



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Cabinet

Tuesday, 10 July 2018
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Steve Jordan, Flo Clucas, Chris Coleman, Rowena Hay, Alex Hegenbarth, Peter Jeffries and Andrew McKinlay

Agenda

SECTION 1 : PROCEDURAL MATTERS			
1.		APOLOGIES Councillor Flo Clucas	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING Minutes of the meeting held on 12 June 2018.	(Pages 5 - 14)
4.		PUBLIC AND MEMBER QUESTIONS AND PETITIONS These must be received no later than 12 noon on the fourth working day before the date of the meeting	
		SECTION 2 :THE COUNCIL <i>There are no matters referred to the Cabinet by the Council on this occasion</i>	
		SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEE <i>There are no matters referred to the Cabinet by the Overview and Scrutiny Committee on this occasion</i>	
		SECTION 4 : OTHER COMMITTEES <i>There are no matters referred to the Cabinet by other Committees on this occasion</i>	
		SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS	
5.		HOUSING AND HOMELESSNESS STRATEGY Report of the Cabinet Member Housing	(Pages 15 - 120)

6.	FOOD SAFETY SERVICE PLAN Report of the Cabinet Member Development and Safety	(Pages 121 - 154)
7.	AWARD OF A RENT SUPPORT GRANT TO A CHELTENHAM VOLUNTARY AND COMMUNITY SECTOR ORGANISATION Report of the Cabinet Member Finance	(Pages 155 - 170)
8.	FINANCIAL OUTTURN 2017/18 AND BUDGET MONITORING TO JUNE 2018 Report of the Cabinet Member Finance.	(Pages 171 - 220)
9.	REVIEW OF THE COUNCIL'S PERFORMANCE AT END OF 2017-18 Report of the Leader	(Pages 221 - 234)
10.	APPROPRIATION OF LAND AT MONKSCROFT VILLAS FROM 'OPEN SPACE' TO HOUSING (AUTHORITY FOR THE APPROPRIATION OF OPEN SPACE) Report of the Cabinet Member Finance	(Pages 235 - 246)
11.	NOMINATIONS TO OUTSIDE BODIES Report of the Chief Executive	(Pages 247 - 258)
12.	ARLE NURSERY STRATEGIC REVIEW Report of the Cabinet Member Clean and Green Environment	(Pages 259 - 282)
	SECTION 6 : BRIEFING SESSION • Leader and Cabinet Members	
13.	BRIEFING FROM CABINET MEMBERS	
	SECTION 7 : DECISIONS OF CABINET MEMBERS Member decisions taken since the last Cabinet meeting	
	SECTION 8 : ANY OTHER ITEM(S) THAT THE LEADER DETERMINES TO BE URGENT AND REQUIRES A DECISION	
	SECTION 9 : LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS	
14.	LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS The Cabinet is recommended to approve the following resolution:- "That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information	

		<p>as defined in paragraphs 3 and 5, Part (1) Schedule (12A) Local Government Act 1972, namely:</p> <p>Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>Paragraph 5; Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings</p>	
15.		<p>PROPERTY ACQUISITION Report of the Cabinet Member Finance</p>	(Pages 283 - 304)
		<p>SECTION 10: BRIEFING NOTES Briefing notes are circulated for information with the Cabinet papers but are not on the agenda</p> <p>Cheltenham Town Hall-Masterplan scoping study</p> <p>Health & Safety Service annual service plan update</p>	

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Cabinet

Tuesday, 12th June, 2018

6.00 - 6.30 pm

Attendees	
Councillors:	Steve Jordan (Leader of the Council), Chris Coleman (Cabinet Member Clean and Green Environment), Rowena Hay (Cabinet Member Finance), Peter Jeffries (Cabinet Member Housing) and Andrew McKinlay (Cabinet Member Development and Safety)
Also in attendance:	Councillor Karl Hobley

Minutes

1. APOLOGIES

Councillors Clucas and Hegenbarth

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 10 April were approved and signed as a correct record.

4. PUBLIC AND MEMBER QUESTIONS AND PETITIONS

1.	Question to the Cabinet Member Development and Safety, Councillor Andrew McKinlay
	<p>I am sure all of Cheltenham and the interested developers would like to see the trial closure of Boots Corner a success.</p> <p>To assist in convincing ratepayers, clear, evidence based, criteria are essential. The Boots Corner closure proposal was in the main supported and justified by the Cheltenham Transport Plan</p> <p>Will the Council be utilising the Cheltenham Transport Plan, that measured and forecast the volume of traffic in a selection of residential streets, as a key element in the evaluation of the Boots Closure trial? Or is there other unpublished data that will be used?</p>
	Response from Cabinet Member
	<p>The scheme will be assessed through consideration of the following:</p> <ul style="list-style-type: none"> • Traffic data on flows and speeds gathered before and during the experiment at around 25 sites across Cheltenham • Journey time data on key routes. This will be undertaken at intervals throughout the trial period • Town Centre footfall including a count of pedestrians, cyclists, wheelchairs and the use of seating and bike stands • A survey of public and business perceptions • Data from air quality monitoring sites across Cheltenham • (Subject to confirmation) the numbers of passengers using public

	<p>transport</p> <ul style="list-style-type: none"> • Comments received regarding the scheme. • Observations and thoughts of GCC and Amey officers. <p>It should be noted that some of the measures are subject to random factors (for example, air quality monitoring can be heavily influenced by the season and the weather) so we will need to review several months of data once initial disruption has settled down before reaching valid conclusions.</p> <p>In a supplementary question it was asked why the list of criteria to determine the impact of the extra 75 000 vehicles per week which would be dispersed in to residential areas as a result of this high risk trial was not more accurately specified.</p> <p>In response the Cabinet Member stated that the data collection points would be the same as the original points when the modelling was done. In terms of traffic flows and pollution, sites had already been earmarked and St Paul's road would be reinstated. A combination of all the activities listed would give a clear idea of the impact of the trial.</p>
<p>2.</p>	<p>Question to the Cabinet Member Development and Safety, Councillor Andrew McKinlay</p>
	<p>The Cheltenham Transport Plan measured and forecast traffic volumes for areas around the Town. These were identified as peak hours of 8-9am and 5-6pm and for the years 2010, 2026 without Boots Corner closure and 2026 with Boots Centre closure.</p> <p>It was on this extensive parametric modelling evidence that the case for the closure of Boots Corner was supported.</p> <p>For the South side of Clarence Square (to and from St Pauls Road) it identified a 'baseline' 2010 ALL DIRECTIONS volume of 582 for 8-9am. It predicts in 2026, with the closure of Boots Corner, 8-9am, a REDUCED number of 419 all directions volume.</p> <p>There is a Council installed traffic counter on the South side of Clarence Square.</p> <p>The recorded numbers, so far, greatly exceed the CTP measurements, forecasting and projections. All indications are that the Boots Corner closure will increase this flow.</p> <p>The traffic volume AVERAGE for March 2017, 8-9am, all directions average is 1371. For 5-6pm the volume was recorded as 1389.</p> <p>In April 2018 this 8-9 am average figure was 1294, and for 5-6pm 1465 It is possible that the huge increase from the published Cheltenham Transport Plan volume is due to complexities from Phases 1, 2, implementations of the Cheltenham Transport Plan, which was not accurately modelled.</p> <p>What steps is the Borough Council and Cabinet taking (on this one road), in liaison with GCC or not, to REVIEW and REVISE the obviously</p>

	inaccurate Cheltenham Transport Plan from which the case for Boots Corner closure is predicated?
	Response from Cabinet Member
	<p>As the questioner has noted, the modelling undertaken for the CTP produced a forecast year of 2026. Future year modelling includes a number of elements such as planned housing growth and changes in travel behaviour which have not yet been implemented. It is therefore somewhat premature to compare the operation of the network in 2018 with its forecast operation in 2026.</p> <p>The prohibition of general traffic from Boots Corner is being undertaken as a trial, to enable the scheme to be amended and adjusted as necessary if issues arise. A programme of monitoring, including traffic volumes, journey times and speeds, will be undertaken throughout the trial period to provide information on how the scheme is operating.</p> <p>Air pollution must be measured at relevant exposure points and these relate to where people live. Consequently, Boots Corner has not been identified as a relevant exposure point in previous years' monitoring and it is not proposed to commence monitoring there for that same reason.</p> <p>There is an automatic monitoring station at Swindon Road that will continue to operate.</p> <p>Historically, there was a monitoring point at St Paul's Road which was discontinued as air pollution was consistently under action levels. However, the Council proposes to reinstate this as soon as funding is in place for additional monitoring.</p> <p>In a supplementary question it was asked what the council would be doing in terms of monitoring the traffic along St Pauls Road into Clarence Square which twice daily had stationary traffic.</p> <p>In response the Cabinet Member stated that the trial would ascertain what the real impact would be. The figures quoted from were from the traffic modelling which may or may not be accurate as the model was produced a few years ago. That being said the modelling for the first three phases of the transport plan had been accurate and even overestimated in terms of the amount of traffic being dispersed to other areas as a result of the trial. The traffic flow figures for 2026 suggested that the roads would be under much greater pressure than now. In terms of querying the model on St Pauls Road he stated that some parts of the road would be impossible to have two way traffic on and this would seriously limit the speed at which divers could go down the road. He queried whether there was an easy fix for St Pauls Road but suggested that a 20mph limit could be an option. He assured the questioner that there were potential solutions available should the problems quoted arise.</p>
3.	Question to Cabinet Member Development and Safety, Councillor Andrew McKinlay
	Has the council produced a community impact statement in respect of

	Boots corner traffic dispersal and its likely effect on local communities
	Response from Cabinet Member
	<p>A Due Regard Statement has been produced as part of the Traffic Regulation Order documents. It will be published alongside the other documentation at the commencement of the trial.</p> <p>The Cabinet Member wished to clarify that the community impact assessment had already been published and that a Due Regard Statement considered all issues relevant to the impact the plan would have.</p>
4.	Question to Cabinet Member Development and Safety, Councillor Andrew McKinlay
	What mechanism is in place for measuring traffic congestion on St Paul's Road, Swindon Road and Clarence Square?
	Response from
	<p>The scheme will be assessed through a number of criteria, including traffic data on flows gathered before and during the experiment at around 25 sites across Cheltenham.</p> <p>The fixed automatic traffic-counter site on Clarence Square is one of 25 traffic monitoring sites.</p> <p>In a supplementary question it was asked how congested traffic with lots of stop-starts, and waiting with the engine running as seen regularly on Swindon Road, the northern relief road, would be monitored. In response the Cabinet Member explained that there would be no mechanical process as such but the County Council would be physically monitoring the traffic flows. Feedback from members of the public was key during the first six months in terms of their concerns and impact of the trial.</p>
5.	Question to Cabinet Member Development and Safety, Councillor Andrew McKinlay
	What mechanism is in place for measuring peak period air quality on St Paul's Road, Swindon Road and Clarence Square?
	Response from Cabinet Member
	<p>UK air quality is measured in terms of averages rather than at peak periods, as statutory levels are based on the relevant health exposure.</p> <p>With regard to the specific locations mentioned:</p> <ul style="list-style-type: none"> • There is an air quality monitoring station located on the corner of Swindon Road and St George's Street which continually measures nitrogen dioxide (NO2). • The Council's environmental health team has given advice in respect of the Cheltenham Transport Plan about recommended additional air quality monitoring points. St Paul's Road is one such location. If NO2 levels in St Paul's Road are measured as being under relevant limits, it is unlikely that the relatively nearby area of Clarence Square would be in breach. The Council hopes to procure an additional piece of air quality monitoring equipment

	<p>(gas mesh pod) which would allow for a more flexible response to local concerns about air quality, but the longer the equipment is in-situ, the more comprehensive and reliable the data will be.</p> <ul style="list-style-type: none"> • There is a network of NO₂ monitoring points around Cheltenham; more information can be found by searching 'air quality' on the CBC website. <p>If any community or environmental groups would like advice about adding to the network by funding additional monitoring in their locality, the environmental health team can provide advice and support.</p> <p>In a supplementary question it was asked whether the air quality monitor on Swindon Road/St George's Street gave hourly readings for NO₂ levels and if so whether this information was publicly available.</p> <p>The Cabinet Member undertook to provide a response to the questioner as he did not have the information available.</p>
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Member Questions

1.	Question from Councillor Karl Hobley to the Cabinet Member Development and Safety, Councillor Andrew McKinlay
	<p>Will cabinet please specify the levels of pollution and traffic that it considers to be safe for the public specifically in the following roads/areas: along St Paul's Road, Swindon Road and Clarence Square?</p>
	Response from Cabinet Member
	<p>Air pollution and traffic both give rise to health risks and it could be argued that the only way to ensure absolute safety is to eliminate them completely.</p> <p>Nitrogen dioxide NO₂ is the pollutant of concern in Cheltenham. The statutory annual mean limit for NO₂ is 40 µg/m³. In addition, NO₂ should not exceed 200 µg/m³ in any one hour period, more than 18 times a year. These limits apply throughout England to help mitigate the adverse health effects that can be associated with air pollution.</p> <p>In the UK, responsibility for meeting air quality limit values is devolved to the national administrations in Scotland, Wales and Northern Ireland. The Secretary of State for Environment, Food and Rural Affairs has responsibility for meeting the limit values in England and the Department for Environment, Food and Rural Affairs (Defra) co-ordinates assessment and air quality plans for the UK as a whole.</p> <p>The UK Government and the devolved administrations are required under the Environment Act 1995 to produce a national air quality strategy. The strategy sets out the UK's air quality objectives and recognises that action at national, regional and local level may be needed, depending on the scale and nature of the air quality problem.</p> <p>Part IV of the Environment Act 1995 and Part II of the Environment</p>

(Northern Ireland) Order 2002 requires local authorities in the UK to review air quality in their area and designate air quality management areas (AQMA's) if improvements are necessary. The whole of Cheltenham is currently designated as an AQMA.

Where an AQMA is designated, local authorities are required to work towards the Strategy's objectives prescribed in regulations for that purpose. An air quality action plan describing the pollution reduction measures must then be put in place. These plans contribute to the achievement of air quality limit values at a local level.

In addition, Cheltenham has been issued with a Ministerial Directive requiring action to be taken to address a projected air pollution exceedance on the A40 road corridor, close to GCHQ. The authority has been awarded a grant of £50k to undertake a targeted feasibility study to identify those measures that could be taken to most quickly address the issue. However, the authority has identified other locations where we believe exceedances could occur without mitigation measures being implemented.

GCC has had a scrutiny task group looking at the issue of air pollution across the county.

The Task Group's recommendations reflect the importance of system-wide interventions in addressing NO₂ exceedances and the limitations of locally targeted actions. This doesn't mean that local measures are ineffective, rather that they need to be accompanied by area-wide measures in order to be effective and have longevity. CBC cannot successfully act alone in delivering such measures.

The overriding objective of the Ministerial Direction is to keep NO₂ levels below the 40 µg/m³ EU threshold level. That is not necessarily the same as the objective of the Task Group, which heard evidence that whilst this improvement may achieve compliance with the law, even exposure to NO₂ pollution below the legal limit will have a significant adverse health impact.

A seminar is being planned for members to provide more comprehensive information regarding the issue of air pollution in Cheltenham and what steps are being taken to mitigate the position.

In a supplementary question Councillor Hobley asked whether the council or the county council had a figure or level of traffic volume on those residential streets likely to be most affected by the trial beyond which it was considered to be excessively busy.

In response the Cabinet Member clarified that it was not about the amount of traffic which would be unsafe but rather the potential pollution this would generate. There were processes in place to address this. In terms of gridlock this did not mean that the traffic was unsafe but recognised that it was unacceptable. The data collected would be looked at as a whole and an overall judgement would be taken.

2.	Question from Councillor Karl Hobley to the Cabinet Member Development and Safety, Councillor Andrew McKinlay
	Will cabinet please specify how it will measure levels of pollution and traffic on St Paul's Road, Swindon Road and Clarence Square, before and after the closure of Boots Corner?
	Response from Cabinet Member
	<p>The scheme will be assessed through a number of different criteria including traffic data on flows gathered before and during the experiment at around 25 sites across Cheltenham.</p> <p>Traffic flow data on the St. Paul's Road / Swindon Road / Clarence Square corridor has been recorded as part of the CTP monitoring since 2015 via the Clarence Square site. The site will continue to be used to monitor the traffic flows throughout the trial.</p> <p>There was an automatic monitoring station at Swindon Road that will continue to operate.</p> <p>Historically there was a monitoring point at St Paul's Road which was discontinued as air pollution was consistently under action levels. However, the council proposes to reinstate this once funding is in place for additional monitoring. If levels are found to be near the action limit in St Paul's Road, then we would consider the implications for wider monitoring of the locality.</p> <p>In a supplementary question Councillor Hobley asked when the funding would be available to allow monitoring on St Pauls Road.</p> <p>In response the Cabinet Member stated that he assumed that the monitoring would start at the commencement of the trial.</p>
3.	Question from Councillor Karl Hobley to the Cabinet Member Development and Safety, Councillor Andrew McKinlay
	If the closure of Boots Corner causes pollution and traffic on St Paul's Road, Swindon Road and Clarence Square to go above the levels the council itself considers being safe, what will be done to bring pollution and traffic back down below these levels?
	Response from Cabinet Member
	<p>The criteria being measured are subject to random factors (for example, drivers will take time to amend their travel patterns once the Boots Corner restriction is in place; air quality monitoring can be heavily influenced by the season and the weather) so we will need to review several months of data once the initial disruption has settled down before reaching valid conclusions. Appropriate mitigation measures will be investigated if issues arise.</p> <p>If NO2 levels reach or breach statutory levels in these locations, the Council will have a legal duty to address the exceedances. This would involve working with local communities and partners to identify a shortlist of practical measures to bring the area back into compliance. These could potentially range from technical measures such as reviewing speed</p>

<p>limits or improving sustainable transport infrastructure, to behavioural measures / incentives designed to encourage modal shift towards more sustainable methods of travel.</p> <p>In a supplementary question Councillor Hobley asked whether Cabinet or the County Council would be willing to consider the following options, put forward by the community, for reducing the volume of traffic and making the area safer, in response to the success or otherwise of the trial :</p> <ul style="list-style-type: none">• 20 mph limit• One way• Installing a block in the middle of the road near the church <p>In response the Cabinet Member explained that £150k had been made available for mitigating measures in the various areas affected by the trial. However, there was not one solution which would fit all. He questioned the value of a block in the road in terms of impact on local residents and believed that making the road one way would actually increase traffic speeds. He expressed caution against quick fixes and believed that the impact on St Pauls should be looked at as a whole and a solution to the benefit of all should be examined.</p>
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5. DATA PROTECTION

In the absence of the Cabinet Member Corporate Services the Leader introduced the report and explained that on 25 May 2018 the EU General Data Protection Regulation (GDPR) and a new Data Protection Act and related legislation came into force. A temporary arrangement had been put in place leading up to this Cabinet decision. The new Data Protection Policy at appendix 2 applied to all users who handled information and personal data held by Cheltenham Borough Council, including personal data of our service users. The policy applied to all employees, Members and processors of personal data held by the Council. It did not apply to Members handling their own data or data as part of their political work. A process for Members to register was taking place separately to this.

RESOLVED THAT

- 1. the new Data Protection Policy be approved.**
- 2. Authority be delegated to the Director of Resources and Corporate Projects to vary the existing s101 Share Service arrangement between the Council, Gloucester City Council and One Legal (Tewkesbury Borough Council) to;**
 - **Include undertaking the statutory function of the Data Protection Officer (DPO) under the Data Protection legislation and;**
 - **the Council's Borough Solicitor be designated as the DPO for the Council.**

6. HOUSING OPTIONS - SERVICE RELOCATION

The Cabinet Member Housing introduced the report and explained that CBH took over the management of the council's Housing Options Service in December 2013, following approval by Cabinet in June 2013 to transfer the service from the council to CBH. Throughout this period the Housing Options Service had been delivered from Cheltenham First Stop on the High Street. Following the introduction of the Homelessness Reduction Act in April 2018, Additional Burdens Funding from the Ministry of Housing, Communities and local Government (MHCLG) had been used to provide additional staffing within the Housing Options Team to support the requirement to provide additional duties/services to households who are homeless or threatened with homelessness. This increase in staff, in combination with an estimated increase in the number of households likely to present to the Housing Options Service in housing need, means that it is now necessary to move this service to larger, more suitable accommodation. The proposed move to the municipal offices would support these requirements, by better meeting the team's back office needs, whilst also providing a larger reception area and more interview room space to households in housing need.

The Cabinet Member wished to pay tribute to the work of the housing options team and explained how key its partnership with One Stop and CCP was.

In response to a question the Cabinet Member confirmed that whilst the details were being finalised this move meant that there was a single point of contact in reception for the public for the housing options team.

RESOLVED THAT

1. The relocation of the Housing Option Service from Cheltenham First Stop, High Street to the Municipal Offices be approved.
2. Authority be delegated to the Lead Commissioner – Housing Services, in consultation with Cabinet Member – Housing to approve any further changes to these proposals, should this become necessary in order to meet future customer requirements.
3. It be noted that the lease to CBH will be granted at a peppercorn rent.

7. BRIEFING FROM CABINET MEMBERS

The Leader informed that the council had received confirmation from House of Fraser that it intended to keep Cavendish House open. This was good news for the town and as this store was an important part of the retail offer the council would offer its assistance in helping the business maintain its presence in the town.

The Leader reported that the appointment of representatives to outside bodies would be considered at July Cabinet. Should there be no consensus among the political groups on a particular appointment a report would be taken to the July Council meeting.

8. CABINET MEMBER DECISIONS TAKEN SINCE THE LAST MEETING

Cabinet Member	Decision
Leader	Appointment to the Gloucestershire Joint Waste Committee
Development and Safety	Acceptance of tender for phase 1 improvement works on High street
Finance	Appointment of council's borough solicitor as the council's Data Protection Officer 25 May-12 June to ensure compliance with legislative requirements

Chairman

Cheltenham Borough Council Cabinet – Tuesday 10th July 2018 Housing & Homelessness Strategy

Accountable member	Peter Jeffries – Deputy Leader of the Council and Cabinet Member Housing
Accountable officer	Martin Stacy – Lead Commissioner Housing Services
Ward(s) affected	All
Key Decision	Yes
Executive summary	<p>This Housing & Homelessness strategy sets out how we intend to meet the housing needs of our communities within Cheltenham over the next five years. Our vision is to increase the availability, quality, suitability and affordability of accommodation, and to create communities that are safer, stronger and healthier.</p> <p>We will seek to achieve this by focusing on the following four outcomes:</p> <ol style="list-style-type: none"> 1. Increasing the provision of affordable housing (which will also include facilitating the supply of homes generally and the provision of private rented homes on a long-term let); 2. Making best use of existing housing and improving our neighbourhoods; 3. Tackling homelessness; and 4. Improving the health and wellbeing of our communities. <p>Beneath each of these outcomes will sit a number of key priorities, which are in turn supported by a range of activities, many of which will require significant partnership working and collaboration in order to bring about their delivery.</p> <p>For more details about the range of activities that we will undertake to support this strategy, please refer to the Housing Strategy at Appendix 2 of this report, and our Action Plan at Appendix 3. This Action Plan will be updated annually to reflect progress made, and also to consider new initiatives in light of any changes to national policy and/or local needs.</p>
Recommendations	To approve the adoption of the Housing & Homelessness Strategy 2018-23

<p>Financial implications</p>	<p>There are no financial implications arising directly from this report. Any priorities and initiatives identified within this report that have a financial bearing will require the usual approvals in accordance with the council's Constitution.</p> <p>Contact officer: Paul Jones, paul.jones@cheltenham.gov.uk, 01242 264365</p>
<p>Legal implications</p>	<p>Pursuant to section 2 of the Homelessness Act 2002, local housing authorities have a duty to review homelessness in their district and formulate and publish a strategy based on the results of the review. The Homelessness Reduction Act 2017 came into force on 3rd April 2018 and requires that local housing authorities must take “reasonable steps” to either maintain or secure accommodation for eligible applicants threatened with homelessness, known as the prevention and relief duties. In addition, pursuant to section 182 of the Housing Act 1996, local authorities are also bound to have regard to the Secretary of State's Homelessness Code of Guidance. A revised code was published on 22 February 2018. Failure to have an updated Homelessness Strategy may impact the council's ability to defend challenges to decisions made under the Housing Act 1996 as amended by Homelessness Reduction Act 2017.</p> <p>Contact officer: Vikki Fennell vikki.fennell@tewkesbury.gov.uk, 01684 272015</p>
<p>HR implications (including learning and organisational development)</p>	<p>None as a direct result of this report.</p> <p>Contact officer: Carmel Togher, carmel.togher@cheltenham.gov.uk, 01242</p>
<p>Key risks</p>	<p>As identified at Appendix 1 of this report (the risk register)</p>
<p>Corporate and community plan Implications</p>	<p>This decision will support our community vision to help people and communities to thrive.</p>
<p>Environmental and climate change implications</p>	<p>This strategy includes a commitment to tackling fuel poverty and providing affordable warmth by improving the energy efficiency of peoples' homes.</p>
<p>Property/Asset Implications</p>	<p>The Housing & Homelessness Strategy includes a commitment to explore opportunities for land and/or property acquisition. Any decisions to acquire land/property will require the usual approvals in accordance with the council's Constitution.</p> <p>Contact officer: Dominic Stead, dominic.stead@cheltenham.gov.uk</p>

1. Background

- 1.1 There is significant interest in housing both nationally and locally. At the national level, the Government has introduced a number of measures that seek to facilitate the supply of housing in general. They have also set out plans to improve standards in the private rented sector by providing councils with new enforcement powers to tackle rogue landlords, and plans are underway to extend mandatory licensing to more Houses of Multiple Occupation (HMOs). In addition, the Government has recently implemented the Homelessness Reduction Act 2017, introducing a new duty on councils to prevent homelessness for all, regardless of whether or not they are in priority need.
- 1.2 Nevertheless, there are some real challenges that remain. The supply of affordable housing through s.106 obligations can sometimes be curtailed as a result of viability reasons, or where vacant building credits can be applied to the land – i.e. where employment land is no longer in use and there is a planning application for the land to be converted to residential use. In addition, there are greater pressures on homelessness as a result of the austerity measures that have been introduced as part of the welfare reforms. In particular, access into the private rented sector has become increasingly difficult in recent years as the Local Housing Allowance has failed to keep pace with the increase in private rents.
- 1.3 The proposed Housing & Homelessness Strategy seeks to both embrace the opportunities and to tackle the challenges that we currently face in ensuring that everyone has the opportunity to live in a decent home.

2. Vision & Outcomes

- 2.1 This Housing & Homelessness strategy sets out how we intend to meet the housing needs of our communities within Cheltenham over the next five years. Our vision is to increase the availability, quality, suitability and affordability of accommodation, and to create communities that are safer, stronger and healthier.

We will seek to achieve this by focusing on the following four outcomes:

- Increasing the provision of affordable housing;
- Making best use of existing housing and improving our neighbourhoods;
- Tackling homelessness; and
- Improving the health and wellbeing of our communities.

