users, as without this reliance is placed entirely on the systems based at Coleford; continuing to roll out the new server and storage infrastructure to ensure the Council has better storage arrangements, processing performance and stability; replacement of the current disaster recovery infrastructure which is inadequate in term of data replication / recovery; development of a cluster of high speed servers to run the databases to support shared working arrangements and help reduce overall licensing costs; phase 2 of the network improvements to improve speed of link between all Council sites including the Municipal Offices; and the upgrading of video conferencing facilities to support staff working across partner sites.
- 6.3** The total additional expenditure required is £621k which can be partly funded from the unspent budgets in 2015/16 and budgets allocated to the programme for 2016/17 and 2017/18 (£140.2k) which are no longer needed, leaving a budget shortfall of £276k. To bridge this shortfall, it is recommended that the capital programme budgets for ICT Infrastructure 2016/17 and 2017/18, totalling £140,200, be brought forward to 2015/16, and a further budget allocation of £276k be approved to be funded from unapplied capital resources.
- 6.4** The clear benefit of making this investment is that it will complete the programme within the calendar year and help to deliver significant improvements in efficiency. The Council's core ICT infrastructure will be fit for purpose and this will open the way to developing and rationalising our business systems, working with our partner councils.
- 6.5** The additional funding request assumes that approved ICT capital budgets for Working Flexibly, the Virtual E-Mail appliance licence to connect all GO partners, and the ICT server room generator, totalling £54,600 are carried forward from 2014/15 and rolled into the ICT Infrastructure Strategy capital budget for 2015/16. These projects are no longer individually required and will be used to meet the overall aims and objectives of the ICT Infrastructure Strategy.

## **7. Affordable Housing**

- 7.1** As a result of the HRA self-financing regulations, the Council now has the freedoms, flexibilities and the financial opportunity to build new affordable homes of our own. These freedoms mean that the Council can deliver new affordable housing without having to rely on the use of commuted sums from private developers (which are paid to the Council in lieu of affordable housing). This in turn means that the Council can use these commuted sums to deliver affordable housing where it would not otherwise be viable, thereby maximising the delivery of new affordable housing across the Borough.
- 7.2** The Council has received a commuted sum of £433,854 received from Berkeley Homes in lieu of the on-site provision of 5 one bedroom affordable rent flats, and a further commuted sum of £603,393 in lieu of the on-site provision of 3 one bedroom and 4 two bedroom shared ownership flats. These commuted sums have been paid to the Council pursuant to a section 106 agreement in respect of the 'Thirlestaine' site (see planning application: 12/00870/FUL) and were received by the Council in November 2014 and January 2015 respectively.
- 7.3** In addition to these, 2 further commuted sums totalling £510,980 have been secured and are likely to be due for payment in the current financial year.

7.4 These contributions must be used towards affordable housing and have consequently been incorporated into the capital programme from 2015/16 onwards as detailed in Appendix 8.

## 8. Capital Outturn 2014/15

8.1 The outturn position in respect of General Fund capital is contained in Appendix 8. Members are asked to note the outturn position and, where there is slippage, approve the carry forwards into 2015/16 requested by officers. Appendix 8 also incorporates the changes detailed in sections 6 and 7 above.

8.2 A full explanation of all variances that exceed £50,000 is contained within Appendix 4.

## 9. Reserves

9.1 The Section 151 Officer has, under delegated powers (financial rule B11.4), authority to make transfers to and from these operational reserves in accordance with the intention of the reserve as determined by the Council's Reserves Policy and Protocol. The transfers approved by the Section 151 Officer for 2014/15 are set out in the outturn performance position schedules at Appendix 2 and 3.

9.2 Appendix 6 also details the reserves held by the Council, states their purpose and indicates the balance at 31<sup>st</sup> March 2015. In setting the budget for 2015/16 a review of reserves was undertaken to assess whether the levels were appropriate and in line with the policy for reserves and balances; and also whether they took into account the needs and risks of the organisation and the prevailing economic conditions. At the year end this process has been repeated.

9.3 An assessment of the Council's other earmarked reserves has been made in line with the fiduciary duty of the Section 151 Officer at the year end. Accepting that there are still some areas of uncertainty, the level of reserves appears adequate at this point in time and no other changes are currently recommended.

9.4 At the year end, the General Fund Balance stands at £1.599m and therefore remains within the range of £1.5m to £2m recommended by the Section 151 Officer.

## 10. Section 106 receipts

10.1 A position statement in respect of the activity of Section 106 receipts is contained in Appendix 9.

10.2 The following summarises the activity in respect of Section 106 for 2014/15, compared to 2013/14.

	2013/2014	2014/2015
Balance of unused Section 106 receipts	544,203	573,321
Net additional receipts in year	92,522	1,289,083
Receipts used to finance projects in year	(63,404)	(60,720)
Balance outstanding at year end	573,321	1,801,684

## 11. Council tax and business rates collection

11.1 The monitoring report for the collection of council tax and business rates (NNDR) income is shown in Appendix 10. This shows the position at the end of March 2015.

## 12. Sundry debt collection

- 12.1 The monitoring report for the collection of sundry debt income is shown in Appendix 11. This shows the position at the end of March 2015.

## 13. Housing Revenue Account (HRA)

### HRA income and expenditure

- 13.1 The revised forecast for the HRA, presented to Council in February 2015, anticipated a surplus for the year of £154,200 leaving a balance of £2,358,800 in general revenue reserves at 31<sup>st</sup> March 2015 (after transferring the sum of £2,000,000 into an earmarked reserve for the funding of new build).
- 13.2 The outturn statement at Appendix 12 shows a surplus for the year of £1,451,510, a net positive variance of £1,297,310, increasing revenue reserves to £3,656,110 at year end.
- 13.3 In summary net savings arising from day to day activity totalled £328,000 which has increased the level of available reserves. The balance of £969,000 resulted from delays in capital expenditure and the use of alternative sources of finance. As shown in paragraph 3 below a proportion of this sum (£304,000) will be required to fund projects carried forward to 2015/16 whilst the remainder (£665,000) is retained in reserves for future allocation.

The variance arose primarily from:-

Detail	£'000
Savings in estate management - grounds maintenance, gas & electricity costs	69
Reduced spend on repairs & maintenance arising from mild winter	195
Reduction in the need to provide for bad debts – no significant increase in arrears despite rent increase and reflects delay in implementation of welfare reform	27
Reduced requirement for revenue funding of capital expenditure – reduced capital spend and alternative funding sources	969
Additional income from supporting people grant and feed in tariffs from pv installations (earlier than anticipated receipt from new installations)	48
Lower recharges to leaseholders (some reclassified as contributions to capital expenditure)	(39)
Other net variances	28
<b>Total Variance</b>	<b>1,297</b>

**Major Repairs Reserve (Appendix 13)**

- 13.4** In accordance with regulations this reserve is funded by sums equivalent to the depreciation provision and can be used to finance HRA capital expenditure.

**HRA Capital Programme (Appendix 13)**

- 13.5** Appendix 13 shows actual spend of £6,974m compared to the revised forecast of £7.978m, an underspend of £1.004m. This variation arose primarily from the project delays shown below.

<b>Area of Spend</b>	<b>Forecast</b>	<b>Actual</b>	<b>Variation</b>	<b>Reason for Variation</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
External Improvements	1,023	811	212	Delays arising from ongoing negotiations with leaseholders
PV Installations	2,259	1,949	310	Sheltered scheme at Barlow Rd waiting for National Grid permissions
Fire Protection	285	163	122	Contractor withdrawal
New Build	642	412	230	Final acquisition in Cakebridge Place completed in April 2015 and other preliminary expenses lower than expected in year

- 13.6** Having reviewed contract commitments and the proposed programme for the current year the amount of rolled forward funding to be earmarked for additional spend in 2015/16 is estimated at £534,000 (£304,000 in revenue reserves and £230,000 in usable capital receipts reserve).

**14. Tour of Britain Cycle Race – September 2016**

- 14.1** There is the potential for the Tour of Britain cycle race to come through Gloucestershire next year and, as is customary with this event, councils on the route are being asked to financially underwrite the costs of the event. Cheltenham's share of the guaranteed amount has been agreed at £75,000. If there is a funding shortfall, the Council would need to identify how this would be funded. Further consideration will be given to this in the 2016/17 budget. In the meantime, it is recommended that the Council agree to guarantee any shortfall in the funding of the Gloucestershire leg of the Tour of Britain up to a value of £75,000 from General Balances.
- 14.2** This will be a high profile event for the town – one of only 8 stages for an event that has grown significantly in recent years following recent Olympic and Tour de France successes. It is an opportunity to showcase Cheltenham and the Cotswolds to an international audience to attract visitors to Cheltenham for the Tour race itself, but also in subsequent years as a visitor/holiday destination. It is also likely to open doors to follow up events in future years by putting Cheltenham on the "Tour Circuit" and reinforces our reputation as an exciting Festival Town.
- 14.3** The event could make a major contribution to our health promotion agenda as part of a concerted effort to encourage more people to make journeys by bike instead of using cars thereby supporting efforts to reduce traffic and improve air quality within the town. It could also help to

inspire young people to participate and compete in cycling and other sports both through exposure to the Tour of Britain race itself, but also through associated community events (Festival of Cycling, promotion in schools, partnerships with cycling clubs).

- 14.4** The organisers have secured National Sponsors for the Tour in Aviva and Skoda, but in the event of a Gloucestershire bid being selected, we will be able to approach local sponsors regarding sponsorship for the Cheltenham Stage to offset any possible cost to the Council.

### **15. 2015/16 Revenue and Capital budget monitoring to June 2015**

- 15.1** Due to the pressures of the year end process a detailed monitoring exercise has not been undertaken at this point in the year. However, two significant variances have been identified by service managers at this stage.

#### **15.2 Joint Core Strategy**

Each Council currently contributes £60,000 per annum to the Joint Core Strategy. In 2015/16, due to the extension of the public examination, substantial further work requests as well as the need for extended legal support indicates that the budget allocation will be £116,900 short and thus unable to cover all these costs. Specific costs include increased public examination costs, inspector, consultancy and contract staff costs, legal support, and work on the spatial strategy, green belt and strategic allocation. A request for £40,000 per council is therefore being made to support these additional costs in the current financial year.

Prior to this request, it was also identified in a Cabinet Report dated 14<sup>th</sup> April 2015 that a further £25,000 would be required to underwrite the set up costs of developing a Community Infrastructure Levy in 2015/16.

#### **15.3 Energy Costs**

In March 2015, the Council's energy contracts were re-let for a period of 12 months taking the supply to 30<sup>th</sup> April 2016. The prices achieved resulted in in-year savings of £70,500, mostly from a reduction in the gas cost per kWh, with a saving to the General Fund of c. £65,000. The Council's current energy procurement advisors have indicated that although gas prices are likely to remain stable over the next 12-24 months, it is more than likely that when the Council next has to tender electricity prices will increase significantly. The reason is that pass through charges resulting from government levies will start to affect prices from April 2016.

In order to allow for possible future price increases, the current year's saving is being treated as a one-off budget saving leaving the base budget in place.

- 15.4** As required by the Council's financial rules, Cabinet are recommended to approve the virement of the General Fund budget saving of £65,000 from the energy contract renewal to cover the increased costs of the JCS in 2015/16.

### **16. Section 151 Officer advice**

- 16.1** The Government expects councils to make a significant contribution to reducing the national budget deficit and the Council will continue to face unprecedented public sector funding cuts over the next few years. Future budgets are likely to contain some difficult decisions and may require some sources of 'one off' finance to enable savings to be delivered through efficiency savings and cost / staffing reductions. In this situation, any opportunity to fund future investment requirements from one-off sources rather than impacting on future year's budgets should be taken.

- 16.2** The Local Government Association has said that any reforms to business rates must change the process for appeals against property valuations in order to protect councils from "speculative" reviews. In its submission to the Treasury's business rates review, the umbrella group of local authorities said that the current regime, whereby councils had to meet any refunds following

successful appeals, undermines local services. It exposes councils to financial risk even though the property valuations themselves were undertaken by the independent Valuation Office Agency.

- 16.3 Given the volatility in forecasting business rates growth against speculative appeals, Gloucestershire Chief Financial Officers have requested a technical working group be set up to evaluate the risks versus benefits of continuation in the Gloucestershire Business Rates Pool, a decision of which will need to be made by October 2015.
- 16.4 In agreeing the recommendations in this report, members need to be mindful of the prevailing challenging financial climate and in view of the budget pressures already potentially facing the Council in the current year to ensure that any carry forwards recommended for approval (even those for which the Section 151 Officer has the delegation to approve) are the most effective use of scarce resources.

**17. Conclusion**

- 17.1 The outturn position for 2014/15 demonstrates that, despite another challenging year, the Council has managed to deliver services within budget. There are no significant unexpected overspends, with the exception of business rates in 2014/15 which demonstrates that budget monitoring arrangements remain strong.
- 17.2 If approved, the carry forward requests will assist in the delivery of corporate objectives, help to complete projects started in 2014/15 and support initiatives which help to bridge the medium term funding gap.
- 17.3 Members should note that the outturn position has been used to prepare the Statement of Accounts for approval by the Audit Committee.

**18. Consultation**

- 18.1 Appropriate members and officers were consulted in the process of preparing the outturn position and associated reports and accounts.

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<p><b>Appendices</b></p>	<ol style="list-style-type: none"> <li>1. Risk assessment</li> <li>2. Summary outturn performance position - General Fund</li> <li>3. Service level outturn performance position - General Fund</li> <li>4. Significant variances</li> <li>5. Carry forward requests</li> <li>6. Movement on earmarked reserves and general balances</li> <li>7. Annual Treasury Management review</li> <li>8. Capital programme - General Fund</li> <li>9. Section 106 receipts statement</li> <li>10. Council tax and NNDR collection</li> <li>11. Sundry debt collection</li> <li>12. HRA Operating account</li> <li>13. HRA Capital programme and Major Repairs Reserve</li> </ol>
<p><b>Background information</b></p>	<ol style="list-style-type: none"> <li>1. Section 25 Report – Council 14<sup>th</sup> February 2014</li> <li>2. Final Budget Proposals for 2014/15 – Council 14<sup>h</sup> February 2014</li> </ol>

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1.	Historically, the Council has used in-year savings to fund one-off growth / start-up for new initiatives. As a result of budgets getting tighter, there may be a reduced likelihood of in-year savings being delivered resulting in potentially increased pressure on General Balances to fund growth / new initiatives over the period of the MTFS.	Director Resources	December 2010	4	3	12	Reduce	Future revenue allocations may be needed to increase the size of the General Balances.	on-going	Section 151 Officer (working with SLT)	
2.	If the volatility surrounding business rates appeals continues then it may impact on the viability of the Gloucestershire Business Rates Pool as the risks may outweigh the financial benefits. As a consequence this may have a detrimental impact on Cheltenham Borough Councils financial plans.	Section 151 Officer	June 2015	4	3	12	Reduce	The Gloucestershire Chief Financial Officers have requested a technical working group evaluate the risks versus benefits of continuation in the Gloucestershire Pool, a decision of which will need to be made by October 2015. This will result to mitigation planning and a further report on the extent/possibility of the risk.	October 2015	Section 151 Officer	

3.	If the Council fails to continue to invest in its ICT Strategy, then there is a risk to its ability to support service delivery, remain secure from service disruption and to improve on effective working practices with partners.	Director Resources	June 2015	3	2	6	Reduce	Deliver sufficient funding to enable ICTSS and our 2020 partners to provide an ICT that continues to be fit for purpose	March 2016	Director of Resources	
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## GENERAL FUND REVENUE OUTTURN 2014/15

GROUP	A	B	C	overspend / (underspend) before adjustments	D	D	E	F	G	H
	2014/15 Original Budget	2014/15 Current Budget	2014/15 Outturn per Ledger		£	Trf to / (from) Programme Mtce Reserve £	Trf to / (from) Other Reserves £	C/F requests approved by S151 Officer Appendix 5 £	Variance net of S151 c/f approvals £	C/F requests to be approved Members Appendix 5 £
Chief Executives	1,705,450	1,628,750	1,479,864	(148,886)		108,343	1,500	(39,043)		(39,043)
Environment & Regulatory Services	2,721,170	3,390,270	2,750,100	(640,170)	141,000	46,735	117,750	(334,685)	83,700	(250,985)
Deputy Chief Executives Directorate	3,963,460	4,975,660	4,390,150	(585,510)	40,000	100,000	14,700	(430,810)	108,500	(322,310)
Corporate Resources Directorate	4,459,245	6,702,945	6,309,744	(393,201)	471,100		63,200	141,099	100,000	241,099
Leisure & Culture Services	3,519,700	1,946,700	1,885,692	(61,008)		44,000		(17,008)		(17,008)
Central Target savings	(450,000)	(16,800)	0	16,800				16,800		16,800
Bad debt provision	40,000	40,000	22,474	(17,526)				(17,526)		(17,526)
Use of General underspend				0				0	88,500	88,500
	15,959,025	18,667,525	16,838,024	(1,829,501)	652,100	299,078	197,150	(681,173)	380,700	(300,473)
Capital Charges - Appendix 4	(1,886,400)	(2,337,100)	(2,337,816)	(716)				(716)		(716)
Interest and Investment Income - Appendix 5	327,800	257,800	258,323	523				523		523
Use of balances and reserves - Appendix 8	296,447	(2,046,703)	(479,067)	1,567,636				0		0
Net underspend			9,021.02							
<b>NET BUDGET</b>	<b>14,696,872</b>	<b>14,541,522</b>	<b>14,288,485</b>							
Deduct:										
New Homes Bonus	(1,030,000)	(1,098,100)	(1,097,930)	170				170		170
Council Tax Freeze Grant	(73,063)	(81,211)	(81,211)	0				0		0
S31 NDR compensation grant	(1,008,103)	(636,925)	(672,622)	(35,697)		35697		0		0
Other Government Grants	0	(16,402)	(22,017)	(5,615)				(5,615)		(5,615)
Revenue Support Grant	(2,920,874)	(2,920,874)	(2,920,874)	0				0		0
National Non-Domestic Rate	(2,321,651)	(2,444,829)	(2,150,585)	294,244		2911		297,155		297,155
Surplus on collection fund	(47,200)	(47,200)	(47,264)	(64)				(64)		(64)
<b>NET SPEND FUNDED BY COUNCIL TAX</b>	<b>(7,295,981)</b>	<b>(7,295,981)</b>	<b>(7,295,982)</b>	<b>(1)</b>				<b>(1)</b>		<b>(1)</b>
<b>TOTAL INCOME</b>	<b>(14,696,872)</b>	<b>(14,541,522)</b>	<b>(14,288,485)</b>					<b>(389,721)</b>		<b>(9,021)</b>
					<b>Total budget underspend</b>					

## KEY

- A - Original budget for 2014/15 approved by Council - February 2014  
B - Current budget for 2014/15 - including budget revisions approved by Council during 2014/15 and approved carry forwards from 2013/14  
C - Outturn net expenditure before year end adjustments  
D - Operational transfers to / (from) reserves approved by the Chief Finance Officer under delegated powers  
E - Carry forward requests approved by the Chief Finance Officer under delegated powers - Appendix 5  
F - Net variance after adjustments in columns D to E  
G - Carry forward requests requiring Member approval - Appendix 5  
H - Net variance on cost centres taking into account all carry forward requests - see detail at Appendix 3

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CHELTENHAM BOROUGH COUNCIL					(Under) / Overspend before SeRCOP Adjustment	Carry Forwards	Transfers to (from) Programme Mtce Reserve	Transfers to to (from) other reserves	Adjusted (Under) / Overspend	(Under) / Overspend before SeRCOP Adjustment	SeRCOP / IFRS Adjustments	SOA -Code Adjusted (Under) / Overspend
REVENUE OUTTURN 2014/15		Original Budget 14/15 £	Current Budget 14/15 £	Actuals 14/15 £	£	£	£	£	£	£	£	£
COR002	Chief Executive	(500)	(500)	2,948	3,448				3,448			500
EMP001	Emergency Planning	150,550	70,150	66,764	(3,386)				(3,386)		(2,948)	(6,486)
PLP102	Development Task Force	283,000	283,000	232,257	(50,743)			50,743	0	(50,743)	(14,882)	(65,625)
DRM001	Democratic Representation and Management	632,850	642,850	615,509	(27,341)	1,500			(25,841)	(27,341)	(11,799)	(39,140)
DRM006	Cabinet Expenditure	38,600	38,600	38,600	0				0	0	(200)	(200)
DRM007	O & S Committees	67,600	64,200	64,200	0				0	0	(2,300)	(2,300)
DRM009	Civic Expenses	29,300	29,300	26,039	(3,261)				(3,261)	(3,261)	0	(3,261)
DRM010	Civic Car	24,800	24,800	22,632	(2,168)				(2,168)	(2,168)	0	(2,168)
DRM012	Civic Events	63,500	66,600	64,929	(1,671)				(1,671)	(1,671)	(26)	(1,696)
SUP007	Committee Services	8,050	4,150	(1,810)	(5,960)				(5,960)	(5,960)	1,810	(4,150)
ELE001	Registration of Electors	160,750	158,650	137,655	(20,995)			21,000	5	(20,995)	(6,697)	(27,692)
ELE002	District Elections	245,150	245,150	228,820	(16,330)				(30)	(16,330)	(6,097)	(22,427)
ELE003	Elections Support/Overheads	1,800	1,800	(7,132)	(8,932)				(32)	(8,932)	7,132	(1,800)
ELE007	European Elections	0	0	(11,413)	(11,413)				(13)	(11,413)	0	(11,413)
ELE010	Individual Electoral Registration	0	0	(134)	(134)				(134)	(134)	0	(134)
<b>Total Chief Executives Directorate</b>		<b>1,705,450</b>	<b>1,628,750</b>	<b>1,479,864</b>	<b>(148,886)</b>	<b>1,500</b>	<b>0</b>	<b>108,343</b>	<b>(39,043)</b>	<b>(148,886)</b>	<b>(39,106)</b>	<b>(187,991)</b>
BUC001	Building Control - Fee Earning Work	19,050	46,050	28,383	(17,667)	5,200			(12,467)	(17,667)	(30,612)	(48,278)
BUC002	Building Control - Non Fee Earning Work	15,700	0	0	0				0	0	0	0
DEV001	Development Control - Applications	818,600	274,250	191,740	(82,510)			51,700	(30,810)	(82,510)	(48,748)	(131,257)
DEV004	Development Advice	(31,600)	(41,600)	(38,279)	3,321				3,321	3,321	0	3,321
PLP001	Planning Policy	221,700	214,900	201,120	(13,780)	9,550			(4,230)	(13,780)	(9,831)	(23,611)
PLP101	Joint Core Strategy	174,700	20,000	53,465	33,465			(33,465)	0	33,465	0	33,465
DEV003	Development Control - Enforcement	66,900	72,000	72,285	285				285	285	(4,833)	(4,547)
HOS004	Housing Standards	700,900	386,600	338,968	(47,632)				(47,632)	(47,632)	(25,228)	(72,860)
PSH001	Private Sector Housing Grants	86,300	56,600	53,100	(3,500)				(3,500)	(3,500)	108,453	104,953
PSH003	Disabled Facilities Grants	82,000	82,000	82,000	0				0	0	117,494	14
SPP002	Community Alarms	(13,600)	(87,300)	(79,062)	8,238				8,238	8,238	(3,204)	4
BUC004	Land Charges	(67,750)	(115,050)	(73,117)	41,933				41,933	41,933	(2,004)	9
SUP040	Built Environment	(1,190,750)	8,800	(35,307)	(44,107)	49,100			4,993	(44,107)	35,307	0
ECD001	Economic Development	101,700	153,900	105,127	(48,773)	37,900			(10,873)	(48,773)	(3,086)	0
ENF101	Cheltenham Environmental Fund- Townscape	200	7,800	5,275	(2,525)	2,500			(25)	(2,525)	0	0
ENF106	Community Pride Fund	0	33,500	0	(33,500)	33,500			0	(33,500)	0	0
FLD001	Flood Defence and Land Drainage	246,200	80,800	80,838	38				38	38	(300)	0
FRM101	Flood Risk Management	0	96,200	93,598	(2,602)				(2,602)	(2,602)	0	0
PLP004	Conservation	151,300	74,800	75,639	839				839	839	(5,039)	(4,200)
PLP006	Trees	150,600	108,900	114,376	5,476				5,476	5,476	(4,242)	1,234
PLP104	Joint Core Strategy - CBC Contribution	0	119,500	119,500	0				0	0	(3,000)	(3,000)
PUB101	Public Art	0	0	1,870	1,870				1,870	1,870	0	1,870
URB101	Urban Design	38,300	226,600	194,882	(31,718)	21,900			(9,818)	(31,718)	(13,496)	(45,213)
CPK001	Car Parks - Off Street Operations	(1,641,000)	(1,592,000)	(1,540,216)	51,784			(800)	50,984	51,784	(32,087)	19,697
CPK011	On Street Civil Parking Enforcement	19,100	0	0	0				0	0	0	0
CPK012	On Street Car Parking	20,800	0	0	0				0	0	0	0
CPK021	Residents Parking Schemes	8,800	0	0	0				0	0	0	0
CPK101	Car Parks - Off Street R&M	109,700	206,400	199,969	(6,431)		38,000		31,569	(6,431)	0	(6,431)
CPK102	Brewery Car Park	100	2,200	2,200	0				0	0	0	0
CPK103	Sandford Lido car park	200	200	200	0				0	0	0	0
ENF103	Cheltenham Environmental Fund- Transport	0	6,400	766	(5,634)	5,600			(34)	(5,634)	0	(5,634)
ESR001	Highways Agency Verges & Trees	95,900	95,900	62,777	(33,123)				(33,123)	(33,123)	(1,500)	(34,623)
PUT101	Royal Well Bus Node	15,300	15,400	27,873	12,473				12,473	12,473	378,133	390,606
PUT102	Shopmobility	67,750	60,450	48,756	(11,694)				(11,694)	(11,694)	(2,066)	(13,760)
TMR101	CBC Highways works	56,200	61,700	61,638	(62)				(62)	(62)	2,890	2,828
ENA001	Housing Enabling	6,700	25,200	6,700	(18,500)			18,500	0	(18,500)	(500)	(19,000)
HOS001	Housing Strategy	43,100	43,100	43,100	0				0	0	(2,000)	(2,000)
SPP001	Supporting People	96,100	96,100	96,100	0				0	0	(8,800)	(8,800)
CCM001	Cemetery, Crematorium and Churchyards	(809,090)	(467,190)	(622,468)	(155,278)				(155,278)	(155,278)	(22,192)	(177,470)
CCM111	Cemetery & Crematorium Repairs & Maintenance	14,700	265,700	163,484	(102,216)	22,000	103,000		22,784	(102,216)	0	(102,216)
ENF102	Cheltenham Environmental Fund- Parks	0	4,000	3,580	(420)	400			(20)	(420)	0	(420)
OPS001	Parks & Gardens Operations	1,114,710	1,099,410	1,052,392	(47,018)				(47,018)	(47,018)	(21,327)	(68,345)
OPS002	Sports & Open Spaces Operations	1,068,280	912,380	859,948	(52,432)				(52,432)	(52,432)	(200)	(52,632)
OPS004	Allotment s	39,000	34,100	34,306	206				206	206	(2,119)	(1,913)
OPS101	Arle Road Nursery Operations	(77,580)	(77,280)	(59,246)	18,034				18,034	18,034	0	18,034