- 2.2 Beneath each of these outcomes sit a number of key priorities, which are in turn supported by a range of activities, many of which will require significant partnership working and collaboration in order to bring about their delivery. Some of our key priorities are outlined below.

3. Key Priorities

- 3.1 We will maximise the delivery of affordable housing by taking steps to facilitate the supply of housing in general, and seek to deliver more affordable homes than we would otherwise receive through market forces alone. This could be, for example, through the use of commuted sums and grant funding from Homes England, and through the delivery of our own pipeline of new development. In particular, and subject to the necessary approvals, we intend to launch a £100m building programme to provide around 500 homes, with the needs of families and young people especially in mind. This programme would also include the provision of private rented accommodation on a long-term let basis, which we envisage will be managed by Cheltenham Borough Homes; again, subject to the necessary approvals.
- 3.2 We will improve standards in the private rented sector, from implementing the extension of

mandatory licensing of HMOs and using powers to tackle rogue landlords, through to identifying health and safety hazards in people's homes and promoting good practice via our Landlords' Accreditation Scheme. We will also reduce the number of empty homes and undertake activities that will promote affordable warmth and tackle fuel poverty.

- 3.3 We will maintain the quality of, and make better use of, our council housing stock by enhancing the NPV analysis of our homes (through a new asset management modelling toolkit). We will also undertake a commissioning review of our sheltered housing, and undertake activities to incentivise downsizing.
- 3.4 We will tackle homelessness by focusing on its main causes: the end of private rented accommodation; young people leaving the family home; and households having to flee domestic abuse. We will implement new activities, and keep under review existing ones, to ensure that opportunities for preventing homelessness are fully explored and that they deliver value for money. In particular, we will roll out new initiatives to enable low income households to access the private rented sector more easily. We will also keep under review the services we commission to support households in debt and/or who need benefits advice.
- 3.5 We will tackle the more visible forms of homelessness – rough sleeping – through the re-commissioning of Assertive Outreach services, and through the newly commissioned ACTion Glos, a jointly commissioned, outcomes-based funded service focusing on helping entrenched rough sleepers into accommodation, treatment services and education, training or employment. We will also review the current severe weather protocol for rough sleepers.
- 3.6 We will seek to influence future commissioning decisions by Gloucestershire County Council over the provision of Accommodation Based Support and Community Based Support Services, taking account of local intelligence around needs. We will also review the county-wide (plus West Oxfordshire) Homeseecker Plus Allocations Scheme and seek to implement any necessary changes to take account of the potential impact arising from the introduction of the new Homelessness Reduction Act.
- 3.7 We will take steps to alleviate housing need generally by focusing on early prevention activities, such as tackling anti-social behaviour in communities, supporting people into training, education and employment and supporting best practice in delivering social sustainability on the urban extensions. We will also seek to create a sense of place through potential estate regeneration activities across parts of west Cheltenham, along with estate renewal activities such as the delivery of new affordable housing on under-utilised, council-owned garage sites.
- 3.8 We will take steps to support independent living for older people and people with physical disabilities by undertaking activities to reduce the effects of social isolation. We will also work with our partners in health and social care to bring about a more joined up and cohesive approach to supporting these shared outcomes.
- 3.9 For further details of the range of activities that we will undertake to support this strategy, please refer to our Housing and Homelessness Strategy at Appendix 2 of this report, and our Action Plan at Appendix 3. This Action Plan will be updated annually to reflect progress made, and also to consider new initiatives in light of any changes to national policy and/or local needs.

4. Our Tenancy Strategy

- 4.1 We intend to continue to provide lifetime tenancies for our social housing tenants. Our rationale for this is detailed within our Tenancy Strategy (Appendix 5 of this report).

Registered Providers with housing stock in Cheltenham must have regard to our Tenancy Strategy when formulating their own Tenancy Policies; although they are free to implement fixed-term tenancies if they wish to. We have therefore specified guidelines for Registered Providers to

adopt when they are seeking to end a tenancy for a resident in Cheltenham. These guidelines are there to minimise any risk of homelessness.

5. Alternative options considered

There is no statutory requirement to develop and publish a housing strategy; however there is a statutory requirement to produce a homelessness strategy every five years. Given the importance we consider housing is to the Borough we consider that it is imperative the council has a document which clearly states its housing ambitions and goals for the future. Moreover, many of the links between housing generally and homelessness are intertwined. It follows that a strategic approach to housing in the wider sense will in turn support our aims in tackling homelessness.

6. Consultation and feedback

6.1 In October 2017, the council undertook a consultation event with key partners who make up our Housing and Support Forum, to help inform future priorities around tackling homelessness and the wider housing agenda. Our partners are made up of: charities working with the homeless; advice agencies; supported housing providers; Registered Providers and other statutory agencies, including Gloucestershire County Council. The findings from the event have been captured within our Housing & Homelessness Strategy, and we have taken them into account when shaping our priorities.

6.2 Early drafts of the strategy have been shared for feedback with key officers internally, responsible for: Property Services, Planning Policy, Development Management, Public Protection, private sector housing, and community engagement. All these teams will have a role to play in supporting the delivery of this strategy.

6.3 We have also consulted on our draft with a wide range of organisations outside the council, including Cheltenham Borough Homes, Registered Providers, the voluntary sector and with colleagues in health and social care, and our proposals have been positively received.

7. Performance management – monitoring and review

7.1 We are keen to ensure our Housing & Homelessness Strategy is and remains a collaborative strategy across a number of organisations, and not simply a Cheltenham Borough Council strategy. We have sought to reflect this within our Action Plan.

7.2 We will review the Action Plan annually, and will seek to use our Housing & Support Forum to review progress and to hold each other to account.

Report author	Contact officer: Martin Stacy, martin.stacy@cheltenham.gov.uk, 01242 264171
Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Housing & Homelessness Strategy 2018-23 3. Action Plan 4. Evidence Base/Needs Analysis 5. Tenancy Strategy 2018-23
Background information	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 we do not publish a homelessness strategy at least every 5 years, then we will fail to meet our statutory obligations.	Martin Stacy	7.6.18	3	6	18	Reduce	Cabinet approves the adoption of our Housing & Homelessness Strategy 2018-23	July 2018	Martin Stacy	
	If we produce a strategy that focuses on only tackling homelessness, then we will fail to develop a clear and cohesive approach to delivering against our wider housing priorities.	Martin Stacy	7.6.18	3	5	15	Reduce	As above	July 2018	Martin Stacy	
<p>Explanatory notes</p> <p>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)</p> <p>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)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											



Cheltenham Borough Council

Draft Housing & Homelessness Strategy

2018-23



Foreword

It is a privilege to introduce Cheltenham Borough Council's Housing & Homelessness Strategy 2018-23.

Everyone should have the right to a decent, affordable home; this is something I passionately believe. At present Cheltenham doesn't have all the homes that local people need, so in order to address some of these issues the Council will be launching a £100m building programme to provide around 500 homes, with the needs of families and young people especially in mind.

This step change in delivery will include:

- Homes for affordable rent and shared ownership
- Leasing and open market purchase
- Acquiring long term empty homes
- Buying back homes lost through right to buy
- Investing in and developing smaller sites that would not otherwise trigger an affordable housing requirement if delivered by a private landowner
- Private rented accommodation has its limitations and we are proposing direct investment in homes for market rent. Longer term security for young professionals and families is much sought after. Providing homes for market rent in the private sector is a new and key priority.

In addition to providing more new homes, our strategy also focuses on making better use of

our existing stock. This includes bringing empty homes back into occupation and raising standards in the private rented sector.

Despite a loss of income over four years to 2020 because of changes to the Government's rents policy, the Council and Cheltenham Borough Homes together will continue their programme of maintenance and improvements to council homes, including works to improve the energy efficiency of houses and flats.

With Austerity, and the continuing impact of national policies, our strategy also provides a strong focus on preventing homelessness and seeks to alleviate some of the key issues in our communities that can put pressure on our housing. Much of what we will seek to achieve within this strategy will require strong partnership and collaboration, but none more so than our work in preventing homelessness.



Councillor Peter Jeffries
Deputy Leader of the Council,
Cabinet Member Housing

Executive Summary

This Housing & Homelessness strategy sets out how we intend to meet the housing needs of our communities within Cheltenham over the next five years. Our vision is to increase the availability, quality, suitability and affordability of accommodation, and to create communities that are safer, stronger and healthier.

We will seek to achieve this by focusing on the following four outcomes:

- Increasing the provision of affordable housing;
- Making best use of existing housing and improving our neighbourhoods;
- Tackling homelessness; and
- Improving the health and wellbeing of our communities.

Beneath each of these outcomes sit a number of key priorities, which are in turn supported by a range of activities, many of which will require significant partnership working and collaboration in order to bring about their delivery.

The table below summaries our priorities and includes an outline of the activities that we will undertake (as at 2018) in order to make progress towards our priorities and outcomes.

For more details about the range of activities that we will undertake to support this strategy, please refer to our action plan at Appendix 1. This action plan will be updated annually to reflect progress made, and also to consider new initiatives in light of any changes to national policy and/or local needs.

Appendix 2

Outcome	Priorities	Key activities to support delivery (as at 2018)
Increasing the provision of affordable housing	<ul style="list-style-type: none"> ➤ We will undertake measures to facilitate the supply of housing in sustainable locations, in accordance with the Joint Core Strategy and emerging Cheltenham Plan 	<ul style="list-style-type: none"> ➤ We will establish an internal coordinating group between planning policy, development management, property services and housing strategy and enabling services, to understand key pressure points and risks, and to identify and work with our partners to provide solutions. This will also coincide with a working group between Cheltenham Borough Council and Cheltenham Borough Homes to support delivery
	<ul style="list-style-type: none"> ➤ We will secure additionality in the provision of affordable housing 	<ul style="list-style-type: none"> ➤ We will identify funding opportunities and work with housing providers to secure the provision of homes that would not otherwise be delivered as affordable housing
	<ul style="list-style-type: none"> ➤ We will increase the supply of long term private rented housing 	<ul style="list-style-type: none"> ➤ We will work with Cheltenham Borough Homes to agree a business model to facilitate the delivery of private rented accommodation on a long term let basis
	<ul style="list-style-type: none"> ➤ We will ensure that our affordable homes remain affordable 	<ul style="list-style-type: none"> ➤ We will investigate affordability issues in relation to Affordable Rents and capture our position within a Supplementary Planning Document, or such other planning documentation
	<ul style="list-style-type: none"> ➤ We will make best use of our commuted sums (payments received in lieu of affordable housing) 	<ul style="list-style-type: none"> ➤ We will seek to create greater flexibility in its use in order to maximise opportunities, with the potential to alleviate housing need through the private rented sector as well as through the provision of more affordable housing, subject to appropriate approvals
	<ul style="list-style-type: none"> ➤ We will improve the affordable housing offer for older people, and those with physical disabilities and other specialist housing needs 	<ul style="list-style-type: none"> ➤ We will work with our partners to agree a county-wide Housing with Care Strategy, which in turn will be supported by its own action plan for Cheltenham
Outcome	Priorities	Key activities to support delivery (as at 2018)
Making best use of existing housing and improving our neighbourhoods	<ul style="list-style-type: none"> ➤ We will improve standards in the private rented sector 	<ul style="list-style-type: none"> ➤ We will undertake a range of activities, from implementing the extension of mandatory licensing of HMOs and exploring new powers to tackle rogue landlords, through to identifying health and safety hazards in peoples' homes and promoting good practice via our Landlords' Accreditation Scheme
	<ul style="list-style-type: none"> ➤ We will reduce the number of empty homes 	<ul style="list-style-type: none"> ➤ We will identify empty homes and work with owners to bring those properties back into use, taking enforcement action when necessary
	<ul style="list-style-type: none"> ➤ We will promote affordable warmth and tackle fuel poverty 	<ul style="list-style-type: none"> ➤ We will monitor the jointly commissioned Warm & Well Scheme and review outcomes. We will also implement a programme of works to improve the energy efficiency of our council homes

	<ul style="list-style-type: none"> ➤ We will maintain the quality of, and make better use of, our council homes 	<ul style="list-style-type: none"> ➤ We will improve the performance analysis of our homes by implementing an asset management modelling toolkit and by undertaking a commissioning review of our sheltered housing, with a view to developing a new Asset Management Strategy. We will also undertake activities to incentivise downsizing
<p>Outcome Tackling homelessness</p>	<p>Priorities</p>	<p>Key activities to support delivery (as at 2018)</p>
	<ul style="list-style-type: none"> ➤ We will develop a range of prevention offers for homeless households and improve access into the private rented sector 	<ul style="list-style-type: none"> ➤ We will implement new initiatives, such as a lodgings scheme for young people, and empower front line officers to find innovative solutions via a ‘prevention purse’. We will also review the Homeseeker Plus Allocations Scheme and referral/pathway arrangements for specific groups
	<ul style="list-style-type: none"> ➤ We will tackle debt and benefits issues, support financial and digital inclusion, and ensure the provision of housing rights advice 	<ul style="list-style-type: none"> ➤ We will continue to commission the delivery of debt, benefits and housing rights advice and review their outcomes. We will also ensure best use is made of Discretionary Housing Payments for households who are in a short term crisis, and seek additional funding opportunities, should this be required
	<ul style="list-style-type: none"> ➤ We will support and develop initiatives to tackle youth homelessness 	<ul style="list-style-type: none"> ➤ We will commission and promote the use of alternative options to B&B for young people who are homeless; review pathways and protocol arrangements for care leavers, and be involved in the county council’s future commissioning requirements for Accommodation and Community Based Support services
	<ul style="list-style-type: none"> ➤ We will support and develop initiatives to reduce homelessness as a result of domestic abuse 	<ul style="list-style-type: none"> ➤ We will review funding requirements for the recommissioning of target hardening services and the sanctuary scheme in order to protect those who wish to remain in their homes. We will also monitor and review our places of safety arrangements to ensure alternative housing options are available for those who need to move home as a result of domestic abuse
	<ul style="list-style-type: none"> ➤ We will undertake activities to reduce rough sleeping 	<ul style="list-style-type: none"> ➤ We will review funding arrangements and plan for the recommissioning of assertive outreach services. We will also monitor and review the outcomes of ACTION Glos, a jointly commissioned, outcomes based funded service focusing on supporting entrenched rough sleepers into accommodation, treatment services, and into training, education and/or employment
	<ul style="list-style-type: none"> ➤ We will support vulnerable people in accessing and maintaining suitable housing 	<ul style="list-style-type: none"> ➤ We will review Homeseeker Plus Allocations Scheme and current pathways for move-on accommodation. We will inform the county council’s future commissioning arrangements for accommodation and community based support services. We will also undertake a new risk-based approach to tenancy management for our council tenants, identifying risks early, so that appropriate

		support can be put in place sooner to sustain tenancies
Outcome	Priorities	Key activities to support delivery (as at 2018)
<p>Improving the health and wellbeing of our communities</p>	<ul style="list-style-type: none"> ➤ We will undertake activities to help support healthy and sustainable communities 	<ul style="list-style-type: none"> ➤ We will work with housing providers, through our Affordable Housing Partnership, to support good practice in lettings and housing management policies. We will also support the implementation of ‘Welcome to the Future – A local model for building socially sustainable communities’ on new, large housing developments
	<ul style="list-style-type: none"> ➤ We will create a sense of place through estate regeneration and renewal 	<ul style="list-style-type: none"> ➤ We will deliver affordable housing on under-utilised, council-owned garage sites. We will also consider options regarding the potential regeneration of parts of west Cheltenham
	<ul style="list-style-type: none"> ➤ We will support people into training, education and employment 	<ul style="list-style-type: none"> ➤ We will develop initiatives that will assist tenants and young people into employment through, for instance, apprenticeships. We will also explore how new development and refurbishment initiatives of our council homes can support this priority
	<ul style="list-style-type: none"> ➤ We will undertake initiatives to tackle anti-social behaviour 	<ul style="list-style-type: none"> ➤ We will continue to develop partnership arrangements via Solace to reduce anti-social behaviour. We will also undertake a preventative approach by developing diversionary and educational activities, particularly with young people
	<ul style="list-style-type: none"> ➤ We will take steps to support independent living for older people, and people with physical disabilities 	<ul style="list-style-type: none"> ➤ We will undertake activities to reduce the effects of social isolation, such as the provision of community hubs. We will ensure adaptations are provided for households with disabilities who wish to remain in their existing homes and develop greater consistency across the county. We will also work with health partners to reduce delays in hospital discharge, and support other initiatives that facilitate independent living

1. National Priorities – local impact

1.1 Introduction

There is significant interest in housing at the national level. The recent Housing White Paper - Fixing our Broken Housing Market sets out the government's current position by outlining plans for how developers and councils can assist in increasing supply, primarily through changes to the planning system and through increased funding opportunities.

Alongside increasing the supply of new homes, the government is also keen to see improvements in standards within the private rented sector. It is planning to extend mandatory licensing to include more Houses of Multiple Occupation, and, through the Housing & Planning Act 2016, it is providing councils with new powers to tackle rogue landlords.

There is also a focus on tackling homelessness, with the Homelessness Reduction Act 2017 setting out new duties on councils to prevent homelessness for everyone, regardless of their priority need status.

Cheltenham Borough Council will take steps to capitalise on these measures through the priorities that we have identified within this Housing & Homelessness Strategy, working alongside the policies of the Joint Core Strategy (JCS) and the emerging Cheltenham Plan (i.e. our local planning policies).

Notwithstanding these opportunities, there are nevertheless a number of constraints which comprise the supply affordable housing. These are as follows:

- The National Planning Policy Framework, which has introduced a policy that

enables developers to reduce their affordable housing contributions, potentially to zero, where they can demonstrate that the financial viability of a scheme would otherwise be compromised. Whilst this policy may have the benefit of stimulating the market and bringing about development on what might otherwise be stalled sites, the consequence is that fewer affordable homes are being provided locally. This can be particularly so where developers have overpaid for their sites.

- Recent relaxations in the Right to Buy criteria, which have led to greater discounts for tenants and a shortening of the period (from 5 years to 3 years) for which a tenant needs to reside in social housing in order to be eligible to buy their home, have incentivised the take-up of right to buy, which in turn has reduced the supply of affordable homes.
- Whilst councils are able to retain an element of their Right to Buy receipts on homes sold, there are restrictions over how these receipts can be used, and this has the effect of limiting our options to increase supply.
- The cap on how much councils are able to borrow against their Housing Revenue Accounts (HRA) means that delivery of affordable housing through the councils' HRA is restricted.
- Government rent policy change (from Consumer Price Index (CPI) +1%/year to a rent decrease on social and affordable rents of 1%/year over 4 years to 2020) has resulted in an estimated £6.7m loss of projected investment in social housing from Cheltenham Borough Council's HRA business plan over this 4 year period. The government has recently announced that from 2020 rents will now revert back to CPI + 1% over the following 5 year period. It is therefore hoped that this will provide

some stability to the affordable housing market and create opportunities to refocus more investment in this sector.

1.2 Future government direction

There are a number of other government initiatives, captured within the Housing & Planning Act, which require further regulations before they can be implemented. These include - the ending of lifetime tenancies; the extension of the Right to Buy to Registered Providers; and the introduction of the Higher Value Levy on councils, which, it is proposed, would be used to fund the discount that Registered Providers would have to offer through Right to Buy. We will keep a watching brief on these, and seek to capitalise on any opportunities and manage any risks arising from these initiatives, if implemented.

We will also await details of the government’s forthcoming Social Housing Green Paper, which promises to provide a wide-ranging review of the issues facing this sector.

1.4 Local pressures

The number of new affordable housing completions has fallen in recent years, largely due to our reliance on delivery through s.106 provision. These pressures have been compounded by high house prices, which have led to more households seeking private rented accommodation as a solution to their housing needs. This in turn has pushed up the price of the private rented market. The government’s introduction of the freeze on welfare benefits, most notably Local Housing Allowance, has meant that benefits have

The Council’s Place Strategy has a clear vision, which is to ensure that our businesses, communities and people can thrive. A key role for the Council’s Housing & Homelessness Strategy is to support this vision. We will seek

failed to keep pace with these increases in rents, forcing many low income households out of the private rented sector.

In addition, the implementation of Universal Credit is also likely to have an adverse impact on those households who are less able to manage their financial affairs. Safeguards have been put in place to help those who are most likely to struggle to make online claims and manage their finances, but there are risks that in spite of these safeguards some households will fall into rent arrears and become homeless.

More detailed information about the specific pressures experienced locally is set out in our Housing & Homelessness Strategy Evidence Base at Appendix 2 of this strategy.

1.5 Strategic Context



to achieve this by bringing forward housing that is affordable, accessible, safe and secure.

Our Housing & Homelessness Strategy also informs, and is informed, by the Joint Core Strategy and the emerging Cheltenham Plan,

as well as our HRA Business Plan. The HRA Business Plan sets out the Council's high level priorities in relation to the management of our council homes and the services we provide to our tenants. It also sets out our aspirations to deliver a new supply of affordable housing. These plans, and this Housing & Homelessness Strategy, will guide Cheltenham Borough Homes (CBH) in setting out their medium term priorities.

Taking account of issues highlighted in the evidence base to this strategy, we consider there is a need for a step change in how we approach housing delivery. This strategy sets out our approach and the targeted interventions which we use to drive forward our priorities over the next 5 years.

1.5 Partnerships

Cheltenham Borough Council cannot deliver a successful Housing & Homelessness Strategy in isolation. As a commissioning authority, much of our success in meeting our outcomes will be dependent upon the efforts of a number of organisations, including CBH, who manage the council's housing stock and

provide housing options and statutory homelessness services on our behalf.

We also operate within a number of key strategic partnerships, both county and borough-wide. These partnerships are made up of: district and other statutory authorities, Registered Providers, and the voluntary sector. We will use these partnerships, and our commissioning arrangements, to ensure that we are across key issues and trends as they emerge, so that effective solutions can be found in a timely manner.

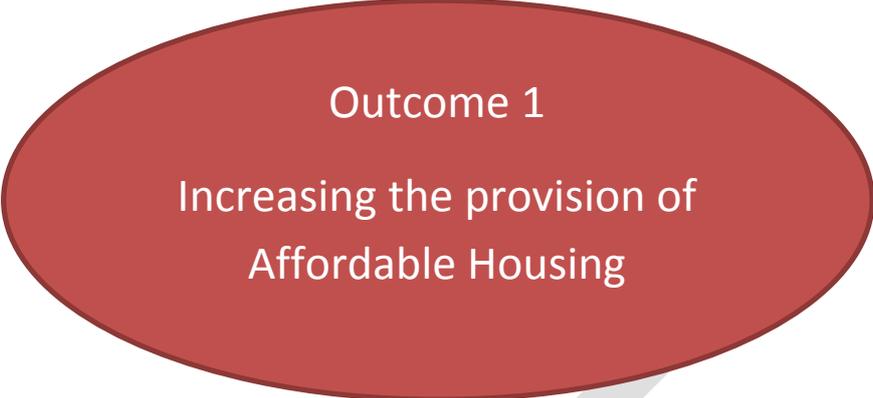
2. Our Vision, Outcomes and Priorities

Our vision is to increase the availability, quality, suitability and affordability of accommodation, and to create communities that are safer, stronger and healthier.

We will seek to achieve this by focusing on the following outcomes:



The following sections focus on each of these outcomes in turn, identifying key priorities that will help us to support this vision.



Outcome 1

Increasing the provision of Affordable Housing

1. Introduction

Cheltenham has some of the highest house prices in the south west. In its 'Home Truths' Report 2016/17, the National Housing Federation cited Cheltenham as having an average house price of £274,000 and a ratio of house price to income of 9.9%. Real earnings are failing to keep pace with house price rises, and these pressures are set to grow, as the population both within Cheltenham and more generally within the Joint Core Strategy (JCS) area continues to increase.

In order to keep pace with the projected growth in population, the JCS sets out the number of homes that need to be delivered over the plan period (2011-2031) to meet the Objectively Assessed Needs of Cheltenham, Gloucester and Tewkesbury. For Cheltenham alone there is a housing requirement of 546 homes that need to be delivered every year throughout this plan period in order to meet the required 10,917 additional homes. The JCS's Housing Implementation Strategy has set lower delivery targets for the first half of the plan period (450/year to 2022), but to date actual delivery has so far fallen short of this target. (Net completions over the period 2011/12 to 2016/17 were only 63.9% of the 450/year target).

2. Affordable Housing Requirements

Affordable housing includes Social Rent, Affordable Rent and Intermediate accommodation, such as Shared Ownership (i.e. part rent/part buy). These terms, and affordable housing generally, is defined at Annex 2 of the National Planning Policy Framework.

The latest Strategic Housing Market Assessment (SHMA) 2015 sets out Cheltenham's affordable housing requirements for the JCS area. It shows a requirement for 639 affordable homes/year across the JCS area, of which 231 affordable homes/year should be delivered to meet Cheltenham's needs (or 3,696 homes over the 16 year period from 2015). Matched against this is a potential affordable housing supply of 2,654 homes (derived from various planning commitments, district plans and strategic allocations assumptions). Taking this into account, there is an additional affordable housing requirement of 1,042 homes between 2015 and 2031, which is as yet unmet. This number may increase if viability issues are presented on s.106 sites, resulting in a loss of affordable housing, or if s.106 sites generally become stalled, etc. Affordable housing delivery in the last 3 years in particular has been poor, with the number of completions for 2014/15, 2015/16, and 2016/17 being 24,

34 and 52 respectively. This simply cannot be allowed to continue.

3. Meeting Cheltenham’s Affordable Housing Requirements

The Council relies significantly on the market to provide affordable housing through landowners’ s.106 obligations. If sites do not come forward in a timely manner, then housing supply generally will be affected, and this in turn will affect the delivery of the majority of our affordable housing supply. It follows that all practical steps must be taken to ensure there is a timely delivery of housing in accordance with the supply trajectories as detailed within the JCS’s Housing Implementation Strategy.

We have therefore set the following priorities to bring about the delivery of affordable housing:

Priority 1: Facilitating the supply of housing

understand whether or not we are on target for the delivery of these new homes. If we are off-target, then we will set out what action we need to take to address any supply/delivery issues.

These will include:

- Working with developers and infrastructure providers to remove obstacles to the delivery of sites.
- Seeking alternative sources of funding if problems with infrastructure provision are delaying the development of key strategic sites.
- Exploring the potential for early release of safeguarded land.
- Working with other authorities under the Duty to Cooperate to address any unmet needs.
- Identifying alternative sites.

In addition, we will commit to undertaking a range of activities to minimise against site delivery risks at various stages of the planning process. The specific risks, and the activities we will undertake, are detailed as follows:

We will track our progress of housing supply against our projected delivery trajectory to

Risks	Potential Actions to Minimise Risk
Planning application for allocated sites not submitted	➤ We will ensure there is regular contact with the agents to encourage timely submission of applications.
Outline applications submitted without clear implementation strategies	➤ We will encourage the submission of hybrid applications with outline applications accompanying detailed phase 1.
Planning application validation delay	➤ We will ensure there is extensive pre-application contact with developers and prioritise resources for major site submissions.
Determination of application takes longer than anticipated	➤ We will undertake targeted pre-application contact with developers and establish Planning Performance Agreements for strategic sites.
Application refused	➤ We will ensure that planning policies are addressed during pre-application discussions, which should encourage developers to adhere to the plan policies. ➤ We will undertake Member training and engagement to ensure

	<p>that Members are aware of the decision-making framework for allocated sites and potential impacts on the overall housing land supply</p> <ul style="list-style-type: none"> ➤ We will adopt an enabling role to support strategic conversations with statutory consultees. ➤ We will adopt a co-ordinated approach across the specialisms required to assess the detail of planning applications. The focus will be on finding solutions in line with the approach set out in the National Planning Policy Framework.
<p>Delay in anticipated start date or where construction on site is stalled.</p>	<ul style="list-style-type: none"> ➤ Where specific factors can be identified, we will seek to work with the site owner/developer to identify ways to restart or bring forward development. This will include consideration of Homes England funding and potential renegotiation of planning conditions.