CHELTENHAM BOROUGH COUNCIL					(Under) / Overspend before SeRCOP Adjustment	Carry Forwards	Transfers to (from) Programme Mtce Reserve	Transfers to to (from) other reserves	Adjusted (Under) / Overspend	(Under) / Overspend before SeRCOP Adjustment	SeRCOP / IFRS Adjustments	SOA -Code Adjusted (Under) / Overspend
REVENUE OUTTURN 2014/15		Original Budget 14/15 £	Current Budget 14/15 £	Actuals 14/15 £	£	£	£	£	£	£	£	£
OPS102	GCC Schools	400	400	700	300				300	300	0	300
CCR001	Community Safety (Crime Reduction)	177,800	177,800	174,227	(3,573)				(3,573)	(3,573)	(27,400)	(30,973)
CCT001	CCTV	138,600	101,000	104,700	3,700				3,700	3,700	(2,200)	1,500
ENF105	Cheltenham Environmental Fund- Public Protection	0	3,800	12	(3,788)	3,800			12	(3,788)	0	(3,788)
REG001	Environmental Health General	(19,700)	(104,800)	(172,171)	(67,371)			10,800	(56,571)	(67,371)	172,171	104,800
REG002	Licensing	3,350	2,450	(7,514)	(9,964)	10,000			36	(9,964)	(61,928)	(71,892)
REG003	Animal Control	22,900	22,900	26,337	3,437				3,437	3,437	(1,300)	2,137
REG012	Air Quality	33,600	33,600	29,995	(3,605)				(3,605)	(3,605)	(4,300)	(7,905)
REG013	Pollution Control	113,600	113,600	121,759	8,159				8,159	8,159	(24,700)	(16,541)
REG014	Contaminated Land	27,700	27,700	27,042	(658)				(658)	(658)	(4,800)	(5,458)
REG016	Food Safety	184,000	184,000	182,001	(1,999)				(1,999)	(1,999)	(32,800)	(34,799)
REG017	Health & Safety At Work	163,200	163,200	163,200	0				0	0	(30,500)	(30,500)
REG018	Pest Control	47,300	47,300	62,490	15,190				15,190	15,190	(15,000)	190
REG020	Water Sampling	500	500	442	(58)				(58)	(58)	0	(58)
STC011	Abandoned Vehicles	8,700	8,700	10,688	1,988				1,988	1,988	(1,800)	188
SUP039	Callouts	0	(3,300)	(2,070)	1,230				1,230	1,230	(363)	868
<b>Total Environmental and Regulatory Services</b>		<b>2,721,170</b>	<b>3,390,270</b>	<b>2,750,100</b>	<b>(640,170)</b>	<b>201,450</b>	<b>141,000</b>	<b>46,735</b>	<b>(250,985)</b>	<b>(640,170)</b>	<b>360,946</b>	<b>(279,223)</b>
ECD002	Markets	(1,800)	(1,800)	(1,429)	371				371	371	0	371
SUP017	Business Improvement/Transformation	(47,700)	(75,800)	(109,344)	(33,544)				(33,544)	(33,544)	109,344	75,800
CCC001	Climate Change	52,700	52,700	52,700	0				0	0	(16,700)	(16,700)
COM001	Community Development	(62,400)	45,400	14,540	(30,860)	27,600			(3,260)	(30,860)	0	(30,860)
CUL108	Everyman Theatre	130,000	127,800	127,633	(167)				(167)	(167)	0	(167)
CUL109	Playhouse Theatre	9,000	9,000	8,811	(189)				(189)	(189)	0	(189)
CUL111	Cheltenham Festivals	98,400	92,700	92,646	(54)				(54)	(54)	(500)	(554)
DRM011	Twinning Expenses	36,200	35,400	39,004	3,604				3,604	3,604	(1,294)	2,310
GBD001	Community Welfare Grants	306,350	371,350	352,705	(18,645)	16,200			(2,445)	(18,645)	(1,207)	(19,852)
GBD103	SLA Single Advice Contract	113,000	113,000	112,986	(14)				(14)	(14)	(800)	(814)
PLP103	Cheltenham Strategic partnership	131,800	131,800	132,272	472				472	472	(200)	272
SUP018	Press & PR/Communications	17,900	(2,700)	(14,138)	(11,438)	10,700			(738)	(11,438)	14,138	12,400
SUP037	Equal Opportunities	1,500	1,500	0	(1,500)				(1,500)	(1,500)	0	(1,500)
COR003	Corporate Policy Making	6,200	23,400	8,234	(15,166)	5,000			(10,166)	(15,166)	(8,234)	(23,400)
DRM008	Corporate Subscriptions	22,400	22,400	20,461	(1,939)				(1,939)	(1,939)	0	(1,939)
HOM001	Homelessness	348,000	377,700	338,608	(39,092)				(39,092)	(39,092)	(8,632)	(47,724)
RYC002	Green Waste	(96,000)	(62,000)	(170,718)	(108,718)				(108,718)	(108,718)	2,300	(106,418)
RYC004	Recycling Centres	248,860	350,860	380,861	30,001		40,000		70,001	30,001	(1,200)	28,801
RYC005	Bring Sites	21,620	19,620	38,380	18,760				18,760	18,760	(1,200)	17,560
RYC006	Recycling Collection Schemes	712,970	707,570	768,663	61,093				61,093	61,093	(1,600)	59,493
RYC007	Waste & Recycling - Marketing	0	22,800	10,262	(12,538)				(12,538)	(12,538)	0	(12,538)
STC001	Street Cleaning	840,180	863,980	812,682	(51,298)	24,000			(27,298)	(51,298)	(6,400)	(57,698)
SUP004	Legal	5,400	45,000	(22,710)	(67,710)	25,000			(42,710)	(67,710)	22,710	(45,000)
SUP034	Fleet Management	(146,900)	(28,200)	(5,208)	22,992				22,992	22,992	0	22,992
SUP104	L & C Trust set up costs	0	430,400	300,448	(129,952)	14,700		100,000	(15,252)	(129,952)	(77)	(130,029)
TRW001	Trade Waste	(79,660)	(13,660)	(51,536)	(37,876)				(37,876)	(37,876)	3,520	(34,356)
WST001	Household Waste	1,324,640	1,350,940	1,180,172	(170,768)				(170,768)	(170,768)	(17,300)	(188,068)
WST004	Bulky Household Waste	(9,900)	(9,900)	1,079	10,979				10,979	10,979	0	10,979
SUP036	Project Management	(19,300)	(25,600)	(27,912)	(2,312)				(2,312)	(2,312)	27,912	25,600
<b>Deputy Chief Executive Directorate</b>		<b>3,963,460</b>	<b>4,975,660</b>	<b>4,390,150</b>	<b>(585,510)</b>	<b>123,200</b>	<b>40,000</b>	<b>100,000</b>	<b>(322,310)</b>	<b>(585,510)</b>	<b>114,581</b>	<b>(470,929)</b>
SUP010	Internal Audit	19,900	17,000	23,123	6,123				6,123	6,123	(23,123)	(17,000)
ADB102	Custodians	43,200	(38,400)	(39,041)	(641)				(641)	(641)	39,041	38,400
CPK002	Car Park Income Collection	(16,200)	(64,700)	(67,856)	(3,156)				(3,156)	(3,156)	67,856	64,700
SUP008	Reception/ Customer Services	(4,800)	23,300	40,078	16,778				16,778	16,778	(40,078)	(23,300)
SUP014	Cashiers	3,600	21,600	6,534	(15,066)				(15,066)	(15,066)	(6,534)	(21,600)
SUP024	Postal Services	2,400	(53,400)	(56,586)	(3,186)				(3,186)	(3,186)	56,586	53,400
SUP103	Business Support Services	0	112,800	114,787	1,987				1,987	1,987	(114,787)	(112,800)
AIR101	Gloucestershire Airport	(11,200)	28,800	32,319	3,519				3,519	3,519	(100)	3,419
COR001	Corporate Management	1,236,300	865,100	887,186	22,086	13,000			35,086	22,086	(179,412)	(157,326)
COR006	Treasury Management	40,200	36,700	49,900	13,200				13,200	13,200	0	13,200
HAV001	Housing Advances	0	0	(782)	(782)				(782)	(782)	0	(782)
SUP009	Accountancy	(63,700)	(40,600)	(74,406)	(33,806)	13,000			(20,806)	(33,806)	74,406	40,600
SUP011	Creditors	1,200	5,750	12,925	7,175				7,175	7,175	(12,925)	(5,750)
SUP012	Debtors	1,600	8,900	9,653	753				753	753	(9,653)	(8,900)

CHELTENHAM BOROUGH COUNCIL					(Under) / Overspend before SeRCOP Adjustment	Carry Forwards	Transfers to (from) Programme Mtce Reserve	Transfers to to (from) other reserves	Adjusted (Under) / Overspend	(Under) / Overspend before SeRCOP Adjustment	SeRCOP / IFRS Adjustments	SOA -Code Adjusted (Under) / Overspend
REVENUE OUTTURN 2014/15		Original Budget 14/15 £	Current Budget 14/15 £	Actuals 14/15 £	£	£	£	£	£	£	£	£
SUP033	Central Purchasing	200	7,550	9,496	1,946				1,946	1,946	(9,496)	(7,550)
SUP035	Insurances	100	4,550	9,343	4,793				4,793	4,793	0	4,793
SUP038	Pensions Backfunding	2,080,100	2,230,100	2,238,281	8,181				8,181	8,181	(1,779,515)	(1,771,334)
SUP003	Human Resources	1,600	1,850	8,605	6,755				6,755	6,755	(8,605)	(1,850)
SUP013	Payroll	700	(8,250)	1,326	9,576				9,576	9,576	(1,326)	8,250
SUP019	Health & Safety	300	(4,650)	314	4,964				4,964	4,964	(314)	4,650
SUP020	Training & Development	200	8,050	5,326	(2,724)	3,500			776	(2,724)	(5,326)	(8,050)
HBA001	Housing Benefit Administration	(33,400)	(59,000)	(82,855)	(23,855)				(23,855)	(23,855)	(36,040)	(59,895)
HBP001	Rent Allowances	(8,600)	(8,600)	(55,706)	(47,106)				(47,106)	(47,106)	0	(47,106)
HBP002	Rent Rebates	(149,700)	(149,700)	(126,169)	23,531				23,531	23,531	0	23,531
HBP003	Local Housing Allowance	(37,900)	(30,100)	(0)	30,100				30,100	30,100	(2,023)	28,076
LTC002	Council Tax Support Administration	192,400	192,400	191,687	(713)				(713)	(713)	0	(713)
SUP005	ICT	(59,585)	42,215	43,649	1,434				1,434	1,434	(43,649)	(42,215)
NDC001	Non Distributed Costs	0	0	7,007	7,007				7,007	7,007	0	7,007
SUP022	Printing Services	300	300	0	(300)				(300)	(300)	0	(300)
SUP101	GO ICT Centre of Excellence	19,000	0	0	0				0	0	0	0
ADB101	Cheltenham Municipal Offices	(100)	(15,200)	(43,511)	(28,311)				(28,311)	(28,311)	43,511	15,200
ADB103	Cheltenham Depot	(48,400)	52,500	71,276	18,776		28,700		47,476	18,776	(71,276)	(52,500)
CUL002	War Memorials	4,400	155,900	54,293	(101,607)	100,000			(1,607)	(101,607)	0	(101,607)
CUL112	Town Hall Repairs & Maintenance	25,300	612,500	570,807	(41,693)		17,000		(24,693)	(41,693)	0	(41,693)
CUL113	Pittville Pump Room Repairs & Maintenance	12,500	301,500	301,088	(412)		22,600		22,188	(412)	0	(412)
CUL117	Art Gallery & Museum Repairs & Maintenance	8,700	376,400	457,273	80,873		7,000		87,873	80,873	0	80,873
ECD101	Xmas in Cheltenham	38,900	43,300	44,174	874				874	874	(100)	774
ENF104	Cheltenham Environmental Fund- Property	0	20,000	20,000	0				0	0	0	0
FIE040	Income & Expenditure on Investment Props & Changes in Fair Value	(471,850)	(397,550)	(433,452)	(35,902)		25,600		(10,302)	(35,902)	(3,576)	(39,478)
OPS111	Arle Road Nursery Repairs Maintenance	5,100	58,600	12,301	(46,299)		53,000		6,701	(46,299)	0	3)
OPS121	Parks & Gardens Repairs & Maintenance	0	11,300	9,272	(2,028)				(2,028)	(2,028)	0	3)
OPS122	Sports & Open Spaces Repairs & Maintenance	0	314,000	109,140	(204,860)		218,600		13,740	(204,860)	0	3)
REC111	Recreation Centre Repairs & Maintenance	38,900	1,382,900	1,250,901	(131,999)		112,100		(19,899)	(131,999)	0	3)
REC112	Prince of Wales Stadium Repairs & Maintenance	2,300	52,300	72,256	19,956		(9,700)		10,256	19,956	0	6)
REG019	Public Conveniences	131,580	120,680	158,588	37,908				37,908	37,908	(1,500)	8)
REG119	Public Conveniences R&M	7,300	23,800	13,086	(10,714)		5,800		(4,914)	(10,714)	(18,959)	3)
SUP025	Property Services	927,700	(26,850)	10,383	37,233	8,500	(9,600)		36,133	37,233	8,576	19)
LTC001	Council Tax Collection	590,300	516,200	499,691	(16,509)				(16,509)	(16,509)	(24,883)	2)
LTC011	NNDR Collection	(71,600)	(74,100)	(55,961)	18,139				18,139	18,139	(2,625)	15,514
LTC012	NNDR Discretionary Relief	0	25,200	0	(25,200)	25,200			0	(25,200)	0	(25,200)
<b>Total Corporate Resources Directorate</b>		<b>4,459,245</b>	<b>6,702,945</b>	<b>6,309,744</b>	<b>(393,201)</b>	<b>163,200</b>	<b>471,100</b>	<b>0</b>	<b>241,099</b>	<b>(393,201)</b>	<b>(2,105,850)</b>	<b>(2,499,051)</b>
CUL001	Arts Development	24,800	563	563	0				0	0	0	0
CUL106	Art Gallery & Museum grant funded projects	900	5,937	5,937	0				0	0	0	0
CUL107	Art Gallery & Museum Operations	1,148,400	526,401	527,017	616				616	616	(31,162)	(30,546)
TOU002	Tourist/Visitor Information Centre	67,100	(4,000)	(9,460)	(5,460)				(5,460)	(5,460)	0	(5,460)
CUL102	Town Hall Operations	685,100	194,432	195,149	717				717	717	(18,828)	(18,111)
CUL103	Pittville Pump Room Operations	116,200	(201,714)	(201,488)	227				227	227	0	227
CUL110	Entertainment Events - detail coded	(76,700)	(26,480)	(25,950)	530				530	530	0	530
REC101	Recreation Centre Operations	1,419,200	(126,484)	(126,383)	101				101	101	(24,712)	(24,611)
REC102	Prince of Wales Stadium Operations	3,100	16,588	2,938	(13,650)				(13,650)	(13,650)	0	(13,650)
REC001	Sports Development	87,500	10,355	10,355	0				0	0	(1,002)	(1,002)
REC002	Recreational Facilities Development	0	538	538	0				0	0	0	0
REC005	Active Lifestyles	67,700	7,037	7,036	(0)				(0)	(0)	(568)	(568)
REC007	Holiday Recreation Programme	104,800	53,600	53,600	(0)				(0)	(0)	(1,002)	(1,002)
REC008	Support To External Sports Organisations	8,300	0	0	0				0	0	0	0
CSM001	Cultural - Service Management and Support Services	(136,700)	1,489,929	1,445,841	(44,088)			44,000	(88)	(44,088)	(16,866)	(60,954)
<b>Total Leisure &amp; Culture Services</b>		<b>3,519,700</b>	<b>1,946,700</b>	<b>1,885,692</b>	<b>(61,008)</b>	<b>0</b>	<b>0</b>	<b>44,000</b>	<b>(17,008)</b>	<b>(61,008)</b>	<b>(94,140)</b>	<b>(155,148)</b>
<b>Central Salary Savings Target (COR001-R1099)</b>		<b>(450,000)</b>	<b>(16,800)</b>	<b>0</b>	<b>16,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,800</b>	<b>16,800</b>	<b>0</b>	<b>16,800</b>
<b>Bad Debt Provision (COR001-R8910)</b>		<b>40,000</b>	<b>40,000</b>	<b>22,474</b>	<b>(17,526)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(17,526)</b>	<b>(17,526)</b>	<b>0</b>	<b>(17,526)</b>
<b>TOTAL COST OF SERVICES</b>		<b>15,959,025</b>	<b>18,667,525</b>	<b>16,838,024</b>	<b>(1,829,501)</b>	<b>489,350</b>	<b>652,100</b>	<b>299,078</b>	<b>(388,973)</b>	<b>(1,829,501)</b>	<b>(1,763,568)</b>	<b>(3,593,069)</b>
Capital Charges:												

CHELTENHAM BOROUGH COUNCIL					(Under) / Overspend before SeRCOP Adjustment	Carry Forwards	Transfers to (from) Programme Mtce Reserve	Transfers to to (from) other reserves	Adjusted (Under) / Overspend	(Under) / Overspend before SeRCOP Adjustment	SeRCOP / IFRS Adjustments	SOA -Code Adjusted (Under) / Overspend
REVENUE OUTTURN 2014/15		Original Budget 14/15 £	Current Budget 14/15 £	Actuals 14/15 £	£	£	£	£	£	£	£	£
BAL103-B8020	GF balance - Depreciation	(2,736,800)	(3,202,500)	(3,202,511)	(11)				(11)	(11)	0	(11)
BAL103-B8060	GF balance - Amortisation of intangible assets	(105,800)	(104,800)	(104,837)	(37)				(37)	(37)	0	(37)
BAL103-B8110	GF balance - MRP for repayment of debt	810,500	824,500	823,959	(541)				(541)	(541)	0	(541)
BAL103-B8170	GF balance - premiums/discounts (-)	145,700	145,700	145,573	(127)				(127)	(127)	0	(127)
BAL100-B8160	GF balance - contribution from Capital Receipts to government pool	0	0	(309,893)	(309,893)				(309,893)	(309,893)	0	(309,893)
O0E300-R8940	Contributions to the Housing Capital Receipts Pool	0	0	309,893	309,893				309,893	309,893	0	309,893
<b>Total Capital Charges</b>		<b>(1,886,400)</b>	<b>(2,337,100)</b>	<b>(2,337,816)</b>	<b>(716)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(716)</b>	<b>(716)</b>	<b>0</b>	<b>(716)</b>
BVACOP reversals-												
FIE090-R8950	Pension interest cost	0	0	0	0				0	0	5,175,000	5,175,000
FIE090-R8951	Pension interest return	0	0	0	0				0	0	(2,881,000)	(2,881,000)
BAL100-B8180	GF balance - Reversal of IAS19 charges	0	0	0	0				0	0	(3,523,000)	(3,523,000)
BAL100-B8190	GF balance - Employers pension contributions	0	0	0	0				0	0	3,622,000	3,622,000
BAL100-B8040	GF balance - Revaluation Losses on PPE	0	0	0	0				0	0	(378,133)	(378,133)
BAL100-B8085	GF balance - Accumulated absences	0	0	0	0				0	0	(10,862)	(10,862)
BAL100-B8120	GF balance - RCCO	0	0	0	0				0	0	811,875	811,875
BAL100-B8146	GF balance - capital receipts transferred - grants repaid	0	0	0	0				0	0	31,721	31,721
BAL100-B8240	GF balance - Capital Financing from RCCO	0	0	0	0				0	0	(811,875)	(811,875)
TG1040	Capital Grants and Contributions Receivable	0	0	(1,533,459)	(1,533,459)				(1,533,459)	(1,533,459)	319,696	(1,213,763)
BAL100-B8080	GF balance - REFCUS	0	0	0	0				0	0	(591,854)	(591,854)
BAL100-B8070	GF balance - Capital grants and contributions applied and unapplied	0	0	1,533,459	1,533,459				1,533,459	1,533,459	0	1,533,459
<b>Total BVACOP reversals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,763,568</b>	<b>1,763,568</b>
EIP003	Impairment of Investments	0	0	(20,238)	(20,238)				(20,238)	(20,238)	0	(20,238)
FIE010	Interest Payable and Similar Charges	369,600	369,600	388,148	18,548				18,548	18,548	0	18,548
FIE030	Interest and Investment Income	(41,800)	(111,800)	(160,372)	(48,572)				(48,572)	(48,572)	0	(48,572)
FIE050	Exchange rate (profit)/loss	0	0	50,785	50,785				50,785	50,785	0	50,785
<b>Interest and Investment Income</b>		<b>327,800</b>	<b>257,800</b>	<b>258,323</b>	<b>523</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>523</b>	<b>523</b>	<b>0</b>	<b>523</b>
BAL104	Balances and Reserves	296,447	(2,046,703)	(479,067)	1,567,636	(577,850)	(652,100)	(337,686)	0	1,567,636	0	1,567,636
<b>Use of balances and reserves</b>		<b>296,447</b>	<b>(2,046,703)</b>	<b>(479,067)</b>	<b>1,567,636</b>	<b>(577,850)</b>	<b>(652,100)</b>	<b>(337,686)</b>	<b>0</b>	<b>1,567,636</b>	<b>0</b>	<b>1,567,636</b>
General	Use of general underspend	0	0	0	0	88,500			88,500	88,500	0	88,500
<b>NET BUDGET</b>		<b>14,696,872</b>	<b>14,541,522</b>	<b>14,279,464</b>	<b>(262,058)</b>	<b>0</b>	<b>0</b>	<b>(38,608)</b>	<b>(300,666)</b>	<b>(262,058)</b>	<b>0</b>	<b>(262,058)</b>
<b>FUNDING:</b>												
TG1020-	Non-ringfenced Government Grants:											
R9005	New homes bonus grant	(1,030,000)	(1,098,100)	(1,097,930)	170				170	170	0	170
R9006	Council tax freeze grant	(73,063)	(81,211)	(81,211)	0				0	0	0	0
R9009	S31 NDR compensation grant	(1,008,103)	(636,925)	(672,622)	(35,697)			35,697	0	(35,697)	0	(35,697)
R9060	Other specific government grants	0	(16,402)	(22,017)	(5,615)				(5,615)	(5,615)	0	(5,615)
<b>Total Other Government Grants</b>		<b>(2,111,166)</b>	<b>(1,832,638)</b>	<b>(1,873,780)</b>	<b>(41,142)</b>	<b>0</b>	<b>0</b>	<b>35,697</b>	<b>(5,445)</b>	<b>(41,142)</b>	<b>0</b>	<b>(41,142)</b>
O0E200	Parish Council Precepts	0	177,454	177,454	(0)				(0)	(0)	0	(0)
O0E210	Parish Council Tax Support Grant	10,269	10,269	10,268	(1)				(1)	(1)	0	(1)
TG1010-R9070	Demand on the Collection Fund - Council Tax	(7,306,250)	(7,483,704)	(7,483,704)	0				0	0	0	0
TG1010-R9071	Share of Collection Fund surplus (-) / deficit	(47,200)	(47,200)	(47,264)	(64)				(64)	(64)	(71,508)	(71,572)
<b>Council Tax Income</b>		<b>(7,343,181)</b>	<b>(7,343,181)</b>	<b>(7,343,246)</b>	<b>(65)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(65)</b>	<b>(65)</b>	<b>(71,508)</b>	<b>(71,573)</b>
TG1018-R9071	Payment to business rates pool re share of deficits 14/15	0	0	346,405	346,405			(61,449)	284,955	346,405	64,251	410,656
TG1018	Non-domestic rates income and expenditure	(2,321,651)	(2,444,829)	(2,496,990)	(52,161)			64,360	12,199	(52,161)	0	(52,161)
BAL100-B8210	GF balance - Council tax and NNDR Surplus	0	0	0	0				0	0	7,257	7,257
<b>Non Domestic Rates from national pool</b>		<b>(2,321,651)</b>	<b>(2,444,829)</b>	<b>(2,150,585)</b>	<b>294,244</b>	<b>0</b>	<b>0</b>	<b>2,911</b>	<b>297,155</b>	<b>294,244</b>	<b>71,508</b>	<b>365,752</b>
TG1020-R9001	Revenue Support Grant	(2,920,874)	(2,920,874)	(2,920,874)	0				0	0	0	0
<b>Revenue Support Grant</b>		<b>(2,920,874)</b>	<b>(2,920,874)</b>	<b>(2,920,874)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL FUNDING</b>		<b>(14,696,872)</b>	<b>(14,541,522)</b>	<b>(14,288,485)</b>	<b>253,037</b>	<b>0</b>	<b>0</b>	<b>38,608</b>	<b>291,645</b>	<b>253,037</b>	<b>0</b>	<b>253,037</b>

CHELTENHAM BOROUGH COUNCIL	Original Budget 14/15 £	Current Budget 14/15 £	Actuals 14/15 £	(Under) / Overspend before SeRCOP Adjustment £	Carry Forwards £	Transfers to (from) Programme Mitce Reserve £	Transfers to to (from) other reserves £	Adjusted (Under) / Overspend £	(Under) / Overspend before SeRCOP Adjustment £	SeRCOP / IFRS Adjustments £	SOA -Code Adjusted (Under) / Overspend £
REVENUE OUTTURN 2014/15											
<b>NET OUTTURN</b>	<b>0</b>	<b>0</b>	<b>(9,021)</b>	<b>(9,021)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(9,021)</b>	<b>(9,021)</b>	<b>0</b>	<b>(9,021)</b>

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**SIGNIFICANT VARIANCES IN REVENUE OUTTURN FOR 2014/15  
(OVER £50,000) BY SERVICE**

**CHIEF EXECUTIVES**

There is a net underspend of £39k in 2014/15 with no significant variances to note.

**ENVIRONMENTAL & REGULATORY SERVICES**

There is a net underspend of £251k within the Built Environment Directorate for 2014/15 including the following significant variances:-

**Off Street Car parking**

There is a net overspend against Off Street Car Parking (including response maintenance) of £82k. This includes a small deficit on income of £8k which was matched by an equivalent saving on staff costs, an overspend on supplies and services accounted for £66k, a proportion of which is in relation to additional expenditure on cleaning, security, equipment and general repairs and maintenance.

The remaining £16k as a result of an unbudgeted increase in annual service charges in respect of the Regent Arcade Car Park which has been resolved as part of the 2015-2016 budget setting process.

**Cemetery & Crematorium**

There is a net surplus in the Cemetery & Crematorium service of £132.5k in 2014/15.

The cremations income budget in 2014/15 was reduced by £234k following a review of income levels impacted by cremator operational issues. However in the months following these projections income by far exceeded forecasts resulting in excess income against revised budget of £152k.

This surplus on income was offset by an over spend of £22.8k on repairs and maintenance due to requirements arising from the current cremator equipment.

**Sports & Open Spaces**

An under spend of £56k has arisen on Sports & Open Spaces due to the surplus delivered by Ubico Ltd which was a result of operational efficiencies achieved and savings on fuel.

**DEPUTY CHIEF EXECUTIVES**

There is a net underspend of £322k within the Commissioning Directorate for 2014/15 including the following significant variances:-

**Green Waste**

There is an underspend of £108.7k on Green Waste due to additional income over budget of £55k, plus the surplus delivered by Ubico Ltd which was a result of operational efficiencies achieved and fuel savings.

**Waste and Recycling**

There is an underspend in waste and recycling budgets of £180.5k for the year, made up of an income shortfall of £107k that was more than covered by the surplus delivered by Ubico Ltd which was a result of operational efficiencies achieved and fuel savings.

**CORPORATE RESOURCES DIRECTORATE**

There is a net overspend within the Corporate Resourcing Directorate of £241k including the following significant variances:-

**Art Gallery & Museum Repairs & Maintenance**

There is an overspend of £88k including an overspend in utility costs of £51k at The Wilson. This is partially offset by a saving in utility costs in the other Leisure and Culture operational buildings of £26k for the year and a saving of £14k in consultancy costs funded by planned maintenance.

There is a shortfall in the income budget of £21k in respect of the share of facilities by the Cheltenham Library, which is no longer payable by Gloucestershire County Council following the redevelopment of The Wilson and the self-containment of the two buildings.

**SIGNIFICANT VARIANCES IN CAPITAL OUTTURN FOR 2014/15  
(OVER £50,000) BY SERVICE****Cremators**

There is an underspend of £59.8k against the capital budget for cremators of £188.3k. This underspend needs to be carried forward for the completion of the works in 2015/16.

**Town Centre acquisitions**

The Council purchased land at Synagogue Lane and the former shopfitters site from the £1m Town Centre acquisitions budget leaving £432k to carry forward into 2015/16.

**Capitalisation of UNIFORM**

As part of budget setting for 2015/16, the Council approved a budget of £104,000 for the capitalisation of UNIFORM which would result in annual revenue savings from licensing costs.