Priority 2: Securing additionality in the provision of affordable housing

We want to bring about a step change in the delivery of affordable housing. In order to do this, we cannot simply rely on private landowners/developers delivering through s.106 obligations. Viability issues, stalled delivery and other delays have all contributed to poor affordable housing supply in recent years. While we will take steps to tackle supply issues we also need to have a clear focus on bringing about the delivery of affordable housing over and above what we might anticipate through the timely delivery of financially viable s.106 sites. By increasing supply in this way, we will aim to meet the needs of low income households and provide greater opportunities for households, young and old, to find stable, long term secure and affordable housing.

As a minimum, we have set ourselves an ambitious target of delivering 1,000 affordable homes, over and above what the market will provide without our intervention, during the plan period.

We will seek to achieve this through a range of mechanisms, which include:

- Focusing on s.106 schemes that are failing to meet the full affordable housing obligations for viability reasons, by purchasing additional dwellings that would take the number of homes acquired up to (and potentially beyond) the full affordable housing requirement for the scheme.
- Buying back homes previously lost through Right to Buy. Going forward, we will develop a policy position to provide greater clarity around the circumstances when we will do this.
- Acquiring long term empty homes - if necessary through Compulsory Purchase Orders.
- Acquiring land for development. This will include large sites, and also smaller sites that would not otherwise deliver affordable housing.
- Focusing on stalled sites with planning consent, and if necessary acquiring these sites through Compulsory Purchase Orders.
- Encouraging proposals that bring vacant floor space above shops back into beneficial use.
- Acquiring homes from the open market.

- Developing and maintaining a pipeline of affordable housing on Council owned land (i.e. both HRA and General Fund land).

In addition, we will use these opportunities to deliver a range of tenures and dwelling sizes, including potentially specialist housing provision, where needed, and in accordance with the SHMA. Where we buy land for future development, it will also be in our gift to provide quality homes over and above minimum space and design standards to better meet the needs of older people and those with physical disabilities, should these emerge as specific priorities for a particular site.

To turn our vision into a reality, we will work with CBH to explore the most appropriate delivery vehicle, and funding requirements, to bring about this step change in affordable housing provision.

Priority 3: Increasing the supply of long term Private Rented Housing

Private rental rates in Cheltenham have increased significantly in recent years, reflecting the fact that demand is outpacing supply. This is hardly surprising given that home ownership is now out of reach for many, in particular young people. Whilst we will seek to address this by taking concerted action to ensure there is a timely delivery of housing generally, and by focusing on the supply of more affordable homes through additionality, we will also take the opportunity to deliver our own supply of private rented housing.

This will offer the following benefits:

- **Security.** Tenancies will be offered on an assured shorthold basis, but our intention

is that residents will be able to stay in their homes for as long as they wish, provided the standard tenancy conditions are met. This will ensure that all those households seeking a home, including young families, will have a level of security that is generally absent in the private rented sector. We consider this is not just important for helping deliver security of tenure, but also to support stable and balanced communities. We want our residents to feel part of their community and take pride in their home. We consider that providing greater certainty will encourage this.

- **Choice.** The provision of more affordable housing is our main priority; however, by providing additional homes as private rented accommodation we will also be able to ensure there is a greater choice of longer term housing for residents across a wider range of budgets and needs. We anticipate that this in turn will help to attract and support the retention of young people and families in Cheltenham, thereby supporting the growth of our town.

- **Quality.** We will provide quality homes for rent, absent of defects and health and safety hazards that can sometimes be found in the private rented sector, particularly at the lower end of the housing market.

- **Affordability.** It is our intention to let most of our homes at market rents. However, any surpluses generated will be used to support the delivery of more affordable homes, and/or to provide private rented homes at subsidised rents, in order that we can increase choice for lower-income households, particularly those who are homeless or threatened with homelessness.

Priority 4: Ensuring that our homes remain affordable

The government introduced the Affordable Rent product in 2011 as means by which Registered Providers could deliver new affordable homes without public subsidy. Affordable Rents are generally set at 80% of market rents, though this is an upper limit. For some, the Affordable Rent product is not affordable. This is particularly the case for larger homes, such as 4 bedroom houses. We will keep this under review, but our intention is to ensure that new, larger homes, and in particular 4 bedroom homes, are set below 80% of market rents and ideally at social rents (i.e. target rents as determined through the national rent regime). We acknowledge this can affect the financial viability of schemes, so any decisions about rent levels will be taken with this consideration in mind.

In any event, we will seek to ensure that all Affordable Rented homes are capped at no more the Local Housing Allowance levels.

Priority 5: Making best use of our Commuted Sums

Commuted sums are payments made in lieu of affordable housing. The Council will only accept commuted sums on an exceptional basis - i.e. where the provision of affordable housing on a particular site would be wholly unsuitable, or potentially where a commuted sum could be used to help facilitate the delivery of an otherwise unviable local estate renewal/regeneration programme, or where we are looking to make targeted interventions against the objective of creating mixed and balanced communities.

It is also our intention to use commuted sums to enable the Council to provide good quality

private rented homes, and to increase their accessibility for low income households, particularly for those who are homeless or threatened with homelessness.

We will seek to achieve the use of commuted sums for these purposes by capturing our requirements within s.106 agreements and in our Cheltenham Plan.

Priority 6: Improving the Affordable Housing offer for Older People

Both nationally and locally we have an ageing population. The population of older people (over 65s) is set to rise in Cheltenham by 39.1% over the plan period to 2031. This has an impact on how we evolve as a community and the demands on specialised housing and services. In Cheltenham, the impact is exacerbated by the increasing aged ageing population (those over 85).

The updated Strategic Housing Market Assessment (September 2015) states that 9.2% of the total Objectively Assessed Need for the JCS area as a whole should cater for older people; and that approximately 40% of this supply should be affordable housing. The SHMA also identifies specific requirements for the provision of specialist older people's accommodation for Cheltenham over the plan period to 2031.

We know from national research that the majority of older people would prefer to stay in their family homes. To release these larger homes for families, we must therefore create an affordable housing offer that meets not simply the needs of older people, but their aspirations also, whilst remaining affordable.

Much research has been undertaken at the national level around what older people want. Supported by the Homes and Communities Agency (now Homes England), the Housing

our Ageing Population: Panel for Innovation (HAPPI) undertook research to understand and make recommendations on ten key design principles that ought to be captured when providing new accommodation for older people. These are as follows:

- Good space standards and flexibility
- Daylight in the home and in shared spaces
- Balconies and outdoor space
- Adaptability and 'care ready' design
- Positive use of circulation space
- Shared facilities and 'hubs'
- Plants, trees and the natural environment
- Energy efficiency and sustainable design
- Storage for belongings and mobility aids
- External shared surfaces and 'home zones' giving priority to pedestrians rather than cars

These are general design principles that we support and subscribe to; however some of these are likely to come at a cost. These design principles therefore need to be balanced with affordability, so that everyone, including low income households, can enjoy a good quality of life and independent living right through to the end of their lives.

In partnership with Gloucestershire County Council and surrounding district authorities, we will support further research into understanding the needs and aspirations of older people in our area, and work with the County to ensure that we are aligned on the type of provision that is required, including helping to meet the needs of households with dementia. We will also commission a new SHMA to capture the needs of older people in the context of housing needs as a whole, and then seek to identify a target proportion of new housing that should be developed for older people on suitable, well-connected sites, close to local amenities.

In 2017 we developed a social sustainability model. The principles within this model will be used to better plan for our ageing population, by thinking about not just the type of housing, but the environment around it and the support networks needed to maintain independence.

Priority 7: Supporting new provision for households with physical disabilities and other specialist housing needs

The last Census (2011) revealed that 15% of Cheltenham's residents considered themselves to have a long term health problem (17,506 out of a population of 115,732). 6.5% of these residents considered themselves to have a condition that limited their day-to-day activities a lot.

The last commissioned Private Sector Condition Survey (2011) estimated that of the 45,272 households living in the private sector, 15% were considered to have an illness or disability, and of these, 7% were considered to have mobility issues.

Of those households with mobility issues, it was estimated that approximately 70% were living in un-adapted homes. This represents about 5% of households living in the private sector. 95% of these households were estimated to be over 55 years, and 85% were over 65 years.

It stands to reason that the older we get, the more likely it is that we will have mobility issues. We therefore expect all new accommodation for older people to be adaptable so that their accommodation remains suitable as older people become less mobile.

We will also regularly review from our housing list (i.e. via Homeseeker Plus) the specific

accommodation needs of younger households (under 65s) and families with disabilities so that we can better cater for their needs on a site by site basis through our s.106 negotiations, and through our own pipeline of new affordable housing.

In addition, we will work with Gloucestershire County Council to better understand the accommodation needs of other households with specific needs, such as individuals with learning difficulties, to ensure that potential future developments are aligned with the County Council's commissioning requirements.

- **Gypsies, Travellers and Travelling Showpeople**

Under the Housing Act 2004 the local authority must assess and plan for the housing needs of all communities residing in their area. The new Planning Policy for Traveller Sites (August 2015) states that only those travellers that travel for work are defined as Gypsies, Travellers or Travelling Showpeople in planning terms. We will therefore review these needs look to build any new, identified needs within our Cheltenham Plan. All other accommodation needs, for those members of the community that have ceased travelling permanently, will need to be considered in the context of the SHMA.

- **Student accommodation**

The University of Gloucestershire projects that student numbers in Cheltenham and Gloucester will increase by 50% in the period up to 2031, resulting in approximately 4,000 additional students. Both Cheltenham Borough Council and Gloucester City Council have worked closely with the University to explore the provision of additional student accommodation, with a focus on expansion within existing sites. We will continue to explore opportunities for increasing provision of student accommodation to meet this anticipated growth in population.

Outcome 2 Making Best use of existing housing and improving our neighbourhoods

Introduction

Increasing the supply of affordable homes isn't just about building new homes. It's also about us making better use of the homes we've got, and ensuring that they are safe and free from serious health hazards. We know that poor quality housing has a direct impact on our communities – on their health, wellbeing, education, prosperity and safety.

Priority 1: Improving standards in the private rented sector

The private rented sector is the least regulated part of the rental market, and yet it has become increasingly the tenure of choice for many, particularly for those who are unable to afford to buy their own home. At the time of the last census in 2011, over 10,000 of our homes were let as private rents, representing approximately 18% of the market. With private rents increasing significantly in recent years, we can be confident that the sector has continued to grow in Cheltenham since then.

We want the private rented sector to be seen not as a last resort, but as a good option for residents wanting flexibility and wishing to access a range of housing types across the Borough. We are therefore keen to improve

standards in this sector by reducing the number of homes with Category 1 Health and Safety Hazards, and by ensuring that all landlords fulfil their responsibilities to their tenants, as most do.

- **Houses of Multiple Occupation**

A particular focus for the Council is on Houses of Multiple Occupation (HMOs). These tend to be in older properties in central areas of the Borough. The last Private Housing Stock Condition Survey (carried out in 2011) identified that HMOs are more likely to be of a poorer standard of accommodation. In order to improve these standards, the Council is rolling out a programme of identification and inspection of HMOs across the Borough, to ensure that any remediation works are carried out and that management standards meet the regulatory requirements.

- **Article 4 Direction**

The Council began its rollout of this work on HMOs in the ward of St Pauls. As a result, 350 HMOs were identified in this ward alone. This translates into approximately 12% of households. We know that areas with relatively high concentrations of HMOs can often be associated with:

- Antisocial behaviour, noise and nuisance,
- Imbalanced and unstable communities,
- Negative impacts on the physical environment and streetscape,
- Pressures on parking provision,
- Increased crime,
- Etc.

The National HMO Lobby states that the 'tipping point' for HMO dominance in a neighbourhood is 10% of properties, or 20% of the population, suggesting that the St Paul's ward may have too many HMOs, and that steps should be taken to address this. Through the Cheltenham Plan, we will seek to implement an Article 4 direction in the St Pauls ward. This will mean that instead of there being permitted development for conversion of a property into an HMO, there will in future be a requirement for the owner to obtain planning permission before conversion into an HMO can proceed. This will enable the Council to have greater control over the formation of all new HMOs in the St Pauls ward.

The Council will also keep under review other areas of the town at risk of high concentrations of HMOs, and we will take action where necessary.

As part of the government's measures to improve the quality of accommodation in the private rented sector, it is planning to rollout a wider definition of a licensed HMO. This will mean that shared houses of any size and some flats which are occupied by five or more persons in two or more households will also be required to have mandatory licensing. This change to the legislation will extend the standards of the existing mandatory licensing scheme, with the aim of improving the overall standard of accommodation across a wider range of HMOs. We will implement these changes as soon as the new regulations and guidance are provided.

- **Category 1 Health and Safety Hazards**

Hazards in our homes are assessed according to how serious they are using the government's Housing Health and Safety Ratings System. Category 1 hazards are the most serious. In Cheltenham, the most common types of Category 1 hazards relate to excess cold and risk of falls.

We will therefore take measures to reduce the number of Category 1 hazards in Cheltenham, with the Council's Enforcement team, CBH's Housing Options Team and with housing advice and health services working closely to ensure that these properties are identified and that appropriate action is taken.

- **Landlords Accreditation Scheme**

We want to encourage landlords to provide good quality private rented accommodation. We believe that the majority of landlords want to do the right thing, but may not be entirely across their responsibilities as a landlord. In return for a fee, our Accreditation Scheme enables there to be dialogue between the Council and private landlords to improve standards. In return, landlords can receive Accredited Status which in turn can attract and give assurances to potential tenants.

Clearly, the most important relationship in the private rented sector is that between a landlord and a tenant, with council intervention only as a last resort. The Council and its partners can facilitate this relationship by providing advice, education and guidance to landlords, agents and tenants. This will enable landlords to manage their properties and tenants more effectively, self-regulate and become more professional and provide tenants with the knowledge required to maintain their tenancy.

- **Tackling Rogue Landlords**

We are keen to clamp down on rogue landlords. The Housing & Planning Act 2016 enables councils to tackle rogue landlords, with powers to identify, ban and fine unscrupulous landlords and lettings agents. Measures in the Act include:

- Council access to tenancy deposit data, thereby giving councils an indication of the size of the Private Rented Sector and to help us target resources on tackling rogue landlords as part of our enforcement work.
- Empowering councils to blacklist rogue landlords who have been fined or convicted of an offence, by entering their names on a database of rogue landlords.
- Empowering councils to obtain and issue bans for the most serious offenders to stop them from letting a property or engaging in letting agency work for a period of time, and new civil financial penalties for breaching a banning order.
- Empowering councils to make management orders which will allow us to seize or take control of the management of a property.
- Giving tenants living in poor housing the ability to claim back some of the rent they have paid to rogue landlords (who neglect to maintain their home in good repair) and for councils to also get back rent on behalf of benefit recipients.

The Act also allows councils who carry out their enforcement powers to keep the fines that are imposed, thereby enabling councils to target resources where needed to hold rogue landlords and lettings agents to account. We will therefore investigate how we can best tackle rogue landlords using the new tools that are now available.

Priority 2: Reducing the number of Empty Homes

The Borough has approximately 350 long term empty homes currently, (i.e. homes that have been empty for 6 months or more) and this number is gradually increasing. We are keen to renew our efforts to reduce the number of empty homes in our Borough. We will do this by:

- Working with the owner with a view to getting their property back into use again, either through their own sale, let or occupation.
- Seeking to purchase the property ourselves, with the cooperation of the owner, with a view to either resale or the Council keeping the property within our stock and renting it as affordable or private rented housing, managed on our behalf by CBH.
- Use of Compulsory Purchase Orders when all other options have been exhausted.
- Review Council Tax charges on empty homes, and increase them if appropriate.

Priority 3: Affordable Warmth and tackling fuel poverty

- **Raising awareness of energy efficiency measures**

Improving the energy efficiency of our homes not only provides environmental benefits as a result of reduced carbon emissions, it also helps to reduce fuel bills and makes homes warmer, and our residents healthier.

The Council currently jointly commissions Severn Wye Energy Agency to provide a Warm and Well Service. Severn Wye provides energy advice, and supports residents with the installation of a range of energy saving measures, such as loft installation and cavity wall insulation.

It is our intention to continue commissioning

a Warm and Well service to benefit the residents of Cheltenham.

- **Improving the energy efficiency of our Council homes.**

The Council is keen to improve the energy efficiency of our own Council housing stock. We are currently in the second year of a six year programme to install new more thermally efficient windows and doors throughout all of our homes. In addition, and following the completion of our programme to install solar energy technology (PVs), we will continue to work with our tenants to ensure they maximise the benefits of free electricity. We will also continue to improve energy performance through our boiler renewal programme, with the installation of 'A' rated boilers and through the installation/upgrade of loft insulation.

Via CBH, we are currently modelling the energy data of our housing stock. This will help us to understand better how we can further improve the energy efficiencies of our homes and assist in tackling fuel poverty.

Priority 4: Maintaining the quality of, and making better use of, our council homes

- **Making the right investment decisions**

CBH have recently procured software that will be used to calculate the net present value of all our council homes. The information gained will enable us to make more informed decisions around future investment options and give us the potential to achieve greater value for money.

- **Maintaining Decent Homes Standard**

Maintaining compliance with the Decent Homes Standard remains one of our top priorities. Over 99% of our homes meet this

standard, and the few that don't are because they form part of our stock of non-traditional build, some of which require more extensive work in order for them to reach this standard. We have recently considered our improvement options on a significant number of these homes, and we will be looking to implement improvement works from 2019 onwards. We will also consider potential options for the remaining non-traditional build with a view to progressing with the most appropriate solutions.

- **Keeping our homes safe**

We will ensure that our council homes are well maintained and comply with all current legislative requirements, as a minimum.

- **Sheltered housing**

We want to be sure that our sheltered housing meets the needs and expectations of current and future older tenants. Through CBH we are commissioning a review to help inform future investments decisions regarding our sheltered housing dwellings.

- **Under-occupation Strategy**

We want to increase the options available to our tenants, so that if they wish to downsize there is sufficient choice, and ease, to do so – thereby freeing up larger homes for families who most need them. We already give priority to those wishing to downsize through our Choice Based Lettings allocations scheme. Going forward we will consider how the design of new build affordable accommodation can support these aims. We will also review our Help to Move Scheme, which is a scheme that provides financial assistance and practical support to help those who wish to downsize within our council homes.

Outcome 3

Tackling homelessness

1. Introduction

This section sets out how the Council aims to tackle homelessness across the Borough. It details how we will ensure there is access to a range of housing and support services for those who are homeless or threatened with homelessness in order to help them rebuild their lives.

A holistic approach towards homelessness is vital since the causes and effects are complex and intertwined. Solutions need to be more than the simple provision of accommodation. We need to seek to address the underlying issues also, such as poor health, loss of income and relationship breakdown.

Our strategic approach to tackling homelessness recognises the important role that other partners and stakeholders have to play in harnessing skills and delivering tailored solutions to some of these issues within our communities.

2. Review of Homelessness

2.1 Understanding Needs

Below is a summary of our key findings which have helped shape our priorities for tackling homelessness in Cheltenham. For more details please refer to our Housing & Homelessness Strategy Evidence Base at Appendix 2 of this strategy.

- **The relationship between homelessness preventions and acceptances**

Whilst the total number of households presenting to CBH's Housing Options Team has remained unchanged when taken over the longer term (there are approximately 300 approaches/year), our ability to prevent homelessness has diminished significantly.

One of the main areas where the team have become less effective in preventing homelessness is in securing alternative accommodation for low income households in the private rented sector. This is largely attributable to the rise in private sector rents as more households are squeezed out of the home ownership market and are having to rent privately for longer. As the supply of private rented accommodation has failed to keep up with demand, rent rises are inevitable. For low income households relying on Local Housing Allowance (LHA) to help subsidise their rents in the private sector, the welfare reforms, which have placed a cap on LHA increases, means that more and more low income households are unable to afford private rents.

- **The causes of homelessness**

Not surprisingly, by far the main cause of homelessness in Cheltenham is loss of private rented accommodation (55% of all homelessness acceptances in 16/17). This is

followed by parents and other family members/friends no longer being able to accommodate (36%), followed by those experiencing domestic abuse (9%).

- **Young People**

Nationally, the number of young people (aged 16-24 years) who are accepted as homeless is approximately 20% of all homelessness acceptances. In Cheltenham, the percentage is higher at 25%, suggesting that we need to place greater emphasis on finding a wider choice of prevention solutions for this age group.

- **Rough sleepers**

Rough sleeping has increased in Cheltenham, from 1 rough sleeper identified in our street count in 2010 to 9 rough sleepers identified in our street count in 2017. These street counts/estimates are undertaken during a single night, between October and November, so they do not reflect the actual number of rough sleepers who will be present in Cheltenham during the course of a year.

What has also become clear in the last couple of years is that current pathways into accommodation (via Accommodation Based Support) do not work for everyone, particularly rough sleepers who have become entrenched. These rough sleepers will generally exhibit more complex issues, such as mental ill-health, drug and/or alcohol addiction, with the result that sharing supported housing with other individuals with similar needs can, and does, lead to tenancy failure. For entrenched rough sleepers in particular an alternative pathway into independent living is needed.

- **Use of Temporary Accommodation**

In spite of the increase in homelessness acceptances in Cheltenham, the number of

households requiring temporary accommodation remains relatively low. This is attributable to the fact that the vast majority of households that are accommodated within temporary accommodation are there for less than 6 months. And the vast majority of those who leave this accommodation secure long term affordable housing either via the Council or through a Registered Provider.

The Council uses its own homes as temporary accommodation for homeless households. These are a mix of furnished/part-furnished to reflect the needs of different households. We will also use our temporary accommodation to house single people, in order to avoid the use of Bed and Breakfast accommodation where possible. The benefit of using our own stock for temporary accommodation is that we can flex the number of dwellings to meet need more easily, with the homes being managed by CBH on our behalf. At present we have up to 17 dwellings within our council stock that we use for these purposes, and we will continue to monitor the number of temporary accommodation we need and either decommission or provide more, when necessary.

- a. **Consultation with partners**

In October 2017, the Council undertook a consultation event with key partners, which make up our Housing and Support Forum, to help inform future priorities around tackling homelessness and the wider housing agenda. Invited partners are made up of: charities working with the homeless; advice agencies; supported housing providers; Registered Providers and other statutory agencies, including a commissioning officer from Gloucestershire County Council.

We used this consultation event to understand current gaps/issues which we should take into account when shaping our

priorities. We also wanted to understand a little more about the challenges facing individuals with complex needs, given that anecdotally we were hearing the numbers of individuals with these issues, and presenting with a housing need, is rising.

The key findings from the consultation were as follows:

i. Gaps/Priorities

- We should ensure there is greater focus on early intervention to improve life skills, including money management and digital inclusion, particularly with the implementation of Universal Credit.
- We should create a wider range of options to enable individuals to access private rented accommodation.
- We should make better use of existing stock by developing under-occupation strategies, and tackle empty homes.
- We should seek to improve communication across agencies to create a better understanding of each other's priorities and to encourage greater strategic alignment.

ii. Addressing issues for individuals with complex needs

- We should seek to improve the service offer by providing a single point of entry where holistic service provision can be offered, with a focus not just on the accommodation needs of individuals, but also on the employment, training and educational needs, with a view to integrating individuals within their communities.
- We should seek to improve the accommodation offer. Accommodation Based Support doesn't work for everyone. When individuals with highly complex needs are all under the same roof some

are less able to cope, leading to a greater risk of tenancy failure. There are also challenges around individuals being able to access education and employment while residing in Accommodation Based Support, and concerns around lack of suitable accommodation for women (including older pregnant women) with complex needs.

We will use these findings to help shape our priorities and activities throughout the course of this strategy.

b. Future Trends (welfare reforms)

The Welfare Reform Act 2012 introduced wide-ranging changes to the benefits system. These include:

- A benefit cap limiting the amount of benefit that working age people can receive.
- A 'bedroom tax' in social housing, which means that households who are deemed to be under-occupying receive reduced Housing Benefit.
- A limit on the amount under 35s (previously under 25s) could receive towards their rent if renting privately, limited to a 'single room rate' i.e. the rate of a room in a shared house.
- Community care grants and crisis loans abolished, and replaced by locally administered schemes.
- A freeze on welfare benefits increases to 2020, including Local Housing Allowance.
- The phasing-in of Universal Credit. This benefit will combine and replace a number of existing benefits for households both in work and who are out of work but on low incomes.

The continued freeze on Local Housing Allowance will create even more pressures on low-income households trying to access and

remain in the private rented sector, should private rents continue to rise. It is therefore anticipated that the loss of private rented accommodation will continue to remain the main cause of homelessness in Cheltenham. Equally, it will become even more challenging for our Housing Options Service to find homes in the private rented sector for households who are homeless or threatened with homelessness.

The implementation of Universal Credit began in Cheltenham on 6th December 2017, and will continue over the next few years as more households are migrated onto this benefit. Households will be responsible for making online claims, managing their money and paying their rent (rather than payments going directly from the local authority to their landlord) and for some this will be a new way of managing their financial affairs. For those who do not have access to the internet and/or have no suitable devices at home to make online claims for benefit, the challenges increase further. It stands to reason that the most vulnerable are the ones most at risk of falling into arrears and becoming homeless, in spite of the safeguards that have been put in place.

c. Opportunities – the Homelessness Reduction Act 2017

The Homelessness Reduction Act 2017 (the Act), which went live from April 2018, significantly increases the statutory duties on councils to prevent and relieve homelessness.

The Act places a new duty on councils to help prevent homelessness on all families and single people, regardless of priority need, who are eligible for assistance and threatened with homelessness.

There is an emphasis on intervention and acting quickly to provide advice and to take

action to prevent homelessness, rather than only intervening at crisis point.

The Act also comes with ‘new burdens funding’ which this Council is using, in combination with other time-limited funding, from the Ministry of Housing, Communities and Local Government (MHCLG). We will use this funding, and the opportunities arising from this Act, to support the priorities we have identified for this strategy. These are detailed below.

Priority 1: Developing the Prevention Offer and improving access into the private rented sector

- **Increased accessibility and more prevention options.**

The Council is using all the funding it has received from the MHCLG (new burdens funding of c.£60,000 and additional flexible homelessness support grant of c.£131,000, both over two years) to develop our prevention offer and to provide a robust housing options service that more than meets the requirements of the new Homelessness Reduction Act.