However, the Council was required to progress with the purchase in advance of 2015/16 in order to secure revenue savings from 1<sup>st</sup> April 2015 onwards. The cost was therefore incurred in 2014/15 which resulted in timing differences in terms of budgetary provision. The cost will be funded from capital reserves in 2014/15, and the approved budget in 2015/16 returned to the reserve to compensate accordingly.

**Allotments**

The enhancement schemes for allotments started towards the end of 2014/15 with £591k of the £610k budget needing to be carried forward into 2015/16.

**Town Hall Chairs**

The order for the town hall chairs is to be placed in July 2015 so the £80k budget needs to carry forward into 2015/16 to cover this.

**Integrated Transport – Civic Pride Schemes**

The bulk of the expenditure on these scheme will take place in 2015/16 due to lead in times for the required works, therefore £387k needs to be carried forward into 2015/16. The Council will be upgrading and re-lining spaces at Grosvenor Terrace car park in the future and its usage may increase and will be further helped by Gloucestershire County Council's planned changes to the highway network.

**CCTV in Car Parks**

£215k of this budget remains to be allocated to schemes in 2015/16 so needs to be carried forward.

**Public Realm Improvements**

The works planned for the High Street and Town Centre improvements are now timed for 2015/16 so the £244k budget needs to be carried forward into 2015/16.

**Car Park Investment**

The budget of £250k for new car park machines needs to be carried forward into 2015/16 when the programme for this work will take place.

**Disabled Facilities Grants (DFG)**

There was an underspend of £155k in 2014/15 due to timing of grant approvals and subsequent take up. It is not proposed to carry this forward as the DFG capital

budget of £600k per annum is deemed sufficient to meet demand.

**Vacant Property Grant**

£275k of this budget was not used in 2014/15 due to timing of allocations and needs to be carried forward into 2015/16.

**Warm and Well Grants**

The £78.4k balance of unspent funding for these grants needs to be carried forward into 2015/16 to allow the home energy efficiency programme to continue.

**Housing Enabling – St Paul’s Phase 2**

The unspent element of this budget of £1.613m needs to be carried forward into 2015/16 due to the uncertain timing for this programme of provision of new affordable housing.

**Vehicle and Recycling Caddies**

The lead in time to procure these items means the budget of £61,800 needs to be carried forward into 2015/16.

**10 Year Vehicle Replacement Programme**

The lead in time to procure a number of new vehicles for the Ubico fleet means this budget of £628k needs to be carried forward into 2015/16.

# 2014/15 CARRY FORWARD REQUESTS

Amount £ (Net of VAT)	Expenditure Code	Cost Centre	Reason for carry forward	A (i)	A (ii)	B
				Base Budgets Amounts agreed by S151 Officer under delegated powers	One-Off Budgets Amounts agreed by S151 Officer under delegated powers	Amounts for member approval
1,500	R1650-DRM001-NA	Democratic Services	To fund committed expenditure in 2015/16 for a Member Training course for Planning Committee.	1,500		
<b>1,500</b>	<b>TOTAL CHIEF EXECUTIVES DIRECTORATE</b>			<b>1,500</b>	<b>0</b>	<b>0</b>
13,000	R1000-COR001-NA	Corporate Management	Balance of one-off budget carried forward to cover committed SLT capacity costs in 2015/16.		13,000	
13,000	R4400-SUP009-NA	GOSS Finance	To support the delayed Agresso upgrade in 2015/16, works commenced in 2014/15 but due to staffing pressures and issues with Payroll module this has been delayed until July 2015.		13,000	
3,500	R4400-SUP020-NA	GOSS Training & Development	CBC's contribution towards 12 month contract for an additional Learning & Organisational Development business partner - agreed by SLT and GOSS Chief Officers' Group. The costs of which straddled 2014/15 and 2015/16.		3,500	
8,500	R4400-SUP025-NA	Property Services	CIPFA Asset Management Plan Health Check - committed expenditure with completion in 2015/16.		8,500	
100,000	R2078-CUL002-NA	War Memorials	Carry forward from 13/14 to fund war memorial renovation expenditure in the World War One Centenary year.			100,000
15,000	R6280-LTC012-HSI001	Discretionary NNDR relief	To fund consultation with the business community about the possibility of setting up a Business Improvement District (BID) in Cheltenham. High Street Innovation Fund allocation.		15,000	
10,200	R6280-LTC012-HSI001	Discretionary NNDR relief	To continue the business rates discount scheme for another year, with additional efforts being made to publicise it. High Street Innovation Fund allocation.		10,200	
<b>163,200</b>	<b>TOTAL CORPORATE RESOURCES DIRECTORATE</b>				<b>63,200</b>	<b>100,000</b>
5,200	R4530-BUC001-NA	Building Control	Contribution to cost of upgrade of uniform for use by Building Control - Shared cost with Tewkesbury Borough Council - balance of one off budget to cover remaining costs to be incurred in 2015/16		5,200	
9,550	R4400-PLP001-NA	Planning Policy	Production of AONB Study for Cheltenham Local Plan - committed expenditure paid May 2015	9,550		
49,100	R4400-SUP040-NA	Built Environment	REST Project - balance of one-off budget required to continue supporting project in 2015/16 including development of online forms for food inspectors.		49,100	
10,000	R4400-ECD001-NA	Economic Development	Economic Development Strategy work - committed to be spent in 2015/16	10,000		
9,300	R4400-ECD001-HSI001	Economic Development	High Street Innovation Fund - To continue to provide skills training to help new and existing businesses, by providing Skillsmart retail workshops - funds to be spent in 2015/16.			9,300
600	R4400-ECD001-HSI001	Economic Development	High Street Innovation Fund - To provide a grant to the Montpellier traders in order to purchase a Christmas Tree in Montpellier in 2015/16 and pay electricity costs in order to support Christmas trading in the area.			600
18,000	R4400-TOU002-NA	Economic Development	Balance of Economic Development budget for Promoting Cheltenham Fund, carried forward from 2013/14. Request to carry forward this underspend to part fund Tourism Strategy work in 2015/16			18,000

# 2014/15 CARRY FORWARD REQUESTS

Amount £ (Net of VAT)	Expenditure Code	Cost Centre	Reason for carry forward	A (i)	A (ii)	B
				Base Budgets Amounts agreed by S151 Officer under delegated powers	One-Off Budgets Amounts agreed by S151 Officer under delegated powers	Amounts for member approval
5,100	R4400-TOU002-NA	Cheltenham Environmental Fund - Community Pride Fund	Cheltenham Environmental fund budget for Community Pride, carried forward from 2012/13 and 2013/14, for which original grants awarded are no longer needed. Request to carry forward this underspend to part fund Tourism Strategy work in 2015/16, in addition to above carry forward.			5,100
28,400	R6280-ENF106-ENV019	Cheltenham Environmental Fund - Community Pride Fund	Balance of carry forward from 2012/13 - 2013/14. Funding required to support environmental fund community pride grants that were allocated by Cabinet in 2013-14 and 2014-15, where successful applicants have 12 months to spend the grant allocation (although time may be extended at the discretion of the council). The fund will be kept under review during the 2015-16 and any unused funding will be discussed with relevant Cabinet members.			28,400
500	R4400-ENF101-ENV004	Cheltenham Environmental Fund - Townscape	Cheltenham Environmental Fund - balance of Humber & Mersey Road budget brought forward from 2013/14. Required for committed expenditure to complete project in 2015/16			500
2,000	R4400-ENF101-ENV001	Cheltenham Environmental Fund - Townscape	Cheltenham Environmental Fund - balance of Connect my Street budget brought forward from 2013/14. Required for committed expenditure to complete project in 2015/16			2,000
5,600	R4400-ENF103-ENV007	Cheltenham Environmental Fund - Transport	Cheltenham Environmental Fund - Cheltenham Cycle Infrastructure - balance of project brought forward from 2013/14. Required for committed expenditure to be spent in 2015/16.			5,600
400	R2075-ENF102-ENV006	Cheltenham Environmental Fund - Parks	Cheltenham Environmental Fund - Pilley Bridge Nature Reserve - balance of scheme brought forward from 2013/14. Required to complete project in 2015/16			400
3,800	R4000-ENF105-ENV020	Cheltenham Environmental Fund - Public Protection	Cheltenham Environmental Fund - Public Protection: Cracking Environmental Crime - this will be used to purchase equipment for a tackling dog fouling project including signage, literature, bags, dog chipping equipment.			3,800
21,900	R1000 / R1001 / R1006-URB101	Urban Design	One-off budget straddling financial years to continue funding Urban Design posts to support Civic Pride projects		21,900	
22,000	R4400-CCM111-CPN005	Cemetery & Crematorium	One off budget to contribute towards costs of feasibility study. Works to be completed in 2015/16.		22,000	
10,000	R4531-REG002-NA	Licensing	Carry forward requested to fund the development and costs of existing software to create new on line license application forms, to reduce customer processing time.			10,000
<b>201,450</b>	<b>TOTAL ENVIRONMENT &amp; REGULATORY SERVICES</b>			<b>19,550</b>	<b>98,200</b>	<b>83,700</b>
12,500	R4400-SUP004-NA	One Legal	Balance of carry forward from 2013/14. Contribution towards locums / advisors for One-Legal to enable provision of service whilst new structure of the expanded service is being finalised. Shared cost with Tewkesbury Borough Council.			12,500
12,500	R4400-SUP004-NA	One Legal	Balance of carry forward from 2013/14. Contribution towards the extension of the existing One Legal service arrangement in 2015/16. Shared cost with Tewkesbury Borough Council.			12,500
11,700	R1100-SUP104-NA	Leisure & Culture set up costs	Agency costs to fund temporary Finance Director for The Cheltenham Trust to 31st May 2015.		11,700	
3,000	R4400-SUP104-GOSS01	Leisure & Culture set up costs	External VAT advice in May 2015 in respect of set up of VAT structure for The Cheltenham Trust.		3,000	

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# 2014/15 CARRY FORWARD REQUESTS

Amount £ (Net of VAT)	Expenditure Code	Cost Centre	Reason for carry forward	A (i)	A (ii)	B
				Base Budgets Amounts agreed by S151 Officer under delegated powers	One-Off Budgets Amounts agreed by S151 Officer under delegated powers	Amounts for member approval
8,400	R4531-SUP018-NA	Communications	Underspend in Communications supplies and services to be used to fund Jadu (web management system) responsive design costs in 15/16			8,400
5,000	R4400-COR003-NA	Corporate Policy Making	The twinning reserve set aside to fund significant twinning events was reduced in 2012/13 and has since been drawn upon to cover Olympic torch and special Göttingen and Annecy visits. The carry forward of Corporate policy underspend is required to replenish the twinning reserve in order to fund the Annecy twinning 60th anniversary celebrations in 2015/16.			2,300
2,300	R4400-SUP018 -NA	Communications	The carry forward of Communications supplies and services underspend is required to replenish the twinning reserve in order to fund the Annecy twinning 60th anniversary activities in 2015/16, with particular focus on promoting tourism.			5,000
27,600	R6280-COM001-CPN001	Community Development grants	Balance of Children and Young People's grant c/fwd from 13/14 - to be used to fund for school based peer support project, Oakley alcohol project and HWB grant expenditure in 2015/16.			27,600
8,000	R6280-GBD001-GRA006	Community Welfare Grants	Underspend on small grants to fund committed Glos Media rugby world cup grant programme in 2015/16			8,000
4,200	R6280-GBD001-CPN003	Community Welfare Grants	Balance of carry forward from 2013/14. Funding required to support community pride grants that were allocated by Cabinet in 2013-14 and 2014-15, where successful applicants have 12 months to spend the grant allocation (although time may be extended at the discretion of the council). The fund will be kept under review during the 2015-16 and any unused funding will be discussed with relevant Cabinet members.			4,200
4,000	R6280-GBD001-GRA003	Community Welfare Grants	Balance of carry forward from 2013/14. Funding required to support community pride grants that were allocated by Cabinet in 2013-14 and 2014-15, where successful applicants have 12 months to spend the grant allocation (although time may be extended at the discretion of the council). The fund will be kept under review during the 2015-16 and any unused funding will be discussed with relevant Cabinet members.			4,000
24,000	R4000-STC001-HIS001	Street Cleaning - High Street Innovation grant	13/14 carry forward of High Street Innovation Fund - To purchase a specialist street cleaning vehicle for the town centre. Work is currently being undertaken by Ubico to source a vehicle suitable for the requirements.			24,000
<b>123,200</b>	<b>TOTAL DEPUTY CHIEF EXECUTIVE DIRECTORATE</b>			-	<b>14,700</b>	<b>108,500</b>
48,500	SUP025-R1000-NA	ICT Services	Use of general underspend to support ICT infrastructure and capacity costs in 2015/16.			48,500
40,000	B8240-BAL104-RES102	Planning Appeals	Use of general underspend to increase planning appeals reserve to fund future appeals costs			40,000
<b>88,500</b>	<b>TOTAL GENERAL UNDERSPEND</b>			-	-	<b>88,500</b>
<b>577,850</b>	<b>TOTAL CARRY FORWARD REQUESTS</b>			<b>21,050</b>	<b>176,100</b>	<b>380,700</b>

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	<u>Purpose of Reserve</u>	<u>31/3/14</u> <u>Restated</u>	<u>2014/15</u> <u>Movement</u>	<u>2014/15</u> <u>Movement</u>	<u>2014/15</u> <u>Movement</u>	<u>2014/15</u> <u>Movement</u>	<u>31/3/15</u>
		£	<u>Revenue</u> <u>Out</u>	<u>Revenue</u> <u>IN</u>	<u>Capital</u> <u>Out</u>	<u>Capital</u> <u>IN</u>	£
			£	£	£	£	
<b><u>EARMARKED RESERVES</u></b>							
<b><u>Other</u></b>							
RES002	Pension Reserve	To fund future pension liability	-92,446		-84,800		-177,246
RES003	Economic Development Reserve	To fund future economic studies	-14,200	10,000			-4,200
RES004	IBS License Reserve	To fund cost of IBS license paid up front	0				0
RES005	Keep Cheltenham Tidy Reserve	Keep Cheltenham Tidy campaign - scheme contributions	-626				-626
RES006	Cultural Development Reserve	To fund future arts facilities/activity	-22,361				-22,361
RES008	House Survey Reserve	To fund cyclical housing stock condition surveys	-95,525		-26,000		-121,525
RES009	Twinning Reserve	Twinning towns civic visits to Cheltenham	-4,279				-4,279
RES010	Flood Alleviation Reserve	To fund future flood resilience work, delegated to the Flood working group for allocation	-154,227	50,000			-104,227
RES011	Art Gallery & Museum Development Reserve	To fund capital scheme	0				0
RES012	Pump Room Insurance Reserve	Insurance reserve for stolen jewellery	-18,135	4,400			-13,735
RES013	TIC Shop Reserve	Accumulated profits held for TIC shop improvements	-29				-29
RES014	GF Insurance Reserve	To fund risk management initiatives / excess / premium increases	-79,371				-79,371
RES015	Vehicle Leasing Equalisation Reserve	Purchase of vehicles and equipment	0				0
RES016	Joint Core Strategy Reserve	To fund Joint Core Strategy	-135,945	67,165			-68,780
RES018	Civic Pride Reserve	To pump prime civic pride initiative / match funding	-560,584	115,000	-50,743	4,190	-492,137
RES019	Land Charges Reserve	Cushion impact of fluctuating activity levels	-34,400	34,400			0
RES020	Ubico Reserve		-170,000				-170,000
RES021	Cheltenham Leisure & Culture Trust	To cover unforeseen deficits in operations in new trust	-200,000		-70,000		-270,000
RES022	Homelessness Reserve	To cover future homelessness prevention costs	-50,000				-50,000
RES023	Transport Green Initiatives Reserve	To fund Transport Green Initiative Schemes	-35,400	800			-34,600
			<b>-1,667,529</b>				<b>-1,613,117</b>
<b><u>Repairs &amp; Renewals Reserves</u></b>							
RES201	Commutated Maintenance Reserve	Developer contributions to fund maintenance	-146,629	39,000			-107,629
RES202	Highways Insurance Reserve	County highways - insurance excesses	-15,000				-15,000
RES203	Revs & Benefits IT Reserve	Replacement fund to cover software releases	-30,000				-30,000
RES204	I.T. Repairs & Renewals Reserve	Replacement fund	-76,566	35,665			-40,901
RES205	Property Repairs & Renewals Reserve	20 year maintenance fund	-742,242	390,900	-680,800		-1,032,142
			<b>-1,010,438</b>				<b>-1,225,673</b>
<b><u>Equalisation Reserves</u></b>							
RES101	Rent Allowances Equalisation	Cushion impact of fluctuating activity levels	-142,756	64,856			-77,900
RES102	Planning Appeals Equalisation	Funding for one off appeals cost in excess of revenue budget	-101,232		-51,700		-152,932
RES103	Licensing Fees Equalisation	Past income surpluses to cushion impact of revised legislation	-22,555	11,400			-11,155
RES104	Interest Equalisation	To cover any additional losses arising in the value of Icelandic deposits and/or to reduce the borrowing arising from the capitalisation of the losses	-174,012				-174,012
RES105	Local Plan Equalisation	Fund cyclical cost of local plan inquiry	-67,230	60,000			-7,230
RES106	Elections Equalisation	Fund cyclical cost of local elections	-96,000	61,500	-57,600		-92,100
RES107	Car Parking equalisation	To fund fluctuations in income from closure of car parks	-94,600		-255,400		-350,000
RES108				61,449	-202,057		-140,608
			<b>-698,384</b>				<b>-1,005,936</b>
<b><u>Reserves for commitments</u></b>							
RES301	Carry Forwards Reserve	Approved budget carry forwards	<b>-1,449,298</b>	1,352,300	-577,850		<b>-674,848</b>

	<u>Purpose of Reserve</u>	<u>31/3/14</u> <u>Restated</u>	<u>2014/15</u> <u>Movement</u> <u>Revenue</u> <u>Out</u>	<u>2014/15</u> <u>Movement</u> <u>Revenue</u> <u>IN</u>	<u>2014/15</u> <u>Movement</u> <u>Capital</u> <u>Out</u>	<u>2014/15</u> <u>Movement</u> <u>Capital</u> <u>IN</u>	<u>31/3/15</u>
		£	£	£	£	£	£
<b><u>CAPITAL</u></b>							
RES402	Capital Reserve - GF	To fund General Fund capital expenditure	-1,612,746	14,000	807,685		-791,061
			<b>-1,612,746</b>				<b>-791,061</b>
	<b>TOTAL EARMARKED RESERVES</b>		<b>-6,438,395</b>				<b>-5,310,635</b>
<b><u>GENERAL FUND BALANCE</u></b>							
B8000 - B8240	General Balances	General Balances	-1,753,387	154,161			-1,599,226
			<b>-1,753,387</b>				<b>-1,599,226</b>
	<b>TOTAL GENERAL FUND RESERVES AND BALANCES</b>		<b>-8,191,782</b>	<b>2,526,996.25</b>	<b>-2,056,950.37</b>	<b>811,874.82</b>	<b>0.00</b>
			<u>31/3/14</u>		<u>Receipts</u> <u>Received</u>	<u>Receipts</u> <u>Applied</u>	<u>31/3/15</u>
B8700 - B8716	General Fund Capital Receipts		<b>-10,195,399</b>		<b>-1,878,449</b>	<b>651,244</b>	<b>-11,422,603</b>

# Annual Treasury Management Review 2014/15

## Purpose

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2014/15. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2014/15 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year (Council 13/02/2014)
- a mid-year (minimum) treasury update report (Council 15/12/2014)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Treasury Management Panel before they were reported to the full Council.

## Executive Summary

During 2014/15, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Prudential and treasury indicators		2013/14 Actual £000	2014/15 Original £000	2014/15 Actual £000
Capital expenditure				
• Fund	General	5,044	9,558	4,333
•	HRA	6,363	7,948	6,974
•	TOTAL	<b>11,407</b>	<b>17,506</b>	<b>11,307</b>
Capital Financing Requirement:				
• Fund	General	27,844	28,300	29,120
•	HRA	44,750	44,750	44,750
•	TOTAL	<b>72,594</b>	<b>73,050</b>	<b>73,870</b>
Gross borrowing		<b>68,454</b>	<b>67,527</b>	<b>69,614</b>
External debt		<b>58,680</b>	<b>60,781</b>	<b>58,926</b>

Prudential and treasury indicators	2013/14 Actual £000	2014/15 Original £000	2014/15 Actual £000
Investments			
• Longer than 1 year	210	140	140
• Under 1 year	16,860	17,520	20,660
• Total	<b>17,070</b>	<b>17,660</b>	<b>20,800</b>
Net Borrowing	<b>51,384</b>	<b>49,867</b>	<b>48,814</b>

Other prudential and treasury indicators are to be found in Appendix 1 of this report. The Director of Resources also confirms that new long term borrowing of £1.4m was undertaken for a capital purpose during 2014/15 and the statutory borrowing limit (the authorised limit) was not breached at any time.

The financial year 2014/15 continued the challenging investment environment of previous years, namely low investment returns.

## Recommendations

The Council is recommended to:

1. Approve the actual 2014/15 prudential and treasury indicators in this report
2. Note the annual treasury management report for 2014/15

## Introduction and Background

This report summarises the following:-

- Capital activity during the year;
- Impact of this activity on the Council's underlying indebtedness (the Capital Financing Requirement);
- The actual prudential and treasury indicators;
- Overall treasury position identifying how the Council has borrowed in relation to this indebtedness, and the impact on investment balances;
- Summary of interest rate movements in the year;
- Detailed investment activity.

### 1. The Council's Capital Expenditure and Financing 2014/15

The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

£m General Fund/HRA	2013/14 Actual £000	2014/15 Estimate £000	2014/15 Actual £000
<b>Capital expenditure</b>			
Financed in year	11,407	17,506	11,307
<b>Unfinanced capital expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 2. The Council's Overall Borrowing Need

The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2014/15 unfinanced capital expenditure (see above table), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. Borrowing of £1.4m from the Public Works Loan Board was taken to finance the 2014/15 capital expenditure.

Borrowing activity is constrained by prudential indicators for net borrowing and the CFR, and by the authorised limit.

**Gross borrowing and the CFR** - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2014/15) plus the estimates of any additional capital financing requirement for the current (2014/15) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allows the Council some flexibility to either borrow in advance of its immediate capital needs in 2014/15 or reduce its investments. The table below highlights the Council's gross borrowing position against the CFR.

	31 March 2014 Actual	31 March 2015 Budget	31 March 2015 Actual
Gross borrowing position	£66.424m	£69.044m	£69.614m
CFR	£72.594m	£73.050m	£73.870m

**The authorised limit** - the authorised limit is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2013/14 the Council has maintained gross borrowing within its authorised limit.

**The operational boundary** – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary is acceptable subject to the authorised limit not being breached.

**Actual financing costs as a proportion of net revenue stream** - this indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	2014/15
Authorised limit	£109m
Operational boundary	£101m
Average gross borrowing position	£59.5m
Financing costs as a proportion of net revenue stream	5.88%

### 3. Treasury Position as at 31 March 2015

The Council's debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established through member reporting detailed in the summary. At the beginning and the end of 2014/15 the Council's treasury position was as follows:

TABLE 1	31 March 2014 Principal	Rate/Return	31 March 2015 Principal	Rate/Return
Fixed rate funding:				
-PWLB	£41.81m	3.75%	£43.03m	3.78%
-Market	£15.90m	4.00%	£15.90m	4.00%
-Temporary	-	-	-	-
Total debt	£57.71m	3.83%	£58.93m	3.84%
CFR	£72.594m		£73.87m	
Over / (under) borrowing	(£14.80m)		(£14.94m)	
Investments:				
- in house	£17.07m	0.57%	£20.80m	0.62%
Total investments	£17.07m	0.57%	£20.80m	0.62%

## 4. The Strategy for 2014/15

The expectation for interest rates within the strategy for 2014/15 anticipated low but rising Bank Rate (starting in quarter 1 of 2015), and gradual rises in medium and longer term fixed borrowing rates during 2014/15. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

The actual movement in gilt yields meant that PWLB rates saw little overall change during the first four months of the year but there was then a downward trend for the rest of the year with a partial reversal during February.

## 5. The Economy and Interest Rates

The original market expectation at the beginning of 2014/15 was for the first increase in Bank Rate to occur in quarter 1 2015 as the unemployment rate had fallen much faster than expected through the Bank of England's initial forward guidance target of 7%. In May, however, the Bank revised its forward guidance. A combination of very weak pay rises and inflation above the rate of pay rises meant that consumer disposable income was still being eroded and in August the Bank halved its forecast for pay inflation in 2014 from 2.5% to 1.25%. Expectations for the first increase in Bank Rate therefore started to recede as growth was still heavily dependent on buoyant consumer demand. During the second half of 2014 financial markets were caught out by a halving of the oil price and the collapse of the peg between the Swiss franc and the euro. Fears also increased considerably that the ECB was going to do too little too late to ward off the threat of deflation and recession in the Eurozone. In mid-October, financial markets had a major panic for about a week. By the end of 2014, it was clear that inflation in the UK was going to head towards zero in 2015 and possibly turn negative. In turn, this made it clear that

the MPC would have great difficulty in starting to raise Bank Rate in 2015 while inflation was around zero and so market expectations for the first increase receded back to around quarter 3 of 2016.

Gilt yields were on a falling trend for much of the last eight months of 2014/15 but were then pulled in different directions by increasing fears after the anti-austerity parties won power in Greece in January; developments since then have increased fears that Greece could be heading for an exit from the euro. While the direct effects of this would be manageable by the EU and ECB, it is very hard to quantify quite what the potential knock on effects would be on other countries in the Eurozone once the so called impossibility of a country leaving the EZ had been disproved. Another downward pressure on gilt yields was the announcement in January that the ECB would start a major programme of quantitative easing, purchasing EZ government and other debt in March. On the other hand, strong growth in the US caused an increase in confidence that the US was well on the way to making a full recovery from the financial crash and would be the first country to start increasing its central rate, probably by the end of 2015. The UK would be closely following it due to strong growth over both 2013 and 2014 and good prospects for a continuation into 2015 and beyond. However, there was also an increase in concerns around political risk from the general election due in May 2015.

## 6. Borrowing Outturn for 2014/15

For 2014/15 the Council's actual debt management costs (borrowing) were £2,072,848 compared to a revised budget of £2,054,300, an over spend of £18,548. The weighted average rate on all loans for 2014/15 was 3.80% (2013/14 3.83%) on an average loan balance of £ 59,547m for the financial year.

The HRA repaid the General Fund £1.685m interest for the use of debt balances it holds.

Loans were drawn down in 2014/15 from the PWLB for £1.4m to fund capital expenditure for the Garage Sites project on behalf of Cheltenham Borough Homes. This loan was taken on an annuity basis in which Cheltenham Borough Homes are repaying back in full to the Council based on the loan term taken (40 years) with the PWLB, ensuring the GF is cost neutral.