Via CBH, who manage the Housing Options Service on our behalf, we have recruited a new Housing Options Officer to provide more resilience to the team to be able to dedicate more time to households who are homeless, regardless of whether or not they are in priority need. We will ensure that this resource means that anyone who is threatened with homelessness has a clear personal housing plan detailing how their homelessness can be prevented. We will combine this work by being more accessible, and reaching out to communities by engaging in more home visits to understand better the issues households face when threatened with

homelessness and to work through a range of solutions.

To strengthen this prevention offer, CBH have also recruited a Preventions/Initiatives post. This role will be used to explore, open up and establish clear pathways to prevent and relieve homelessness across a range of areas. Part of this work will be to work with private landlords to establish trust and to provide solutions to enable low-income households to access the private rented sector more easily in the future. Initiatives will include: a landlord incentive scheme for the private sector, a prevention fund, a lodgings scheme for single people, additional literature and a communications package, along with a 'prevention purse' to enable the Housing Options Team to provide bespoke solutions to the issues that they are presented with.

- **Monitoring the use of Temporary Accommodation**

We will also regularly monitor demand for our temporary accommodation. Our priority is to restrict the use of Bed & Breakfast for all by making the most efficient use of our own supply of furnished temporary accommodation within our stock of council housing. Whilst current use of temporary accommodation remains low, we cannot be complacent: the new duties arising from the Homelessness Reduction Act may lead to more households being accommodated in temporary accommodation for longer. This may mean we will have to increase the number of temporary properties that we can make available, and/or make changes to the Homeseeker Plus Choice Based Lettings Allocations Scheme to take account of any new and emerging pressures.

- **Gold Standard Service**

We want to provide a service that is independently recognised as a Gold Standard

Service. We want to be able to meet the 10 local challenges that are set by the National Practitioner Support Service, and funded by the MHCLG. We will therefore set out a plan within the term of this strategy to seek to reach this standard.

- **Duty to Refer**

During 2018 the Government will be providing more detailed regulations to support the new Duty to Refer. Essentially, this duty will require other public bodies to notify local housing authorities if they identify anyone whom they believe is homeless or threatened with homelessness, provided the homeless person agrees to being referred. In order to ensure compliance with the regulations, we will:

- Review existing protocols, joint working arrangements, referral arrangements and housing and support pathways,
- Consider any gaps in protocols and notification arrangements with local partners and public sector services,
- Ensure relevant partners are fully briefed on responsibilities and processes,
- Review our existing recording mechanisms to ensure incoming and outgoing referrals are managed.

Priority 2: Tackling debt and benefit issues, supporting financial and digital inclusion and the provision of housing rights advice

In view of the continuing welfare reforms (in particular the implementation of Universal Credit) and the issues identified at our consultation event, reducing debt and improving the capacity for individuals to manage their financial affairs and adapt to the

digital revolution is a key priority for the Council in tackling homelessness.

- **Commissioning of debt, benefits advice and housing rights advice**

Currently, we commission CCP (Caring for People and Communities) to deliver debt and benefits advice for all our residents. Particular focus is placed on supporting the most vulnerable, through budgeting advice, help with online claims for Universal Credit, and help with applications onto the Council's online Choice Based Lettings Scheme, Homeseeker Plus.

We also commission CCP to provide independent housing rights advice. This applies not only to the services landlords provide to tenants in the private rented sector, but also on social housing providers, ensuring they are working with tenants to find solutions to issues such as arrears and anti-social behaviour, so that eviction is the last option once all other avenues have been pursued. In addition, CCP are commissioned to challenge decisions made by CBH's Housing Options Team when it is appropriate to do so, ensuring the best quality decisions are made.

- **Discretionary Housing Payments**

We want to ensure that we make best use of Discretionary Housing Payments to support households who are in a short term crisis. These payments can be used to meet the difference in rent and the amount received in benefits for a time limited period, and is particularly useful for households who are affected by the Benefit Cap and Bedroom Tax, thereby preventing homelessness.

We also intend to make our Discretionary Housing Payments go further. We are therefore committed to applying to the MHCLG for approval to allocate funding from the Council's Housing Revenue Account to top

up Discretionary Housing Payments for our council tenants, in the event of our MHCLG allocated DHP funding running out.

- **Options into Employment**

The Council funds a dedicated Benefit and Money Advice Officer advisor within the Housing Options Team to focus on preventing homelessness. Measures taken include: ensuring households in the private rented sector can access Discretionary Housing Payments; providing budgetary advice, and advice about alternative housing options through Homeseeker Plus and other private rented accommodation; and assisting generally in the take-up of benefits for low-income households. In 2016 alone our single officer raised more than £1.5 million for low-income households in this way. In addition, the role also looks at supporting longer term solutions, by providing practical advice about how accessing employment can reduce the pressures some families face when affected by the Benefit Cap.

We will continue to give priority to the delivery of this service and develop initiatives to support individuals into work, as well as helping to tackle their immediate benefits issues.

- **Early intervention prevention**

With the implementation of the welfare reforms, we have invested significantly in CBH's services for our tenants. As with the Housing Options Team, we also have dedicated Benefit & Money Advisors working with tenants, helping them with benefits claims and ensuring the most vulnerable can adjust to the welfare reforms. In addition, we are investing resources into reducing digital exclusion, and helping tenants into training, education and employment.

- **Mortgage repossessions**

Whilst mortgage repossessions are currently very low in Cheltenham, we will keep a watching brief on any new trends, taking action to support households affected where appropriate.

- **Help with Food Parcels**

Whilst not a long term solution, help with food provision can resolve a short term crisis. Our Housing Options Team, CCP and other providers facilitate the provision of food parcels throughout the year for those who need them.

- **In debt – a way to pay scheme**

In debt – a way to pay is a scheme run by the Council to assist households with debts owed to the Council, such as council tax or former rent arrears. Provided a regular payment plan is agreed and maintained, a proportion of the overall debt can be written off. Referrals into the scheme are made by the provider of our debt advice contract. Currently there is little take-up of the scheme, as other mechanisms can be more favourable – i.e. Debt Relief Orders – however, we will keep this scheme open to maximise the choices available to households who are in need.

Priority 3: Tackling youth homelessness

We need to do more to reduce youth homelessness. A poor start in early adult life is likely to lead to poor outcomes in later life, in terms of life choices, health and so on. We know that young people can struggle to access good quality housing and because of their age can be vulnerable and need extra support. Whilst returning to live at home is often the best option for young people, there are circumstances when this is not

appropriate or safe. In such instances, we need to ensure there is suitable, alternative accommodation available, and that appropriate support is in place. We will therefore focus on the following initiatives to help tackle homelessness.

- **Emergency housing provision**

We will seek to avoid using Bed & Breakfast provision where ever possible. We will also seek to ensure that young people, regardless of whether or not they are in priority need, have the opportunity to be accommodated safely on an emergency basis, with a view to either returning home, if it is appropriate to do so, or accessing alternative accommodation, such as Accommodation Based Support.

We will therefore continue to fund Nightstop (or equivalent services) to provide host family accommodation on a temporary basis for 16-25 year olds.

- **Home visits and greater accessibility**

Where it is appropriate do so, we will carry out more home visits on young people to understand the issues affecting the family household as a whole. If remaining in the family home is the most suitable option for young people, we will try to help the family find solutions that support this. If remaining in the family home isn't likely to be solution, then we will explore alternative options, making sure the young person is clear about what these are.

- **Southwark Protocol and care leavers' protocol**

For 16/17 year olds we will keep under review our joint arrangements with the County Council's 16+ Assessment Team, ensuring that our Southwark protocol (which sets out our joint working arrangements with the County

on 16/17 year olds who are homeless) is followed and remains fit for purpose.

We have recently reviewed the care leavers' protocol to ensure that care leavers have adequate opportunities for alternative housing provision once they are ready to live independently. We will continue to keep this under review and, again, ensure that it remains fit for purpose in light of any changing needs.

- **Pathways into and out of Accommodation Based Support**

Housing advice agencies and supported housing providers work closely and meet regularly to consider the accommodation needs of young people requiring Accommodation Based Support. This multi-agency working is well established, though funding arrangements can change and this has the potential to affect future provision. At present, it is considered that there is broadly sufficiently supply to support demand.

Going forward, we will maintain close working relationships with Gloucestershire County Council so that we can understand any potential future changes to funding, and ensure that we feed into the County any issues we experience on the ground which might influence the design and specification of future service provision via our county-wide partnership meetings. Relevant commissioning officer(s) from the County Council will also continue to be members of Cheltenham's Housing and Support Forum.

We will also ensure that move-on from Accommodation Based Support continues to work effectively, and should issues begin to emerge from our partnership meetings, then we will seek to address them in a timely manner.

- **Access into the Private Rented Sector**

Access into the private rented sector is particularly challenging for young people. We will work with CBH's Housing Options Team to ensure that as initiatives are developed to enable households to access private rented accommodation more easily, these extend also to young people, for example through the development of a lodgings initiative.

- **Early Prevention intervention**

CBH recently undertook a study on a couple of our housings schemes which have a relatively high turnover of vacancies. The study found that a significant proportion of tenancy failures in our Council homes involved young people as tenants. We will therefore take steps to identify these risks at the point of sign-up, and place greater focus on working more proactively with tenants at greater risk of losing their homes, to ensure they are getting the help, support and advice they need in order to make their tenancies a success.

Priority 4: Tackling domestic abuse

Domestic abuse is one of our main causes of homelessness. We intend to take the following measures to tackle it:

- **Commissioning of Gloucestershire's Domestic Abuse Support Service (GDASS)**

GDASS is commissioned by the County Council. It is a county-wide service designed to reduce the level of domestic abuse, and improve the safety of victims and their families, offering a variety of support programmes for women and men over 16 years old. This includes offering protection and supporting people through legal action, if appropriate.

As part of the recommissioning of this service we will ensure that the intelligence we gather via Housing Options and other agencies across Cheltenham via our Housing & Support Forum, is used to input into the shaping of future service provision. We have strong strategic partnership arrangements across the county, working closely with other districts within Gloucestershire.

- **Places of Safety**

As the funding arrangements for domestic abuse services changed from mainly refuge provision to more flexible support provision, the need for more places of safety began to emerge to support the council's emergency/temporary housing provision. We have since worked across the county to build up a portfolio of accommodation (up to 12 dwellings) to support this need, following a successful, county-wide bid for funding for approximately £500,000. We will keep under review these arrangements, and address any issues as they arise, through our strategic partnership arrangements.

In addition, we will work with CBH to keep open the option of alternative housing outside the normal recourse of homelessness legislation, should our tenants be affected.

- **Sanctuary Schemes and Target Hardening**

We intend to continue to support initiatives that will enable households experiencing domestic abuse to be able to remain safely in their homes, if they wish to do so. One initiative is to provide a sanctuary scheme and target hardening measures to make the dwelling physically more secure, and we will continue to fund these works, as needed.

- **Enforcement action against perpetrators**

We will seek to ensure that enforcement action is taken against perpetrators of

domestic abuse who are our council tenants, in partnership with the police. This can include an extension of the Introductory Tenancy or possession proceedings. Through CBH we will also consider seeking injunctive action against perpetrators, although it is expected that GDASS will provide a route through to this type of action, if it is considered appropriate.

- **Multi-agency arrangements and partnerships**

Operationally we will ensure our multi-agency arrangements work effectively for everyone, with the Housing Options Team feeding into MARAC (Multi Agency Risk Assessment Conference) meetings, when appropriate, to assist GDASS's Independent Domestic Violence Advisors (IDVAs) in assessing and reducing the risk of harm to those who are at high risk of experience domestic abuse. In addition, CBH operate a Domestic Abuse Forum. The key responsibilities of the forum are to raise awareness of domestic abuse and its impact and support the delivery of key initiatives and activities.

Priority 5: Tackling Rough Sleeping

- **Assertive Outreach Service**

Rough sleeping has increased in Cheltenham in recent years. Nationally there has been an increase in rough sleeping by 169% since 2010. In 2012, the Council commissioned an Assertive Outreach service to tackle rough sleeping. The aim of the service is to work proactively with rough sleepers, with a view to them engaging with relevant advice, support and treatment services, and to secure suitable accommodation. Since then we have moved to a jointly commissioned service across the county, with all the districts,

Gloucestershire County Council and the Police and Crime Commissioner funding this initiative. We remain committed to providing assertive outreach services to tackle rough sleeping.

- **Entrenched Rough Sleepers**

Since the commissioning of county-wide assertive outreach services, it has become clear that for some rough sleepers, particularly those who have become more entrenched, the current pathway to independent accommodation is less successful, with a number of rough sleepers being evicted from supported accommodation as a result of their behaviour. For some, the pathway to independent accommodation via high-level supported housing does not work.

In 2017, the districts were successful in a county-wide bid for c.£1m funding from the MHCLG to commission an outcomes-based/payments by results service which focuses on working with a cohort of entrenched rough sleepers (110 across the county) with a view to getting them into independent accommodation, drug and alcohol free, and into training, education or employment.

P3 were successful following the tendering of this contract at the end of 2017. They will now work with this cohort of rough sleepers over 4 years to achieve these key outcomes. Our role will be to monitor and review their successes or otherwise, and where relevant, to establish any lessons learnt in order to inform any future commissioning opportunities.

- **The local authority's power to accommodate**

In October 2017 the Council agreed to pilot an initiative to accommodate rough sleepers with little or no support needs directly into temporary accommodation, regardless of

whether or not they have a priority need. We envisaged this would assist those new to rough sleeping; and we estimated our approach could assist around 4-6 rough sleepers a year. We will continue to use this power to accommodate, and we will continue to monitor and review the outcomes with CBH's Housing Options Team to ensure that rough sleepers who have become homeless through no fault of their own in Cheltenham, and who are able to live independently because they have few or no support needs, are not precluded from accommodation simply by virtue of them failing to be in 'priority need'.

- **Severe Weather Protocol**

All the districts across the county work together to support the delivery of the severe weather protocol. This protocol ensures that rough sleepers, regardless of their circumstances, are accommodated during periods of cold weather (zero degrees or under for three consecutive nights, or -3 degrees for one night). Through our Service Provider, we will use the opportunities that come with accommodating rough sleepers to engage with them so that they can access mainstream advice and support services, thereby getting them back on the pathway to independent living.

In addition, the Council is committed to going further by developing its own Cheltenham Standard, which means that during the winter we will seek to accommodate rough sleepers during times of yellow weather warnings (or higher) where it is deemed these warnings present additional risks to rough sleepers. We have piloted this approach during the early part of 2018, and we will use our findings to help inform future decisions. This will include discussions with our district partners over whether there can be alignment over our new approach across the whole county.

Priority 6: Supporting vulnerable people

- **Pathways into and out of accommodation based support**

Many agencies who work with vulnerable people come together on a weekly basis to consider the housing needs of their clients, and to secure accommodation based support. More often than not, demand exceeds supply. We will therefore work Gloucestershire County Council, the commissioners of accommodation based support, to help inform needs and to influence the future specification requirements when it comes to the recommissioning of this provision.

We will also keep Gloucestershire Homeseeker Plus, our choice based lettings allocations scheme, under review to ensure that those who are ready for independent housing are able to access it on a timely basis. We will use our monitoring meetings with CBH's Housing Options Team, and intelligence gleaned from members of our Housing & Support Forum to inform our understanding of emerging pressures and outcomes.

In addition, we will keep under review the county-wide reconnection policy to ensure that move-on from accommodation based support is delivered fairly across the county.

- **Enhancing the way we support our tenants**

CBH already provide good management services on the Council's behalf, with high levels of customer satisfaction. However, we want to reduce the risk of tenancy failure further within our council homes. Through CBH, we intend to implement a risk-based approach to managing our tenancies. This will mean that we will place greater effort on

understanding our tenants' needs and aspirations at the start of their tenancies. This may include helping them into work, education or training, or ensuring that we can provide our tenants generally with greater help and support so that their tenancies can get off to a great start and remain sustainable.

- **Community Based Support**

The County Council commissions community based support services to enable more vulnerable households gain the skills and confidence to be able to live independently without further need of support. We will continue to use the intelligence we receive from our partners within the Housing & Support Forum, as well as from the providers we commission, to help inform our understanding of any issues on the ground in order to help inform future commissioning decisions, via our county-wide strategic housing partnership arrangements.

- **Safeguarding**

Safeguarding the wellbeing of our most vulnerable children and adults is of paramount importance to all agencies involved in the delivery of the Housing & Homelessness Strategy. Sometimes decisions taken by one agency may seem obvious when taken in isolation. However, in instances where safeguarding issues are likely to arise, it is critical that partners work collaboratively in order to ensure that the decisions taken are done so in a manner that reduces the risk of harm to children and to vulnerable adults. This also means working within their agencies' respective safeguarding policies and within agreed processes of the Gloucestershire Safeguarding Childrens' Board and the Gloucestershire Safeguarding Adults Board.

- **Alternatives to begging**

We know, from the intelligence gathered from a number of agencies, that many individuals who beg in Cheltenham are adequately housed. We also know that the overwhelming majority of these individuals have complex needs, often coupled with drug and/or alcohol addiction. The risk is that if these needs are not properly addressed, then they will become homeless. We therefore intend to continue working with agencies to find ways that will encourage those who do beg to seek and maintain support and, where appropriate, receive treatment to address their complex needs. One initiative will be to ensure there remains Assertive Outreach Services from the county council's commissioned drugs and alcohol support and treatment services. Another is to give residents who want to give money the option of doing so via contactless donation point(s) within Cheltenham, with any revenues raised going to charities that support rough sleepers with food, company and clothing.

- **Ex-offenders**

Housing ex-offenders comes with its challenges. Some will be excluded from the housing list as a result of their previous actions, whilst others may be deemed to be intentionally homeless and so will not be owed a long-term housing duty, even if they are considered to be vulnerable. We will however work with these households if they are homeless to help them to explore alternative housing solutions. For those who have demonstrated a change in behaviour so that they qualify for the housing list, we will work with agencies to ensure that suitable housing solutions can be found, balancing risks, and taking account of the needs of the local area.

- **Veterans of the Armed Forces**

We will also work with organisations that support veterans to ensure that pathways into accommodation are clear, and so that veterans within our accommodation are able to access additional support, should they need it.

Outcome 4 Improving the health and wellbeing of our communities

Whilst Cheltenham generally is an area of affluence, it also has significant areas of deprivation. For instance, there are 3 wards: St Marks, Hesters Way and St Pauls, that are in the most 10% deprived areas of the UK (based on the National Indices of Deprivation).

We are committed to ensuring that all our communities are healthy, cohesive and sustainable, so that good life outcomes can apply to everyone.

Whilst our second outcome focused on improving the fabric of housing to help address issues such as fuel poverty and the risks of residents being exposed to excessive cold and falls, etc., this outcome focuses more on what we and our partners can do improve the fabric of our communities to make them become more sustainable.

Priority 1: Achieving Healthy and Sustainable Communities

- **Urban Extensions to the West and North West of Cheltenham**

The Joint Core Strategy identifies two large strategic sites in or near to Cheltenham: one to the west and the other to the north west of Cheltenham. These Strategic Allocations have been identified to help support Cheltenham's

housing need up to 2031. Together they have the potential to deliver more than 5,385 homes, including 1,885 affordable homes.

With any development of significant scale, we know that there can be challenges in helping new communities forge and become cohesive. It is for this reason that the Council led on the creation of a new Affordable Housing Partnership, made up of Cheltenham, Gloucester and Tewkesbury district authorities and a number of Preferred Registered Providers, which were selected on the basis of their experience of providing good quality housing management and community involvement. We will continue to work with our Preferred Registered Providers to share insights and experiences so that all our Preferred Providers take a more consistent approach in their lettings and housing management policies, reflecting best practice. In particular, we support, 'Welcome to the Future – A local model for building socially sustainable communities' which was developed by a number of our Preferred Providers working collaboratively, and was endorsed by the Council in 2016 as a model for social sustainability. The approach is being followed in master-planning key sites across the Borough with the aim of supporting people to live in strong, safe and healthy communities.

We are committed to working with the developers/landowners of these Strategic Allocations to ensure that they only contract with one or more of our Preferred Providers.

- **Local lettings plans**

Our Choice Based Lettings Allocations Scheme, Homeseeker Plus, enables the Council to agree with Registered Providers local lettings plans on new developments, or where there are, for instance, pockets of high levels of anti-social behaviour which are affecting a particular neighbourhood. These lettings plans seek to strike a balance between housing those with the greatest housing need, against the requirement to ensure that our communities are, and can remain, sustainable. Most of the time that balance is served without the need for intervention through a lettings plan - and our priority is to ensure that households with the greatest housing need are offered accommodation when it becomes available. We will therefore review these lettings plans to make sure they remain fit for purpose, and remove them if they are no longer deemed necessary for that community.

- **Review of our Choice Based Lettings Allocations Scheme, Homeseeker Plus**

We will review our Choice Based Lettings Allocations Scheme, Homeseeker Plus, to ensure that we still have the right balance of priorities to reflect households' differing needs. In particular, changes to the homelessness legislation could lead to new pressures, and it is important that we keep a close watch on any emerging trends following the implementation of the new Act.

- **Syrian Refuges and Asylum Seekers**

Cheltenham prides itself on being an open and accepting Borough. In December 2015 we made a commitment to help Syrian Refugees

with accommodation (i.e. up to 20/year over a 5 year period to December 2020). We stand by this commitment. The actual number of households assisted will be determined by the supply of suitable accommodation, balanced against local housing needs.

In addition, we will consider supporting the accommodation of asylum seekers in private rented accommodation within the town, liaising with relevant bodies such as the Home Office and the County Council to ensure that any such placements are well managed and effectively coordinated.

- **Homes for Veterans of the Armed Forces**

In 2017 we built 10 new homes, giving priority to veterans of the Armed Forces. We will keep under review our Lettings Plan arrangements to ensure that these homes remain available for our veterans, thereby enforcing our commitment to them and to Gloucestershire's Armed Forces Covenant.

- **Big Local**

In December 2012 St Peter's and The Moors was selected as one of the 150 Big Local areas in England to receive at least £1million from the Local Trust over 10 years. Big Local is a resident-led project that brings together all the local talent, ambitions, skills, and energy from individuals, groups and organisations who want to make their area an even better place to live. The long term vision for St Peter's and The Moors is to be 'An inspiring community of supportive neighbours; helping residents to make ends meet; making the area safer and cleaner; and developing more things to do and places to go in our community. A community plan is currently in place and will be reviewed regularly to ensure key outcomes are being delivered.

- **Oakley**

CBC has secured funds from the Gloucestershire NHS Prevention and Self-Care fund for a transformational project that is strengths-based and puts local residents at the forefront of providing wellbeing support and advice to their communities. This is one of six similar projects being delivered in communities throughout Gloucestershire. Based in Oakley, this is a community-based project that creates the right culture, environment and conditions to enable more people to look after their health and wellbeing themselves. The project is based on a multi-agency partnership that includes CBH, the Cheltenham Trust and P3, as well as the active involvement of local residents. A new fixed term post is being created to help coordinate the delivery of these outcomes.

Priority 2: Creating a sense of place through Estate Regeneration and Renewal

We want Cheltenham to be a great place to live, where businesses, people and communities thrive. The built environment plays an essential role in creating a sense of place for people and communities.

The Council and CBH have already taken action to increase the supply of affordable housing, whilst at the same time improving the built environment, by delivering a number of new homes on underutilised garage sites; and we will continue to do this as and when suitable sites are identified as part of our pipeline of new supply.

In addition, the Council, in partnership with CBH, have embarked on an ambitious drive to review potential future options for improving the housing offer across parts of west Cheltenham, particularly around Hester's Way. A series of stakeholder events have been underway during 2017/18 with a view to

reaching a preferred option for the potential regeneration of this area.

Priority 3: Supporting people into training, education and employment

Whilst we have initiatives to support financial inclusion and to help households with their claims for benefits, etc., we know that the best way to help residents out of poverty is to support them into work. We therefore want to complement our financial inclusion and debt prevention initiatives outlined in Outcome 3: Tackling Homelessness, by focusing also on initiatives that will assist our tenants who are looking to get into training, education and employment. We will also support and encourage our other Registered Providers with affordable housing in our area to undertake similar initiatives for their affordable housing tenants through our Housing & Support Forum.

Our work as part of the west Cheltenham urban regeneration project, and more generally across our new build aspirations and the refurbishment of our stock, we will also look at opportunities under this priority. In addition, our emerging Economic Development action plan will identify ways in which we can support skills and training across the Borough.

Priority 4: Tackling anti-social behaviour

Antisocial behaviour (ASB) can have a significant negative impact on our communities. It covers a range of nuisances, public disorder and crimes that affect people's

lives on a daily basis. If ASB is not dealt with appropriately, and in a timely manner, it can have a devastating impact on the lives of individuals, families and communities. It is widely recognised that single agencies cannot tackle ASB alone and there is a need to work in partnership to address these issues.

- **Solace**

Solace is a partnership between Gloucestershire Constabulary and the Council that seeks to improve the sharing of intelligence and expertise in dealing with ASB, to reduce the number of repeat incidents and victims. The partnership focuses on any ASB that is assessed as having a high risk to the victim and/or high impact on the community. These can range from neighbour nuisance, disputes, verbal abuse, harassment, mental health, drug and/or alcohol issues, through to begging and street nuisance.

The partnership will agree on what multi-agency responses are required to tackle these issues, drawing in resources from organisations such as CBH, mental health services, and so on, where appropriate. The partnership also provides support on cases where urgent civil action is needed (e.g. closure orders), attaching these to criminal investigations.

Whilst victim-led, the partnership includes within its remit a support element to those who commit ASB, with a view to changing their behaviour by tackling the root causes of ASB and associated criminality.

Solace is currently in its infancy in Cheltenham. We will therefore seek to develop this partnership and ensure that it meets its key objectives in tackling ASB and its root causes.

- **The role of Cheltenham Borough Homes**

Not all complaints of ASB will fall within the remit of Solace, given that their role is to focus on high risk/impact cases. In order to tackle the wider elements of ASB, CBH have a team of officers: the ASB Team, that deal with ASB complaints relating to our tenants and leaseholders, and will work in partnership with other agencies where ASB issues arise that go across tenures. As the Council's ALMO (managing agent) CBH exercises most of our housing-related ASB powers on our behalf, and they will seek to put in place a range of potential solutions to address these issues, from Acceptable Behaviour Contracts, through to injunctions, and where necessary, eviction.

In order to prevent ASB from escalating within neighbourhoods, we are keen to bring about early reporting of issues, so that they can be addressed more quickly and sooner. We are also keen to ensure that a preventative approach is taken to tackling ASB, along with rehabilitation of perpetrators. We will therefore continue to focus on and develop diversionary and educational activities, particularly with young people to address some of the root causes of ASB.

Priority 5: Supporting independent living for older people, and people with physical disabilities

- **Reducing social isolation**

An absence of social capital and support can lead to individuals becoming isolated. Loneliness and social isolation can lead to poorer health outcomes for individuals. Those most vulnerable to social isolation are carers, people with long-term health problems or disabilities, and older people. The County Council have, and will continue to develop, a range of initiatives to combat social isolation.

We will also continue to support initiatives that reduce social isolation, such as CBH's 'community hubs', which provide venues for a range of activities and support for older people living within our communities.

- **Use of Lifelines Alarms and Assistive Technology**

The Council has its own Lifeline Alarm service, which enables users to get help via their telephone quickly and efficiently, offering independence and peace of mind 24 hours a day.

We will continue to promote awareness and take-up of this service. We will also look to support initiatives that promote the awareness and uptake of assistive technology to help improve the wellbeing, safety and independence of our residents.

- **Reducing delays in hospital discharge**

Longer stays in hospital can have an adverse impact on an older person, as they quickly lose their mobility and their ability to do everyday tasks. Much of the work required to reduce delays in hospital discharge requires a more integrated approach to team-working within hospitals and coordination across health and social care partners; however, housing can also play a role by ensuring that suitable alternative accommodation can be made available for individuals who are unable to return to home, but who can nevertheless continue to live independently given the right type of accommodation.

Through the Better Care Fund, district authorities and the County Council have agreed to fund two new posts that will work alongside frontline health teams in the acute hospital settings to increase the knowledge about housing options. We will closely

monitor how this initiative supports these outcomes.

We will also support other initiatives that will enable older and frail people to be discharged from hospitals on a timely basis into suitable alternative housing.

- **Adaptation of homes**

Not everyone wants to move to alternative accommodation as they become older, or if they develop a disability. Whilst we will look to see how we can support their move through the use of our Relocation Grant, many will prefer to have their homes adapted instead. We can facilitate large scale adaptations through the availability of means-tested Disabled Facilities Grants, and for smaller adaptations, these are facilitated through the County Council, or through CBH on council owned homes. All the districts are currently working together with the County Council to bring about a more consistent approach to how adaptations are provided across the county.

- **Home improvement and handyperson services**

The County Council currently commissions a Home Improvement Service to help older people, and households with disabilities, to access minor adaptations and repairs to their homes. We also want to ensure that older people and the disabled are aware of and can access trusted handyperson services when they need them. We will therefore explore with CBH the potential for them to develop and deliver a handyperson service across the town.

- **Identification of poor quality, unsafe housing**

We know that for people who are frail, living in a cold home can cause chronic and acute

illnesses and can lead to reduced mobility, falls and depression. The consequences of falls at home, caused often by trivial hazards can be catastrophic, precipitating serious decline in their physical and mental health. Both the effects of excessive cold and risks of falls have resultant costs to the NHS and social care.

We will therefore keep under review arrangements with our partners in social care, health and advice agencies to ensure there is sufficient awareness and reporting of these potential hazards to the Council in order that the most appropriate housing solutions can be explored.

Performance and Monitoring

We will deliver against our outcomes and priorities through our action plan at Appendix 3 below. This plan will be reviewed regularly and updated annually, taking account of any emerging local needs and pressures, as well as any shifts and/or developments in housing and planning policies nationally.

Throughout the period of this strategy, we will embrace new opportunities for partnership working and will ensure that members of our Housing & Support Forum play an active role in shaping, and contributing towards the delivery of, our annual plan.

Appendices:

Appendix 1 – Action Plan

Appendix 2 - Evidence Base/Needs analysis

Appendix 3 –Tenancy Strategy 2018-23

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Housing & Homelessness strategy 2018 - 2023

Action Plan 2018 +

Outcome 1 –Increasing the Provision of Affordable Housing

Priority 1: Facilitating the supply of housing

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD (in bold) / PARTNERSHIPS
We will track progress of housing supply against our projected delivery trajectory. Should delivery be off-target, we will identify additional activities required to address supply issues.	Annual report on performance. Range of relevant activities will be pursued, as identified in the housing strategy, if off-target Establish a Housing Supply Implementation Group, made up of reps from key service areas, to oversee delivery of potential solutions.	Summer 2018 Summer 2018	Planning Policy Development Management Property Services Housing Strategy & Enabling Cheltenham Borough Homes – New Supply
We will undertake a range of operational activities to minimise the risk of site delivery issues at various stages of the planning process	Member training and engagement activities identified which will be carried out on an annual basis Delivery issues overseen by Housing Supply Implementation Group.	March 2019 Summer/Autumn 2018	Development Management Housing Strategy & Enabling
Where there is a delay in an anticipated start date or where construction on the site has stalled, we will work with the site owner / developer to identify ways to restart or bring forward development.	Identification of stalled sites and potential options/solutions agreed through Housing Supply Implementation Group.	Summer/Autumn 2018	Planning Policy Development Management Property Services Housing Strategy & Enabling

			Cheltenham Borough Homes – New Supply
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Priority 2: Securing additionality in the provision of affordable housing

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD (in bold)/ PARTNERSHIPS
We will maximize the delivery of affordable housing on viability challenged 106 sites by facilitating the acquisition of a proportion of market homes for use as affordable homes.	<p>Agree funding requirements to support Cheltenham Borough Homes to deliver more affordable homes</p> <p>Agree use of commuted sums to subsidise open market costs</p> <p>Seek to ensure adopted Cheltenham Plan captures our aspirations</p> <p>Develop protocol arrangements between Housing Enabling and Development Management to facilitate the provision of additionality.</p>	<p>Summer/Autumn 2018</p> <p>Summer/Autumn 2018</p> <p>31st December 2018</p> <p>Summer 2018</p>	<p>Housing Strategy & Enabling</p> <p>Planning Policy</p> <p>Property Services</p> <p>Development Management</p> <p>Cheltenham Borough Homes – New Supply</p> <p>Registered Providers</p>
We will buy back homes previously lost through Right to Buy and develop a policy position to support implementation	<p>Policy position approved.</p> <p>Approval of potential use of commuted sums, where required</p>	<p>Summer/Autumn 2018</p> <p>Summer/Autumn 2018</p>	<p>Housing Strategy & Enabling</p> <p>Property Services</p> <p>Cheltenham Borough Homes – New Supply</p>
We will consider acquisition of	Agree funding requirements to support Cheltenham	Summer/Autumn	Housing Strategy & Enabling

new land for development	<p>Borough Homes deliver more affordable homes</p> <p>Agree potential use of commuted sums to subsidise costs, where appropriate</p> <p>Identification of sites</p>	<p>2018</p> <p>Summer/Autumn 2018</p> <p>Summer/Autumn 2018</p>	<p>Property Services</p> <p>Cheltenham Borough Homes – New Supply</p>
We will focus on stalled sites with planning consent and if necessary acquiring these sites through Compulsory Purchase Orders	<p>Explore potential for a Supplementary Planning Document to reflect appetite to acquire through CPO, if necessary.</p> <p>Identification of sites via Housing Supply Implementation Group</p>	<p>2019/20</p> <p>Summer/Autumn 2018</p>	<p>Housing Strategy & Enabling</p> <p>Planning Policy</p> <p>Property Services</p> <p>Cheltenham Borough Homes – New Supply</p>
We will acquire homes from the open market – subject to a need to spend right to buy receipts	<p>Suitable properties identified and relevant approvals granted.</p>	<p>Spring 2019</p>	<p>Housing Strategy & Enabling</p> <p>Property Services</p> <p>Cheltenham Borough Homes</p>
We will develop and maintain a pipeline of affordable housing on Council owned land	<p>Review of potential pipeline via Operational Working Group</p>	<p>Now and ongoing</p>	<p>Housing Strategy & Enabling</p> <p>Property Services</p> <p>Cheltenham Borough Homes -New Supply</p>

Priority 3: Increasing the supply of long term Private Rented Housing

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
To deliver a supply of private rented housing	Parameters and funding	Summer/Autumn	Executive Directors and Senior

through Cheltenham Borough Homes	requirements agreed, and relevant approvals in place	2018	Leadership Team – Cheltenham Borough Council and Cheltenham Borough Homes Housing Strategy & Enabling
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Priority 4: Ensuring that our homes remain affordable

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will review affordability levels for Affordable Rent particularly in relation to larger homes	Heads of Terms agreed with JCS district housing partners with a view to exploring potential for future Supplementary Planning Document on affordable housing.	March 2019	Housing Strategy & Enabling

Priority 5: Making best use of our commuted sums

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will maximise the flexibility of use of commuted sums within s106 agreements in order that it can be used to provide good quality private rented homes and to increase their accessibility for low income households	Position captured within the Cheltenham Plan	31 st December 2018	Housing Strategy & Enabling

Priority 6: Improving the Affordable Housing Offer for Older People

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
To support the development of a county-wide Housing with Care Strategy.	April 2019	Expected publication date April 2019	Housing Strategy & Enabling Gloucestershire County Council:

The Housing with Care Strategy aims to increase the amount and range of housing with care available for older and disabled people, improve the quality of life for people with accommodation needs and to support people to remain independent and avoid admission to residential care where possible.			Outcome Manager: Older People Housing with Care Project Board
To ensure the HAPPI ten key design principles are captured when providing new accommodation for older people	Explore potential for incorporation of requirements into Supplementary Planning Document Negotiate into 106 agreements	2019/20 ongoing	Housing Strategy & Enabling Housing Strategy & Enabling
Jointly commission a new Strategic Housing Market Assessment (SHMA) to capture the needs of older people and identify a target population of new housing that should be developed for older people on suitable well-connected sites close to local amenities.	Specification agreed across districts within Gloucestershire	2019	Housing Strategy & Enabling Planning Policy District housing & planning authorities across Gloucestershire

Priority 7: Supporting new provision for households with physical disabilities and other specialist housing needs

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will ensure that all new accommodation for older people is adaptable so that their accommodation remains suitable as older people become less mobile	Establish a consistent position across the county through development of a Housing with Care Strategy	2019/20	Housing Strategy & Enabling Planning Policy
	Explore potential for incorporating requirements into Supplementary Planning	2019/20	Housing Strategy & Enabling Planning Policy

	Document		
We will regularly review on Homeseeker plus the specific accommodation needs of households (under 65) and families with disabilities so that we can cater for their needs on a site by site bases through our s106 negotiations and through our own pipeline of new affordable housing	Explore potential for incorporating requirements into Supplementary Planning Document	2019/20	Housing Strategy & Enabling Planning Policy
We will review the needs of Gypsies, Travellers and Travelling Show people to build any new identified needs within our Cheltenham Plan	A site will be allocated in the Cheltenham Plan to meet Cheltenham's GTTS need	December 2018	Planning Policy
We will explore opportunities for increasing provision of student accommodation to meet the anticipated growth in population	This is captured in the JCS Policy SD11 + Emerging Cheltenham Plan Policy HM1	31 st December 2018	Planning Policy University of Gloucestershire

Outcome 2 – Making Best use of existing housing and improving our neighbourhoods

Priority 1: Improving standards in the private rented sector

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will roll out a programme of identification and inspection of HMOs across the borough to ensure that any remediation works are carried out and to ensure that the management standards meet the regulatory requirements	Review of HMOs on a ward by ward basis	Ongoing	Built Environment - Housing Enforcement
We will seek to implement an Article 4 direction in the St Pauls Ward regarding HMOs	Article 4 will be captured in the Cheltenham Plan but will only be enforceable 1 year later	One year after adoption of Cheltenham Plan (Approx Dec 2019)	Planning Policy
Every two years we will review areas of the town at	Review of HMOs on a ward by	Ongoing	Built Environment -Housing

risk of high concentrations of HMOs, including St Pauls to ensure that any remediation works are carried out, that the management standards meet the regulatory requirements and to help inform Planning Policy in respect of any proposal to extend or maintain the Article 4 direction	ward basis		Enforcement Planning Policy
We will implement enforcement powers contained in the Housing and Planning Act 2016 in order to address the issues of rogue landlords		Ongoing	Built Environment - Housing Enforcement
We will reduce the number of homes with Category 1 Health Safety Hazards by identifying properties and ensure appropriate action is taken		Ongoing	Built Environment - Housing Enforcement
We will improve standards in the private rented sector through the councils accreditation scheme 'Fit for rent'		Ongoing	Built Environment - Housing Enforcement

Priority 2: Reducing the number of Empty Homes

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will work with owners to get their properties back into use again, whether through sale, let or occupation		Ongoing	Built Environment -Housing Enforcement
When appropriate we will seek to purchase properties with the cooperation of the owner, for either resale, or letting (through private rent or as affordable housing). Where necessary we will take enforcement action to compulsorily purchase.	Suitable properties identified	Ongoing	Built Environment -Housing Enforcement Housing Strategy & Enabling Property Services Cheltenham Borough Homes
We will review council tax charges on empty homes		31 st December	Revenues and Benefits

and increase them if appropriate		2018	
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Priority 3: Affordable Warmth and tackling fuel poverty

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will regularly monitor and review performance of the jointly commissioned Warm & Well scheme	Quarterly meetings	Ongoing within contract period	Built Environment - Housing Enforcement
We will install new more thermally efficient windows and doors throughout all of our councils homes	5,000 Homes	2022: Currently 2 nd year of a 6 yr programme	Cheltenham Borough Homes– Property Services
Where our council homes have solar energy technology we will work with tenants to communicate the potential benefits of this technology	Solar PV operation and maintenance project	31 st March 2025	Cheltenham Borough Homes- Property Services
We will improve the energy performance of our council homes through delivery of an ongoing boiler renewal programme with the installation of 'A' rated boilers and through the installation	Average SAP rating 70.5	31 st March 2019	Cheltenham Borough Homes- Property Services
	Replacement of 1,450 boilers as part of 3 year plan	31 st March 2019	
We will model the energy data of our council housing stock to better understand how we can further improve the energy effectiveness of our home & assist in tackling fuel poverty	Average SAP rating 70.5	31 st March 2019	Cheltenham Borough Homes – Property Services
	Improve energy efficiency of homes project	31 st March 2020	
	HRA Asset Review Project	31 st March 2020	

Priority 4: Maintaining the quality of, and making better use of, our council homes

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will implement an Asset Management modelling	Asset Modelling Project	31 st March 2020	Cheltenham Borough Homes –

toolkit to understand the Net Present Value of our council homes, to enable the council to make more informed decisions about future investment options of our council homes.	HRA Asset Review Project	31 st March 2020	Property Services
We will maintain compliance with the Decent Homes Standard and consider potential options for the remaining non-traditional builds with a view to progressing with the most appropriate solutions	% dwellings non-decent at the end of the period 0.97 % Delivery of non-traditional properties project	31 st March 2019 31 st March 2020	Cheltenham Borough Homes – Property Services
We will undertake a commissioning review to help inform future investment decisions regarding our sheltered housing dwellings	A review of our sheltered schemes project	31 st March 2020	Cheltenham Borough Homes – Property Services
CBC will consider how the design of new build affordable accommodation can support people wishing to downsize from family sized accommodation	Discuss at Housing Supply Implementation Group Incorporate findings from Housing with care strategy and the sheltered housing review	2019/20	Housing Strategy & Enabling Cheltenham Borough Homes – New Supply
We will review our Help to Move Scheme to incentivise downsizing	Downsizing Review Project	31 st December 2020	Cheltenham Borough Homes – Housing & Communities

Outcome 3 – Tackling Homelessness

Priority 1: Developing the Prevention Offer and improving access into the private rented sector

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will set up a landlord incentive scheme for the private sector	Homelessness Reduction Act Project	31 st December 2018	Cheltenham Borough Homes Housing Options
We will set up a lodgings scheme for single people	Homelessness Reduction Act	31 st December	Cheltenham Borough Homes

	Project	2018	Housing Options
We will review use of the 'prevention purse' to enable bespoke solutions to be found for people at risk of homelessness	Homelessness Reduction Act Project	31 st December 2018	Cheltenham Borough Homes Housing Options Housing Strategy & Enabling
We will produce additional literature / communication package for people at risk of homelessness on information about how to access the private rented sector more easily	Homelessness Reduction Act Project	31 st December 2018	Cheltenham Borough Homes Housing Options
We will procure a software provider to deliver Homeseeker Plus to ensure continuity when the current contract expires in September 2018 and will ensure that the system meets the requirements as set out in the Homelessness Reduction Act		1 st October 2018	Housing Strategy & Enabling Cheltenham Borough Homes- Housing Options
We will Review Homeseeker Plus Choice Based Lettings Allocations Scheme to ensure it best supports our requirements under the Homelessness Reduction Act	Partnership agreement reached Cabinet approval of any required changes	Autumn / Winter 2018 Spring 2019	Housing Strategy & Enabling Homeseeker Management Board Cheltenham Borough Homes Housing Options
We will investigate the potential for relevant and recognised external accreditation of the service	Desk top review	2019/20	Cheltenham Borough Homes – Housing Options Housing Strategy & Enabling
We will review existing protocols, joint working arrangements, referral arrangements and housing and support pathways to ensure compliance with Duty to Refer requirements	Homelessness Reduction Act Project	Duty to refer legislation takes effect from October 2018	Cheltenham Borough Homes – Housing Options
Cheltenham Housing Aid Centre (CHAC) will seek to ensure they can continue to administer	Continued commissioner support from Gloucestershire	Ongoing	Cheltenham Housing Aid Centre

Gloucestershire County Council's rent deposit scheme helping people with a deposit into the private rented sector.	County Council		
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Priority 2: Tackling debt and benefit issues, supporting financial and digital inclusion and the provision of housing rights advice

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will explore initiatives to support individuals into work while continuing to help tackle their immediate benefit issues	Potential delivery models from desk top review (in 2019/20) of homelessness service) Income generated on behalf of Housing Options customers	31 st December 2020 £1.2m per year	Cheltenham Borough Homes - Benefit and Money Advisor Housing Strategy & Enabling
We will ensure effective delivery of the council's commissioned Advice and Inclusion Service	Quarterly monitoring Review after year 2 (for extension post year 3 of contract)	Ongoing 2019	Housing Strategy & Enabling CCP Cheltenham Borough Homes
We will ensure that we make best use of Discretionary Housing Payments to support households who are in a short term crisis	Regular review of spend and promotion of the scheme via the Housing & Support forum	Ongoing	Revenues and Benefits Housing & Support Forum
In the event of our MHCLG allocated DHP funding running out, we will apply for the MHCLG for approval to allocate funding from the councils Housing Revenue Account to top up Discretionary Housing Payments for our council tenants	Regular review of spend	Ongoing	s.151 officer/ Head of Revenues and Benefits Housing Strategy & Enabling Cheltenham Borough Homes
Enable customers to increasingly interact with CBH	Going Digital Project	31 st March 2020	Cheltenham Borough Homes –

services via 'digital' channels			Community Investment
We will continue to offer the In debt a Way to Pay Scheme in order to maximise the choices available to households who are in need	Monitoring at quarterly performance review meetings with CCP – debt advice provider	Ongoing	Housing Strategy & Enabling CCP – Advice & Inclusion Service

Priority 3: Tackling youth homelessness

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will regularly monitor the outcomes of the grant funded Gloucestershire Nightstop service in terms of its provision of emergency accommodation for young people.	6 Monthly Monitoring Meetings	Ongoing throughout terms of 3 yr grant	Housing Strategy & Enabling
We will review how we can carry out more home visits on young people to understand the issues affecting the family household as a whole	Identify the benefits and resource Requirements	2019 / 2020	Cheltenham Borough Homes- Housing Options
We will review the care leavers protocol to ensure that care leavers have adequate opportunities for alternative housing provision and to ensure the protocol reflects any changing needs	Homelessness Reduction Act Project	31 st December 2018	Cheltenham Borough Homes – Housing Options
To develop alternative accommodation options for care leavers and ensure consistency for care leavers across the six districts	Planning meetings with strategic partners to share ideas and develop protocols	Ongoing to 2018/19	Prospects - Youth Support Team
We will maintain close working relationships with Gloucestershire County Council to ensure we feed into the county any issues that might influence the design and specification on future service provision via countywide partnership meetings to access ABS provision	Intelligence gathered from CBC commissioning arrangements and from local partnerships	Ongoing to 2019/20	Housing Strategy & Enabling County Homelessness Implementation Group (CHIG)

We will review move on arrangements from Accommodation Based Support services continues to work effectively	Quarterly monitoring via Housing & Support forum	Ongoing	Housing Strategy & Enabling Cheltenham Borough Homes – Housing Options Housing & Support Forum
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Priority 4: Tackling domestic abuse

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will review funding requirements and county wide joint commissioning arrangements to support the provision of a Sanctuary Scheme and target hardening measures	Review of contract completed and future funding identified	30 th September 2018	Cheltenham Borough Homes- Housing Options Housing Strategy & Enabling
We will ensure that enforcement action is taken against perpetrators of domestic abuse who are CBH tenants in partnerships with the police	Annual position statement via liaison group (May / June)	ongoing	Cheltenham Borough Homes – Safer Estates Team The Police Gloucestershire Domestic Abuse Support Service
We will continue to operate the Domestic Abuse Forum to raise awareness and support delivery of key initiatives	Annual position statement via liaison group (May / June)	Ongoing	Cheltenham Borough Homes – safeguarding and equality

Priority 5: Tackling Rough Sleeping

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
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We will monitor and review joint commissioning arrangements of the county wide Assertive Outreach Service	Partnership agreement on future funding commitments	Summer 2018	Housing Strategy & Enabling
	Decision over whether to extend existing contract for a further year, or go out to re-procurement	Summer 2018	County Homelessness Implementation Group
We will monitor and review ACTION Glos as part of countywide partnership for delivering services for entrenched rough sleepers	Quarterly review	Ongoing to 2021	Housing Strategy & Enabling County Homelessness Implementation Group
We will review the Severe Weather Protocol (SWEP) arrangements to develop a Cheltenham Standard (coupled with county alignment, where possible)	County discussions with districts to consider whether county-alignment is possible	Summer 2018	Housing Strategy & Enabling
	Consideration of future funding requirements	Autumn 2018	County Homelessness Implementation Group

Priority 6: Supporting vulnerable people

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will work with Gloucestershire County Council to help inform needs and to influence future service specification requirements regarding recommissioning of the Accommodation Based Support service	Understanding of key issues via local partnership and performance monitoring meetings	Ongoing to 2020	Housing Strategy & Enabling County Homelessness Implementation Group
We will review Homeseeker Plus to ensure that those ready for independent housing are able to access it on a timely basis	Assessment of issues via Housing & Support Forum and Housing Options quarterly performance review meetings	Autumn 2018/Winter 2019	Housing Strategy & Enabling Homeseeker Management Board

			Cheltenham Borough Homes - Housing Options Housing & Support Forum
We will review the county-wide reconnection policy to ensure that move on from accommodation based support is delivered fairly across the county	Initial discussions with CBH housing options	2019/20	Housing Strategy & Enabling Cheltenham Borough Homes - Housing Options
We will take steps to identify tenants at greatest risk of tenancy failure at signup working more pro - actively with tenants at greater risk to ensure they are getting the help, support and advice they need	Supporting successful tenancies project	31 st December 2018	Cheltenham Borough Homes – Tenancy Management
We will work with Gloucestershire County Council to help inform needs and to influence future service specification requirements regarding recommissioning of the Community Based Support Service (CBS)	Understanding of key issues via local partnership and performance monitoring meetings	Ongoing to 2020	Housing Strategy & Enabling County Homelessness Implementation Group
We will work within respective safeguarding policies and agreed processes of the Gloucestershire Safeguarding Childrens Board and the Gloucestershire Safeguarding Adults Board	Section 11 Audit	Annual peer review in March	Cheltenham Borough Council – Partnership Team Leader
We will explore the options available for the implementation of contactless donation points within Cheltenham	Grant arrangements in place	Autumn 2018	Housing Strategy & Enabling
We will continue to work with ex-offenders who are homeless to help explore alternative housing solutions balancing risks and taking account of the needs of the local area	Review specific process and literature	Ongoing	Cheltenham Borough Homes- Housing Options
We will continue to work with organisations that support veterans to ensure that pathways are clear	Empty Homes Team will proactively make all relevant	Ongoing	Cheltenham Borough Homes- Empty Homes and Tenancy

and that veterans within CBH accommodation are able to access additional support should they need it	organisations aware if suitable vacant properties Supporting successful tenancies project	31 st December 2018	Management
Cheltenham Housing Aid Centre will continue to seek to run the Doorway Project offering specialist housing advice to vulnerable people who have had or who are currently suffering from alcohol or substance misuse	Annual report to funders	2019	Cheltenham Housing Aid Centre
Cheltenham Housing Aid Centre will deliver a pilot project offering housing advice to people who recognise that their mental health is being negatively affected by their current housing situation	Comply with Gloucestershire County Council's monitoring and evaluation requirements	March 2019	Cheltenham Housing Aid Centre
Cheltenham Housing Aid Centre will help their clients access essential household goods for their homes – linking in closely with local furniture recycling centres	Annual report to funders	2019	Cheltenham Housing Aid Centre
Cheltenham Housing Aid Centre will continue to chair the weekly 18+ START meetings in Cheltenham which is a multi-agency panel set up to decide the allocation of supported housing bed spaces to homeless people with complex and chaotic needs	Report to Supporting People and attend reviews as necessary	2019	Cheltenham Housing Aid Centre

Outcome 4 – Improving the health and wellbeing of our communities

Priority 1: Achieving Healthy and Sustainable Communities

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will work with our preferred registered providers to seek a consistent approach is taken regarding lettings and housing management policies	Workshop and headline lettings plans agreed for Strategic Allocations	Autumn 2018	Housing Strategy & Enabling Preferred Registered Providers via Affordable Housing Partnership
We will support the implementation of 'Welcome to the Future – A local model for building socially sustainable communities' as a model for social sustainability	Promoting use of toolkit for planning staff and awareness raising with officers	Ongoing	Development Management
We will review current lettings plans with CBH	Plans reviewed and any changes agreed	Spring 2019	Housing Strategy & Enabling Cheltenham Borough Homes – Tenancy Management
We will consider supporting the Home Office request for the provision of accommodation for asylum seekers in private rented accommodation.	Review of anticipated need requirements and any potential impact/risks	Spring 2019	Housing Strategy & Enabling
We will monitor the Armed Forces accommodation lettings plan to ensure these homes remain available for veterans	Plan reviewed and any changes agreed	Spring 2019	Housing Strategy & Enabling Cheltenham Borough Homes – Tenancy Management
We will review the community plan for the Big Local Project for St Peters and the Moors to ensure key	Delivery of 18-19 plan	March 2019	Cheltenham Borough Council – Big Local Project Co-ordinator

outcomes are being delivered			
We will recruit a fixed term post to coordinate the delivery of the community based project based in Oakley that creates the right culture, environment and conditions to enable more people to look after their health and well being	Coordinator in post	July 2018	Cheltenham Borough Council – Strategy & Engagement Manager

Priority 2: Creating a sense of place through Estate Regeneration and Renewal

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will seek to deliver affordable housing on underutilised garage sites as when suitable sites are identified as part of the pipeline of new supply	Garage Site Review Project	31 st December 2019	Cheltenham Borough Homes-Development – New Supply Housing Strategy & Enabling Property Services
We will consider site options regarding the potential regeneration across parts of West Cheltenham	Cheltenham West Regeneration Project	Autumn 2018	Cheltenham Borough Homes – New Supply Housing Strategy & Enabling West Cheltenham Project Coordinator

Priority 3: Supporting people into training, education and employment

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will provide initiatives that will assist tenants to get into training, education and employment	Number of Employment Initiatives service users entering work	30 by 31 st March 2019	Cheltenham Borough Homes – Employment Initiatives
	% of Employment initiatives	97% by 31 st March	

	service users who are satisfied with the service	2019	
We will support / encourage Registered Providers with affordable housing in Cheltenham to undertake social inclusion initiatives and pathways into employment, etc for their affordable housing tenants	Workshop with preferred providers	Summer/Autumn 2018	Affordable Housing Partnership Housing Strategy & Enabling
Through CBC's emerging economic development action plan we will identify ways we can support skills and training across the borough	Cabinet approval	Autumn 2018	Cheltenham Borough Council- Director of Planning

Priority 4: Tackling anti-social behaviour

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will develop Solace and existing partnership arrangements for tackling anti-social behaviour within Cheltenham to ensure it meets its key objectives in tackling ASB	Solace in Cheltenham was established in February 2018 Performance will be regularly reviewed by the Governance board on a 3 monthly basis	Ongoing	Solace
We will continue to take a preventative approach to tackling ASB, along with rehabilitation of perpetrators- developing diversionary and educational activities particularly with young people to address some of the root causes if ASB	Annual Position statement via liaison group (May / June)	Ongoing	Cheltenham Borough Homes Safer Estates Team Cheltenham Borough Council Police

Priority 5: Supporting independent living for older people, and people with physical disabilities

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will review how we support initiatives that reduce social isolation such as CBH's community	Support Community Initiatives Project	31 st March 2020	Cheltenham Borough Homes Community Investment

hubs which provides venues for a range of activities and support for older people living within our communities.			
We will promote awareness and take up of the Lifeline Service		Ongoing	Built Environment -Housing Enforcement
We will promote the awareness and uptake of assistive technology to help improve the wellbeing, safety and independence of residents in Cheltenham		Ongoing	Built Environment -Housing Enforcement
Gloucestershire CCG will closely monitor how the two new posts that will work alongside frontline health teams in acute hospital settings to increase the knowledge about housing options	Number of people supported to live independently	Posts will be reviewed March 2019	Gloucestershire Clinical Commissioning Group
We will work with Gloucestershire CCG to help support other initiatives that will enable older and frail people to be discharged from hospitals on a timely basis into suitable alternative housing	Housing Advisor post in frailty team impacting on independent living	Post will be reviewed March 2019	Gloucestershire Clinical Commissioning Group Housing Strategy & Enabling
We will facilitate large scale adaptations through the availability of means tested Disabled Facilities Grants and work with districts and Gloucestershire County Council to bring about a more consistent approach to how adaptations are provided across the county	More equitable use of DFG funds across Gloucestershire. Reduction in waiting times for DFG	March 2019	Built Environment - Housing Enforcement Disabled Facilities Forum
We will explore Cheltenham Repairs and Maintenance opportunities, including exploring a 'handy-person' service	Produce a feasibility report	31 st March 2020	Cheltenham Borough Homes – Building Services

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HOUSING & HOMELESSNESS STRATEGY DRAFT EVIDENCE BASE

CHELTENHAM

The evidence base for Cheltenham's Housing & Homelessness Strategy 2018—2023



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Introduction

This document is the evidence base for the 2018– 2023 Housing & Homelessness Strategy, looking at the key patterns and trends across a wide range of areas relating to Housing & Homelessness within Cheltenham.