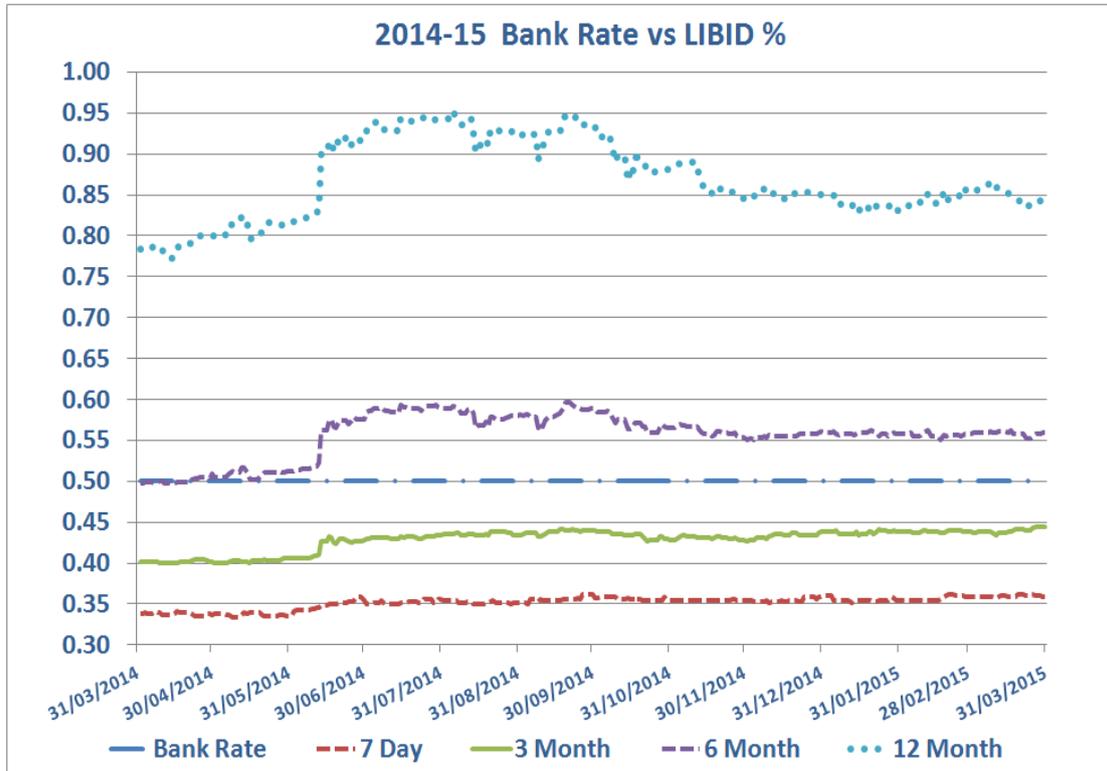
The loans drawn were:

Lender	Principal	Type	Interest Rate	Maturity
PWLB	£1.4m	Fixed interest rate	4.22%	40 years

No rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

## 7. Investment Rates in 2014/15

Bank Rate remained at its historic low of 0.5% throughout the year; it has now remained unchanged for six years. Market expectations as to the timing of the start of monetary tightening started the year at quarter 1 2015 but then moved back to around quarter 3 2016 by the end of the year. Deposit rates remained depressed during the whole of the year, primarily due to the effects of the Funding for Lending Scheme.



## 8. Investment Outturn for 2014/15

**Investment Policy** – the Council’s investment policy is governed by CLG guidance, which was been implemented in the annual investment strategy approved by the Council on 13th February 2014 and again on the 15<sup>th</sup> December 2014 for changes made. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

Type of Investments	Balance on 01/04/2014	Average Weighed	Interest Earned in	% Rate Achieved in	Balance on 31/03/2015
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	£	Balance Held in 2014/15 £	2014/15 £	2014/15 %	£
<b>Fixed Term Deposits</b>	5,000,000	14,517,260	99,816	0.69	12,000,000
<b>Call Accounts &amp; MMF's</b>	11,790,000	5,642,013	22,978	0.41	8,590,000
<b>Policy Investments</b>	280,000	253,000	3,633	1.50	210,000

The Council maintained an average balance of £20.413m of internally managed funds during 2014/15. The internally managed funds earned an average rate of return of 0.62%. The comparable performance indicator is the average 3 month LIBID rate which was 0.43%. The Council budgeted for £111,400 investment interest for 2014/15 but made an actual return of £159,936, a surplus of £48,536. Included in this figure was interest accrued on the Glitnir Escrow account which accounted for £31,697 towards the surplus.

## 9. Icelandic Bank Defaults

The Council had £11m deposited with three Icelandic Banks when the banking system in Iceland collapsed in October 2008.

At the current time, the process of recovering assets is still ongoing with the administrators. In the case of Kaupthing, Singer and Friedlander Ltd, the administrators have made a number of dividend payments to date, with further payments and updates anticipated during 2015/16. To date 82.5p in the pound has been recovered. It is estimated that total dividends will be between 85p to 86.5p in the pound.

In regard to Glitnir the outstanding amount currently resides in an escrow account held in Iceland where it is earning interest at over 3%. Until government controls are relaxed the Council cannot access these funds. It is reported that these controls could be relaxed sometime later on this year.

The table below shows the detailed repayments in respect of the specific Icelandic investments held in administration:

<b>Icelandic Deposits Held</b>	<b>Original Deposits</b>	<b>Amount Received to date</b>	<b>Amount Owed</b>
	£	£	£
Kaupthing Singer & Friedlander	2,000,000	1,650,000	350,000
Kaupthing Singer & Friedlander	1,000,000	825,000	175,000
Glitnir	3,000,000	2,427,600	572,400
Landsbanki	2,000,000	1,888,835	0
Landsbanki	2,000,000	1,889,110	0
Landsbanki	1,000,000	974,730	0
<b>TOTAL</b>	<b>11,000,000</b>	<b>9,655,275</b>	<b>1,097,400</b>

**Appendix 1: Prudential and treasury indicators**

<b>1. PRUDENTIAL INDICATORS</b>	2013/14	2014/15	2014/15
Extract from budget and rent setting report	actual	original	actual
	£'000	£'000	£'000
Capital Expenditure			
Non - HRA	5,044	9,449	4,333
HRA	6,363	7,948	6,974
<b>TOTAL</b>	<b>11,407</b>	<b>17,397</b>	<b>11,307</b>
Ratio of financing costs to net revenue stream			
Non - HRA	3.24%	3.27%	2.90%
HRA	8.47%	8.05%	8.01%
Gross borrowing requirement			
brought forward 1 April	£66,424	£68,454	£68,454
carried forward 31 March	£68,454	£69,641	£69,614
in year borrowing requirement	£2,030	£1,187	£1,160
CFR			
Non – HRA	£27,844	£28,300	£29,120
HRA	£44,750	£44,750	£44,750
<b>TOTAL</b>	<b>£72,594</b>	<b>£73,050</b>	<b>£73,870</b>
Incremental impact of capital investment decisions	£	£	£
Increase in council tax (band D) per annum *	£nil	£nil	£nil
Increase in average housing rent per week **	£nil	£nil	£nil
* Council Tax Freeze for 2014/15			
** Decisions on annual rent increases are subject to rent restructuring guidelines set by Central Government. As a consequence rent levels will only rise by RPI Index plus 0.5% and this should cover all additional capital expenditure.			

<b>2. TREASURY MANAGEMENT INDICATORS</b>	2013/14	2014/15	2014/15
	actual	original	actual
	£'000	£'000	£'000
Authorised Limit for external debt - borrowing	£109,000	£109,000	£109,000
other long term liabilities	£0	£0	£0
TOTAL	£109,000	£109,000	£109,000
Operational Boundary for external debt - borrowing	£96,000	£101,000	£101,000
other long term liabilities	£0	£0	£0
TOTAL	£96,000	£101,000	£101,000
Actual external debt	£57,709	£59,074	£58,926
Upper limit for fixed interest rate exposure			
Net principal re fixed rate borrowing / investments :-	0-100 %	0-100 %	0-100 %
Upper limit for variable rate exposure			
Net principal re variable rate borrowing / investments :-	0-100 %	0-100 %	0-100 %

Maturity structure of fixed rate borrowing during 2014/15	upper limit	lower limit
under 12 months	50%	0%
12 months and within 24 months	50%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

## GENERAL FUND CAPITAL PROGRAMME

Code	Fund	Scheme	Scheme Description	Original Scheme Cost	Payments to 31/03/14	Revised Budget 2014/15	Outturn 2014/15	Underspend/ (Overspend) 2014/15	Budget 2015/16	Revised Budget 2015/16	Budget 2016/17	Budget 2017/18
				£	£	£	£	£	£	£	£	£
		<b>RESOURCES</b>										
		<b>Property Services</b>										
CAP001	C/R	Cremators	New cremators			188,300	128,517	59,783		59,700		
CAP401	C	Town Centre acquisitions	Acquisition of Shopfitters site & Delta Place			1,000,000	567,628	432,372		14,182,300		
		<b>Financial Services</b>										
CAP010	C	GO ERP	Development of ERP system within the GO Partnership	421,700	441,973	14,700		14,700		14,700		
		<b>ICT</b>										
CAP021	C	Working Flexibly	Deliver council services at a time and place which suit the customer. Implementation of Citrix environment to deliver business applications to the home / remote users desktop	35,300	27,674	7,600		7,600				
CAP025	C	IT Infrastructure	Virtual e-mail appliance licence -setting up of e-mail connection between all GO Partner authorities.			22,000		22,000				
CAP026	C	IT Infrastructure	5 year ICT infrastructure strategy			403,800	393,167	10,633	275,600	470,400		
CAP026	C	IT Infrastructure	Capitalisation of UNIFORM			0	122,550	(122,550)	104,000	0		
CAP027	C	ICT Server Room Generator	50% of the cost of a generator in the Forest of Dean DC server room to provide business continuity back-up which supports the delivery of a revenue saving as identified in Appendix 4			25,000		25,000				
		<b>WELLBEING &amp; CULTURE</b>										
		<b>Parks &amp; Gardens</b>										
CAP101	S	S.106 Play area refurbishment	Developer Contributions			72,000	56,092	15,908	50,000	65,900	50,000	50,000
CAP102	C	Play Area Enhancement	Ongoing programme of maintenance and refurbishment of play areas to ensure they improve and meet safety standards			80,000	64,862	15,138	80,000	95,100	80,000	80,000
			Investment in the play area							300,000		
CAP501	C	Allotments	Allotment Enhancements - new toilets, path surfacing, fencing, signage, and other improvements to infra-structure.			610,200	18,754	591,446		591,400		
CAP104	P	Leckhampton Hill dry stone wall	Match funded with Natural England to construct dry stone walling on Leckhampton Hill sit of special scientific interest (SSSI)				(500)	500				
CAP106	P	Pittville Gates	Restoration of Pittville Gates - Partnership Funding				54,935					
CAP108	S	King George V Playing Field Cycle Track	Developer Contributions				2,507					
		<b>Cultural Services</b>										
CAP121	R/P	Art Gallery & Museum Development Scheme	Council's commitment to new scheme as agreed by Council 20th July 2008			90,000	101,052	(11,052)				
			Preliminary work, subject to Council approving a detailed scheme and a business case							400,000		
CAP124	C	Town Hall Chairs	Replacement of Town Hall chairs on a like for like basis			80,000		80,000		80,000		
		<b>Recreation</b>										
CAP112	C	Carbon reduction scheme	Replacement of Pool Hall lighting to LEDs at Leisure@			30,000		30,000		30,000		

## GENERAL FUND CAPITAL PROGRAMME

Code	Fund	Scheme	Scheme Description	Original Scheme Cost	Payments to 31/03/14	Revised Budget 2014/15	Outturn 2014/15	Underspend/ (Overspend) 2014/15	Budget 2015/16	Revised Budget 2015/16	Budget 2016/17	Budget 2017/18
<b>BUILT ENVIRONMENT</b>												
<b>Integrated Transport</b>												
CAP152	C	Civic Pride	Upgrade of Promenade pedestrianised area including remodelling of tree pits, providing seating, re-pointing existing Yorkstone.			65,800		65,800		65,800		
CAP152	S	Civic Pride	Public Art - Promenade			22,000		22,000		22,000		
CAP153	C	Civic Pride	Remodelling of Sherborne Place Car Park into a Green car park for short stay bus use.			100,000		100,000		100,000		
CAP154	C	Civic Pride	Scheme for St.Mary's churchyard			49,500	4,190	45,310		45,300		
CAP154	S	Civic Pride	Public Art - St Mary's churchyard			20,000		20,000		20,000		
CAP155	S	Pedestrian Wayfinding	GCC Pedestrian Wayfinding			131,200	103,701	27,499		27,500		
CAP156	S	Hatherley Art Project	Public Art - Hatherley			10,000	2,122	7,878		7,800		
CAP204	C	Civic Pride	Improvements to Grosvenor Terrace Car Park (Town Centre East), improving linkages to the High Street, signage and decoration.			129,000	(5,250)	134,250		134,200		
CAP201	C	CCTV in Car Parks	Additional CCTV in order to improve shopping areas and reduce fear of crime			245,700	30,644	215,056	50,000	265,000	50,000	50,000
CAP202	C	Car park management technology	The upgrade of the car park management technology at selected sites such as Regent Arcade is essential as the existing management systems and hardware have now reached the end of their life cycle.			37,100		37,100		37,100		
CAP205	C	Public Realm Improvements	High Street & Town Centre public realm improvement including repaving work in the High Street and town centre			244,400		244,400	317,300	561,700		
CAP206	C	Car Park Investment	New car park machines to allow additional functionality to be introduced for the benefit of customers			250,000		250,000		250,000		
<b>Housing</b>												
CAP221	C/SCG	Disabled Facilities Grants	Mandatory Grant for the provision of building work, equipment or modifying a dwelling to restore or enable independent living, privacy, confidence and dignity for individuals and their families.			600,000	445,390	154,610	600,000	600,000	600,000	600,000
CAP222	C	Adaptation Support Grant	Used mostly where essential repairs (health and safety) are identified to enable the DFG work to proceed (e.g. electrical works).			26,000	12,393	13,607	26,000	26,000	26,000	26,000
CAP223	PSDH	Health & Safety Grant / Loans	A new form of assistance available under the council's Housing Renewal Policy 2003-06									
CAP223	PSDH	Vacant Property Grant	A new form of assistance available under the council's Housing Renewal Policy 2003-06			287,900	12,656	275,244		275,200		
CAP223	PSDH	Renovation Grants	Grants provided under the Housing Grants, Construction and Regeneration Act 1996									
CAP224	LAA / C	Warm & Well	A Gloucestershire-wide project to promote home energy efficiency, particularly targeted at those with health problems			90,000	11,587	78,413		78,400		
CAP225	C/S	Housing Enabling - St Paul's Phase 2	Expenditure in support of enabling the provision of new affordable housing in partnership with registered Social Landlords and the Housing Corporation			2,418,500	805,639	1,612,861		2,312,800		
CAP227	C/S	Housing Enabling - Garage Sites	Expenditure in support of enabling the provision of new affordable housing in partnership with Cheltenham Borough Homes			1,400,000	1,400,000	0				
	S	Housing Enabling	Expenditure in support of enabling the provision of new affordable housing in partnership with registered Social Landlords and the Housing Corporation							500,000	500,000	

## GENERAL FUND CAPITAL PROGRAMME

Code	Fund	Scheme	Scheme Description	Original Scheme Cost	Payments to 31/03/14	Revised Budget 2014/15	Outturn 2014/15	Underspend/ (Overspend) 2014/15	Budget 2015/16	Revised Budget 2015/16	Budget 2016/17	Budget 2017/18
		<b>OPERATIONS</b>										
CAP301	C	Vehicles and recycling caddies	Replacement vehicles and recycling equipment			61,800		61,800		61,800		
CAP301	C	10 Year vehicle Replacement	CBC & Ubico vehicle & plant replacement programme			628,000		628,000	806,000	1,434,000	905,000	143,000
		<b>BUDGET PROPOSALS FUTURE CAPITAL PROGRAMME:</b>										
	C	Town Hall redevelopment (£2m)	Subject to Council approving a detailed scheme and a business case									
	C	Public Realm improvements (£2m)	Pending the completion of the Cheltenham Transport Plan process									
	C	Investment in the Crematorium (£1m)	Pending the Council approving a detailed proposal including a business case									
	C	Material Bulking Plant	Maximum Project Budget for acquisition cost of creating the materials' bulking plant at the central Depot, required to deliver annual revenue savings of £92k							390,000		
	C	Bus Station	Demolition of existing concrete bus shelter and waiting room and provision of services to supply new café facility							50,000		
		<b>CAPITAL SCHEMES - RECLASSIFIED AS REVENUE</b>										
CAP203	C	Re-jointing High Street/Promenade pedestrianised area	Re-jointing works required to improve safety and appearance of the core commercial area	60,000	52,171	7,500		7,500		7,500		
		<b>TOTAL CAPITAL PROGRAMME</b>				<b>9,448,000</b>	<b>4,332,636</b>	<b>5,172,806</b>	<b>2,308,900</b>	<b>23,561,600</b>	<b>2,211,000</b>	<b>949,000</b>
		<b>Funded by:</b>										
		G Government Grants				319,697	319,696		306,000	306,000	306,000	306,000
		SCG Specified Capital Grant (DFG)				90,000	11,587					
		LAA LAA Performance Reward Grant				131,200	157,387					
		P Partnership Funding				287,900	12,656					
		PSDH Private Sector Decent Homes Grant				100,000			50,000	50,000	50,000	50,000
		HRA Housing Revenue Account Contribution								59,700		
		R Property Planned Maintenance Reserve				146,100	60,720		50,000	565,900	550,000	50,000
		S Developer Contributions S106					1,832					
		C Capital Debtor				86,100	205,639					
		C HRA Capital Receipts				2,994,200	651,244		447,300	5,218,200	130,000	130,000
		C GF Capital Receipts				215,300	4,190					
		C Civic Pride Reserve				3,818,500	2,100,000		806,000	14,996,800		
		C Prudential Borrowing				1,259,003	807,685		649,600	2,365,000	1,175,000	413,000
		C GF Capital Reserve				<b>9,448,000</b>	<b>4,332,636</b>	<b>0</b>	<b>2,308,900</b>	<b>23,561,600</b>	<b>2,211,000</b>	<b>949,000</b>

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S106 Contributions 2014-15 as at 31 March 2015						
AGRESSO - Cost Centre - BAL101			Balance	Receipts/	Amounts	Usable
Detail	Developer Contributions (S106)	YEAR	@ 1/4/14	Refunds	Applied	Developer
			£	in year	to fund	Contributions
				£	fixed assets	@ 31/3/15
					£	£
<b>AGRESSO ACCOUNT CODE &gt;&gt;&gt;&gt;</b>			<b>B7410/20</b>	<b>B7410/20</b>	<b>B7410/20</b>	
DEV401	Courts-Kingsditch-Bond Sum Indexed Linked	06/07	(19,800.00)			(19,800.00)
DEV402	St James South-Bond Sum Indexed Linked	06/07	(63,000.00)			(63,000.00)
DEV403	Cold Pool Lane Grounds Maintenance	11/12	(53,303.83)			(53,303.83)
DEV404	Gloscat Park Grounds Maintenance	11/12	(34,083.00)			(34,083.00)
DEV405	Benhall Grounds Maintenance	11/12	(96,564.03)			(96,564.03)
DEV406	Rosebay Gardens Grounds Maintenance	13/14	(41,835.83)			(41,835.83)
DEV407	Portland St & North Place MSCP repairs & insi	14/15		(100,000.00)		(100,000.00)
DEV408	Portland St & North Place compensation claim	14/15		(80,000.00)		(80,000.00)
<b>Sub-Total DEV4*</b>			<b>(308,586.69)</b>	<b>(180,000.00)</b>	<b>0.00</b>	<b>(488,586.69)</b>
<b>AGRESSO ACCOUNT CODE &gt;&gt;&gt;&gt;</b>			<b>B8900</b>	<b>B8910</b>	<b>B8920</b>	
DEV002	Berkeley Homes - Thirlestaine Hall	14/15	0.00	(433,854.08)		(433,854.08)
DEV002	Berkeley Homes - Thirlestaine Hall	14/15	0.00	(603,392.86)		(603,392.86)
			<b>0.00</b>	<b>(1,037,246.94)</b>	<b>0.00</b>	<b>(1,037,246.94)</b>
DEV101	Dunalley St-Public Art	10/11	(7,000.00)			(7,000.00)
DEV102	Rosemullion-Public Art	07/08	(1,340.57)			(1,340.57)
DEV103	75-79 Rowanfield Road-Public Art	08/09	(5,342.50)			(5,342.50)
DEV104	Hatherley Lane (ASDA) - Public Art	10/11	(25,000.00)		2,122.00	(22,878.00)
DEV106	12/13 Hatherley Lane (B&Q) - Public Art	12/13	(53,100.00)			(53,100.00)
DEV107	Devon Avenue - Public Art	12/13	(27,740.00)	24,300.00		(3,440.00)
DEV109	79 The Park	12/13	(2,557.00)			(2,557.00)
DEV110	Spirax Sarco St Georges Road	13/14	(15,000.00)			(15,000.00)
DEV111	Public Art - Midwinter site	14/15	0.00	(50,000.00)		(50,000.00)
			<b>(137,080.07)</b>	<b>(25,700.00)</b>	<b>2,122.00</b>	<b>(160,658.07)</b>
DEV201	S106 Playspace-Adult/Youth	07/08 - 11/12	(103,384.98)	(40,775.31)	56,091.61	(88,068.68)
DEV203	58-60 St Pauls-Adult/Youth	09/10	(3,756.13)			(3,756.13)
DEV204	Dunalley Street-Adult/Youth	10/11	(2,720.00)			(2,720.00)
DEV206	Merrowdown-Adult/Youth	10/11	(201.98)			(201.98)
DEV207	Charlton Lane-Adult/Youth	10/11	(1,840.00)			(1,840.00)
DEV208	S106 Playspace Arle Farm	11/12	(495.01)			(495.01)
DEV209	S106 Playspace-Beeches	08/09 + 11/12	(470.50)			(470.50)
DEV211	Market Street-Elmfield	07/08	(7.67)			(7.67)
DEV212	07/08 S106 Playspace Fairview	12/13	(1,690.00)			(1,690.00)
DEV214	S106 Playspace-Lansdown Crescent	10/11 + 11/12	(1,518.50)			(1,518.50)
DEV215	S106 Playspace-Leckhampton Lanes	08/09	(43.00)			(43.00)
DEV217	S106 Playspace-Priors Farm	10/11	(7,220.50)			(7,220.50)
DEV218	S106 Playspace-Whaddon Road	Pre 07/08	(5.49)			(5.49)
DEV219	S106 Playspace-Prestbury	09/10	(759.67)			(759.67)
DEV222	S106 Playspace - OE2	11/12	(182.00)			(182.00)
DEV223	S106 Winston Churchill Gardens	11/12	(216.00)	(3,723.00)		(3,939.00)
DEV224	12/13 King George V PF S106	12/13	(2,252.61)		2,252.61	(0.00)
DEV224	12/13 King George V PF S106	12/13	(890.00)		254.13	(635.87)
DEV233	S106 Play area - Beeches	14/15	0.00	(1,638.00)		(1,638.00)
			<b>(127,654.04)</b>	<b>(46,136.31)</b>	<b>58,598.35</b>	<b>(115,192.00)</b>
<b>B8900 - B8920</b>	<b>Sub-Total DEV0* to DEV3*</b>		<b>(264,734.11)</b>	<b>(1,109,083.25)</b>	<b>60,720.35</b>	<b>(1,313,097.01)</b>
<b>Total Developers Contributions BAL101</b>			<b>(573,320.80)</b>	<b>(1,289,083.25)</b>	<b>60,720.35</b>	<b>(1,801,683.70)</b>

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**Council Tax and Business Rates  
Collection Rates 2014-2015**

**Business Rates 2014/2015**

<b>Current Year Charges - 2014/2015</b>		
<b>Monitoring Period</b>	<b>% Collected at 31.03.2015</b>	<b>2014/2015 Target</b>
	98.12%	98.50%
<b>Comparison with 2013/2014</b>	<b>% Collected at 31.03.2014</b>	<b>% Collected 31.03.2014</b>
	98.40%	98.40%

The collection rate is lower than the target and lower than for last year. We continue to monitor collection levels closely and work with businesses struggling to pay.

<b>Previous Years Charges Outstanding in 2014/2015</b>		
<b>Monitoring Period</b>	<b>Amount outstanding at 31.03.2015</b>	<b>2014/2015 Target</b>
	£744,809	£550,000
<b>Comparison with 2013/2014</b>	<b>Amount outstanding at 31.03.2014</b>	<b>Amount outstanding at 31.03.2014</b>
	£501,507	£501,507

The arrears level is higher than the target and higher than at the same time last year. We continue to work with any businesses having difficulty in paying.

**Council Tax 2014/2015**

<b>Current Year Charges - 2014/2015</b>		
<b>Monitoring Period</b>	<b>% Collected at 31.03.2015</b>	<b>2014/2015 Target</b>
	98.08%	98.15%
<b>Comparison with 2013/2014</b>	<b>As at 31.03.2014</b>	<b>% Collected 31.03.2014</b>
	98.10%	98.10%

The collection rate is lower than the target and lower than for last year. We continue to monitor collection levels closely and work with customers who are struggling to pay.

<b>Previous Years Charges Outstanding in 2014/2015</b>		
<b>Monitoring Period</b>	<b>Amount outstanding at 31.03.2015</b>	<b>2014/2015 Target</b>
	£1,123,252	£1,040,000
<b>Comparison with 2013/2014</b>	<b>As at 31.03.2014</b>	<b>Amount o/s 31.03.14</b>
	£1,009,650	£1,009,650

The arrears outstanding are higher than the target. Again, we are monitoring the position closely and working with council tax payers having difficulty in paying.

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## Cheltenham Borough Council: Aged Debt Report - 31st March 2015

CostC	CostC (T)	No. Outstanding Invoices	Value of Invoices in Payment Plans	Value of Invoices with Halted Recovery *	Value of Invoices with Legal	Value of Invoices awaiting Credit Notes **	Value of Invoices for Write Off	Customer Credits ***	Not Due	0-30	1-3 Mths	3-6 Mths	6 mth - 1 Yr	1 - 2 Yrs	2 Yrs+	Total
ADB103	Cheltenham Depot	15	£11,239.31	£30,432.80	£0.00	£0.00	£0.00	£0.00	£8,750.00	£0.00	£0.00	£0.00	£0.00	£35.89	£0.00	£50,458.00
BAL100	General Fund Balance Sheet	78	£1,582.41	£6,070.92	£0.00	£0.00	£0.00	£-5,998.53	£3,189.00	£2,935.32	£358.43	£578.00	£19.44	£42.17	£0.00	£8,777.16
BUC001	Building Control - Fee Earning Work	6	£0.00	£5,850.00	£0.00	£0.00	£0.00	£0.00	£0.00	£5,866.20	£0.00	£0.00	£0.00	£0.00	£0.00	£11,716.20
CCM001	Cemetery, Crematorium and Churchyards	315	£0.00	£1,212.00	£0.00	£0.00	£0.00	£0.00	£65,184.00	£87,660.25	£16,135.00	£1,851.00	£3,900.00	£4,494.00	£3,603.00	£184,039.25
CCR001	Community Safety (Crime Reduction)	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£600.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£600.00
CSM001	Cultural - Service Management and Support S	4	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£196,614.92	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£196,614.92
CUL102	Town Hall Operations	3	£0.00	£984.00	£0.00	£0.00	£0.00	£0.00	£0.00	£2,423.16	£0.00	£0.00	£0.00	£0.00	£0.00	£3,407.16
CUL107	Art Gallery & Museum Operations	16	£0.00	£120.00	£0.00	£0.00	£0.00	£0.00	£80.00	£80.00	£80.00	£648.00	£1,098.00	£174.00	£0.00	£2,280.00
CUL110	Entertainment Events - detail coded	17	£0.00	£0.00	£6,935.60	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£14,082.51	£510.00	£0.00	£0.00	£21,528.11
DEV001	Development Control - Applications	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£2,999.80	£0.00	£0.00	£0.00	£0.00	£0.00	£2,999.80
FIED040	Income and Expenditure on Investment Propo	66	£76,885.11	£2,285.94	£4,643.31	£0.00	£0.00	£-45.69	£7,017.83	£7,080.24	£427.08	£475.43	£0.00	£2,651.22	£663.72	£102,084.19
FLD001	Flood Defence and Land Drainage	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£45,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£45,000.00
HLD102	Ubico Intercompany Account	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£26.00
HLD130	Cheltenham Business Partnership	14	£2,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£20,500.00	£0.00	£0.00	£7,000.00	£3,000.00	£500.00	£33,000.00
HOS004	Housing Standards	2	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£507.75	£0.00	£507.75
LTC003	Council Tax Leaflet	5	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£52,355.23	£0.00	£0.00	£0.00	£0.00	£0.00	£52,355.23
OPS001	Parks & Gardens Operations	8	£0.00	£4,860.00	£0.00	£0.00	£0.00	£0.00	£6,026.72	£4,033.30	£0.00	£0.00	£0.00	£0.00	£2,399.76	£17,319.78
OPS002	Sports & Open Spaces Operations	21	£4,095.90	£2,451.06	£0.00	£0.00	£0.00	£0.00	£1,259.21	£4,658.20	£0.00	£2,125.00	£250.00	£0.00	£0.00	£14,839.37
OPS004	Allotment s	107	£54.64	£250.24	£0.00	£0.00	£0.00	£0.00	£0.00	£59.16	£4,946.37	£0.00	£42.50	£186.00	£0.00	£5,538.91
OPS101	Arle Road Nursery Operations	8	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£21,935.57	£2,338.06	£19,337.07	£0.00	£0.00	£1,563.16	£0.00	£45,173.86
PLP102	Development Task Force	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£9,059.49	£0.00	£0.00	£0.00	£0.00	£0.00	£9,059.49
PUT101	Royal Well Bus Node	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£49.92	£0.00	£0.00	£49.92
REC101	Recreation Centre Operations	55	£1,424.00	£53,352.56	£3,730.95	£180.00	£0.00	£-20.00	£0.00	£3,840.68	£0.00	£41.00	£1,233.35	£1,586.40	£305.50	£65,674.44
REC102	Prince of Wales Stadium Operations	4	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£132.00	£294.00	£0.00	£426.00
REC111	Recreation Centre Repairs & Maintenance	1	£0.00	£1,916.78	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,916.78
REG001	Environmental Health General	1	£4,315.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£4,315.00
REG002	Licensing	55	£0.00	£1,668.00	£0.00	£50.00	£0.00	£-1,202.00	£2,713.60	£1,650.00	£1,205.49	£3,290.20	£525.00	£1,815.00	£0.00	£11,715.29
REG003	Animal Control	48	£477.00	£1,006.00	£1,234.50	£0.00	£0.00	£-40.00	£0.00	£341.00	£0.00	£1,068.51	£1,102.00	£0.00	£0.00	£5,189.01
REG012	Air Quality	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£6,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£6,000.00
REG013	Pollution Control	3	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£739.00	£425.80	£0.00	£0.00	£76.00	£0.00	£0.00	£1,240.80
REG018	Pest Control	21	£0.00	£89.00	£0.00	£0.00	£0.00	£-4.00	£240.00	£385.00	£0.00	£95.00	£35.00	£115.00	£16.00	£971.00
RYC004	Recycling Centres	5	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£37,616.29	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£37,616.29
SPP002	Community Alarms	1033	£158,024.74	£970.33	£0.00	£2,046.89	£0.00	£-370.12	£48.20	£338.40	£0.00	£0.00	£45.13	£41.28	£0.00	£161,144.85
SUP005	ICT	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£2,778.06	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£2,778.06
SUP009	Accountancy	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£5,400.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£5,400.00
SUP040	Built Environment	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£12,807.00	£0.00	£0.00	£0.00	£0.00	£0.00	£12,807.00
TAC101	AGM Trading Account	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£432.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£432.00
TGI040	Capital Grants and Contributions Receivable	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£10,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£10,000.00
TRW001	Trade Waste	572	£54,143.80	£4,257.17	£905.47	£276.01	£0.00	£-81.57	£2,692.00	£5,516.88	£774.38	£3,588.15	£6,634.74	£2,338.18	£0.00	£33,045.21
URB101	Urban Design	3	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£4,980.00	£9,505.00	£0.00	£0.00	£0.00	£977.90	£0.00	£15,462.90
WST001	Household Waste	1	£0.00	£0.00	£81.25	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£81.25
<b>General Fund</b>		<b>2498</b>	<b>£314,241.91</b>	<b>£117,776.80</b>	<b>£17,531.08</b>	<b>£2,552.90</b>	<b>£0.00</b>	<b>£-7,761.91</b>	<b>£419,296.40</b>	<b>£298,858.17</b>	<b>£43,263.82</b>	<b>£27,842.80</b>	<b>£22,653.08</b>	<b>£19,821.95</b>	<b>£7,513.98</b>	<b>£1,283,590.98</b>
HRA100	Repairs and Maintenance	1076	£56,226.44	£56,896.30	£25,789.09	£143.13	£460.74	£-989.49	£7,875.03	£3,608.69	£15,350.62	£12,200.31	£18,115.73	£33,243.46	£79,079.96	£308,000.01
HRA110	Supervision and Management	4	£941.07	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£941.07
HRA210	Non-dwelling Rents	95	£10,824.45	£100.00	£607.66	£0.00	£0.00	£0.00	£5,500.00	£18,525.00	£0.00	£333.33	£303.69	£90.00	£10.00	£36,294.13
HRA221	Service Charges to Leaseholders	298	£71,982.35	£85,163.07	£10,153.09	£0.00	£0.00	£-147.54	£427.86	£0.00	£21,612.55	£16,420.98	£0.00	£13,373.03	£456.85	£219,442.24
HRA235	HRA Other Income	11	£0.00	£0.00	£0.00	£0.00	£0.00	£-40.00	£0.00	£0.00	£20.00	£0.00	£100.00	£60.00	£0.00	£140.00
<b>HRA</b>		<b>1484</b>	<b>£139,974.31</b>	<b>£142,159.37</b>	<b>£36,549.84</b>	<b>£143.13</b>	<b>£460.74</b>	<b>£-1,177.03</b>	<b>£13,802.89</b>	<b>£22,133.69</b>	<b>£36,983.17</b>	<b>£28,954.62</b>	<b>£18,519.42</b>	<b>£46,766.49</b>	<b>£79,546.81</b>	<b>£564,817.45</b>
<b>Grand</b>		<b>3982</b>	<b>£454,216.22</b>	<b>£259,936.17</b>	<b>£54,080.92</b>	<b>£2,696.03</b>	<b>£460.74</b>	<b>£-8,938.94</b>	<b>£433,099.29</b>	<b>£320,991.86</b>	<b>£80,246.99</b>	<b>£56,797.42</b>	<b>£41,172.50</b>	<b>£66,588.44</b>	<b>£87,060.79</b>	<b>£1,848,408.43</b>
<b>Previous month's position</b>		<b>3954</b>	<b>£222,996.83</b>	<b>£850,239.45</b>	<b>£56,183.26</b>	<b>£668.52</b>	<b>£14,793.55</b>	<b>£-18,641.80</b>	<b>£325,044.74</b>	<b>£387,309.78</b>	<b>£54,360.84</b>	<b>£124,217.09</b>	<b>£69,108.59</b>	<b>£63,660.41</b>	<b>£88,590.90</b>	<b>£2,217,894.59</b>

\* Value of Invoices with Halted Recovery - invoices with issues to be resolved before payment / further recovery action e.g. service disputed, bounced direct debits, with bailiffs, etc.

\*\* Value of Invoices Awaiting Credit Note - credit notes have to be authorised on Agresso, until they are authorised the invoices remain outstanding but a complaint code is used to mark them appropriately.

\*\*\* Customer Credits - accounts where customers have paid in advance of an invoice, or in error.

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**HRA OPERATING ACCOUNT**

	2014/15	
	Forecast	Actual
	£	£
<b><u>EXPENDITURE</u></b>		
General & Special Management	2,054,000	<b>1,985,380</b>
ALMO Management Fee	4,968,300	<b>4,967,200</b>
Rents, Rates, Taxes and Other Charges	59,000	<b>50,171</b>
Repairs and Maintenance	4,107,300	<b>3,912,338</b>
Provision for Bad Debts	150,000	<b>122,560</b>
Interest Payable	1,684,700	<b>1,684,665</b>
Depreciation & Impairment of Dwellings	5,298,500	<b>5,308,514</b>
Depreciation of Other Assets	142,100	<b>142,100</b>
Debt Management Expenses	81,700	<b>80,900</b>
<b>TOTAL</b>	<b>18,545,600</b>	<b>18,253,828</b>
<b><u>INCOME</u></b>		
Dwelling Rents	18,803,800	<b>18,807,768</b>
Non Dwelling Rents	418,500	<b>428,874</b>
Charges for Services and Facilities	828,200	<b>789,080</b>
Supporting People Grant	110,000	<b>121,484</b>
Feed in Tariff from PV Installations	85,000	<b>121,913</b>
<b>TOTAL</b>	<b>20,245,500</b>	<b>20,269,119</b>
<b>NET INCOME FROM SERVICES</b>	<b>1,699,900</b>	<b>2,015,291</b>
Amortised Premiums / Discounts	10,100	<b>10,103</b>
Interest Receivable	41,600	<b>54,984</b>
<b>NET OPERATING INCOME</b>	<b>1,751,600</b>	<b>2,080,378</b>
<b><u>Appropriations</u></b>		
Revenue Contributions to Capital	1,597,400	628,868
<b>HRA Surplus / (Deficit) carried to reserve</b>	<b>154,200</b>	<b>1,451,510</b>
<b>Revenue Reserve brought forward</b>	<b>4,204,600</b>	<b>4,204,600</b>
<b>Transfer to New Build Reserve</b>	<b>-2,000,000</b>	<b>-2,000,000</b>
<b>Revenue Reserve carried forward</b>	<b>2,358,800</b>	<b>3,656,110</b>

**HRA CAPITAL PROGRAMME**

	<b>2014/15</b>	
	<b>Forecast</b>	<b>Actual</b>
	<b>£</b>	<b>£</b>
<b><u>EXPENDITURE</u></b>		
Property Improvements & Major Repairs (incl fees)	7,468,000	6,538,316
Adaptations for the Disabled	400,000	386,263
Environmental Works (Tenant Selection)	60,000	48,220
Repurchase of Shared Ownership Dwellings	50,000	1,546
	<b><u>7,978,000</u></b>	<b><u>6,974,345</u></b>
<b><u>FINANCING</u></b>		
Capital Receipts	940,000	656,367
HRA Revenue Contribution	1,597,400	628,868
Major Repairs Reserve	5,440,600	5,442,700
New Build Reserve		96,856
Capital Contributions		149,555
	<b><u>7,978,000</u></b>	<b><u>6,974,346</u></b>

**MAJOR REPAIRS RESERVE**

	<b>2014/15</b>	
	<b>Forecast</b>	<b>Actual</b>
	<b>£</b>	<b>£</b>
<b>Balance brought forward</b>	0	0
Depreciation of Dwellings	5,298,500	5,300,600
Depreciation of Other Assets	142,100	142,100
	<b><u>5,440,600</u></b>	<b><u>5,442,700</u></b>
Applied in Year	-5,440,600	-5,442,700
<b>Balance carried forward</b>	<b><u>0</u></b>	<b><u>0</u></b>

**NEW BUILD DEVELOPMENT RESERVE**

	<b>2014/15</b>	
	<b>Forecast</b>	<b>Actual</b>
	<b>£</b>	<b>£</b>
<b>Transfer from HRA Revenue Reserve</b>		2,000,000
Applied in Year		-96,856
<b>Balance carried forward</b>	<b><u>0</u></b>	<b><u>1,903,144</u></b>

## Cheltenham Borough Council

### Cabinet – 14 July 2015

#### Review of the council's performance at end of 2014-15

<b>Accountable member</b>	<b>Cllr. John Walklett, Cabinet Member Corporate Services</b>
<b>Accountable officer</b>	<b>Richard Gibson, Strategy and Engagement Manager</b>
<b>Accountable scrutiny committee</b>	<b>Overview and Scrutiny Committee</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key Decision</b>	<b>No</b>
<b>Executive summary</b>	The report takes information and data from our performance management system to enable Cabinet to review the corporate performance of the organisation at the end of the financial year 2014-15.
<b>Recommendations</b>	<b>Cabinet to endorse the review of performance in 2014-15</b>

<b>Financial implications</b>	None as a result of this report
<b>Legal implications</b>	None as the result of this report
<b>HR implications (including learning and organisational development)</b>	None as the result of this report
<b>Key risks</b>	<p>The business planning process helps the council manage risk in a number of areas, but particularly through creating a strategic framework for the management of projects and initiatives.</p> <p>If we do not respond to performance information, then we may not direct change and improvement in a positive direction.</p>
<b>Corporate and community plan Implications</b>	This report sets out performance information relating to the delivery of corporate priorities in 2014-15.
<b>Environmental and climate change implications</b>	None identified as a result of this report

**1. Background**

- 1.1 The performance report takes information and data from our performance management system to provide Cabinet with an overview of how the council is performing.
- 1.2 The report summarises how the council performed in regard to the published milestones, performance indicators and outcomes set out in the 2014-15 action plan that was agreed by Council on 31st March 2014.
- 1.3 The full performance report is attached as appendix 2.

**2. 2014-15 Performance Overview**

**Corporate Strategy milestones**

- 2.1 In the 2014-15 action plan, we identified 84 milestones to track our progress. Out of these:
  - 67 (80%) are complete
  - 6 (7%) are amber, the milestone was not achieved within the financial year but there are robust plans to achieve the milestone in the first quarter of 2015-16
  - 5 (6%) are red, the milestones were not achieved in the financial year.
  - 6 (7%) were closed as the project was no longer needed.

The five red milestones are:

Milestones	Status	Owner	Commentary
ENV 02B - Procurement of bulky waste service - contract award		Scott Williams	This action has been parked pending other partners joining Ubico at which point we will undertake a full review and try to align services in order to improve the service and reduce cost.
ENV 10B - Develop Green travel plan using assistance from the LSTF funded programme		Wilf Tomaney	Project stalled due to staff resource constraints. Work to recommence May 2015.
VFM 12B - Finalise development and testing of ICT business continuity arrangements		Bryan Parsons	A significant amount of work has been undertaken to the core IT infrastructure including installing more robust networking, improved back up, revised data storage routines and the installation of a generator in the Forest of Dean server room. A testing schedule has yet to be agreed though. Audit committee will be reviewing progress with the ICT Business Continuity Plan.
VFM 14B - Agree a vision and roadmap for the rationalisation of information / data storage to support an office relocation based on reduced physical storage space and implement plan.		Bryan Parsons	This action is linked to the accommodation strategy; an audit of the council's physical storage areas has been undertaken by Property Services and staff are now being encouraged to reduce the amount space needed for storage. In terms of e-storage, ICT shared services are developing a new shared drive in conjunction with CBC info management group and when resources allow data will be migrated to the new storage drive.
VFM 16A - Following sale of North Place car park, develop a car parking strategy to determine the where council investment in car parking should be directed.		Mike Redman	In light of on-going discussions around asset management strategy, economic strategy and site allocations required to meet the identified demand for housing and employment within the Cheltenham Plan (currently out to consultation), it was considered premature to take a parking strategy forward in isolation of these other considerations.

**The six amber milestones are:**

Milestones	Status	Owner	Commentary
ENV 09B - Prepare tender for energy contract		David Roberts	Work underway to extend CBC contract to March 2016 to align with the end dates for GO partners (31/3/16) to increase potential for savings through a joint tender process. This will be carried forward into 2015/16.
ECON 01C - Refurbish the ten listed red telephone boxes in the Promenade		Wilf Tomaney	Contractor identified; boxes transferred to CBC by BT; start agreed by end of June, to be hopefully completed in time for Rugby World Cup.
COM 02C - Develop a more collaborative approach to tackling drug dealing through joining up enforcement and support agencies working on identified hot-spots		Pat Pratley	On drug dealing CBC has supported the work of the Town Centre coordination group who have agreed to encourage the reporting of drug dealing incident so that they can map activity. They have only just started doing this, not as yet with too much success, and they intend to extend the reporting beyond members and ask businesses to participate.
COM 04A - Support CBH to deliver 52 affordable units from the regeneration of vacant sites and underused garages		Martin Stacy	Cabinet gave approval in March 2015 for CBC / CBH to go out to tender on the delivery of new affordable housing on a number of our garage sites. A further report is due to come to Cabinet, and Council.
VFM 13A - Rollout upgrade of Agresso to all clients (GO councils, Ubico, CBH, and L&C trust)		Mark Sheldon	Agresso upgrade planning is progress for revised implementation date of July 2015.
VFM 15B - Procure a partner to work with the council to identify sponsorship and advertising opportunities		Mark Sheldon	Following the approval of a revised policy in March 2015, expressions of interest have been received for the revised contract for advertising on roundabouts, lamp posts and car parks which will be assessed in April 2015 resulting in the award of a new contract.

**Performance indicators**

In the 2014-15 action plan, we identified 49 key indicators to track our progress. Out of these:

- 42 were indicators which CBC is directly accountable for and targets have been set.
- 7 were community-based indicators for economic development and community safety where no targets have been set.

Out of the 42 CBC indicators with targets:

27 (64%) were green and met or exceeded the target

4 (10%) were amber, narrowly missing the target

11 (26%) were red and missed the target

The following 11 indicators are red, meaning that they did not meet targets:

Name	Status	Target	Actual	Comments
Percentage of planning appeals allowed		30%	33%	These are all very low numbers for each quarter so an average is misleading.
Number of planning applications refused (cumulative)		65	74	This measure attempts to capture the effort that the council puts into offering pre-application advice as the hope is that we encourage better quality applications that have a better chance of securing permission. Clearly, we are dependent on applicants taking this up.
Reduction in CO2 emissions from energy use, fuel use		1,473	303	Whilst some reduction has been achieved from the baseline, it has not been possible to make significant savings and the actual savings fluctuate when comparing a single year against this baseline (ie in 2013/14 a 13% reduction was achieved against the baseline compared with 6% in 2014/15). In

				2014/15, both gas and electricity consumption increased on the previous year and much of this consumption is now outside the direct control of the council. For example, the majority of the increases occurred in buildings which are now operated by The Cheltenham Trust, so it will be crucial to work closely with them in the future to manage their energy consumption.
Percentage of food premises which are broadly compliant with Food Safety Legislation		98%	91.9%	The programmed nature of food safety inspections means there can be troughs in broadly complaint performance pending revisits. This is because officers must comply with the national food hygiene rating scheme brand standard and not re-rate premises within 3 months of the non-compliant visit. Those premises that were found to be non-compliant have revisits scheduled where the focus will be to bring them to compliance.
Net affordable housing completions		65	24	There has been a delay on the delivery of CBH homes in St Pauls. These were expected to be delivered in Q4 but will now be delivered in Q1 2015/16.  We also anticipated delivery of YMCA homes in Q1 2014/15 but these were in fact delivered a few weeks earlier than expected in Q4 2013/14The same is true for the Delancey Extra Care scheme too as there was a large spike in delivery overall in Q4 2013/14 (78 in Q4 out of a total net gain of 152 for 2013/14 as a whole)
Number of Free Under 16 swims (quarterly & cumulative)		53,000	38,938	Under 16 swim total for year was 38,938, the shortfalls in attendances in Q1 & Q3 were not offset by the attendance in Q2 or Q4
Number of GP referrals (quarterly & cumulative)		420	408	Although performance was ahead of target by 17 in Q4, this was insufficient to offset the shortfall seen in the Q2
Leisure@ transactional sales count (quarterly & cumulative)		300,000	270,899	The decline in transactions reflects the increasing use of alternative payments through direct debit and invoicing in combination with declining general swim attendances
Universal card holders (pay and play)		950	849	Universal Cardholders membership has been more attractive as an option to students and we have seen a migration to the subscription scheme as opposed to pay and play
Number of Freedom of Information internal reviews		1	5	Out of 5 internal reviews, 2 were not upheld, 2 upheld and 1 partially upheld. All but one were complicated and not routine requests: <ul style="list-style-type: none"> <li>• Licensing/Environmental Protection - NOT UPHELD - Original information release decision upheld - information not requested in the first place and exemptions appropriate.</li> <li>• Planning/Legal - UPHELD - Information not originally found under search criteria available at the time, mainly due to age of issue (from 2000). Further information enabled different search for additional information which was released.</li> <li>• Council Tax - PARTIALLY UPHELD – careful consideration of possible breach of Data Protection Act required.</li> <li>• Planning - NOT UPHELD – further explanation provided to be helpful.</li> <li>• Art Collection Valuation - UPHELD – further information was released.</li> </ul>
Percentage of staff appraisals completed		100	95	Although the completion of the paperwork is outstanding for 19 appraisals because of the manager's absence, the L&OD team have spoken to the individual employees about their development and training requirements.

**3. Consultation and feedback**

- 3.1 The draft performance report was presented to the council’s Overview and Scrutiny Committee on 29 June 2015. Members of the committee raised the following issues:
- 3.2 Due to the importance of a car parking strategy to the continued economic performance of the town, they requested a briefing note about the red milestone “*Following sale of North Place car park, develop a car parking strategy to determine the where council investment in car parking should be directed*” from the Director of Environmental & Regulatory Services.
- 3.3 They felt that they would like to understand more about the amber milestone “*Develop a more collaborative approach to tackling drug dealing through joining up enforcement and support agencies working on identified hot-spots*” and suggested that this could be subject to a Scrutiny Task Group review.
- 3.4 They would like to understand more about the red performance indicator “*Reduction in CO2 emissions from energy use, fuel use*” and particularly the incentives that the Cheltenham Trust may have to save energy in our buildings and so help the council meets its commitment to reduce CO2 emissions.
- 3.5 They felt that the performance indicator – “*Number of planning applications refused (cumulative)*” should be measured as a percentage of all applications.

<b>Report author</b>	<b>Contact officer:</b> Richard Gibson, Strategy and Engagement Manager. 01242 235 354 richard.gibson@cheltenham.gov.uk
<b>Appendices</b>	1. Risk Assessment 2. Corporate Performance 2014-15
<b>Background information</b>	2014-15 Corporate Strategy action plan, Report to Council, 31st March 2014.
<b>Accountability</b>	Cllr. Steve Jordan, Leader of the Council Cllr. Jon Walklett, Cabinet Member Corporate Services

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
CD6	If the division is not able to access up to date performance monitoring information from service providers it will not be able to hold them to account also impacting on the longer-term commissioning of outcomes	Pat Pratley	June 2015	3	3	9	reduce	Be clear with our providers about what information we require. Co-create the performance measures with our providers when possible.  Introduce social value measures wherever possible  Ensure there is an adequate IT platform for the management of performance data	March 2016	Ken Dale	on Commissioning Division risk register
<p><b>Explanatory notes</b></p> <p><b>Impact</b> – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p><b>Likelihood</b> – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p><b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

Cheltenham is a place with a clean and well-maintained environment where waste is minimised and recycling, reusing and composting is promoted..... 2

Cheltenham is able to balance new development with enhancing and protecting the natural and built environment.....3

Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change .....6

Cheltenham has a strong and sustainable economy..... 8

Communities feel safe and are safe..... 10

People have access to decent and affordable housing ..... 12

People are able to lead healthy lifestyles..... 14

Residents enjoy a strong sense of community and involved in resolving local issues ..... 15

Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment ...18

We will meet our 'Bridging the Gap' targets for cashable savings and increased income..... 18

## Cheltenham is a place with a clean and well-maintained environment where waste is minimised and recycling, reusing and composting is promoted

Action	Milestones	Date	Lead	Progress
ENV 01 We will engage with customers on litter, waste and recycling issues	ENV 01A - Engage in a range of campaigns and activities to support waste minimisation, recycling and waste diversion	Tue-31-Mar-15	Scott Williams	 The Joint Waste Team have completed a campaign entitled 'summer of sport' to encourage waste reduction and recycling. In addition, bespoke waste reduction promotions for Halloween and Christmas were also completed. Bag splitting trial run at Swindon Road HRC to target people who do not segregate recyclable from general waste before visiting the site. Targeted communications ran throughout February to publicise this and other initiatives on recycling.
	ENV 01B - Assess the impact of the Food Points scheme in Up Hatherley as a way of engaging with residents	(not specified)	Scott Williams	 A report on the results of the food waste points scheme was received by JWC in October and in short showed that the scheme didn't achieve an increase in participation by those applicable households in the Up-Hatherley area, so the scheme will not be rolled out permanently in the Cheltenham area
	ENV 01C - Active enforcement campaign including street cleaning	Tue-31-Mar-15	Mike Redman	 The public protection team undertook a successful enforcement campaign in envirocrime which is being continued in this current year
	ENV 01D - Implement the findings from the dog fouling review (subject to cabinet approval)	Tue-31-Mar-15	Rob Bell	 This was reported to O+S on 27 April 2015; progress has been made with 10 out of 13 recommendations. In terms of future work, the REST project will pick up 8 of the recommendations - a further report will be brought back to O+S in 6 months time.
ENV 02 We will make improvements to our waste and recycling services	ENV 02A - Implement the findings from the review of bring sites	Mon-30-Jun-14	Scott Williams	 Following the trial on mixed plastics earlier in the year, Cabinet took the decision to make this a permanent service enhancement. The second stage of the bring site rev has been completed and the improvement actions including - increasing the number of textile banks, looking at the affordability of increasing the number of carton (tetrapak) banks available and looking at the opportunities to introduce waste electrical bring site recycling are now being progressed
	ENV 02B - Procurement of bulky waste service - contract award	Sun-30-Nov-14	Scott Williams	 This action has been parked pending other partners joining Ubico at which point we will undertake a full review and try to align services in order to improve the service and reduce cost.
	ENV 02C - Secure opportunities and promotion of the re-use agenda	Tue-31-Mar-15	Scott Williams	 A bicycle reuse scheme has been introduced at the Swindon Road recycling centre and promoted accordingly
	ENV 02D - Implement the findings from the trade waste review	Tue-30-Sep-14	Rob Bell	 Changes have been made to the waste management licence at Swindon Road to facilitate trade waste recycling. Further market research has been carried out to inform service design and Ubico are delivering incremental improvements
ENV 03 We will drive out efficiency savings and maximise income from out waste and recycling services	ENV 03A - Procurement of sale of recyclable materials - contract award	Wed-31-Dec-14	Scott Williams	 Report submitted to Cabinet and approved in December, and project now underway, due to be implemented in October 2015
	ENV 03B - Develop business case for introduction in-cab technology for Ubico	Wed-31-Dec-14	Rob Bell	 A business case has been prepared and circulated for consultation. No decision yet on this.

Cheltenham is a place with a clean and well-maintained environment where waste is minimised and recycling, reusing and composting is promoted

**Overall Summary**

Serious concerns ■  
 Below Target but recoverable ■  
 On Target ■

G = On Target

A = Below target but recoverable

R = Serious concerns

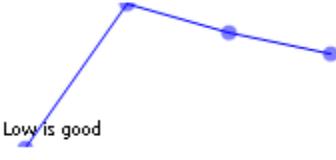
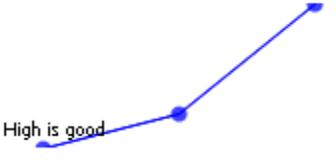
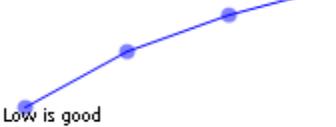
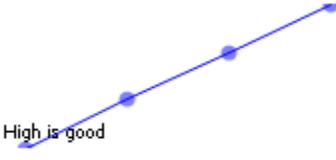
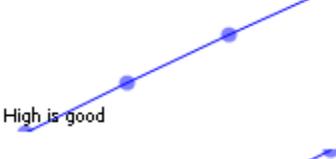
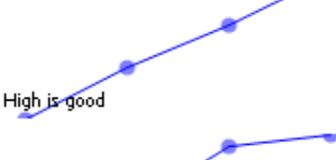
**Service Indicators**

Indicator	Baseline	Target	Current	Comments	Status
Percentage of collections completed on schedule (of total collections)	99%	99.0%	99.9%	99.86%	<span style="color: green; font-size: 24px;">G</span> High is good
Residual household waste per head of population (kg/head) - (quarterly)	590 kg	464.0	476.0	Target of 464kg just missed	<span style="color: yellow; font-size: 24px;">A</span> Low is good
Percentage of service complaints received (of total collections)	1%	49.0%	0.0%	0.001%	<span style="color: green; font-size: 24px;">G</span> Low is good
Percentage of household waste reused, recycled and composted (quarterly)	34.4%	46.1%	45.6%	Target of 46% just missed	<span style="color: yellow; font-size: 24px;">A</span> High is good
Percentage of assisted collections completed on schedule (of total collections)	99.5%	99.6%	99.9%		<span style="color: green; font-size: 24px;">G</span>

## Cheltenham is able to balance new development with enhancing and protecting the natural and built environment

Improvement Action	Milestones	End Date	Lead	Progress
ENV 04 We will implement findings from the Green environment commissioning review	ENV 04A - Report to cabinet on the findings from the green environment commissioning review	Thu-31-Jul-14	Adam Reynolds	 The Green Environment commissioning review is complete; a set of outcomes were generated for the service, together with a savings target. In addition a number of options were brought forward for future management of the nursery.
	ENV 04B - Implement findings from the Green environment commissioning review	Tue-31-Mar-15	Adam Reynolds	 as above
ENV 05 We will develop options for the delivery of our building control service	ENV 05A - Business case to be brought to Cabinet	Thu-31-Jul-14	Iain Houston	 This action has been closed down. The REST project has focused efforts towards the review of the larger group and actions focused towards a single element of the Environment and Regulatory Services Group are not appropriate at the moment. Work coming out of the REST project could identify the potential for further action to be taken regarding the Building Control shared service, there is still potential in the development of a larger Building Control shared service.
	ENV 05B - Review shared arrangement with TBC and explore the potential to expand this to include Gloucester City	Sun-30-Nov-14	Iain Houston	 This action has been completed. On October 20th 2014 the Building Control Joint Monitoring Liaison Group confirmed their support for the officer decision to continue with the shared Building Control service between Cheltenham and Tewkesbury for a further five years, to 2019. The expansion of the shared service to include Gloucester City has not progressed because Gloucester has withdrawn from the process. It is now considered that this project is also closed.
ENV 06 We will move towards the adoption of the Joint Core Strategy	ENV 06A - Pre-submission JCS approved by Council for consultation	Wed-30-Apr-14	Tracey Crews	 Pre Submission version of the JCS was approved by Council 9 April 2014. This version of the JCS was made available for publication July/August 2014, forming a statutory stage of plan making. All representations on JCS reviewed and reported to Cross Boundary Programme Board and Member Steering Group. Minor changes agreed by Chief Executives and Leaders and programme was formally submitted to the Secretary of State 20 November 2014.
ENV 08 We will work to identify and bring forward new allotments to meet demand	ENV 08A - Identify appropriate sites in order to provide approximately 80 new allotment plots	Thu-31-Jul-14	Adam Reynolds	 Land for 80 new plots identified on land owned by CBC East of Priors Farm Playing Field, results of local consultation largely positive. Discussions with developers have taken place which has led to the inclusion of allotments in development proposals on land to the South and North West of Cheltenham.