This evidence base consists of 7 different sections:

1. Overview
2. Demographic, Economic and Social Context
3. Housing Supply
4. Empty homes
5. Housing Costs and Affordability
6. Housing Need
7. Homelessness

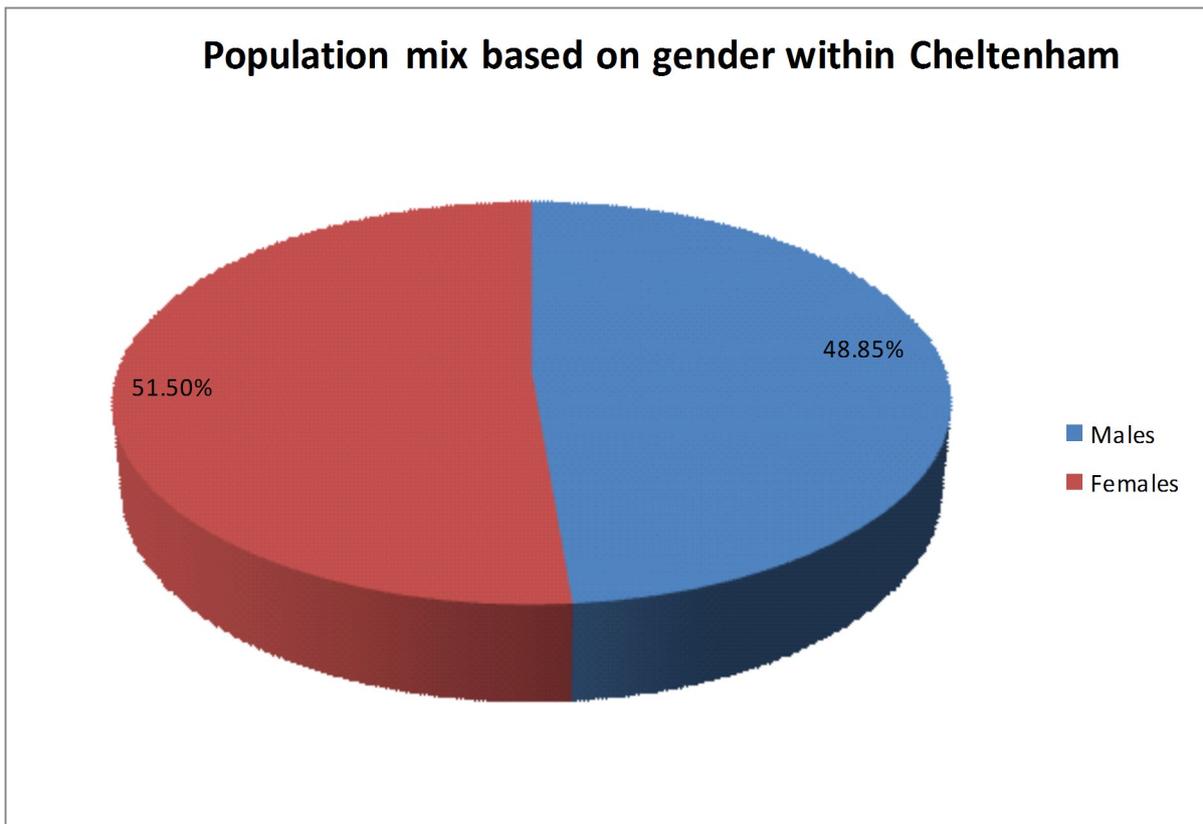
1. Overview

Cheltenham is an a regency spa town located on the edge of the Cotswolds in the South West of England. Cheltenham is easily accessible from the M5 and lies just over an hour away from Bristol & Birmingham and under 3 hours from London.* Whilst Cheltenham generally is an area of affluence it also has significant areas of high deprivation and there are 3 wards in Cheltenham that are in the most 10% deprived areas of the UK.**

2. Demographic, Economic and social context

In 2016 the population of Cheltenham was estimated to be 117,500 of which 75,200 people are aged between 16-64 which accounts for 64% of the total population within Cheltenham* The average life expectancy in Cheltenham is 80.5 years for men which is above the average life expectancy of 79.4 years in England and in Cheltenham the average life expectancy for women is 83.9 years which is just above the average life expectancy of 83 years for a woman in England.

The chart below shows the breakdown between men and women which make up the of the population of Cheltenham.



* www.visitcheltenham.com Source Office for National Statistics 2016

** Source: National Index of deprivation 2015 NPSS

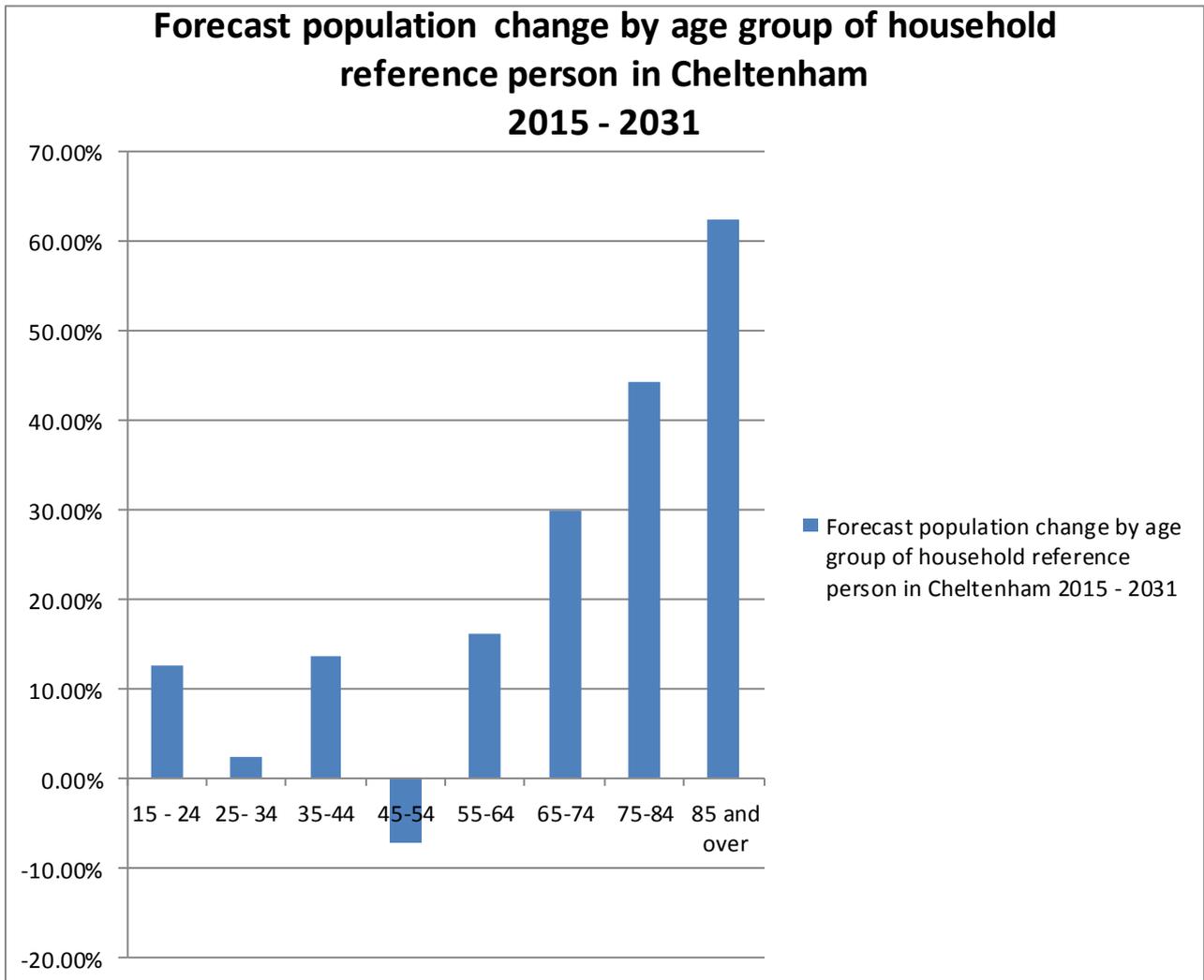
* Source Office for National Statistics 2016

* Housing Source: Housing Implementation Strategy: June 2017 Strategy: June 2017

* Table 1: Total population (2016) Source: ONS Population Estimates

Gloucestershire's Strategic Housing Market Assessment (SHMA)* estimates Cheltenham's need for new housing taking into account the projected household growth, affordability and housing need. Through this it estimates that over the next 20 years the number of people in Cheltenham aged over 65 is expected to grow significantly and estimates that the number of people aged over 85 is expected to increase by over 75% by 2031.

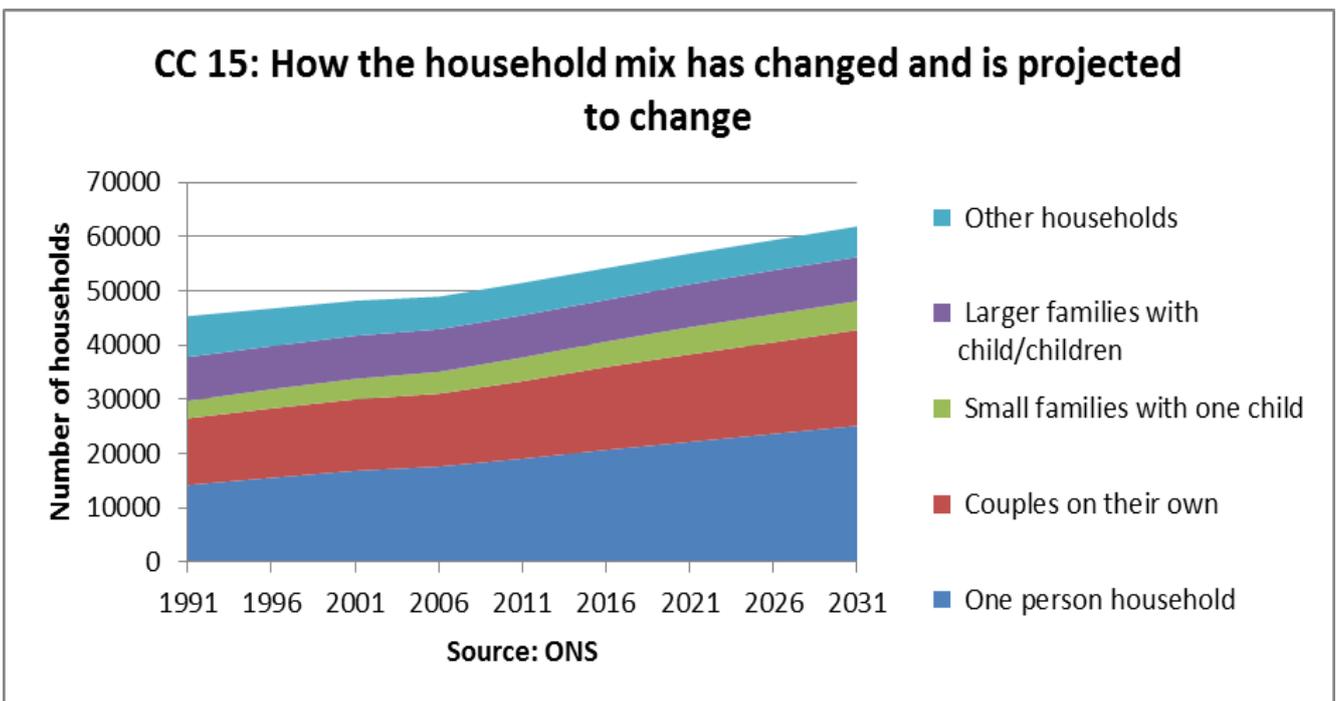
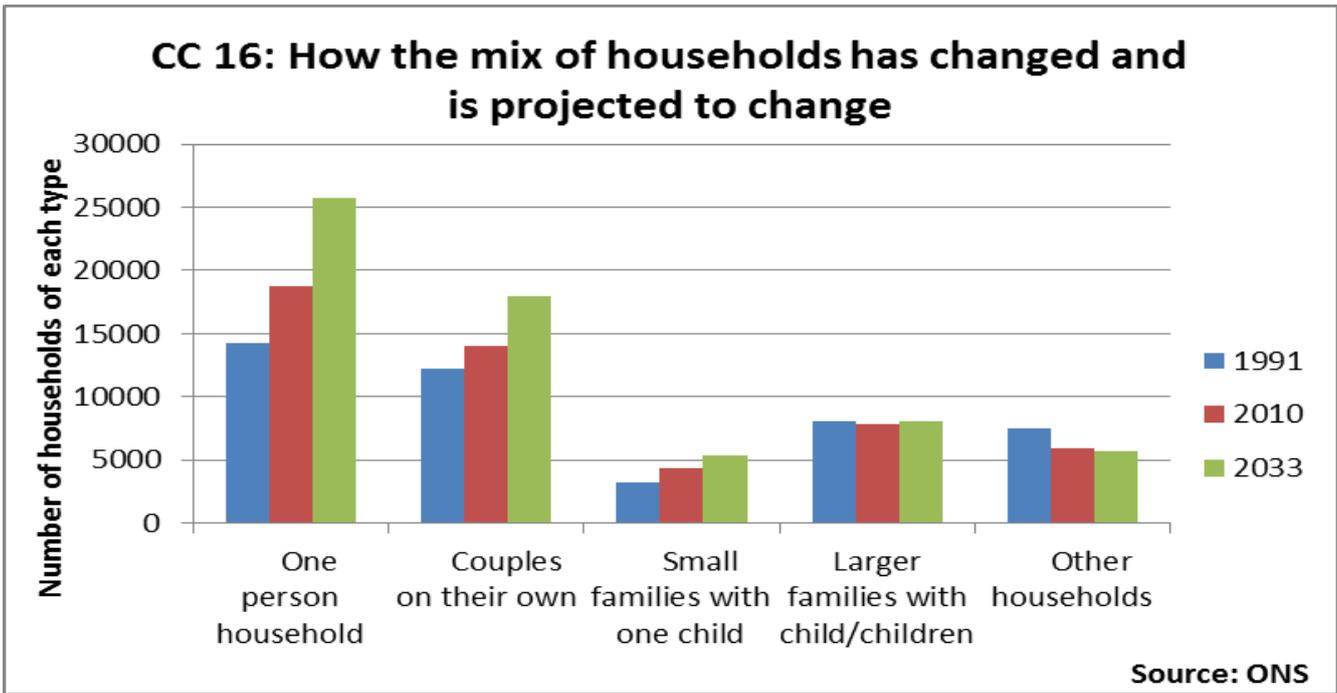
The graph below* shows the anticipated % change in age group from 2013 to 2031. This shows that there will be reductions in people living in Cheltenham aged between 25-34 and 45–54 however the majority of age cohorts are expected to grow this is particularly the case for people aged over 65 and the number of people aged 85 or over which is expected to increase by over 75% by 2031.



* Source: Joint Core Strategy– Gloucester, Cheltenham and Tewkesbury SHMA, Further Update Affordable Housing September 2015 Neil McDonald

The Joint Core Strategy Housing Implementation Strategy 2017 estimates that Cheltenham’s population is expected to rise to 119,480 by 2033 which is an average of 546 households a year.

Based on population and household changes for Cheltenham, projections suggest that by 2031 the largest increase in households will be for one person households and couples without dependent children.** This is illustrated further in the graphs below.

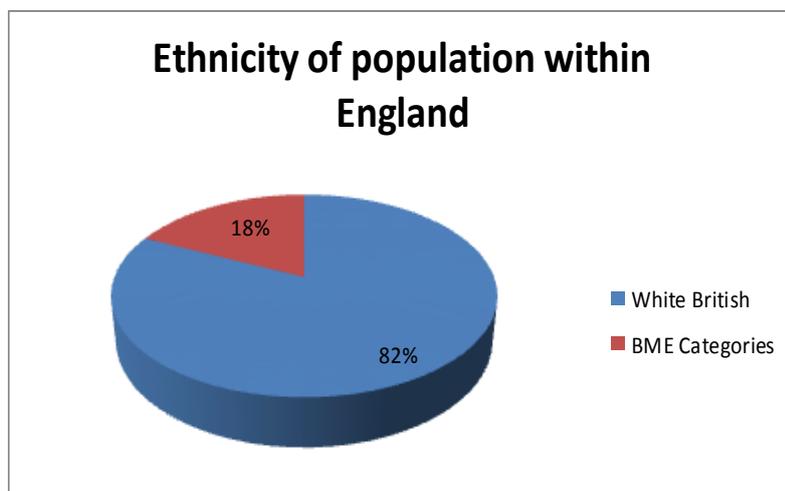
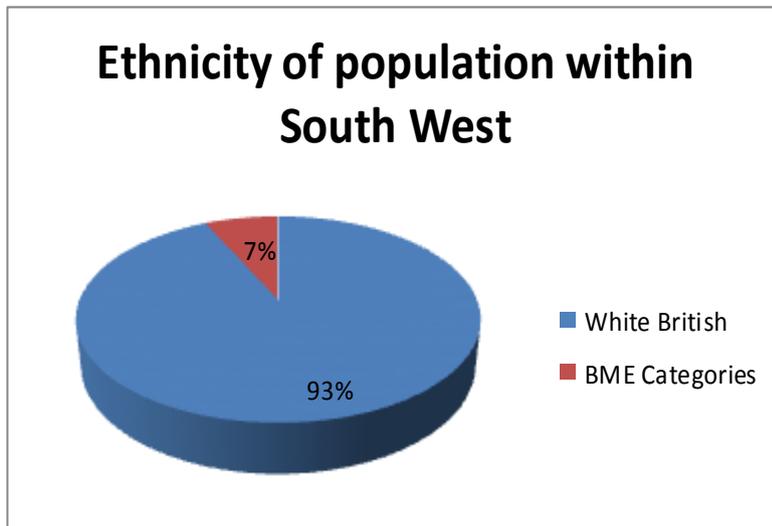
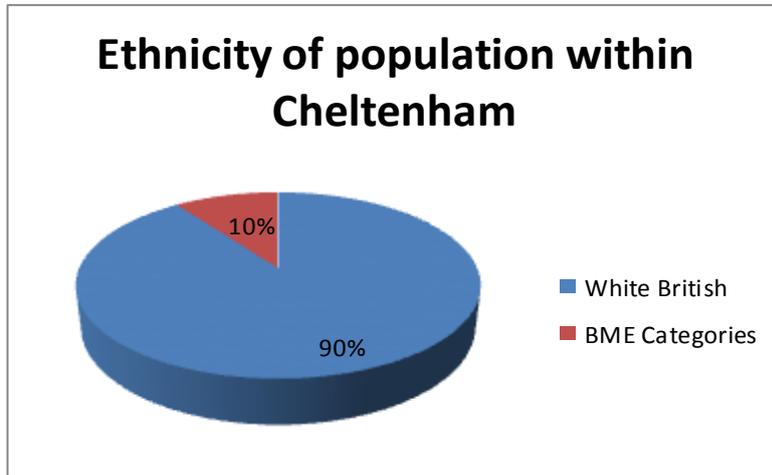


**Source: Neil McDonald with Christine Whitehead: The Objectively Assessed Housing Needs—Gloucestershire SHMA Update impact of OAN—December 2014

*Source: ONS: What Homes Where 2013

Ethnicity

The following charts show the mix of ethnicity in Cheltenham in comparison both with the South West and also nationally.



Source: NPSS: ONS Data 2011 www.ONS.gov.uk

3. Housing Supply

The SHMA identifies housing requirements in Cheltenham up to 2031 and is used to inform the councils planning policies. For further information on supply requirements and affordable housing need projections for the period up to 2031. please refer to the latest SHMA update September 2015 at www.cheltenham.gov.uk

The Joint Core Strategy has identified an annual housing requirement for Cheltenham of 546 homes per year. At the time of writing 2,723 dwellings have planning permission from 2011 to 2016, however the table below shows the disparity between permissions granted and the residential completions. (The values shown for permissions granted in previous years in the table change each year the AMR is published. This is because permissions granted in previous years are reviewed during the monitoring period to assess which have lapsed or been superseded.) Ongoing viability issues are reflected in the low numbers of affordable housing completions.

Year	Net dwellings granted permission	Gross Completions	JCS housing requirement	Affordable Housing Completions
2012/13	307	282	546	101
2013/14	662	430	546	152
2014/15	876	335	546	24
2015/16	411	422	546	34

Source: CBC 2016 Local development framework annual monitoring report

Self Build Register

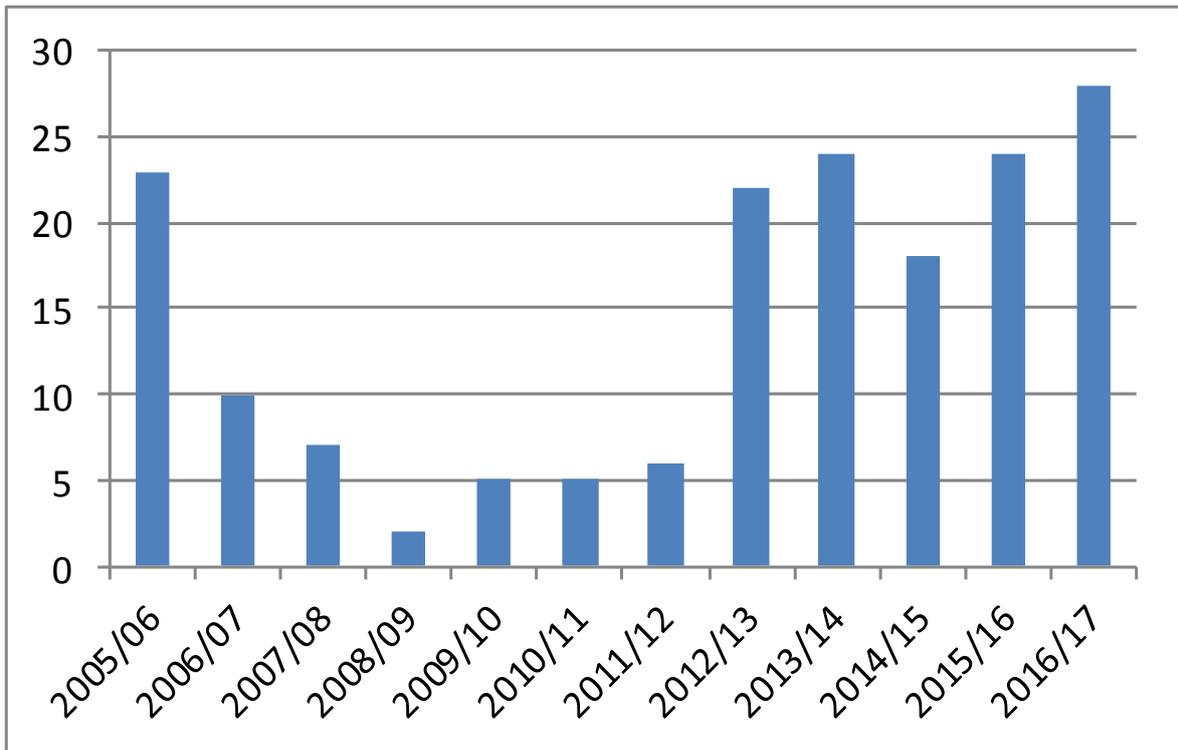
Local authorities in England are required to research demand for self build plots in their area and from 1st April 2016 the Self-build and Custom Housebuilding Act 2015 made it compulsory for each local authority to maintain a list of people and groups interested in building their own homes.

There are currently 30 entries on the Self Build register in Cheltenham (as of October 2017).

Right to Buy

Since 2011/12 there have been 117 properties sold in Cheltenham under the Right to Buy Scheme. Please see the table and chart below for the breakdown of the number of social housing properties sold under the Right to Buy Policy in Cheltenham per financial year. As of 2016 there were 6890 affordable homes in Cheltenham.