## Service Indicators

Indicator	Baseline	Target	Current	Comments	Status	Figure
Percentage of planning appeals allowed	42%	30.0%	33.0%	These are all very low numbers for each quarter so an average is misleading.	R	
Average number of days to process an application from receipt to issuing of decision	65 Days	60	54		G	
Number of projects implemented as a result of working with local interest groups on street redesign projects	1	3	4	- Suffolk Street cycle parking and planter - implementation now complete. SPJARA, BARTA, ChC - Refurbishment of surfacing & new planting areas at Norwood Triangle - implementation now complete- ;	G	
Number of planning applications appealed (cumulative)	20	25	23		G	
Number of planning applications approved (cumulative)	1486	1,500	1,642		G	
Number of planning applications determined (cumulative)	1554	1,550	1,716		G	
Number of planning applications received (cumulative)	2020	2,000	2,132		G	
Number of planning applications refused (cumulative)	68	65	74		R	

## Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change

Improvement Action	Milestones	End Date	Lead	Progress
ENV 09 We will implement the recommendations of the November 2012 cabinet report, setting out how we will meet the 30% carbon reduction target by 2015 and our aspiration to reduce carbon emissions by 40% by 2020	ENV 09A -Install energy efficient lights at Leisure@(swimming pool), Regents Arcade car park and Town Centre East car park	Tue-31-Mar-15	David Roberts	 All works complete now
	ENV 09B - Prepare tender for energy contract	Sun-31-May-15	David Roberts	 Work underway to extend CBC contact to May 2016 to align with the end dates for GOSS partners (31/3/16) to increase potential for savings through a joint tender process. This will be carried forward into 2015/16. Report to be presented to AMWG in Dec and then to Cabinet Lead about options for solar / PV installations.
	ENV 09C - Explore opportunity for solar power installations on council owned land and buildings	Tue-31-Mar-15	David Roberts	 This has found that the business cases are not sufficiently attractive at this point. Project just about complete in conjunction with GCC which will deliver charging points at two locations; Regent Arcade & Town Centre East car parks. Signage about to be installed and service publicised. Hopefully looking to install further points in Montpellier Street and Arle Court P+R.
ENV 10 We will promote awareness raising and behaviour change	ENV 10A - Explore introduction of electric charging points in and around the town	Tue-31-Mar-15	Wilf Tomaney	 Project stalled due to staff resource constraints. Work to recommence May 2015.
	ENV 10B - Develop Green travel plan using assistance from the LSTF funded programme	Tue-31-Mar-15	Wilf Tomaney	

Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.

**Overall Summary**

Serious concerns  
Below Target but recoverable  
On Target

 = On Target

 = Below target but recoverable

 = Serious concerns

Indicator	Baseline	Target	Current	Comments	Status
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Reduction in CO2 emissions from energy use, fuel use	4,911 tonnes CO2e (2005/6)	1,473	303	Whilst some reduction has been achieved from the baseline, in 2014/15, both gas and electricity consumption increased on the previous year	
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## Cheltenham has a strong and sustainable economy

Improvement Action	Milestones	End Date	Lead	Progress
ECON 1 We will continue to support Cheltenham Development Task Force	ECON 01A - Provide support for Brewery development Phase 2	Thu-31- Dec-15	Mike Redman	 The Council did not need to use its CPO powers to enable the Brewery to proceed as the parties involved reached agreement. The scheme is now progressing well and there will be a seamless transition from phase 2a to phase 2b. Single High Street closure to facilitate works by Severn Trent, Kier and GCC in one phase.
	ECON 01B - Implement Phase 1 of the pedestrian way-finding project, replacing all the existing finger posts with improved map-based signage	Mon-30-Mar-15	Wilf Tomaney	 Phase 1 completed. Other public realm schemes now being progressed eg refurbishment of Promenade phone boxes. Phase 2 of pedestrian way-finding being planned.
	ECON 01C - Refurbish the ten listed red telephone boxes in the Promenade	Fri-31-Jul-15	Wilf Tomaney	 Contractor identified; boxes transferred to CBC by BT; start agreed by end of June, to be hopefully completed in time for Rugby World Cup.
ECON 2 We will support the Local Enterprise Partnership deliver the Strategic Economic growth plan for Gloucestershire	ECON 02A - Support delivery of the Strategic Economic Plan seeking alignment with the housing and economic objectives in the emerging Joint Core Strategy	Tue-31-Mar-15	Tracey Crews	 Ongoing engagement between JCS authorities and Local Enterprise Partnership. CBC has commissioned an economic development strategy for Cheltenham, which has been reported to members, representatives of both the Local Enterprise Partnership and Gloucestershire County Council are supporting CBC. A working group for Junction 10 being established which will including a representative of CBC.
	ECON 02B - Support delivery of priorities within the SEP, including exploring feasibility of junction 10 improvements	Tue-31-Mar-15	Tracey Crews	 JCS authorities have agreed a preparing a letter of co-operation agreed with LEP and this has been submitted to support the JCS examination
	ECON 02C - Support implementation of the joint economic committee for Gloucestershire to co-ordinate local authority input into the SEP	Tue-31-Mar-15	Andrew North	 Joint committee has now been set up.
ECON 3 We will provide oversight over Gloucestershire airport	ECON 03A - Working with Gloucester City Council to progress the recommendations of the York Aviation Report	Tue-31-Mar-15	Pat Pratley	 Q4 CBC Cabinet approved the GAL 3 year business plan on 17 March 2015. Gloucester City approved the plan at the shareholder forum on 20 March. Shareholder agreement discussed between the shareholders and amendments proposed which have now been forwarded to the airport board for consideration. Airport board requested to consider revised job descriptions for executive team.
ECON 4 We will commission a Business Advisory Service to support local businesses	ECON 04A - Extend Business Advisory Service for 12 months and review best way of delivering service after that.	Mon-30-Jun-14	Wilf Tomaney	 Business Start Up advice on-going from residual funding. GFirst Growth Hub now established as a point of business advice; likely to enable reduction in direct CBC commitment in this field.

Cheltenham has a strong and sustainable economy

**Overall Summary**

Serious concerns  
Below Target but recoverable  
On Target

**G** = On Target

**A** = Below target but recoverable

**R** = Serious concerns

Community Indicators

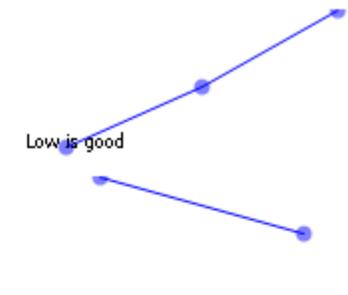
Indicator	Baseline	Target	Current	Comments	Status
Unemployment claimant rate	3.3% (January 2012)		1.2%		
Footfall rate in the town centre	Baseline to be measured with new footfall counters	0		There are problems with the configuration on some of the detectors, which has meant they are unable to produce accurate information for the end of last year and start of this.	
Proportion of young people not in education, employment or training	5.7% (January 2012)		3.7%		

## Communities feel safe and are safe.

Improvement Action	Milestones	Date	Lead	Progress
COM 01 We will undertake a commissioning review of our Public Protection and Private sector housing services	COM 01A - Report to cabinet with findings from the Public Protection and Private sector housing commissioning review	Wed-30-Apr-14	Richard Gibson	 The report went to Cabinet on 15 April that set out the agreed outcomes for the 2 services and that they be integrated within a broader commissioning review looking at all our environmental and regulatory services.
	COM 01B - Implementation of the commissioning review	Tue-31-Mar-15	Mike Redman	 Now superseded by the REST commissioning review
COM 02 We will coordinate activity to reduce harms from alcohol and drug misuse	COM 02A - Agree outcomes, advisory body and process for the allocation of the Late night Levy	Mon-30-Jun-14	Pat Pratley	 Outcomes, process and documentation all agreed between CBC and PCC office. Went live in December, with bids agreed April 2015.  Through Cheltenham Partnerships we have commissioned two projects; Through the NCG and CBC positive Activities funding Cheltenham West End Partnership employs youth workers to engage with the underage drinkers in the town centre and causing problems particularly around McDonalds and Winston Churchill Gardens. Plus we have commissioned a targeted place-based programme in Oakley where we know there are issues with alcohol consumption. This is community-based and is exploring different ways of enabling community groups to support each other and signpost people onto support services
	COM 02B - Commission two projects to reduce alcohol related harm in Cheltenham	Mon-30-Jun-14	Pat Pratley	 On drug dealing CBC has supported the work of the Town Centre NCG who have agreed to encourage the reporting of drug dealing incident so that they can map activity. They have only just started doing this, not as yet with too much success, and they intend to extend the reporting beyond NCG members and ask businesses to participate.
	COM 02C - Develop a more collaborative approach to tackling drug dealing through joining up enforcement and support agencies working on identified hot-spots	Tue-31-Mar-15	Pat Pratley	 Our formal response to the new ASB legislation was agreed at Cabinet on 17 March. Q2 Much work undertaken to support the police with the implementation of the new legislation including a joint awareness raising session with frontline practitioners held on 9 June and joint working on the community trigger pilot.
	COM 03A - Understand and respond to the provisions of the new Anti-Social behaviour legislation.	Wed-30-Sep-15	Sarah Clark	 This has been achieved through officers from CBC and Police attending community meetings including the Positive Participation Partnership and the NCG chairs meeting. In addition, the cabinet report on 17 March states that community representatives will be consulted before any PSPO is established to ensure the varying needs of those in the community are balanced. This will promote community cohesion through opportunities to improve localities because of shared wants or ambitions. Whatever the 'thorn in the side' of the community is, the new tools should provide a more effective way to work together to tackle it.
COM 03 We will continue to work in partnership to reduce incidents of anti-social behaviour and alcohol-related violence and the harm these cause to communities.	COM 03B - Work with community fora to increase residents' knowledge and confidence of the new Anti-Social behaviour legislation	Wed-30-Sep-15	Sarah Clark	

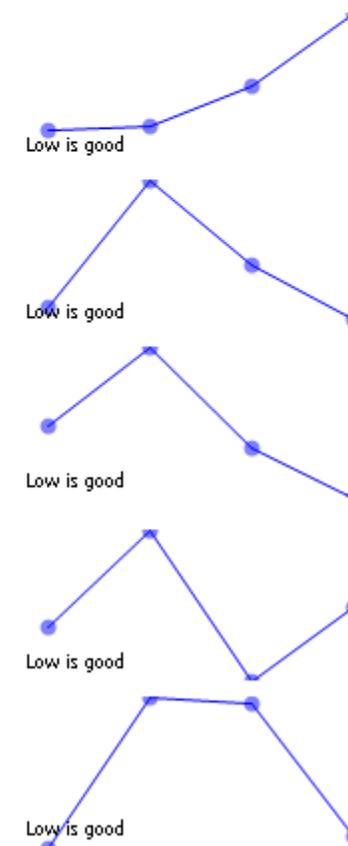
## Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Percentage of licensed premise inspections undertaken	20%	100.0%	100.0%		G
Percentage of food premises which are broadly compliant with Food Safety Legislation	96.7%	98.0%	91.9%		R



## Community Indicators

Indicator	Baseline	Target	Current	Comments	Status
Incidents of recorded violence in the Town Centre (Friday & Sat eve.)	262		78		
Domestic burglary incidents	1453		148		
Number of anti-social behaviour incidents	5548		1,251		
Total volume of recorded crime per annum	9565	9,187	1,791		G
Serious acquisitive crime incidents	2366		325		



## People have access to decent and affordable housing

Improvement Action	Milestones	End Date	Lead	Progress
COM 04 We will enable the delivery of more affordable housing	COM 04A - Support CBH to deliver 52 affordable units from the regeneration of vacant sites and underused garages	Thu-31-Mar-16	Martin Stacy	 Cabinet gave approval in March 2015 for CBC / CBH to go out to tender on the delivery of new affordable housing on a number of our garage sites. A further report is due to come to Cabinet, and Council.
	COM 04B - Support CBH on the longer term aspirations for the delivery of affordable homes in the context of the JCS and the role CBH may play	Sat-31-Oct-15	Martin Stacy	 Consultation is now underway with developers and Registered Providers on the proposed Affordable Housing Partnership, the draft Evaluation Criteria for the Preferred Registered Partners and the proposed Memorandum of Understanding between Local Authorities and Preferred Partners. Consultation is due to end on 8th May, after which the district authorities will consider what changes are necessary to our approach in light of the feedback received
COM 05 We will bring forward plans for implementing the second phase of the St Paul's regeneration programme	COM 05A - Affordable units completed on St. Pauls phase 2 and HCA grant secured	Tue-31-Mar-15	Pat Pratley	 Project progressing and is on track. Project continues to be monitored via Joint Programme Board. CBC units for sale being monitored with first unit completed and CBC financial contribution paid to the Council.
COM 06 We will explore how to improve conditions for tenants living in private rented sector housing	COM 06A - Explore the feasibility of increasing enforcement and licensing arrangements over private rented sector housing	Mon-30-Nov-15	Mike Redman	 Cabinet on 17 March 2015 agreed to a house condition and management survey of the private rented stock is carried out by consultant surveyors as a first stage to identify areas which could potentially benefit from the introduction of a discretionary licensing scheme under housing act legislation and/or an Article 4 Direction under planning legislation.

People have access to decent and affordable housing.

**Overall Summary**

Serious concerns  
Below Target but recoverable  
On Target

**G** = On target

**A** = Below target but recoverable

**R** = Serious concerns

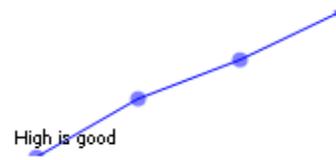
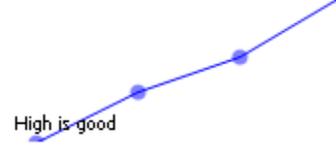
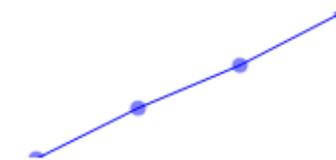
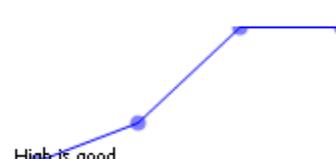
**Service Indicators**

Indicator	Baseline	Target	Current	Comments	Status
Number of disabled persons able to stay in their own homes	100	100	107		<b>G</b> High is good
Net affordable housing completions	2010-11: Affordable completion - 23	65	24	There has been a delay on the delivery of 100 homes in St Pauls. These were expected to be delivered in Q4 but will now be delivered in Q1 2015/16. We also anticipated delivery of YMCA homes in Q1 2014/15 but these were in fact delivered a few weeks earlier than expected in Q4 2013/14 as were homes at the De Laury Extra Care scheme	<b>R</b> High is good
Number of empty dwellings brought back into use as a direct result of council action	85	90	146		<b>G</b> High is good
Number of households living in temporary accommodation	13 as at Dec 2012	15	8		<b>G</b> Low is good
Number of private sector dwellings made safe by the council	220	220	264		<b>G</b> High is good
Number of homelessness acceptances	45 (estimate 2011/12)	0	2		<b>A</b> Low is good

## People are able to lead healthy lifestyles

Improvement Action	Milestones	End Date	Lead	Progress
COM 07 We will complete the set up of the Cheltenham Leisure and Culture Trust (LCT)	COM 07A - Complete company registration of Cheltenham LCT	Wed-30-Apr-14	Pat Pratley	<input checked="" type="checkbox"/> Registration of The Cheltenham Trust as a company limited by guarantee was achieved in May 2014.
	COM 07B - CBC Cabinet approves transfer of services to Cheltenham LCT	Thu-31-Jul-14	Pat Pratley	<input checked="" type="checkbox"/> Cabinet approved the transfer of services to The Cheltenham Trust at its meeting on 26 September 2014
	COM 07C - Cheltenham LCT takes on operation of the council's leisure, culture and tourism services	Fri-31-Oct-14	Pat Pratley	<input checked="" type="checkbox"/> The Cheltenham Trust was launched on 1 October 2014.
COM 08 We will move to implement the Sports Facility Strategy and Prince of Wales Feasibility Study as agreed by Cabinet in July 2013	COM 08A - Progress business cases for capital development following the establishment of Cheltenham LCT	Sat-31-Jan-15	Stephen Petherick	<input checked="" type="checkbox"/> The business cases for investment in both POW and the leisure centre itself were considered at full council on 14 April, and they agreed that both projects be supported in principle pending the submission of a business case that would explore potential for income generation.
	COM 08B - Conclude discussions with tenants and key users to negotiate future use arrangements at the Prince of Wales Stadium	Tue-30-Sep-14	Stephen Petherick	<input checked="" type="checkbox"/> Lease negotiations completed.
COM 09 We will work in partnership to enable people to lead healthy lives	COM 09A - Implement social prescribing project in partnership with the Cheltenham locality of the Clinical Commissioning Group	Tue-30-Sep-14	Richard Gibson	<input checked="" type="checkbox"/> Roll-out to 17 surgeries complete, evaluation underway, pointing to hub model as best way forward. Government funding awarded to implement new model and procurement for this will be led by the Clinical Commissioning Group

## Service Indicators

Indicator	Baseline	Target	Current	Comments	Status	Figure
Number of Free Under 16 swims (quarterly & cumulative)	48,400	53,000	38,938	U16 swim total for year 38938 shortfalls in attendances in Q1 & Q3 were not offset by the attendance in Q2 or Q4	R	 High is good
Number of GP referrals (quarterly & cumulative)	400	420	408	GP Referrals 408 initial consultations were ahead of target by 17 in Q4, however this was insufficient to offset the shortfall seen in the Q2	R	 High is good
Leisure@ transactional sales count (quarterly & cumulative)	new performance measure	300,000	270,899	Transactional sales count 270899 the decline in transactions reflects the increasing use of alternative payments through direct debit and invoicing in combination with declining general swim attendances	R	 High is good
Universal membership	50	250	313	Universal Membership 313 Significantly outperformed the targets set with students taking up membership as opposed to the universal card in isolation	G	 High is good
Total Attendances at sport and play holiday programmes	10,000	10,000	11,562	Operated a pilot February half term Playscheme at the Prince of Wales stadium following its refurbishment. Numbers below target, but successfully tested the venue suitability in readiness for Easter/Summer schemes	G	 High is good
Universal card holders	750	950	849	Universal Cardholders 849 membership has been more attractive as an option to students and we have seen a migration to the subscription scheme as opposed to pay and play	R	 High is good
Attendance at Active Life sessions (quarterly & cumulative)	63,400	60,000	68,701	Active life attendances 68701 significantly exceeded targets for the year once again proving the popularity & good value of the products on offer	G	 High is good

## Residents enjoy a strong sense of community and involved in resolving local issues

Improvement Action	Milestones	Date	Lead	Progress
COM 10 We will ensure that our communities are able to adapt to changes in the welfare system	COM 10A - Positive Participation Partnership to keep impacts of welfare reform under review	Tue-31-Mar-15	Richard Gibson	The Positive Participation Partnership has continued to keep the impacts of welfare reform under review; and held a second workshop with Geoffrey Head, DWP Partnerships Manager, Cheltenham Job Centre
COM 11 We will work with others to devise an ongoing programme to commemorate the Centenary of World War 1	COM 11A - Commemorate Centenary of WW1; ongoing programme of activity including paving slabs, war memorial project with Annecy and Gottingen, commemorative flowering in parks and gardens, programme of activity through AG&M.	Sat-31-Mar-18	Pat Pratley	The conservator appointed and has now delivered his draft report which is being considered by Cabinet on 16 June. Good progress being made with HLF to secure funding for both restoration and for associated community activities. Alongside this, there have been 2x stakeholder events held in September 2014 and in February 2015 to ensure that key stakeholders are kept informed of the works. The phase 1 works were completed in September 2014 in readiness for Battle of Britain Sunday.
COM 12 We will implement changes to our neighbourhood management arrangements to ensure that local residents are actively involved in their communities	COM 12A - Gain cabinet agreement to revised neighbourhood management plans	Thu-31-Jul-14	Richard Gibson	Joint review held with Police and CBC to create a more sustainable solution; this has now been agreed with 14 NCGs in operation, though these are now convened by local community organisations (Parish councils, residents associations, neighbourhood projects etc). This approach agreed informally by Cabinet Member.
	COM 12B - Agree Big Local Plan to secure £1m investment into St. Peters and the Moors	Thu-31-Jul-14	Richard Gibson	Big Local Plan for the first tranche of £191k agreed with local residents and submitted to the Local Trust for consideration. Assessment visit planned for 17 November. This was agreed by the Local Trust on 8 December. Confirmation of funding has allowed the Big Local project to progress the appointment of a project coordinator.
COM 13 We will implement Individual Electoral Registration	COM 13A - Data matching to DWP	Mon-30-Jun-14	Kim Smith	Data matching complete
	COM 13B - Send out registration letters to residents	Thu-31-Jul-14	Kim Smith	Registration letters sent to residents, 2x canvasses undertaken to maximise number of voters on electoral register
	COM 13C - Publication of register	Wed-31-Dec-14	Kim Smith	The register was published on target in December
	COM 14A - Manage the 2014 district and European elections	Thu-22-May-14	Kim Smith	Elections held successfully on 22 May, plus by-election on 3 July
COM 14 We will manage the 2014 district and European elections	COM 14B - Counts completed	Sun-25-May-14	Kim Smith	Complete
	COM 14C - Member training completed	Thu-31-Jul-14	Kim Smith	All member induction training complete; including an open day on 28 May, and 16 separate sessions covering a wide range of the council's business

Residents enjoy a strong sense of community and involved in resolving local issues

**Overall Summary**

Serious concerns  
Below Target but recoverable  
On Target



**G** = On target

**A** = Below target but recoverable

**R** = Serious concerns

**Community Indicators**

Indicator	Baseline	Target	Current	Comments	Status
Number of VCS organisations supported by GAVCA	18 (Sept 2011)	30	47		<b>G</b> High is good
Number of residents directly engaged with the Springbank community project	20	100	256		<b>G</b> High is good
Number of residents directly engaged with the The Elsm / Big Local community project	10	100	106	Partnership - 10 cafe - 40 Moors tidy-up - 12 Gas Green - 12 Newsletter - 5 Consultation activities - 27	<b>G</b> High is good

## Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment

Improvement Action	Milestones	End Date	Lead	Progress
A&C 1 We will progress plans to invest in the Town Hall	A&C 01A - Progress the Town Hall Feasibility Study to RIBA Stage B	Tue-31-Mar-15	Gary Nejrup	 Q4 Council has now agreed up to £400k to support the Town Hall feasibility study

Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.

**Overall Summary**

Serious concerns  
Below Target but recoverable  
On Target



**G** = On Target

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**Service Indicators**

Indicator	Baseline	Target	Current	Comments	Status
Art Gallery and Museum footfall figures	39,067	115,000	143,375		<b>G</b>
Town Hall/PPR hire income generated (quarterly & cumulative)	£350,000	368,000	364,013		<b>A</b>
Town Hall/PPR website visits (quarterly & cumulative)	£120,0...	140,001	271,094		<b>G</b>
Town Hall/PPR catering commission (quarterly & cumulative)	£106,700	112,100	153,541		<b>G</b>
Town Hall/PPR ticket sales (quarterly & cumulative)	£68,000	76,799	186,419		<b>G</b>

## We will meet our 'Bridging the Gap' targets for cashable savings and increased income

Improvement Action	Milestones	Date	Lead	Progress	
VFM 01 We will undertake a commissioning review for our Revenues and benefits service	VFM 01A - Develop an options appraisal and business case to determine the future delivery vehicle for the revenues and benefits services	Thu-31- Jul-14	Mark Sheldon		Interim sharing of management has been explored and discounted since it has staffing implications further down the structure which would involve restructuring the teams. The focus of activity has shifted towards shaping the shared service across the partnership in preparation for a decision of progressing the 2020 vision model and determining the best employment model.
	VFM 01B - Implement an action plan to deliver the approved option for revenues and benefits services	Tue-31- Mar-15	Jayne Gilpin		Given the conclusion that collaborative working is unlikely to deliver short term savings or service benefits and create unnecessary complexity at this stage, discussions are now focused on working towards the delivery of a shared service in the 2020 vision programme.
VFM 02 We will develop a plan for how we provide customer services	VFM 02A - Develop and approve a roadmap outlining the future direction of customer services for retained and commissioned services	Mon-30- Jun-14	Mark Sheldon		CBC officers are now looking to develop a 'default to digital strategy' which set out the councils aspirations for digital access for customers including improved on line forms and potential for mobile apps to support a customer service strategy for consideration by our 2020 vision partner councils.
	VFM 02B - Implement first phase of customer services roadmap	Tue-31- Mar-15	Judy Hibbert		New garden waste system now fully implemented and working successfully. Now looking to develop a 'default to digital' strategy to inform the 2020 vision shared working arrangements.
VFM 03 We will review the way we currently provide legal services via the shared service provision of services from one legal with Tewkesbury.	VFM 03A - Review S101 agreement for provision of services from one legal	Tue-31- Mar-15	Mark Sheldon		At the November 2014 meeting, CBC Cabinet have agreed to continue with the one legal service to the end of the current Section 101 agreement to 2019. Gloucester City Council have now also agreed to join the shared service reducing costs to CBC by £10k annually.
VFM 04 We will look at options for the delivery of our property services function	VFM 04A - Explore the potential and develop the business case for a shared service for our property services function	Tue-30- Sep-14	Mark Sheldon		Discussions to explore shared arrangement with FOD ahead of 2020 vision have continued including the potential a surveyor post at FOD shared with CBH and provision of management support to FOD. A partnership wide shared service will be picked up as a workstream in the 2020 vision programme.
VFM 05 We will explore options for the two cremators at the Cemetery and Crematorium	VFM 05A - Explore cost effective options for resolving the cremator problems	Tue-31- Mar-15	Mike Redman		Bereavement Services transferred to the new Environmental and Regulatory Services division by 31st Oct 2014. A programme of works is on-going to maintain the cremators in a stable and operational condition, pending the completion of the appraisal of future options. Project team established with reporting through OPB to look at options for future crematorium provision. Consultation via Cabinet Member Working Group and O+S in June 2015
VFM 06 We will ensure our revenues and benefits service is able to respond to national and local policies	VFM 06A - Agree the local council tax support scheme for 2015/16 for consultation in the summer of 2014	Sun-30- Nov-14	Mark Sheldon		A report proposing 'no change' to the existing scheme for 2015/16 and 2016/17 was agreed by Cabinet on 16/9/14 and Council on 13/10/15.
	VFM 06B - Support the transition to the 'universal credit' benefits system for new claimants to be administered by DWP and to determine the impact on the residual benefit service.	Tue-31- Mar-15	Paul Aldridge		Cheltenham Jobcentre is due to go live on Universal credit for single people looking for work in June 2015. Anticipated numbers are around 100 per month with only 20 a month having housing costs. The council has supported this process. No dates for further expansion or the transfer of existing L.A. caseloads are expected until 2016.

VFM 07 We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap	VFM 07A - Develop the budget strategy, including an updated MTFS, for 2015/16 for approval by Cabinet	Fri-31- Oct-14	Mark Sheldon		A budget strategy was agreed by Cabinet on 15/10/14. It included an updated MTFS which identified a budget gap of £903k in 2015/16 and £3.388m for the period of the MTFS.
	VFM 07B - Identify further savings / income to close gap for 2015/16 and residual MTFS budget gap.	Sat-28- Feb-15	Mark Sheldon		A final budget for 2015/16 has been agreed by Council on 14/2/15 which included proposals for closing a £1.036m funding gap following public consultation, including a freeze of council tax and parking charges. Work continues to progress the 2020 vision project which would help to close the residual funding gap.
	VFM 07C - Support the management of the Gloucestershire business rates pool for 2014/15, determine whether to pool in 2015/16 and evaluate the impact on the MTFS of business rates retention.	Tue-30- Sep-14	Paul Jones		The pooling arrangement for 2013/14 delivered financial benefits to the county wide pooling partners in excess of targets, returning £114k to the council. In view of the success of the pooling arrangement to date, the Gloucestershire Chief Finance Officers have taken the decision to continue to pool in 2015/16.
	VFM 07D - Update the fees and charges policy with GO partners	Sun-30- Nov-14	Paul Jones		The GOSS client officer group considered the potential for a partnership wide review of fees and charges but concluded that this should be deferred until after the decision on 2020 vision.
VFM 08 We will agree an Asset Management Plan and Capital strategy	VFM 08A - Develop and approve an Asset Management Plan and funding strategy, including use of the North Place receipt, which captures the investment aspirations for the council's property portfolio.	Thu-31- Jul-14	Mark Sheldon		The council, at a meeting on 14/4/15, approved an asset management policy and the allocation of funding toward key capital projects using the receipt from the sale of North Place and Portland Street car parks.
VFM 09 We will continue to progress the Cheltenham Futures Programme	VFM 09A - Develop the cultural strand of the Cheltenham Futures Programme and seek advice on pay and reward models	Tue-30- Sep-14	Andrew North		Cheltenham Futures programme now complete: Activity on this strand included commissioning LGA to review Pay and Rewards. The findings from this were presented to employees at Employee Sessions 2014
	VFM 09B - Review of support to residual SLT	Fri-31- Oct-14	Mark Sheldon		An interim solution has been implemented and is working well. Benefits include improved support to SLT, savings in admin support for meetings, more resilience and reduction in printed papers for committees as a result of the use of ipads.
VFM 10 We will agree an Accommodation Strategy	VFM 10A - Review options for alternative office accommodation based on the revised brief agreed by Cabinet in March 2014 and develop and approve the business case for the preferred option.	Tue-31- Mar-15	Mark Sheldon		The Council, at a meeting on 14/4/15, considered 5 options for the council's accommodation including new build and agreed to progress with the acquisition of a town centre building, initially for investment purposes and to seek to find a joint development partner to progress the redevelopment of the Municipal Offices.
VFM 11 We will explore new ways of working with our partner councils via the transformation project	VFM 11A - Receive a report on whether there are further savings which might be delivered through the expansion of shared services and delivery models.	Tue-31- Mar-15	Jane Griffiths		Cabinet received and approved 2020 Vision report and recommendations at its December meeting. Strategic outline case endorsed. Partnership received notification of award of a further £2.9M from the Transformation Challenge Fund on 27 November. Programme Board 9 Jan allocated roles of interim lead commissioner and interim managing director.
VFM 12 We will continue to invest in our ICT infrastructure	VFM 12A - Implement the next phase of the ICT infrastructure upgrade strategy and identify any opportunities for further	Tue-31- Mar-15	Mark Sheldon		Developments include: • Upgrades to links connecting CBC sites, which will increase speed and capacity, have largely been completed with MO outstanding due to issues with asbestos in external providers ducting. • Further rollout of new

	rationalisation and alignment of CBC/FoD infrastructure.				desktops and migration from windows XP is almost complete with residual machines dependent upon upgrade of business systems.	
	VFM 12B - Finalise development and testing of ICT business continuity arrangements	Tue-30- Sep-14	Bryan Parsons		A significant amount of work has been undertaken to the core ICT infrastructure including installing more robust networking, improved back up arrangements for GOSS, revised data storage routines and the installation of a generator in the FOD server room. A testing schedule has yet to be agreed. The CBC SWG, JMLG and the Audit committee will be reviewing progress with ICTSS an ICT Business Continuity Plan.	
	VFM 12C - Achieve Public Services Network (PSN) accreditation including BPSS checks	Thu-31- Jul-14	Bryan Parsons		PSN accreditation for CBC was achieved in July 2014 which lasts for 12 months.	
VFM 13	We will upgrade Agresso	Wed- 30-Sep-	Mark Sheldon		Agresso upgrade planning is progress for revised implementation date of July 2015.	
VFM 14	We will invest time and effort in ensuring that our information and communication systems are secure and well managed	VFM 14A - Implement the action plan arising from the 2013 PSN process and achieve PSN compliance for 2014.	Mon-30- Jun-14	Bryan Parsons		This action is now complete and ICT shared services are responsible for the delivery of all future PSN applications
	VFM 14B - Agree a vision and roadmap for the rationalisation of information / data storage to support an office relocation based on reduced physical storage space and implement plan.	Tue-31- Mar-15	Bryan Parsons		This action is linked to the accommodation strategy; an audit of the council's physical storage areas has been undertaken by Property Services and staff are now being encouraged to reduce the amount space needed for storage. In the case of e-storage, ICT shared services are developing a new shared drive in conjunction with CBC info management group and when resources allow data will be migrated to the new storage drive.	
VFM 15	We will explore more opportunities to raise income via sponsorship and advertising	VFM 15A - Develop and agree a policy for the sponsorship and advertising of council owned assets	Tue-30- Sep-14	Mark Sheldon		The policy was further reviewed and a revised policy has been approved by Cabinet in March 2015.
	VFM 15B - Procure a partner to work with the council to identify sponsorship and advertising opportunities	Tue-31- Mar-15	Mark Sheldon		Following the approval of a revised policy in March 2015, expressions of interest have been received for the revised contract for advertising on roundabouts, lamp posts and car parks which will be assessed in April 2015 resulting in the award of a new contract.	
VFM 16	We will agree a car parking strategy	VFM 16A - Following sale of North Place car park, develop a car parking strategy to determine the where council investment in car parking should be directed.	Tue-30- Sep-14	Mike Redman		In light of on-going discussions around asset management strategy, economic strategy and site allocations required to meet the identified demand for housing and employment within the Cheltenham Plan (currently out to consultation), it was considered premature to take a parking strategy forward in isolation of these other considerations.

We will meet our 'Bridging the Gap' targets for cashable savings and increased income

**Overall Summary**    Serious concerns      = On target     = Below target but recoverable     = Serious concerns

**Service Indicators**

Indicator	Baseline	Target	Current	Comments	Status
Number of Freedom of Information internal reviews	1	1	5	Out of 5 internal reviews, 2 were not upheld, 2 upheld and 1 partially upheld. All but one were complicated and not routine requests.	 Low is good
Percentage of staff appraisals completed	100%	100.00%	95.00%	Although the completion of the paperwork is outstanding for 19 appraisals because of the manager's absence, the L&OD team have spoken to the individual employees about their development and training requirements.	 High is good
Number of stage 3 complaints	8	8	8		 Low is good
No. days lost due to sickness absence per FTE	8 days	7.50	7.46		 Low is good

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**Cheltenham Borough Council**  
**Cabinet – 14 July 2015**  
**Allocation of Community Pride Funds 2015-16**

<b>Accountable member</b>	<b>Cllr. Steve Jordan, Leader of the Council</b>
<b>Accountable officer</b>	<b>Richard Gibson, Strategy and Engagement Manager</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>As part of the 2015-16 budget, agreed by Council on 13 February 2015, £50,000 was set aside for the community pride scheme.</p> <p>In addition, a further £4,000 was added to the pot from the community development budget to create a community building grant fund.</p> <p>Both funds were made available to support neighbourhood-based projects that will build up community pride and enable local groups to be more influential in supporting their communities and improving their neighbourhoods.</p> <p>The grant schemes went live from Friday 24 April 2015 and were publicised through Gloucestershire Association for Voluntary and Community Action, media releases and information on the council's website. The closing date was Monday 22 June 2015 which gave applicants a 9 week period to submit applications.</p> <p>A panel comprising the Leader of the Council, Cabinet Member Healthy Lifestyles, Angela Gilbert from Gloucestershire Association for Voluntary and Community Action, Cllr. Tim Harman, Leader of the Conservative Group, Helen Down, and Richard Gibson, from the Commissioning Division met on Monday 29 June to assess the 30 community pride applications and make recommendations to cabinet.</p>
<b>Recommendations</b>	<p><b>Cabinet to approve the list of projects to be funded from community pride funds as set out in Appendix 2.</b></p> <p><b>To delegate to the Strategy and Engagement Manager, in consultation with the Leader of the Council, how best to award the remaining funds.</b></p>

<p><b>Financial implications</b></p>	<p>Funding for the community pride scheme will come from 2015-16 budget as agreed by Council.</p> <p>Funding for the community building grant will come from the community development budget.</p> <p><b>Contact officer: Des Knight</b></p> <p><b>Accountant</b></p> <p><b>des.knight@cheltenham.gov.uk, 01242 775032</b></p>
<p><b>Legal implications</b></p>	<p>The payment of these mostly small grants does not generally require much in the way of formal documentation. However, written agreements will be used to document these grants, based on the Community Giving Grant template, with necessary adaptations for the very small grants.</p> <p><b>Contact officer: Donna Ruck</b></p> <p><b>Solicitor – One Legal</b></p> <p><b>donna.ruck@teWKesbury.gov.uk</b></p> <p><b>01684 272696 or 01242 774929</b></p>
<p><b>HR implications (including learning and organisational development)</b></p>	<p>None identified</p>
<p><b>Key risks</b></p>	<p>If funding is allocated to an organisation that subsequently goes onto use the funding on a fraudulent basis.</p>
<p><b>Corporate and community plan Implications</b></p>	<p>The proposed allocations set out in appendix 2 will enable the council to deliver on the following outcomes:</p> <ul style="list-style-type: none"> <li>• Cheltenham has a clean and well maintained environment;</li> <li>• Cheltenham’s natural and built environment is enhanced and protected;</li> <li>• Our residents enjoy a strong sense of community.</li> </ul>
<p><b>Environmental and climate change implications</b></p>	<p>Out of the 19 community pride grants being awarded, 6 will enable local organisations to make a positive difference to their local environment.</p>

## 1. Background

- 1.1 2015 is the ninth year of the council's community pride scheme which has allocated just over £380,000 to match-fund over 200 community-based projects that have improved and enhanced the public realm.
- 1.2 The focus of the scheme has remained resolutely on the public environment but more recent rounds have seen an added emphasis on promoting sustainability and on building-up community ownership over the environment.
- 1.3 For 2015-16 round, Cabinet were clear that the funding should once again be made available to support neighbourhood-based projects that will build up community pride and enable local groups to be more influential in supporting their communities and improving their neighbourhoods. Cabinet were also interested in using the funds to support cultural and economic projects.
- 1.4 This year we had two pots of funding:
- 1.5 Up to £50,000 was made available via community pride grants to match-fund community-led projects, up to the value of £5,000. We were particularly interested in projects that would build up community pride either through:
  - Community-led projects that will improve the physical environment of their neighbourhood;
  - Community-led projects that will bring communities together via cultural activities and celebrations;
  - Community-led projects that will increase the recognition, economic viability and sustainability of local commercial areas.
- 1.6 Up to £4,000 was also made available via community-building grants to community and voluntary sector groups to run small-scale projects, events and activities to help them support the well-being of their neighbourhood up to the value of £300.
- 1.7 The grant schemes went live from Friday 24 April 2015 and were publicised through Gloucestershire Association for Voluntary and Community Action, media releases and information on the council's website. The closing date was Monday 22nd June 2015 which gave applicants a x week period to submit applications.
- 1.8 A panel comprising the Leader of the Council, Cabinet Member Healthy Lifestyles, Angela Gilbert from Gloucestershire Association for Voluntary and Community Action, Cllr. Tim Harman, Helen Down, and Richard Gibson, from the Commissioning Division met on Monday 29 June to assess the 30 community pride applications and make recommendations to Cabinet.

## 2. Reasons for recommendations

- 2.1 Due to the large numbers of community pride applications received this year, which collectively were requesting just over £100,000 (against a total available of £50,000), the assessment panel carried out an assessment of the applications to assess the degree to which the applications met the criteria of this year's community pride fund:
  - Was the application from a community-based organisation?
  - Was the project of a permanent nature?
  - Was the project accessible at no-cost?
  - Would the project create a lasting legacy?

- Was the project neighbourhood based?
- Would the project meet a defined community need
- What the community pride funding achieve
- How would the applicant measure success
- What was the ratio of funding requested to match funding

- 2.2** The panel identified 19 community pride projects that could definitely answer in the positive for the majority of the criteria and agreed that they should be recommended for approval. The total sum awarded through this process totalled £33,443.
- 2.3** The panel also identified 4 community pride projects were the panel had questions that they would like answering before making a final decision. The total sum being held pending satisfactory answer to the questions is £14,350
- 2.4** The assessment of the projects is shown in **appendix 2**.
- 2.5** It is proposed that the remaining funds (a minimum of £2,207) are rolled over to fund community pride related community projects and that this decision be delegated to the Strategy and Engagement Manager, in consultation with the Leader of the Council.
- 2.6** In terms of the community building grants, 15 requests were received and it is recommended that all 15 projects are funded at a total cost of £3,930.

**3. Alternative options considered**

3.1 None

**4. Consultation and feedback**

4.1 None

**5. Performance management –monitoring and review**

**5.1** Once approved, the council will enter into written agreements with the successful applicants which are based on the community giving grant template. This specifies that the grant recipient will submit a project monitoring report, summarising the project achievements, outcomes and lessons learnt to the Strategy and Engagement Manager on completion of the project.

<b>Report author</b>	<b>Contact officer:</b> <b>Richard Gibson</b> <b>Strategy and Engagement Manager</b> <b>richard.gibson@cheltenham.gov.uk,</b> <b>01242 235354</b>
<b>Appendices</b>	1. Risk Assessment  2. Assessment of Community Pride Grants
<b>Background information</b>	

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer	
CD2	If division does not put proper controls in place for the management of small grants funds, then we run the risk of funds being used inappropriately or even fraudulently	Strategy and Engagement Manager	July 2009	3	2	6	reduce	Implement and monitor small grants protocols.  Develop measure of benefits arising from grants to demonstrate VFM	ongoing	Strategy and Engagement Manager	

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Organisation	Project	Description	cost of project	amount requested	Recommendation	amount agreed
Gloucestershire Constabulary	Hello Cheltenham Community Van	To purchase a community van with aims to reduce crime and anti-social behaviour during the day and at night (Van being used by the Police and the University Super Stars), increase accessibility and visibility of partner agencies, reach residents who are unable to access agencies in an office setting, develop closer partnership working, provide effective use of combined resources, improve the ability of partners to respond to high profile incidents at short notice	50000	5,000	Good project but unfortunately not recommended for approval as the Police are not a community based organisation	0
Up Hatherley Parish Council	Benches in Chargrove & Redthorne Way Open Spaces	In the course of discussions with residents regarding our application for Chargrove & Redthorne Way Open Spaces to become designated Local Green spaces, it has become clear that there is a desire by members of the public to have seating in Chargrove Open Space, and that there is benefit in augmenting the single bench which exists in Redthorne Way Open Space. This project would provide three Sleeper benches (so called because of design based on railway sleepers) in Chargrove Open Space, and a further one on Redthorne Way open space (behind Morrisons).	1302	651	Recommended for approval at the full amount as this is a good and realistic bid	651
Holst Birthplace Trust	Holst in your Neighbourhood	The project aims to promote Lifelong Learning at the Holst Birthplace Museum and to engage the local community in formal and informal learning activities which focus on Gustav Holst as a figure of local significance as well as his birthplace as a locally and nationally important example of a middle-class Victorian/Regency home. The project aims to assist the Holst Birthplace Museum in becoming a well-loved centre for Lifelong Learning in Cheltenham and to raise the profile of Gustav Holst as a significant local person of national and international renown of whom Cheltenham and its residents can be proud.	11190	5,000	The panel welcomed the proposals and their emphasis on building community pride through heritage and learning. The panel felt that the sum requested was quite high, and suggested that a sum of £3000 be recommended for approval as this would still enable a range of events to be provided.	3,000
Connect Regen Ltd	Transform	The criteria for Community Pride specify that projects should be of a "permanent nature, be accessible at no-cost to the general public and should create a lasting legacy for the local community". This is exactly our intent: we plan to transform two unattractive Council-owned car-parks off the Bath Road into a community asset. However, this is a major scheme which will take time to complete. So our bid is for the funds to prepare the concept design needed to obtain planning permission and raise the main part of the funds to finance the works. We understand the Council plan to commit staff time for work related to the car parks in the work plan for 2016-2017, so the timing is excellent - allowing us to develop plans for the council to consider them in the next FY.	15000	5,000	The panel were sympathetic to the project but felt that the proposal for a concept study is not of a permanent nature so could not be funded from the current community pride grant round.	0

<b>Organisation</b>	<b>Project</b>	<b>Description</b>	<b>cost of project</b>	<b>amount requested</b>	<b>Recommendation</b>	<b>amount agreed</b>
Cheltenham Business Partnership	Christmas Festival of Fun	The Cheltenham Business Partnership works with the shopping centres and traders in the town to organise the town centre Christmas Lights switch-on and associated entertainment. Increased footfall is vital for Cheltenham at Christmas for both the traders and the local economy. This family-focussed event is crucial in both launching and promoting the festive season.	13300	5,000	The panel were sympathetic to the proposals and recommended that we should approve £3,000 to cover the costs of the street performers	3,000
Cheltenham Festivals	A Way with Words	To inspire the Hesters Way community by training local young people as story collectors - gathering stories from groups including older people, young parents and others - and performers. Specialist artists will help shape the stories for retelling in different art forms by young people at community performances; culminating in a parade and performance at Cheltenham Literature Festival. Key aims: People share their stories, as collectors, tellers and performers; celebrating their neighbourhood through performances and a public parade to raise self-esteem, aspirations, confidence and sense of identity.	37340	4,500	The panel were supportive of the proposals and recommended that we should approve £2,500 to cover story production, and associated equipment and materials.	2,500
Community Roots CIC	Volunteers Reaching Out	The aim of this project is to support the development of a strong, connected and active community in Rowanfield and surrounding areas. It is to work with volunteers at the Living Room, a community space in a shop at the Rowanfield Exchange. The volunteers will connect with the rest of the community through knocking doors, community pop ups on green open spaces and putting on 2 events that will bring the community together to celebrate the area and improve the sense of community spirit.	8878	2,963	Although the panel were supportive of the investment into community development in the Rowanfield area, they were uncertain about what the tangible benefits would be and therefore felt that the project did not meet the criteria.	0
Cheltenham Poetry Festival	Cheltenham Poetry Festival Outreach	We would like to offer a ten month creative writing programme to P3, with a variety of tutors to suit the diversity of age and background of the clients. We aim to take creative writing tutors with specific experience in working with vulnerable adults from disadvantaged backgrounds. These tutors include Angela France, Gill Garrett, Howard Timms, David Clarke and performance Peter Wyton ( The BBC Breakfast Bard). Our workshops are designed to foster community pride, improve health and well-being and encourage our clients to engage with literacy and feel empowered through self expression.	4000	2,000	The panel were supportive of the project but would , would also like to see the Poetry Festival work with schools and other communities rather than just P3. They recommended approval for £2,000	2000

Organisation	Project	Description	cost of project	amount requested	Recommendation	amount agreed
African Community Foundation	Black History Month	We will organise a range of activities during Black History Month (October 2015) to celebrate and raise awareness of Black history in Cheltenham, building on what was done in October 2014 when it was celebrated for the first time. The activities we intend to facilitate include; film screenings, competition to create a kanga, mixed genre music event, guest speakers including Gary Younge (Guardian) and Bonnie Greer (novelist), street performances, food events, schools involvement, displays and workshops	8000	6,230	The panel were supportive of the project but wanted to see a more commercial approach to develop future income streams. They recommended approval of £3000 to cover the costs of the speakers.	3000
Gloucestershire Wildlife Trust	Last Hedgehog in Gloucestershire project	Hedgehogs have fascinated and inspired us for generations however only one in five people in the UK has ever seen a hedgehog in their garden, and sadly the hedgehog is declining rapidly. We've lost 95% of our hedgehogs since the 1950s (PTES 2011). The Last Hedgehog in Gloucestershire project aims to help conserve these captivating native mammals. Gloucestershire Wildlife Trust is seeking funding to produce a hedgehog information pack to mail to 50k households in Cheltenham to raise awareness of the plight of hedgehogs, engage people in providing vital sightings data and promote simple actions to support hedgehog populations.	21963	4,985	Although the panel were sympathetic to the plight of hedgehogs, they felt that this was not a project that met the community pride criteria.	0
Cheltenham West End Partnership on behalf of Cheltenham Together	Cheltenham Together	Cheltenham Together is a group of people from different backgrounds and cultures whose aim is to promote the integration of Cheltenham's diverse communities in order to promote understanding and reduce tensions. We are working on the premise that when you accept culture you accept people and when you start accepting people you become more tolerant. In 2015 we held a high profile community event and we hope to replicate this in 2016.	4650	1,700	The panel welcomed this proposal and felt that the 2015 event was a great success. They therefore recommended approval of £1,700.	1700
Vision 21	Umbrella incorporating Shedlike and 3Rs	We aim to improve our local environment and provide a warm welcome to adults and young adults who may find themselves socially isolated or potentially have mental health concerns or have learning disabilities. We want to both engage and re-engage them into society by helping them to meet other people while they participate on things to improve the environment. It is a form of early intervention and confidence building exercise to help people maintain or improve their state of mental health. We will provide a series of regular and bespoke group activities in which people can participate and learn new skills, become more confident in themselves and possibly find a route into employment and friendship	5001	2,500	The panel would have preferred a bid for one project, but they did welcome the proposal for the "Shedlike" project, but felt that the health and safety training and 3rs project could be funded from elsewhere. They therefore recommended approval for £1,366 to fund fund the "shedlike" materials, staff expenses and workshop overheads.	1,366

Organisation	Project	Description	cost of project	amount requested	Recommendation	amount agreed
Midsummer Fiesta in Montpellier Organising Committee	Midsummer Fiesta in Montpellier	The biggest community event in the borough. A not for profit one day festival, showcasing and celebrating the diverse communities and talents in the area, and offering a free day out for people of all ages.	10000	2,000	The panel were very supportive as this is the only free community festival in Cheltenham.	2000
Hayden Road Allotments	HRA Site Security Project 2015	By making our site safer and more secure from thefts and vandalism we hope to make our Allotmenters and their families feel more like a community when they come to work and enjoy their allotments, make it a happier more enjoyable place to come and spend time, not just somewhere to plant their potatoes and carrots	1411	1,311	The panel were uncertain about the merits of installing CCTV cameras on the allotment. They were uncertain that this met the criteria and also felt that it could be funded from elsewhere. They therefore recommended that the project was not supported.	0
Cheltenham in Bloom	Enhancing a Gateway of The Town – Part Two	Cheltenham in Bloom Committee would like to continue to plant where there are large areas of grass verges left bare within the Lansdown Road area, a Main Gateway into the Town. In the past swathes of bulbs from the 'Narcissus' family have adorned these grass verges with bright yellow colour, it would be great to see this again interspersed with white and gold too. There are many varieties to select from which would enable colour to come through in stages throughout the spring months of the year. It has been suggested that snowdrops are planted on mass to have a greater impact within this area as well, for the residents, business folk and visitors to our town to enjoy.	2500	1,500	The panel were happy to recommend approval at 50% of the project costs, £1250	1,250
SPRA	SPRA community projects (several components)	SPRA aims to improve the quality of life for the residents of St Paul's through improvements to the physical environment, community events and Streetwatch patrols. The Edible garden projects including the Agg Gardner edible hedgerow project give residents the benefits of working together outdoors to grow food and promote biodiversity. All the projects enable different parts of the community to work together to create positive improvements and improve community cohesiveness	31099	2,615	The panel felt that SPRA were trying to cram too much into 1 application which made it too confusing. Nevertheless, the elements that the panel were keen on supporting were the edible hedgerow and edible garden and lantern parade projects.	1621

Organisation	Project	Description	cost of project	amount requested	Recommendation	amount agreed
The Montpellier Association	Montpellier Street Roundabout / Planter and Winter Lights for trees in Montpellier Walk	Montpellier Roundabout / Planter will be situated on roundabout at top of Montpellier Street. It will be decorated with Montpellier Street ( similar idea, but different style to Bath Road roundabout). The planter will act as a Street Sign, Floral Planter and Christmas Tree holder. The planter will raise the floral display by 1 meter, making it far more eye catching and helping to blend some of the required posts found there. Winter Lights : The trees on Montpellier Walk at present have no Christmas lights. This is one of the main arteries into Cheltenham. Lights in these trees will not only enhance Montpellier but enhance the main route for most visitors to Cheltenham Town Centre.	12300	5,000	The panel were generally supportive and agreed to recommend approval for the 50% of the costs of the roundabout planter, totalling £3,400	3,400
Suffolk Traders	Suffolks' Street Art: A scheme designed to display and celebrate artistic talent that reflects the history, community and creative diversity of the Suffolks area	We would like to install trompe l'oeil inspired artwork in empty window spaces in the Suffolks area of Cheltenham. The aim is to use content that celebrates our sense of community; drawing on our rich and varied history (from perruquiers to The Krays!) alongside the current character of the area. We believe the project will help strengthen the identity of The Suffolks as a distinct part of Cheltenham. In doing so we intend to provide even more reasons for people to visit and enjoy the shopping, dining and unique street life the The Suffolks offer	10000	5,000	The panel were supportive of the project but noted the very high costs for artists fees. They were also uncertain about how the project would be implemented. The panel therefore could not make a decision and asked that the applicants come back with more information about costs and implementation.	To be agreed.
Benhall Residents Association	Benhall Park underpass / bridge wall art phase 2	Phase 2 of the scheme is to complete a further wall street art mural to the second side of the underpass / bridge support wall, to be undertaken as the first phase by local young persons as a 'graffiti' wall project. This will enhance the footpath area linking the two halves of the park which is currently very untidy. It will give the youth a positive activity and team work ownership	1500	750	The panel were very supportive of this proposal and recommended approval for the full amount.	750
Transition Town Cheltenham	Greening Cheltenham's Heritage	Cheltenham Green Doors, a project run by Transition Town Cheltenham, has several years' experience of working with Cheltenham residents who live in older properties, some being listed or of historic interest. We are therefore aware of the issues related to improving energy efficiency without damaging the fabric or appearance of these buildings. This is a challenge for Cheltenham, with so many older buildings of architectural value. We wish to address this challenge by providing a web-portal, including good practice and advice, based on existing work by professional experts, but targeting Cheltenham, and including local case studies.	7500	3,750	The panel were not convinced that the proposal for a web portal met the community pride criteria about being of a permanent nature or creating a lasting legacy. They therefore recommended that the project is not funded.	0