2005/06	23	2011/12	6
2006/07	10	2012/13	22
2007/08	7	2013/14	24
2008/09	2	2014/15	18
2009/10	5	2015/16	24
2010/11	5	2016/17	28



Private Rented Accommodation

According to the English Housing Survey 2015-16 the number of people renting privately in England has more than doubled since 2002 and more than 4.5 million people now live in the private rented sector in England

A survey of 2,195 people conducted by Ipsos MORI for CIH found that people who were privately renting were significantly more concerned about their housing costs with 52% saying they fear they will not be able to afford the cost of their housing compared to 27% across the wider public. Meanwhile 56% of private renters reported a great deal or fair amount of stress being caused by housing costs compared to 33% of people across all types of housing and 44% of people privately renting think they might have to move from their area in the future because the cost of housing is too high, compared to just 23% across the wider public. Source: www.CIH.org

The proportion of households living in the private rented sector who have dependent children has increased from 30% in 2005/06 to 36% in 2015/16 equating to about 1 million more households with dependent children in the private rented sector.

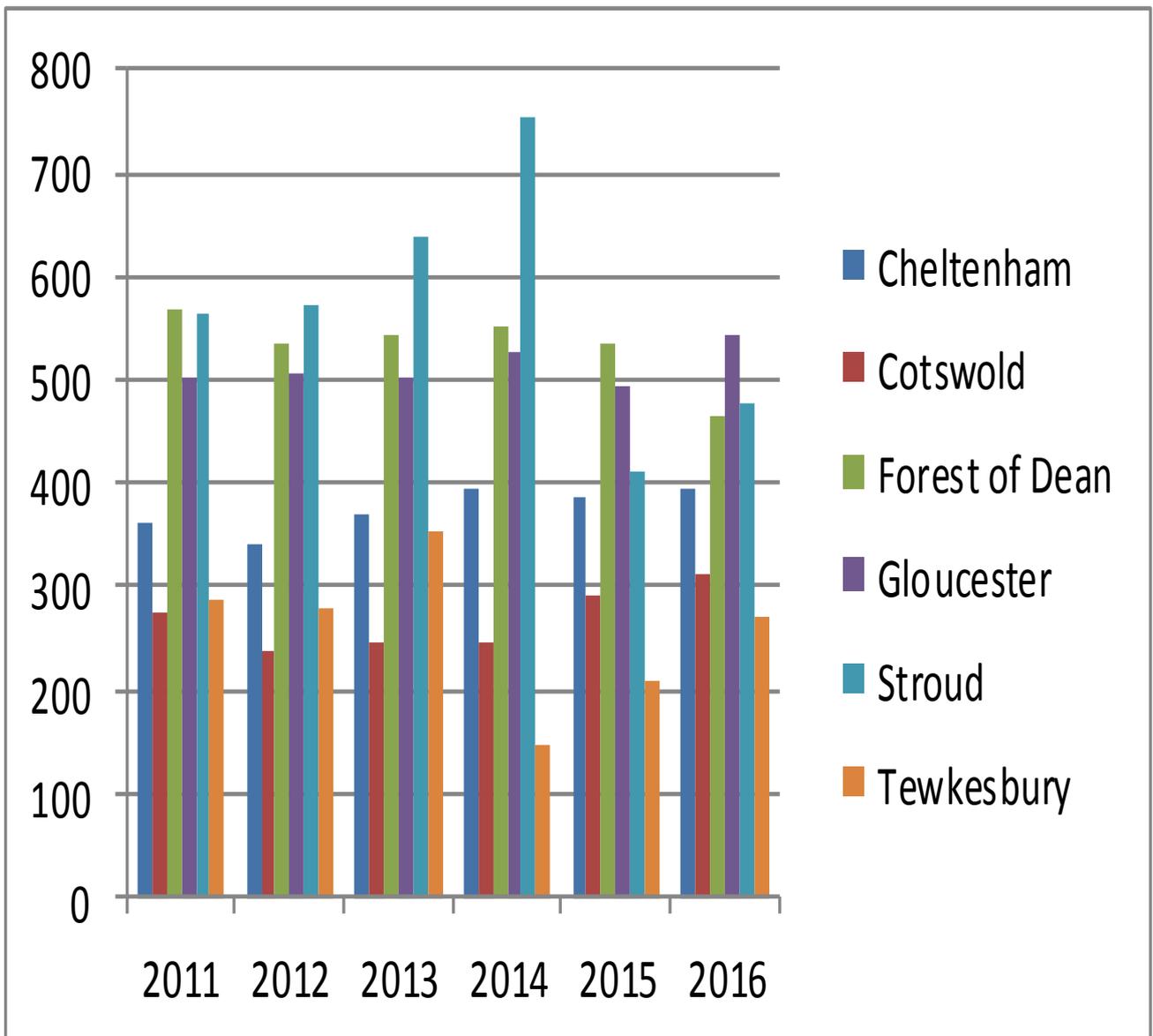
This increase is particularly apparent for lone parents with dependent children which increased from 9% in 2005/06 to 11% in 2015/16 and during this time there was a corresponding decrease in such households in the social rented sector.

4. Empty Homes

In 2016 there were 395 vacant dwellings in Cheltenham which have been unoccupied for over 6 months. The council continues to identify vacant homes and to consider and implement activities that will encourage members of the public and other relevant sources to report any properties that are believed to be unoccupied and in 2016/17, 130 empty homes were brought back into use.

In 2012, Cabinet approved the use of CPOs to bring empty homes back into use and in 2016 / 17 1 house has been compulsorily purchased and 3 more were identified as requiring CPO action.

The graph below shows the number of vacant dwellings by local authority district between 2011–2016 (long term empty homes are those dwellings which have been unoccupied and substantially unfurnished for over 6 months). source: DCLG



Source: Number of vacant dwellings by local authority district 2011– 2016 DCLG

5. Housing Costs and Affordability

The average house price in Cheltenham has risen from £125,000 in 2002 to £232,500 in 2016 (the national average house price in England is currently £226,185 (July 2017) whilst the average gross annual earnings in Cheltenham has risen from £22,571 in 2002 to £28,138 in 2016 (the national average salary is £27,600—tax year 2016/17).

These figures show that property prices within the borough have far outstripped income levels resulting in many people being priced out of owner occupation within the borough. This trend does not seem to show any signs of stopping as house prices in Cheltenham rose by almost 5 times the national average during 2017 which was the steepest rise of any major town or city in England.

Median House Price by local authority district, England and Wales, year ending q 2002 to year ending q3- 2016.

	Q3 - 2002	Q3 - 2016
England	£106,000	£220,000
Cheltenham	£125,000	£232,500
Cotswold	£163,000	£325,000
Forest of Dean	£98,000	£190,000
Gloucester	£85,500	£175,000
Stroud	£120,000	£230,000
Tewkesbury	£117,000	£230,995

Median Gross Annual (where available) residence – based earning by county and region (2002-2016)

	2002	2016
England	£20,739	£28,503
Gloucestershire	£20,335	£27,818
Cheltenham	£22,571	£28,138
Cotswold	£20,373	£28,671
Forest of Dean	£18,487	£28,375
Gloucester	£18,870	£26,555
Stroud	£19,944	£26,345
Tewkesbury	£22,271	£29,450 *

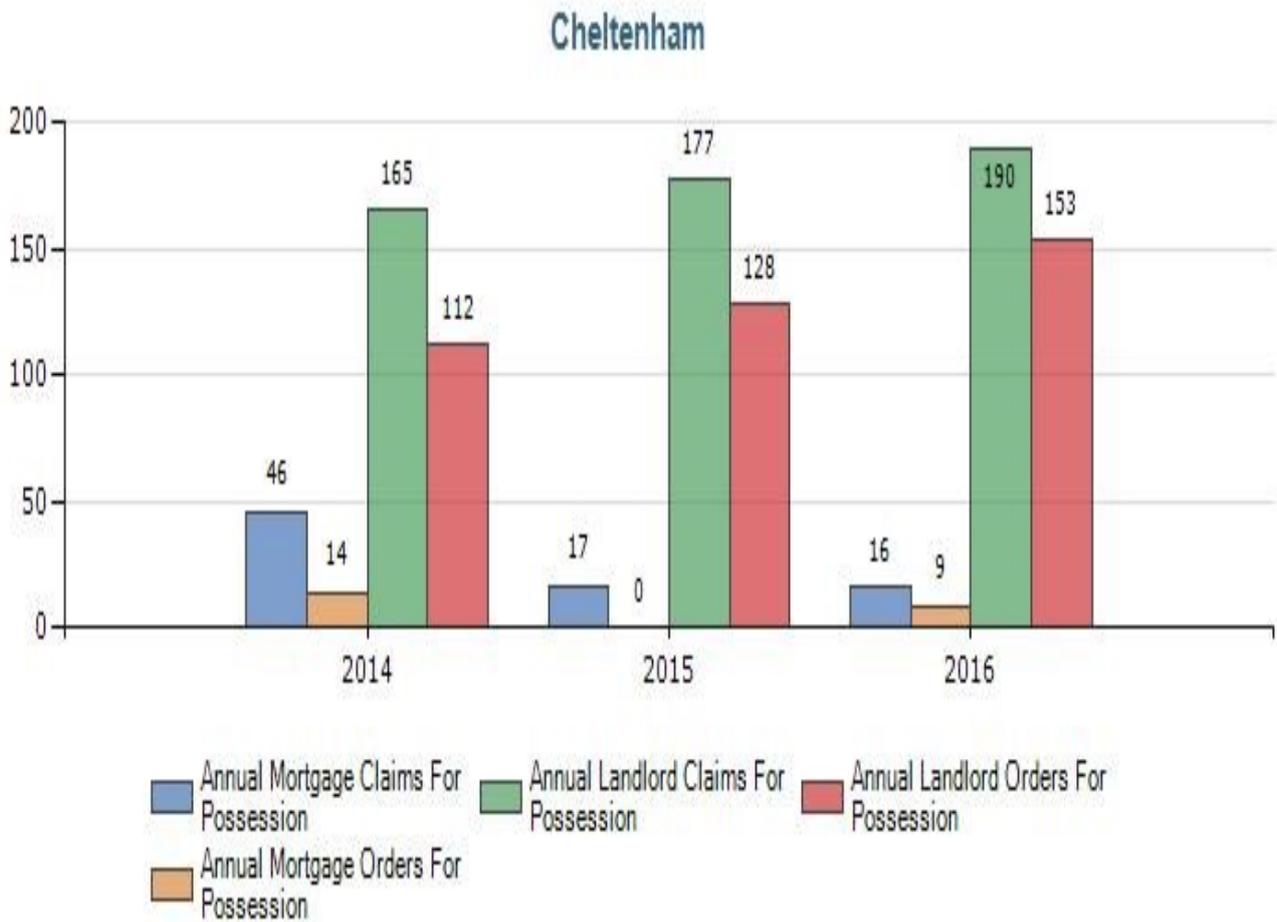
**** Source: ONS Data for annual earnings not available. Annualised weekly earnings are used but these are not produced on an identical basis to annual earnings and are therefore not directly comparable.

Earnings are based on full-time residence based earnings Annual estimation of earnings is based on the tax year that ended on 5th April in the reference year and relate to employees on adult rates of pay who have been in the same job for more than a year.

Mortgagee & Landlord Possessions

Nationally landlord possession claims, warrants and orders of possessions along with repossessions by the county court bailiffs have decreased continuing the long-term downward trend since 2008 which co-coincides with lower interest rates, a proactive approach from lenders, and managing consumers in financial difficulties along with other interventions. The highest rates of landlord possessions actions are concentrated in London*

The table below shows the amount of annual mortgage and landlord claims and orders from 2014—2016**



*Source: [www.gov.uk / government / statistics](http://www.gov.uk/government/statistics) (crown copyright—produced by ministry of justice)

**source: Mortgage and landlord possession statistics NPSS: ONS: Data 2011 www.ons.gov.uk

The table below shows the annual household income required for Affordable Rented Tenancies within the Cheltenham area without Housing Benefit.

	1 Bedroom Accommodation	2 Bedroom Accommodation	3 Bedroom Accommodation	4 Bed Accommodation
Weekly Rent	£92.05	£122.36	£147.10	£187.14
Monthly Rent	£398.88	£530.23	£637.56	£810.94
Annual Household Income required with no Housing Benefit	£13,675	£18,179	£21,859	£27,804

Source: ONS Annual Survey of Hours and Earnings (personal) - Gross for all employees 2016 projected)

The table below shows the range of household incomes required for Affordable Rented Tenancies within the Cheltenham area, without Housing Benefit (assuming 35% of gross income is affordable.). This is assessed as of May 2017 on a quartile basis of 80% market rents and gives an indication of the average income that you need even when rents are 80 %of the average rent based on spending 35 % of your household income on rent.

Annual Household Income Range	1 Bed Flat	2 Bed Flat	2 Bed House	3 Bed House	4 Bed House
Lower Quartile	£12,343— £15,086	£13,029— £19,063	£18,514— £21,257	£20,571— £25,371	£27,429— £31,543
Third Quartile	£15,086— £17,143	£19,063— £21,806	£21,257— £23,314	£25,371— £30,034	£31,543— £38,400

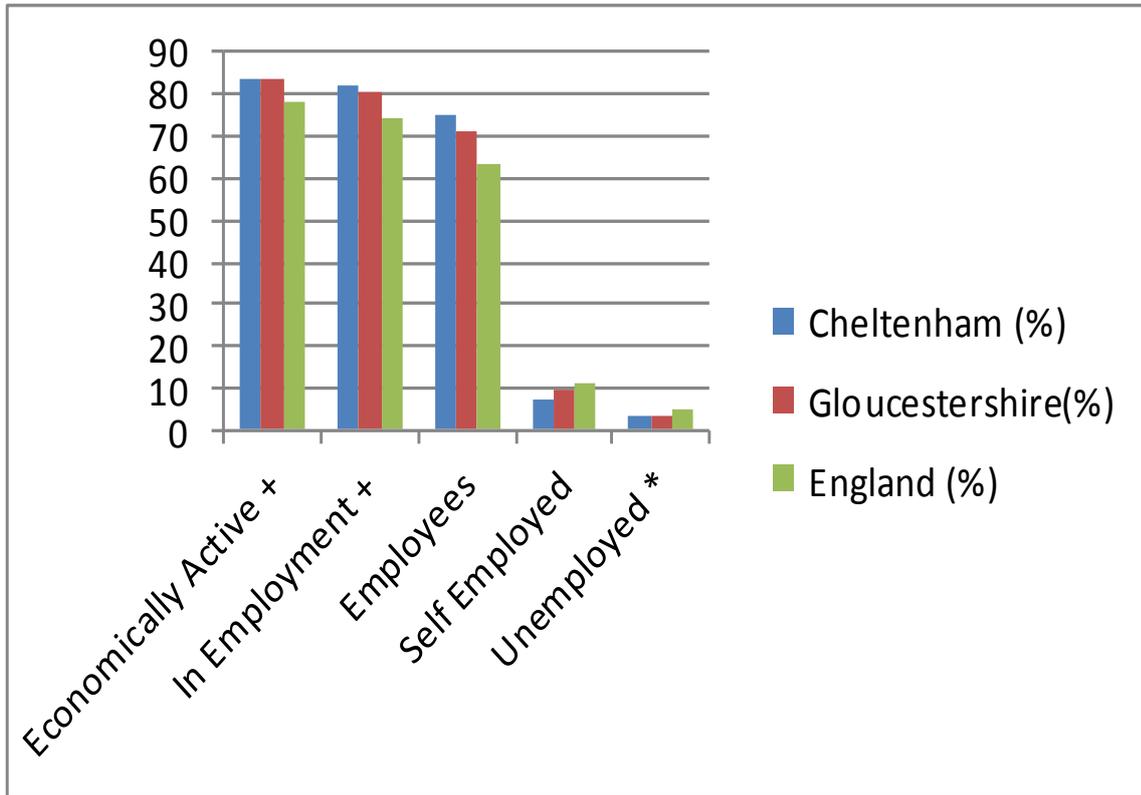
The following table shows the Average RP General Needs Rents as a Proportion of Market Rents for Cheltenham:

	1 Bed Flat	2 Bed Flat	2 Bed House	3 Bed House	4 Bed House
Mean Registered Provider (General Needs) rent	£90.28	£106.36	£106.36	£119.61	£138.53
Mean Social Rent as a % of Lowest Market rent	87%	68%	69%	69%	60%
Mean social rent as a % of the average market rent	60%	54%	49%	69%	54%

Source: ONS Annual Survey of Hours and Earnings (personal) - Gross for all employees 2016 (projected)

Welfare Reform Changes

62,000 people are economically active in Cheltenham (aged 16-64) which equates to 83.7% of the economically active population. The graph below shows the rate of Employment and unemployment from April 2016—March 2017 *Source: ONS annual population survey—numbers are for those aged 16 and over, % are for those aged 16-64.



Universal Credit

Universal Credit (UC) is a means-tested benefit (for people of working age) that combines the six benefits listed below into a single monthly payment:

- Job Seekers Allowance - Income based JSA
- Employment and Support Allowance - Income-related
- Income Support
- Child Tax Credit
- Working Tax Credit
- Housing Benefit

Universal Credit for new claims was fully rolled out in Cheltenham from the 17th January 2018. Registered providers, housing associations and Cheltenham Borough Homes have prepared fully for this roll out to support tenants who will be affected and any potential impact will be carefully monitored and ongoing support will be offered.

There are 1403 working age and 402 pension age customers claiming HB under the LHA rules in Cheltenham and there are 990 cases with rents higher than the local housing allowance figures.

The Benefit Cap

The Benefit Cap was introduced in 2013 and limits the total amount of benefit that most people aged 16 to 64 can receive. In Cheltenham the cap is as follows:

- £384.62 per week (£20,000 a year) if you're in a couple, whether your children live with you or not, or if you're single and your children live with you
- £257.69 per week (£13,400 a year) if you're single and you don't have children, or your children don't live with you

As of March 2018 there are currently 52 tenants subject to the benefit cap in Cheltenham. This includes 15 council tenants, 16 housing association tenants and 21 tenants with private landlords.

Under Occupation Charge (Bedroom Tax)

The Under Occupation Charge (Bedroom Tax) was introduced in April 2013 and is a reduction in Housing Benefit for people who live in a council or housing association home and have more bedrooms than the rules allow and are of working age*. The reduction rates are:

- 1 bedroom – reduction in housing benefit by 14% of the rent charge
- 2 or more bedrooms – reduction in housing benefit by 25% of the rent charge

As of February 2018 there were 407 tenants in Cheltenham subject to the bedroom tax and the Discretionary Housing Payment has been paid to 47 of these tenants.

Shared Room Rate

The Shared room rate applies to single people under the age of 35 years old who are renting a property from a private landlord where the maximum Housing Benefit entitlement is the shared room rate*. * Source: www.shelter.org.uk. Exemptions do apply and this only applies to people living in private rented accommodation.

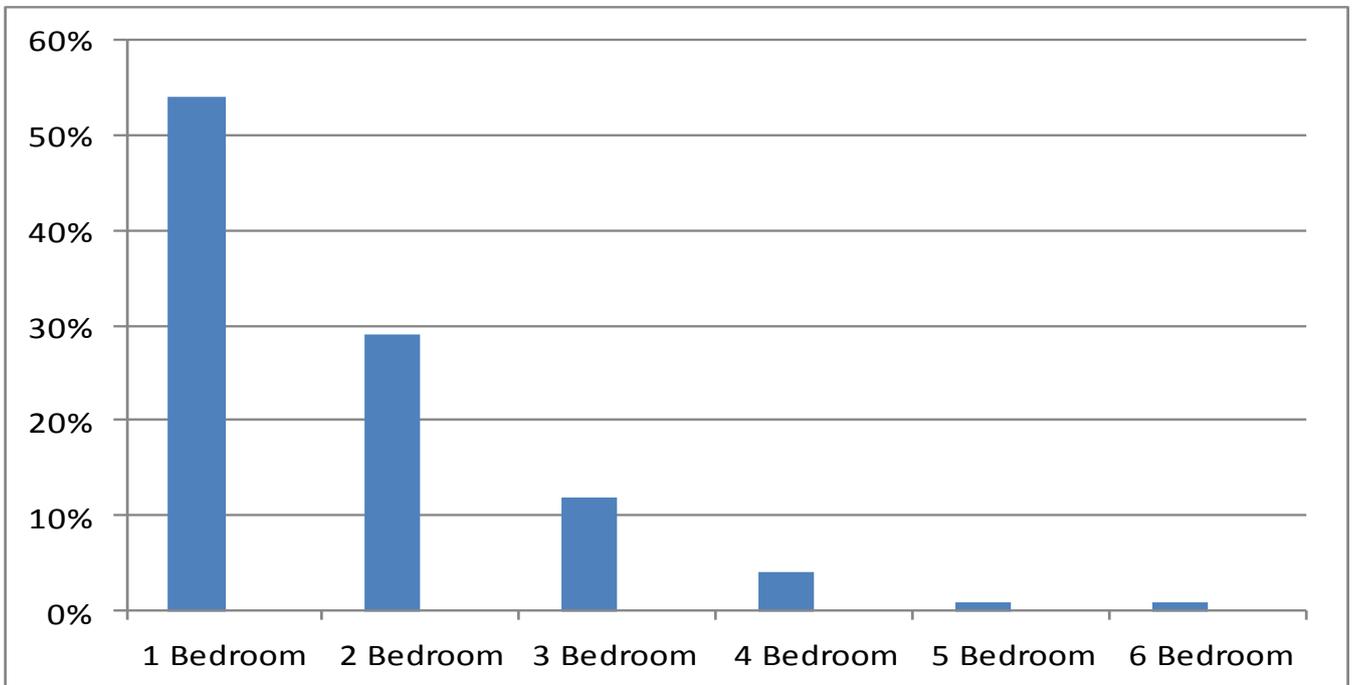
As of February 2018 there were 98 single people on Housing Benefit in Cheltenham who live in private rented self-contained flats that have had their rent restricted to the shared room rate and there are 3 rent restrictions for 18-21 year olds

6. Housing Need

Data from the housing register through Homeseeker Plus shows the snapshot of need at a given point in time and is useful for an understanding of future needs based on projected supply and growth in household formation and determining need and demand for specific areas for new development. For further information please refer to the SHMA

The graph below shows the number of people waiting for accommodation in Cheltenham by bedroom need (March 2018) and shows that the majority of people on Homeseeker Plus are waiting for one bedroom accommodation (54%).

There are 143 households who have been awarded additional priority through banding for medical needs and of these, 130 households are in a silver band and 13 are in a gold band please see the Homeseeker Plus policy for further information regarding banding criteria.



Source: Homeseeker Plus: Households registered by bedroom need and banding as a percentage of all applicants

Physical Disabilities

There are 300 households who have been assessed as needing ground floor accommodation due to a medical need and 24 households have stated that they are wheelchair users. We will regularly monitor the number of households requiring ground floor or wheelchair accessible accommodation when informing future lettings plans on new development and consider the housing needs of wheelchair users.

Mobility & Decent Homes

A countywide accreditation scheme (Fit to Rent) has been developed for private landlords in Cheltenham and in 2016/17 the safety of 906 households were improved in the private rented sector as a direct result of enforcement action undertaken by the councils housing enforcement team.

Inspections of Houses of Multiple Occupancy are undertaken periodically prior to the expiry of their current licence. In 2016/17 74 HMOs were inspected and licences renewed. In 2016/17 130 empty homes were bought back into use.

Disabled Facilities Grants

DFGs provide households with a variety of aids and adaptations. In 2016/17 77 DFG applications were approved by CBC with minor adaptations continuing to be delivered by CBH within CBC's housing stock and Gloucestershire Care Services NHS trust delivering all other minor (under £1,000) adaptations to residents within the borough.

A relocation grant is used as an alternative to the use of DFGs where appropriate and each application is considered on a case by case basis. Applicants are awarded grants to facilitate a move to more suitable accommodation, rather than carrying out a DFG on their existing property.

Community Based Support

Gloucestershire County Council commissions community based support services which is provided throughout the county and P3 currently deliver this service within Cheltenham. This service supports people in their own homes throughout Gloucestershire providing support and guidance on a wide range of issues this may include budgeting, improving daily living skills, accessing specialist services, dealing with debt, mental health problems, education and employment, tackling addiction issues etc. – this support is also available to people who may be homeless and need this extra support.

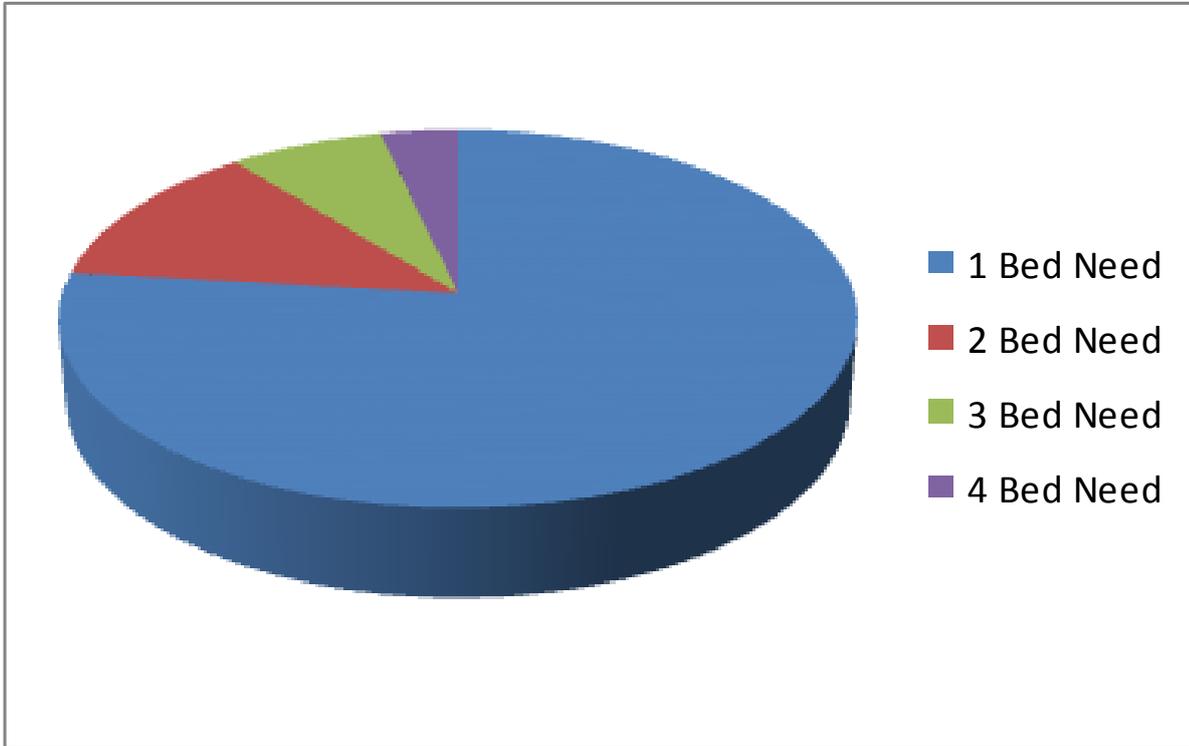
Lifelines

In 2016/17 there were 238 new lifeline alarm installations plus a further 74 key safe installations were carried out by the lifeline alarm service team.

The lifeline service now offers additional peripherals which can be added to the existing lifeline unit. These include smoke detectors, carbon monoxide detectors, flood detectors, bogus caller buttons and the Vibbys fall detector which automatically calls for help if someone falls. In addition CBC can also offer a key safe installation service supporting an increase in vulnerable people living alone with no close family support. The lifeline team also work in conjunction with the Gloucestershire Telecare service, delivered by the Gloucestershire Care Services NHS Trust and clients are referred onto this more specialist service where appropriate.