Organisation	Project	Description	cost of project	amount requested	Recommendation	amount agreed
The Rock	St Peter's & the Moors Community Cafe	The Community Café aims to provide an inclusive weekly space for local residents of all ages to share food and build positive relationships. It is a partnership between the Rock and The St Peter's & the Moors Big Local. Local young people are central to the café from planning and launch to food preparation and serving guests. The café was started as a response to requests from the local community through Big Local research and seeks to address key community needs: Being a Good Neighbour, Making Ends Meet, Things to Do and Places to Go.	9108	4,310	The panel welcomed the proposals for the community café and its benefits for the local community. But the panel were not keen on funding staff expenses, but instead agreed to support funding some of the fixed costs eg materials and contribution to overheads	1645
Fairview Community Association (FCA)	Fairview Stakeholders' Marketplace	The Fairview Stakeholders include local Churches, Charities, Schools, Clubs, Societies, Traders/Businesses, Self-employed, Public employees, Elected representatives and FCA participants. Holding a local Stakeholder Marketplace will harness the resources and skills of this diverse range of community members to build better relationships with the community; enhancing their integration, raising their profile and providing information about their services and contribution to the total population of Fairview residents.	2240	1,920	The panel were happy with the project and recommended approval for 50% of costs at £1,120	1,120
Clifton Catholic Diocesan Trust	Charlton Kings Film Society	The Charlton Kings Film Society (CKFS) is requesting a Community Pride Grant to help fund a sound system and website for our new community cinema based at Sacred Hearts Hall. CKFS aims to provide an entertaining and engaging experience to movie-goers of all faiths, non-religious, ethnic and social economic backgrounds, particularly those who cannot afford commercial cinemas. From a recent survey and the positive feedback from the local community, we believe CKFS will have a significant impact on the well-being of the local community. Obtaining a new sound system is a key element in making CKFS a success	16711	5,750	The panel liked the concept of a community film club but noted that the request for funding exceeded our maximum amount. Instead the panel recommended that community pride make a contribution to enable the purchase of the sound system at £2,000.	2000
Friends of Hatherley Park	Take Notice!	The Friends of Hatherley Park wish to purchase a lectern style interpretation board which will be installed close to the lakeside where all park users can see it as they approach the water's edge. The graphics will be drawn by students from local schools, and the text will be produced by The Friends of Hatherley Park. The board will inform park users about appropriate feed for ducks, advise that fishing can be enjoyed in Pittville Park but not Hatherley Park, and request that dogs should not be allowed in the water	1279	640	The panel welcomed this very good bid and were happy to recommend supporting the proposals in full.	640

Organisation	Project	Description	cost of project	amount requested	Recommendation	amount agreed
County Community Projects (CCP)	Involve Gloucestershire (Cheltenham)	Involve Gloucestershire is a CCP initiative that aims to get businesses involved in volunteering opportunities in the areas and communities in which their staff work or live. The service operates on a district-by-district basis and acts as a coordinating brokerage service linking the businesses with communities and charities. This proposal is to use the Involve Gloucestershire infrastructure to provide resources and manpower to tackle community-based projects within Cheltenham district. We will facilitate projects that improve the physical environment within Cheltenham, with the longer term aim of handing the coordination over to Community Connectors - individuals drawn from local communities.	10420	5,000	The panel felt that the application was not clear about what the funds will cover and how the Involve Glos model will link into what already exists in local communities, eg friends of groups, churches, rotary groups. The panel noted a potential risk that this model could be duplicating existing efforts. The panel therefore could not make a decision and asked that the applicants come back with more information about costs and implementation.	To be agreed
Saint Stephen's Parish Church	Saint Stephen's Roof Appeal	Complete remedial works identified in our Quinquennial Report (November 2012) and to increase the appreciation of the heritage of our Grade II* listed Church. Main works to protect its structure include: Repairs and overhaul of the roofs to the North and South Nave, Aisle, Chancel and Transept, including the replacement of thousands of roof tiles, Remove, renovate and replace iron guttering/downpipes, Traditional re-pointing (lime/mortar) to some external walls. These works are vital to secure the fabric of the building and to ensure it remains a vibrant architectural resource at the heart of our community for the future.	120000	5,000	The panel were a bit concerned about the potential limited benefit to the wider community of helping to repair a church roof. The panel wanted to check previous community pride decisions with regard to churches to ensure consistency and therefore could not make a decision at this point.	To be agreed
Cheltenham Saracens	Football Academy for young players	We are looking to encourage young boys and girls to form a football academy, for ages 6-9 years. The players will be recruited mainly from St. Peters, St. Pauls and Hesters Way and will be supervised by qualified coaches	3200	1600	The panel were supportive but felt that this type of project would be more suited to funding from their local county councillor. The panel recommended funding the coaching element of £300	300

Organisation	Project	Description	cost of project	amount requested	Recommendation	amount agreed
Cheltenham Christian Arts	Cheltenham Christian Arts Festival 2016	Cheltenham Christian Arts will produce a diverse Christian arts festival unifying Cheltenham's Christian Churches to celebrate God and reach out to communities around them. It will offer a range of artistic expression including performance, music, visual arts, dance, literature, exhibitions, featuring local and national artists and performers. Educational talks, workshops and competitions will encourage participants to explore artistic expression and Christian faith including age specific activities for children and young people. Christian at heart, the festival will be open to all regardless of religion, race gender, age or background encouraging and supporting interfaith and other faith contributions.	32562	4,989	The panel, although liking elements of the proposal, requested more information about the costings (which did not add up), what activity would happen regardless, and knowledge of what financial figure would make this happen. The panel therefore could not make a decision and asked that the applicants come back with more information.	To be agreed
The Cheltenham Trust	Rugby World Cup 2015 celebrations	Range of community events to celebrate the Rugby World Cup taking place around UK; Summer themed activities, including StreetGames, Play Rangers, Midsummer Fiesta, National Play Day, arts activities at Wilson Art Gallery, Themed educational work with schools and children through Wilson Art Gallery and School Sport Network, Participation activities at Prince of Wales stadium to engage new/returning players including Tag Rugby introductory coaching and social events, Community fun day on Saturday 12th September to mark the official Welcome Ceremony for the Tonga squad in partnership with Gloucestershire RFU, Coach development opportunities for young coaches, students and volunteers, Schools event in conjunction with Cheltenham Rugby Club in September 2015, Ongoing development of recreational rugby playing opportunities at the Prince of Wales stadium in conjunction with local rugby partners and clubs	4000	3,000	The panel welcomed the proposals but noted that the applicants had over-bid. Therefore they recommended approval for materials equipment at £1,500	1500

<b>Organisation</b>	<b>Project</b>	<b>Description</b>	<b>cost of project</b>	<b>amount requested</b>	<b>Recommendation</b>	<b>amount agreed</b>
Friends of Pittville	Friends of Pittville Community Website	To create a new interactive website to replace the current Friends of Pittville website (see <a href="http://www.friendsofpittville.org">www.friendsofpittville.org</a> ) and provide an online community noticeboard where Pittville news and events can be shared	2500	2,000	The panel were uncertain about whether the proposal for a new website met the community pride criteria about being of a permanent nature or creating a lasting legacy. Also, the panel noted that the other more value for money alternatives could be used such as street life, or Facebook, Wordpress etc. The panel therefore recommended that the project is not funded.	0
			<b>£458,954</b>	<b>£101,664</b>		<b>£33,443</b>

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### Housing Revenue Account New Build

<b>Accountable member</b>	<b>Councillor Peter Jeffries, Cabinet Member Housing</b>
<b>Accountable officer</b>	<b>Martin Stacy, Lead Commissioner – Housing Services</b>
<b>Ward(s) affected</b>	<b>St Marks, Warden Hill, Up Hatherley and Springbank,</b>
<b>Key Decision</b>	<b>Yes</b>
<b>Executive summary</b>	In March 2015 Cabinet resolved that the Authority seek bids from contractors to build new homes across Cheltenham on a number of garage sites. Following a recent procurement exercise this report seeks approval to enter into a JCT Design and Build Contract with J Harper and Sons with Total Scheme Costs not to exceed £1,684,800. The scheme will deliver up to ten new homes on four HRA garage sites, representing the first Council owned stock built since the late 1980's.

**Recommendations**

**That Cabinet:-**

1. **Subject to subsequent Council approval, authorise the Authority to accept the tender received from J Harper and Sons and enter into a JCT Design and Build Contract for the construction of up to ten new dwellings on the garage sites listed in section 2 of this report with Total Scheme Costs not to exceed £1,684,800.**
  
2. **Delegate authority to the Head of Property and Asset Management, in consultation with the Borough Solicitor to:**
  - 2.1. **Conclude the JCT Design and Build contract with J Harper and Sons including removing the Parkbury Close /Rowanfield Road site if planning permission is not granted;**
  
  - 2.2 **Take all necessary steps and undertake all necessary procedures, including entering into any legal agreements or other documentation as may be required to implement or facilitate the developments.**
  
3. **Authorise the Authority to charge Affordable Rents to all ten dwellings at 80% of Market Rents with the exception of the four bedroom dwelling proposed at Parkbury Close/Rowanfield Road. At this site authorise the Authority to charge 70% market rent.**

**Cabinet recommends that Council:**

4. Authorise the allocation of up to £1,684,000 for the construction of up to ten new dwellings on the garage sites listed in section 2 of this report.
5. Note that the total scheme costs of £1,684,800 (broken down in further detail in exempt appendix 3) will be funded by circa £500k of RTB receipts with the balance funded by the most appropriate combination of the other funding streams noted within the report – this decision being delegated to the Section 151 Officer in accordance with Financial Rules B7 and B8.
6. Approves the Authority sourcing loan finance of up to £1.0m from the Public Works Loan Board to be used for the construction of up to ten new dwellings on the garage sites listed in section 2 of this report.

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<b>Financial implications</b>	<p>As outlined in the report and exempt appendix.</p> <p>The development of a HRA new build programme will require an ongoing review of resource availability to ensure the most effective and timely use of each funding stream. The choice of funding streams is delegated to the Section 151 Officer.</p> <p>To ensure that the retention of RTB receipts are not put at risk it is important that development is commenced in October 2015.</p> <p><b>Contact officer: Paul Jones</b></p> <p><a href="mailto:Paul.Jones@cheltenham.gov.uk">Paul.Jones@cheltenham.gov.uk</a></p> <p><b>01242 775154</b></p>
<b>Legal implications</b>	<p>The Authority has the power under Section 9 of the Housing Act 1985 to build new housing accommodation on land it owns for that purpose. All of these sites are held for housing purposes.</p> <p>Due to the value of the JCT contract, the Authority's constitution requires Cabinet approval to the Authority awarding the contract.</p> <p>As the Authority owns the land on which the dwellings are to be constructed, it will be the Authority entering into the contract. CBH will monitor the contract and the progress of the build on the Authority's behalf with assistance from Employer's Agents engaged by the Authority.</p> <p><b>Contact officer: Donna Ruck, Solicitor,</b> <a href="mailto:donna.ruck@tewkesbury.gov.uk">donna.ruck@tewkesbury.gov.uk</a> <b>01684 272696</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>There are no direct HR implications arising from this report.</p>

<p><b>Key risks</b></p>	<p>Please see risk assessment at Appendix 1 of this report.</p>
<p><b>Corporate and community plan Implications</b></p>	<p>By increasing the provision of new affordable housing we will be supporting our key strategic objective of strengthening our communities</p>
<p><b>Environmental and climate change implications</b></p>	<p>The redevelopment of the sites will improve the area as they currently consist predominantly of void and poorly maintained garages.</p> <p>The quality of the proposed housing will have an impact on climate change. All of the dwellings will achieve a minimum of Code for Sustainable Homes level 3 adopting a 'fabric first' approach to energy efficiency. The intention is that Solar Photovoltaic panels will be installed to the houses to contribute towards the electricity generation in the dwellings.</p> <p><b>Contact Officer: Gill Morris, Climate Change and Sustainability Officer</b></p> <p><a href="mailto:gill.morris@cheltenham.gov.uk">gill.morris@cheltenham.gov.uk</a>, 01242 264229</p>
<p><b>Property/Asset Implications</b></p>	<p>The redevelopment of the sites will bring back into use current underutilised and surplus land, and add to the affordable housing stock.</p> <p>The potential party wall awards have been built into the the £1.684m total scheme costs.</p> <p><b>Contact officer: David Roberts, Head of Property Services</b></p> <p><a href="mailto:david.roberts@cheltenham.gov.uk">david.roberts@cheltenham.gov.uk</a>, 01242 264151</p>

## 1. Background

- 1.1 In March 2015, Cabinet was provided with an update on the pipeline development programme for new build housing. Since then CBH has continued to work with Council Officers via the Joint Programme Group (JPG) to progress suitable sites for new build development within the Housing Revenue Account (HRA). The next tranche of dwellings will be owned by CBC rather than CBH to ensure Right to Buy (RTB) receipts are utilised, by their due date, to part fund the projects.
- 1.2 The redevelopment programme for redundant or underutilised garage sites was developed as the result of a comprehensive survey of all 80+ sites which considered garage condition and utilisation together with site redevelopment potential.
- 1.3 This phase of new build development comprises the redevelopment of four garage sites. CBH has experience in delivering new build housing on garage sites following the successful completion of 14 new dwellings on 4 sites in March-April 2014.
- 1.4 In addition, CBH continues to progress a number of other sites which includes the redevelopment of 5 further garage sites, the site at the corner of Swindon Road/Brunswick Street and the regeneration of Cakebridge Place. In total these developments will provide circa 48 new affordable dwellings.

## 2. Scheme Details

- 2.1 This package of four garage sites includes the following:-

- A part used garage site at Coniston Road
- A part used garage site at Haweswater Road
- A predominantly derelict garage site at Parkbury Close/ Rowanfield Road
- A cleared garage site at Redgrove Road

The scheme will provide 10 homes comprising of a range of house types as follows to meet local housing need: 5 x 3 bed 5 person dwellings; 2 x 1 bed 2 person flats; 2 x 2 bed 3 person flats and 1 x 4 bed 7 person detached dwelling.

The sites are all in CBC's ownership and there are no acquisition costs.

- 2.2 Planning permission was granted for the sites at Coniston Road, Redgrove Road and Haweswater Road on 19<sup>th</sup> March 2015. The fourth site at Parkbury Close/Rowanfield Road is to be considered by the Planning Committee on 16<sup>th</sup> July. In the event that planning permission is not secured, this site will not proceed within this contract.
- 2.3 Due to the proximity of the proposed new dwellings at the Haweswater Road, Coniston Road and Redgrove Road sites in relation to existing housing the Party Wall Act will apply to a number of adjoining properties. A Party Wall Surveyor is to be appointed to ascertain the dwellings affected, serve the relevant Notices and negotiate Awards where necessary.

## 3. The Case for Garage Site Redevelopment

- 3.1 One of the 3 key aims in the approved 30 year HRA business plan is to build new affordable homes in the Cheltenham area. This development proposal is an important first step in meeting this aim.
- 3.2 The benefits of proceeding with this development include:
  - it aligns with CBC's housing strategy by providing for current housing needs;
  - it ensures the redevelopment of redundant and problematic garage sites;
  - it provides ten high quality lifetime homes; and
  - it will further strengthen the HRA through positive cashflows from Year 1 and a significant

return on investment over 40 years (a net present value contribution in excess of £0.5m).

#### **4. Alternative Uses of RTB Receipts**

- 4.1 Following the re-invigoration of the RTB policy in 2012, the Government introduced complex rules on how the proceeds from sales are distributed and used. The Council has signed a retention contract (in common with most local authorities) which allows a significant proportion of such receipts to be kept by the authority on the proviso they are used to finance new build expenditure (at a ratio of 30% of eligible expenditure) within 3 years of receipt.
- 4.2 Right to Buy sales in Cheltenham since April 2012 have generated a total of £1.601m of retention receipts to date. The receipts are accrued on a quarter by quarter basis and the authority is required to use them within 3 years of the quarter in which they were realised. This would require total expenditure of £5.337m on new affordable housing by 31st March 2018 and the expenditure will also have to meet the phasing of the receipts. If the receipts are not used by the due date the Council is required to pay them over to Government with interest.
- 4.3 The receipts can only be used to fund “additional” affordable rented housing. These new homes can be new build council homes, newly acquired council homes (existing homes bought on the open market but not those already owned by a registered provider), or social housing provided through local authority grant to registered providers (but not one controlled by the authority i.e. not CBH). While it is the Government’s intention to encourage an increase in the supply of new housing (new build always being the favoured option) the receipts can be used to buy existing properties for conversion into affordable rent.
- 4.4 The 3 options noted above for use of RTB receipts have been considered in proposing this garage site redevelopment. These considerations, relating to the 3 options, are set out below:
  - 4.4.1 Council officers have been working with CBH to identify new build schemes which will satisfy the criteria for retaining and using RTB receipts and meet current housing need. The scheme brought forward for approval in this report is the first of a number currently under appraisal. Building new homes, in line with this scheme, provides the greatest financial contribution to the HRA of each of the 3 options for using RTB receipts set out above.
  - 4.4.2 Utilising the same level of funds, and RTB receipts, properties could be purchased from the open market and made available for affordable rent. This option could also provide additional council properties in line with housing need. However, full market price would need to be paid for stock that would be of a lower standard than this scheme provides. Depending on the age, price and availability of property purchased this could also result in fewer homes being provided and the financial contribution to the HRA would be lower than option 1 above.
  - 4.4.3 Granting the RTB receipts to an independent registered provider could provide new affordable rent properties in Cheltenham however there is no certainty that these will deliver additionality to existing development plans. In addition there would be no financial contribution to the HRA.
- 4.5 Further to the 3 options for using RTB receipts above, the possibilities of retaining the garage sites as is or selling the sites have been considered. Neither of these approaches gives an appropriate financial or qualitative return that would justify these approaches. Leaving the site ‘as is’ will not deliver any regeneration to strengthen these communities or deliver any significant financial contribution to the HRA. Selling these garage sites for private development does not accord with either the Council’s declared housing strategy or the HRA business plan objectives. Therefore the recommended approach is to redevelop these garage sites within the HRA.

#### **5. Other Funding Available for New Build**

- 5.1 In addition to RTB receipts new build expenditure in the HRA can be funded from the following sources:-
  - 5.1.1 External borrowing financed by the HRA – the level of borrowing was restricted by Government as part of the self- financing settlement in 2012, the “debt cap” for Cheltenham being set at £52.862m. Current HRA debt totals £44.75m, leaving £8.112m available to finance new expenditure.

- 5.1.2 Capital Receipts from HRA asset disposals not arising from RTB. These receipts are exempt from pooling regulations and can be used to finance any capital expenditure without time restraint or the conditions related to use of retention receipts as described above. The sum available at 31<sup>st</sup> March is £532,000. This will be increased by proceeds from the disposal of the St Pauls Phase 2 site in the current year (approximately £1.4m).
- 5.1.3 Revenue contributions from the HRA. The Council has previously resolved to transfer £2m from HRA reserves to an earmarked reserve for new build development. After using a proportion of that reserve to fund preliminary costs in 2014/15, the balance remaining at 31<sup>st</sup> March 2015 is £1.903m.
- 5.1.4 The Council can also consider funding the delivery of affordable housing schemes through the use of commuted sums received from developers.
- 5.1.5 The total sum available to finance new build, excluding RTB receipts, as at 31<sup>st</sup> March 2015 is £10.5m (excluding the further receipt from St Pauls Phase 2 in the current year). Use of these resources does not prejudice the delivery of the two other objectives in the HRA Business Plan i.e. further investment in the existing stock and tenant services.
- 5.2 The total scheme costs of £1.684m (broken down in further detail in exempt appendix 3) will be funded by circa £500k of RTB receipts with the balance funded by the most appropriate combination of the other funding streams noted above – this decision being delegated to the Section 151 Officer.
- 6. Affordable Rent**
- 6.1 Affordable Rent is a Homes and Communities Agency (HCA) product. The expectation of the HCA is that these rents should be set at 80% of market rents, unless approval has been given for these rents to be set at a lower level.
- 6.2 The majority of the dwellings CBC propose to build will be at 80% of market rent, however there is a risk that if the proposed 4 bedroom dwelling is set at the 80% level, then this will be unaffordable for larger households on low incomes.
- 6.3 Our concerns about the affordability of 4 bedroom dwellings being set at 80% of the market rent is also reflected in the Council's Strategic Housing Market Assessment, dated December 2014, which identified that of the rented affordable housing which needs to be delivered within the Joint Core Strategy area over the plan period to 2031, approximately 85% of new affordable rented 4 bedroom homes should be set at below 80% market rent.
- 6.4 Our concern is in particular for large families who at the time of accessing their accommodation can afford it, but who subsequently lose their employment. These families could be left in accommodation that is difficult, if not impossible to afford, leading to risks of rent arrears and unintentional homelessness; the consequence of which is that the Authority would still have a duty to rehouse these families into another suitable dwelling.
- 6.5 The Council currently has available, via its Housing Benefits Team, Discretionary Housing Payments (DHP) to top up Housing Benefit for households that are experiencing financial hardship across the private and social housing sectors. However DHP is intended to be only a time limited payment which is reviewed every three months, and there is no certainty that this funding will continue to remain available by the Department of Communities and Local Government at current levels or at all in the future. It should also be noted that DHP is not available to support households who are in work and not on benefits, but who are nevertheless still struggling to afford to make payments on their rent.
- 6.6 In view of these risks, the Homes and Communities Agency has confirmed that it will permit the Authority to charge rents at 70% of the market rent on the proposed 4 bedroom dwelling.
- 6.7 It is estimated that the cost to the Authority by charging a lower rent will be in the region of £30,000 per property over 40 years, taking account of various assumptions regarding annual rent increases etc. The benefit to the tenant will be approximately £20/week at current rent levels.

6.8 It should be noted that whilst our approach is consistent with the approach the Authority takes when setting rents on 4 bedroom affordable homes with developers as part of its negotiations on s.106 site applications, the decision to set our rents at below 80% of market rents will be taken on a case by case basis, and will in any event require the approval of the HCA.

### 7. Consultation and feedback

7.1 These proposals have been developed through consultation with key stakeholders including Ward Councillors.

7.2 Local residents surrounding the various sites have been written to confirming the intention to redevelop to provide new affordable housing. Prior to the formal submission of the planning applications a number of information sessions were arranged at local facilities to give residents and local stakeholders the opportunity to review the proposals.

7.3 Pre-application planning advice has been sought for each site and the schemes have been amended to incorporate comments from the Planning Department. The proposals submitted to the Planning Department reflect the feedback received from the information sessions, CBC Planning department and CBC and CBH staff members.

7.4 CBC Councillors have been consulted on the proposals via the Asset Management Working Group.

7.5 Following feedback received from local residents and the local ward Councillors in relation to concerns over the impact on parking provision due to the loss of garage spaces, CBH will be demolishing further underutilised garage sites, to leave them level and serviceable, providing additional off road parking to off-set the lost garage spaces which will be reviewed on an ongoing basis. These additional sites are at Grasmere Road, Thirlemere Road and Ullswater Road. These sites will be cleared and available for parking prior to the commencement of construction works on the redevelopment sites.

7.6 Contact with the current garage tenants will begin in the coming weeks with 'Notices to Quit' being issued giving garage tenants four formal weeks to surrender their licence. Where possible, CBH will work to reallocate available garages within close proximity to those affected.

7.7 Prior to the commencement of construction works, all affected residents will be written to and a further drop in session will be arranged for each site, to include meeting the contractor to unveil the intended site traffic plan etc.

### 8. Tender Validation

The report on tender from the project appointed Employers Agent and Quantity Surveyor, Baily Garner, confirms that the tender from J Harper and Sons is competitive in the current market and represents value for money for the size and scope of the works proposed. Please see exempt Appendix 2.

### 9. Indicative Programme

- **Planning achieved:** 19<sup>th</sup> March 2015 for Coniston Road, Redgrove Road and Haweswater Road. Planning Committee meeting date for Parkbury Close/Rowanfield Road 16<sup>th</sup> July.
- **Tenders returned:** 19<sup>th</sup> June 2015
- **Required approvals:** Cabinet (14<sup>th</sup> July) and Council (20<sup>th</sup> July)
- **Contract start date:** Pending the outcome of Cabinet and Council approval the intention is to award the contract to J Harper and Sons to follow late July/early August.
- **Start on site:** Assuming a 12 week lead in time the likely start on site date will be October 2015.
- **Practical Completion:** September 2016

### 10. Performance monitoring and review

- 10.1 JPG will continue to oversee the delivery of the forward programme of housing development. An Operational Group has been created consisting of key Officers from CBH and CBC to deliver day-to-day management and to provide JPG with performance monitoring and reporting data.
  - 10.2 The performance of the contractor will be monitored informally each week at regular site visits and formally each month at the monthly site meetings to ensure compliance with the contractual obligations of the JCT Design and Build contract.
  - 10.3 Close financial monitoring of the scheme will continue with costs monitored on a monthly basis to ensure budgets are not exceeded. Should any issues be encountered these will be discussed with CBC to ensure appropriate action is agreed.
- 11. Forward Actions**  
 Following approval of the recommendations contained herein, CBH to progress completion of the overall legal documentation and enter into the Build Contract.

<b>Report author</b>	<p><b>Contact officers: Alison Salter, CBH Development Project Manager</b>  <i>Alison.Salter@cheltborohomes.org</i></p> <p><b>01242 774612</b></p> <p><b>Martin Stacy, Lead Commissioner for Housing Services CBC</b>  <a href="mailto:Martin.Stacy@cheltenham.gov.uk">Martin.Stacy@cheltenham.gov.uk</a></p> <p><b>01242 775214</b></p>
<b>Appendices</b>	<ol style="list-style-type: none"> <li>1. Risk Assessment</li> <li>2. Report on Tender from Baily Garner (confidential)</li> <li>3. Financial Assessment (confidential)</li> </ol>
<b>Background information</b>	Cabinet Report 17 <sup>th</sup> March 2015

Risk Assessment

Appendix 1

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If the capital receipts held from RTB sales under the retention agreement with DCLG are not used within 3 years of receipt they are repayable with interest to the Government	Pat Pratley	December 2013	3	4	12	Reduce	CBC and CBH to work closely via JPG to monitor the programme to enable construction on the first sites to commence in the Autumn 2015; Review alternative ways of spending the RTB receipts; effective contract management	Dec 2015	Martin Stacy	
	If the contractor and/or its sub-contractors become insolvent or otherwise cease to trade, then this will adversely impact on the delivery of the programme	Pat Pratley	June 2015	3	3	9	Reduce	Effective contract management; inclusion of retention monies in contract; include Liquidated and Ascertained damages within the contract in the case of delays to the programme; ongoing dialogue with the contractor to monitor labour and resources	October 2016	Martin Stacy	
	If the existing garage tenants fail to vacate the garages within the required timescales to	Pat Pratley	April 2015	3	3	9	Reduce	Give garage tenants advance notice of notices to quits being issued; include a	October 2015	Martin Stacy	

	enable vacant possession of the site, then this will adversely impact on the delivery of the programme							contingency in the programme to accommodate clearing the garages			
	If significant adverse ground conditions and site contamination is identified, then this will impact on the delivery of the programme	Pat Pratley	April 2015	2	3	6	Reduce	Commission site investigations and issue detail to contractor, assume asbestos containing materials will be found in the existing garages	October 2015	Martin Stacy	
	If new rights of ways are identified on the proposed sites, then this could impact on the deliverability of the planning approved designs	Pat Pratley	April 2015	3	2	6	Reduce	Complete due diligence prior to formal award of build contract to ensure there are no visible rights of way; secure indemnity insurance via Onelegal to protect the Council's interests in the event of any right of way claims	October 2015	Martin Stacy	

**Explanatory notes**

**Impact** – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

**Likelihood** – how likely is it that the risk will occur on a scale of 1-6

(1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

**Control** - Either: Reduce / Accept / Transfer to 3rd party / Close



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