Veterans

The graph below shows the number of households that are on Homeseeker plus who have stated that they have served in the armed forces and what bedroom need they require. We will regularly monitor the needs of veterans to inform future lettings plans.



Source: Homeseeker Plus: March 2018

Domestic Abuse

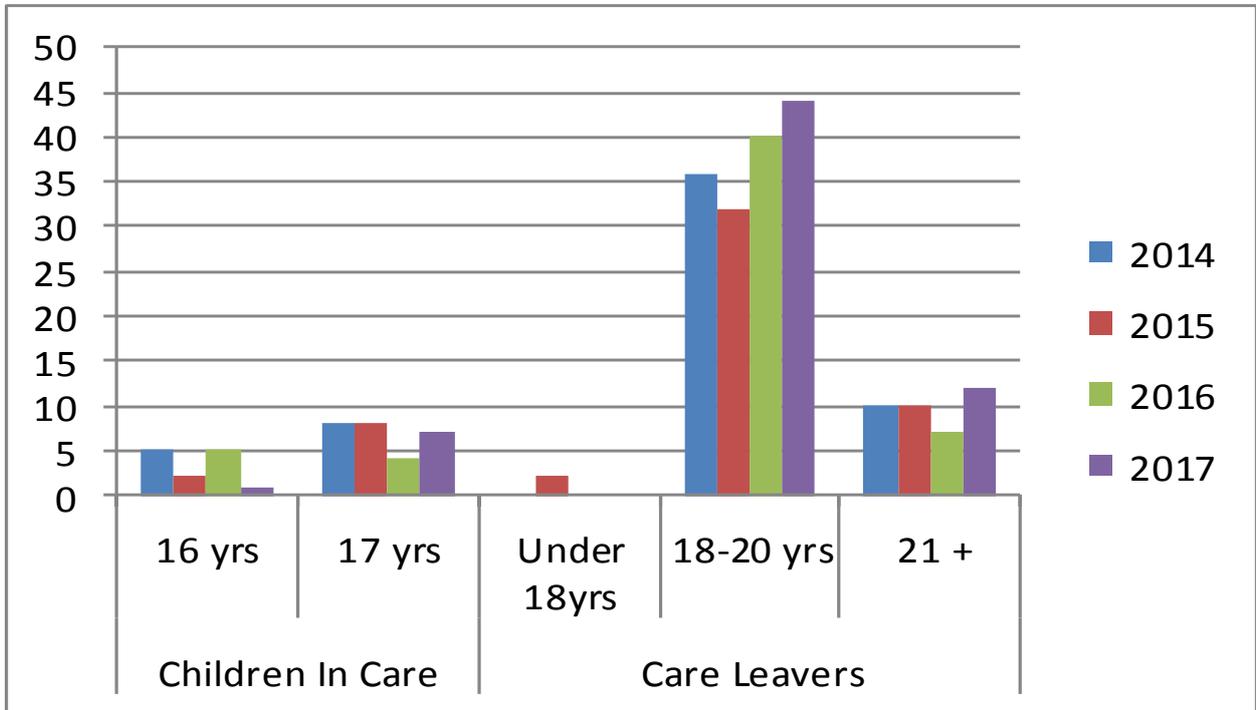
Gloucestershire County Council commission a range of options to support people experiencing domestic abuse. In the last 12 months Gloucestershire Domestic Abuse Support Service (GDASS) have supported 223 high risk victims from Cheltenham and 178 victims have received floating support.

Along with district colleagues Cheltenham Borough Council also commission a target hardening and sanctuary service which provides enhanced security measures to someone’s home with the aim to reducing homelessness by enabling (where safe & appropriate) victims to stay in their homes. Measures can include replacing locks, installing window locks, alarms, providing fire safety equipment etc. The table below shows the numbers of people in Cheltenham who have had target hardening and Sanctuary works on their properties.

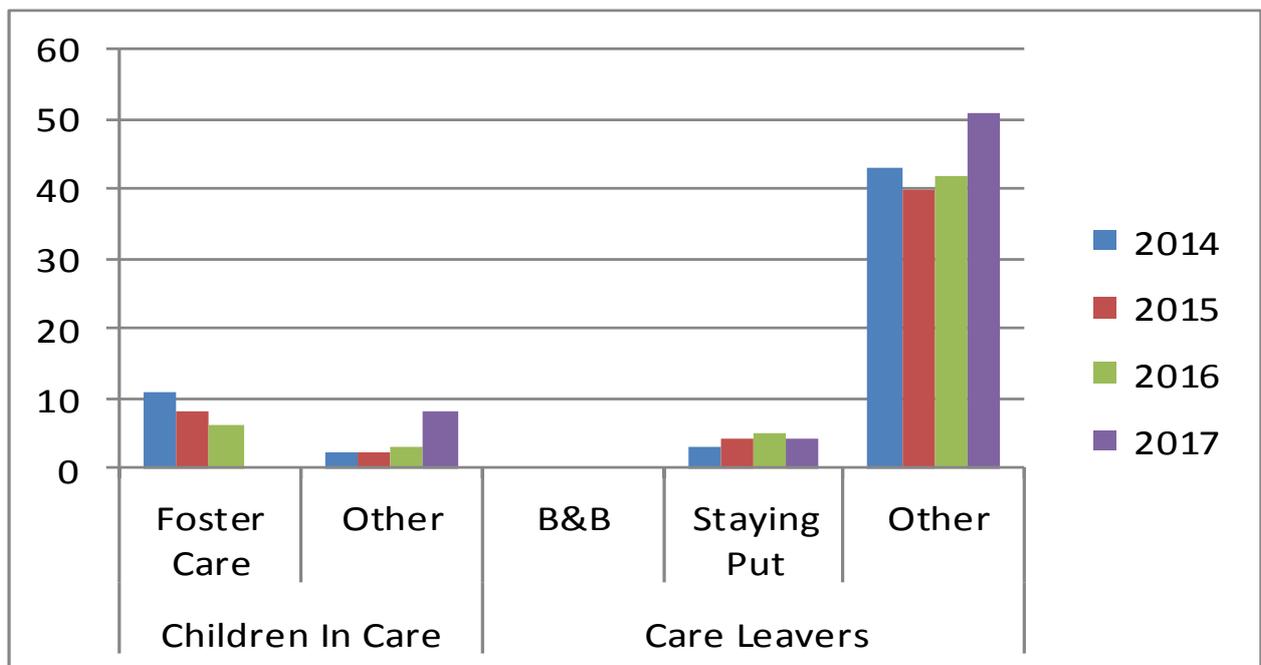
Year	Target Hardening	Sanctuary
2015	23	2
2016	38	3
2017	24	1

Care Leavers

The following graph shows the age of the number of care leavers and children in care in Cheltenham from 2014–2017



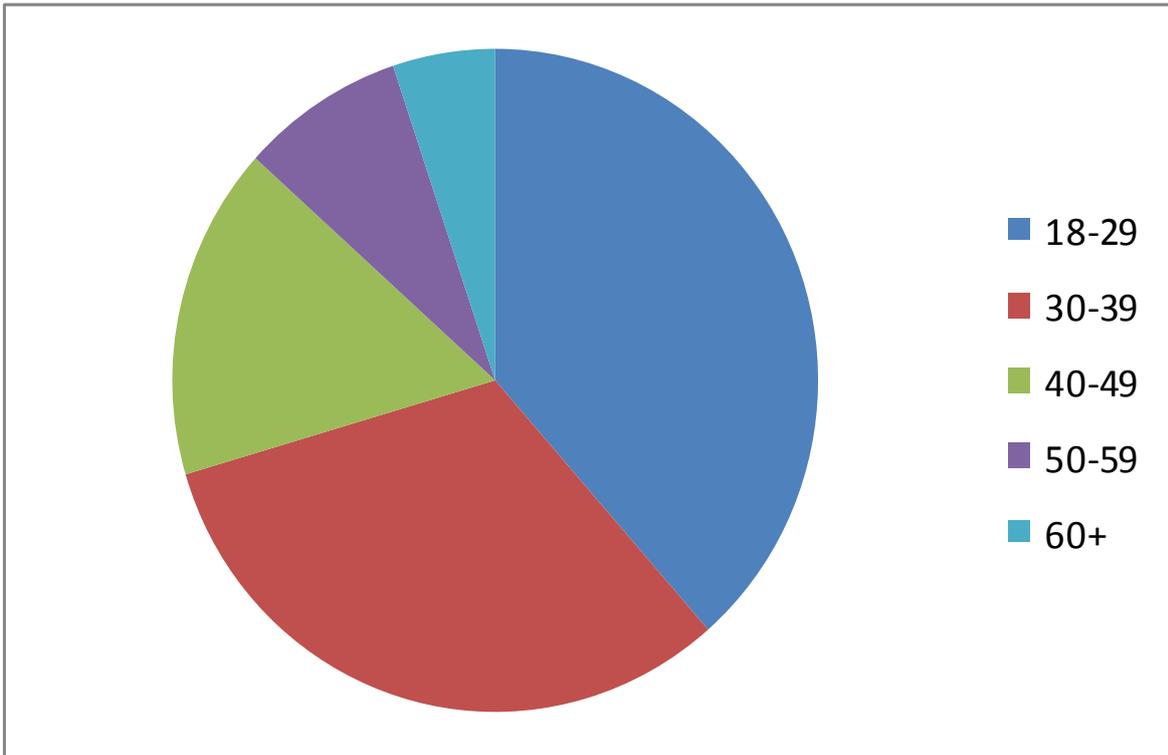
The graph below shows the breakdown by accommodation type for children in care and care leavers in Cheltenham from 2014–2017



Source: ATM Wraparound Team 11+ Children In Care & Care Leavers: Gloucestershire County Council: February 2018

Help to Buy South

Help to Buy South are a Help to Buy agent for the South West of England offering affordable options to purchase / rent a home. At the time of writing there were 781 applicants registered with Help to Buy South for properties in Cheltenham. The chart below shows the breakdown of the age distribution of the applicants (Source: Help to Buy South: Application & Completion Statistics: Oct 2017)

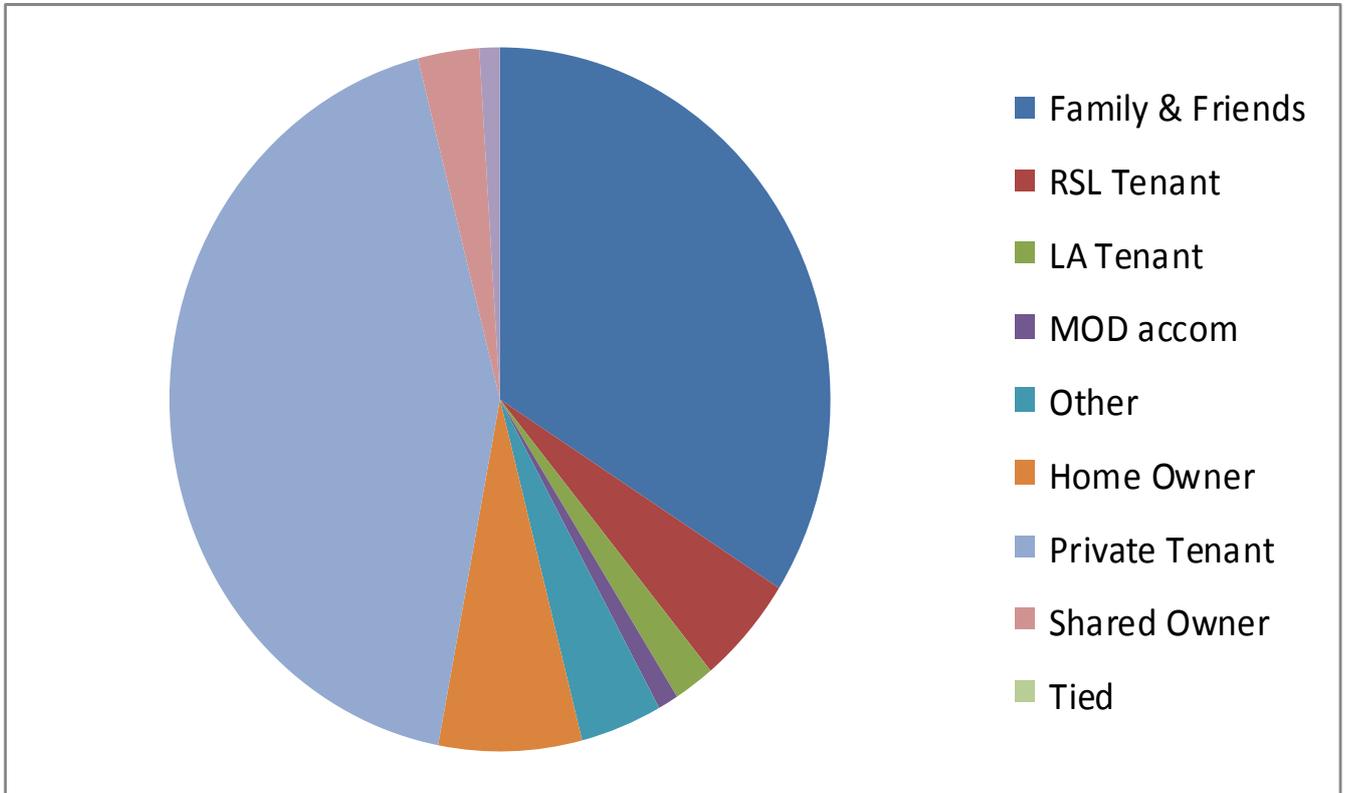


Help to Buy Shared Ownership

The Help to Buy Shared Ownership scheme allows someone to buy a share in a property between 25– 75% of the purchase property and then pay a low cost rent on the remaining share. This can often be an affordable alternative to renting or buying on the open market (Source: Help to Buy South: Application & Completion Statistics: Oct 2017)

- The average household income of someone registered with Help to buy south in Cheltenham is £28,048,
- The average household savings are £17,381 and the average age of applicant is 36
- 5 % of applicants are registered as having a disability
- 43 % of applicants currently privately rent.

The below chart shows the current accommodation of applicants with Help to Buy South : Source: Help to Buy South: Application & Completion Statistics: Oct 2017



Help to Buy Equity Loan Completions

The Help to Buy Equity Loan Scheme is available to both first time buyers and also those who have bought a property before. In order to qualify someone needs to buy a new build home and have a minimum of a 5% deposit. The buyer then takes out a mortgage for 75% of the value and the remaining 20 % is funded by a repayable loan from the government*– for more information please visit www.helptobuysouth.co.uk

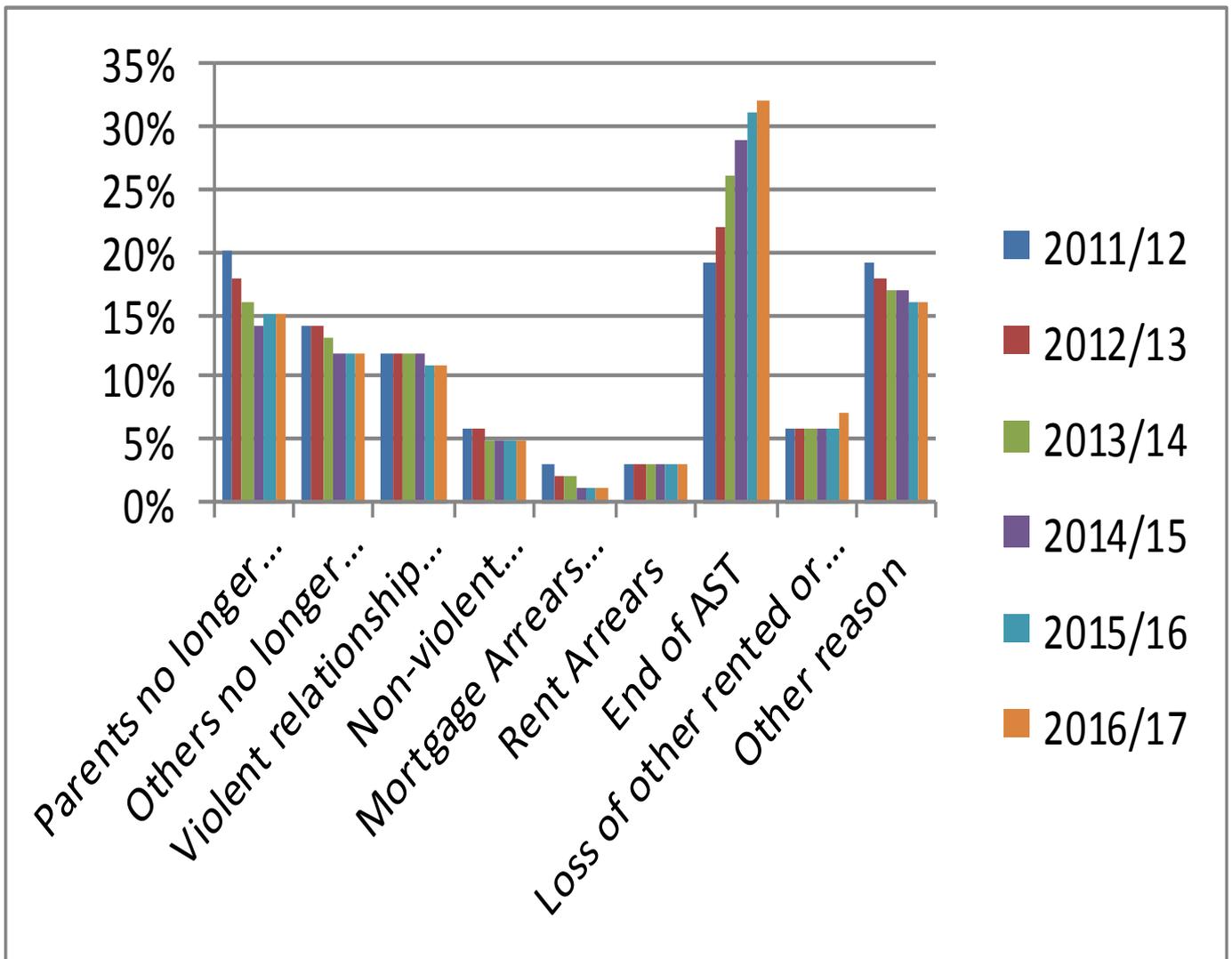
- The median purchase price is £216,995
- The median loan amount is £43,000
- 81% of applicants are first time buyers
- 23% of applicants had an income of between £30,001—£40,000
- 134,558 properties were completed with the Equity Loan

* Source: Help to Buy South: Application & Completion Statistics: Oct 2017

7. Homelessness

Part 7 of the 1996 Housing Act (as amended 2002) & the 2017 Homelessness Reduction Act outlines the statutory requirements regarding homelessness and places a duty on all housing authorities in England to assist individuals and families who are homeless or threatened with homelessness and to also ensure that advice and information about homelessness and preventing homelessness is available to everyone. (www.gov.uk).

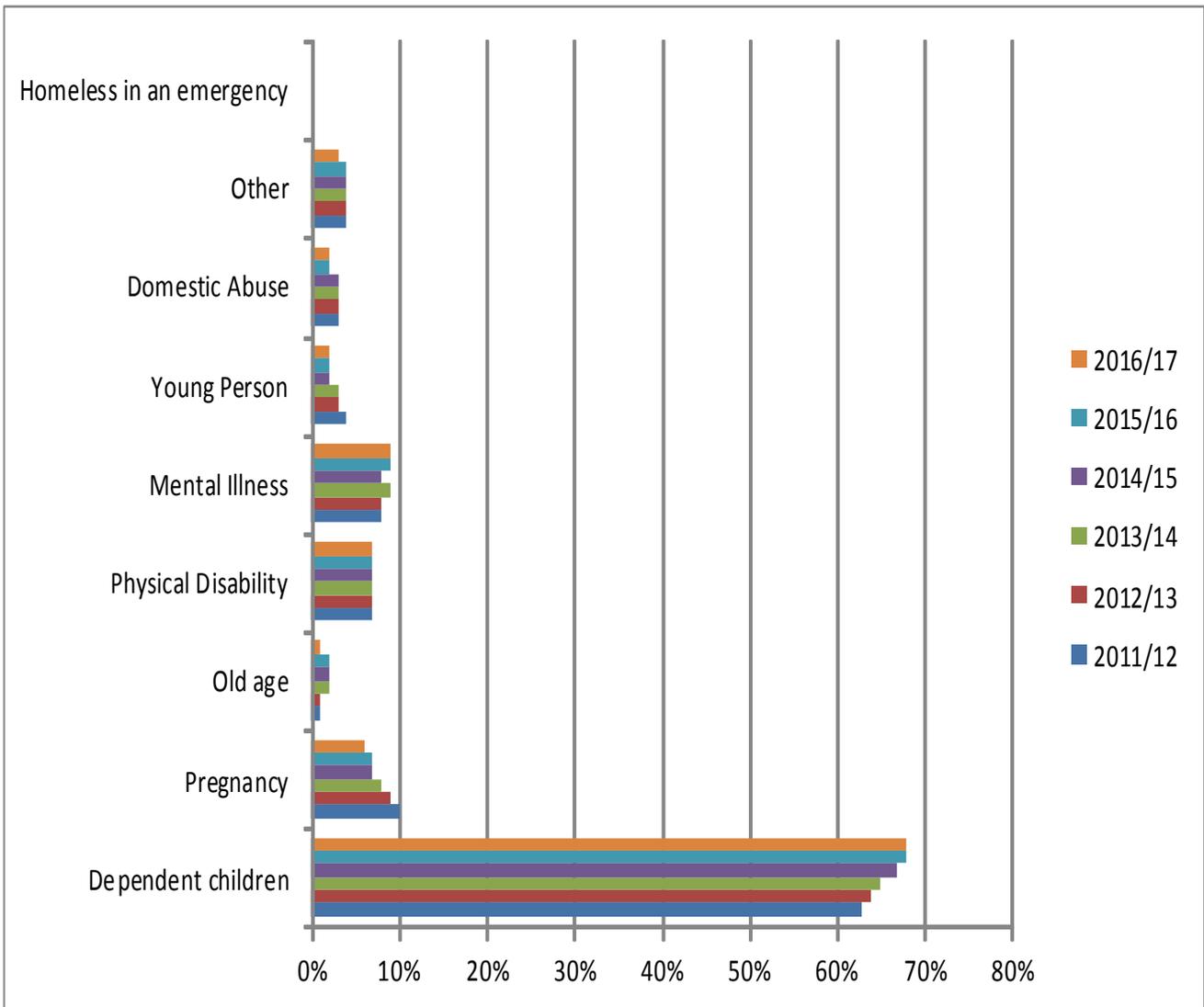
The graphs below shows the most common reasons in England why someone approaches a local authority as Homeless. The most common reason for someone approaching as homeless in England is due to the end of an assured shorthold tenancy which has increased steadily since 2011.



Source: DCLG: Households accepted by local authorities as owed a main homelessness duty by reason for loss of last settled home. England 2004 (Q1) TO 2017 (Q1)

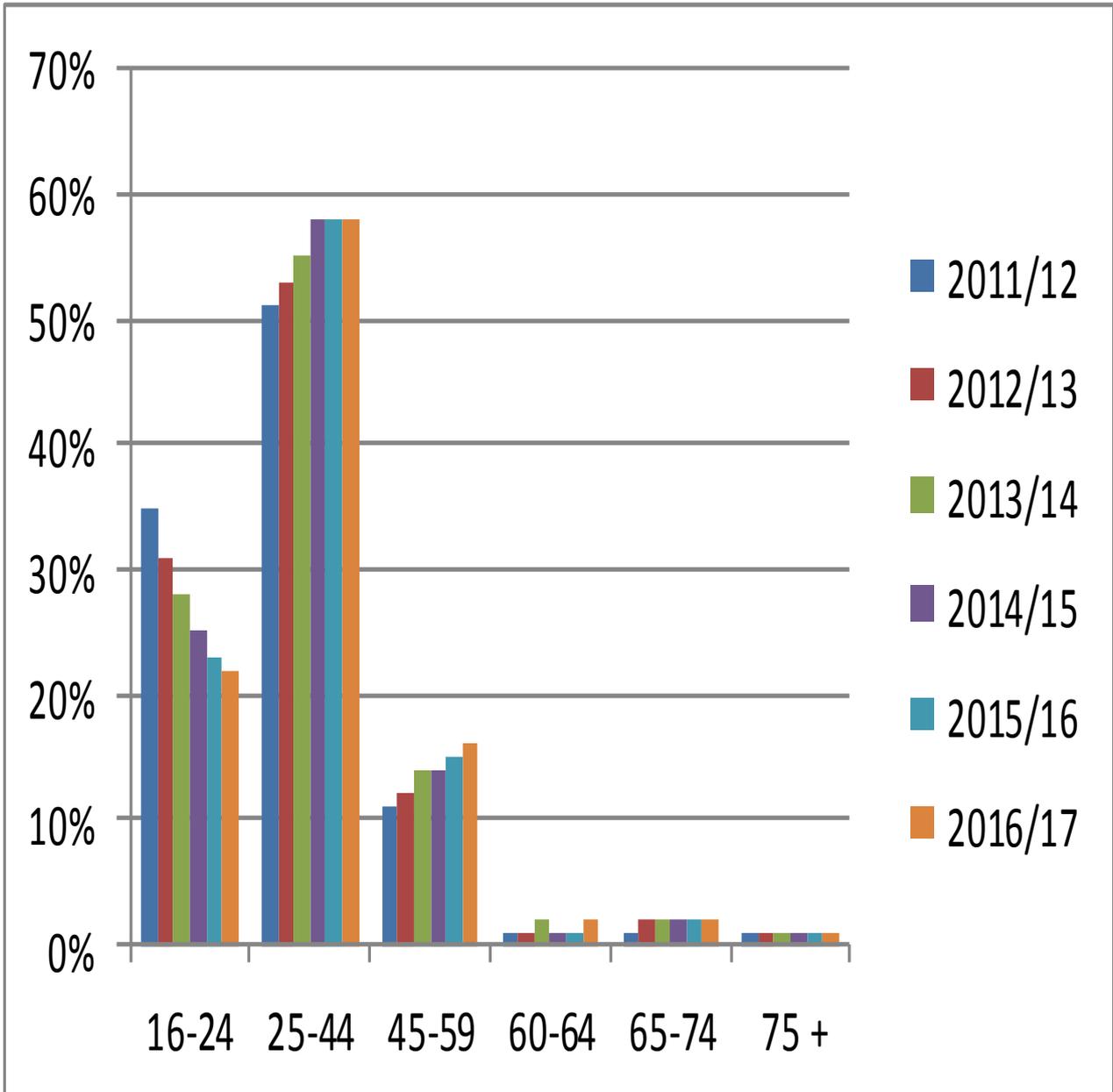
Homelessness acceptances—the national picture

The graph below shows the percentages of households accepted by local authorities in England by priority need category. This shows that throughout England the most common reason that people are accepted as being in priority need is due to having dependent children. In 2016/17 the second highest reason for someone being accepted as having a priority need was due to a mental health illness which has slightly increased from 2011/12, followed by a physical disability which has remained the same.



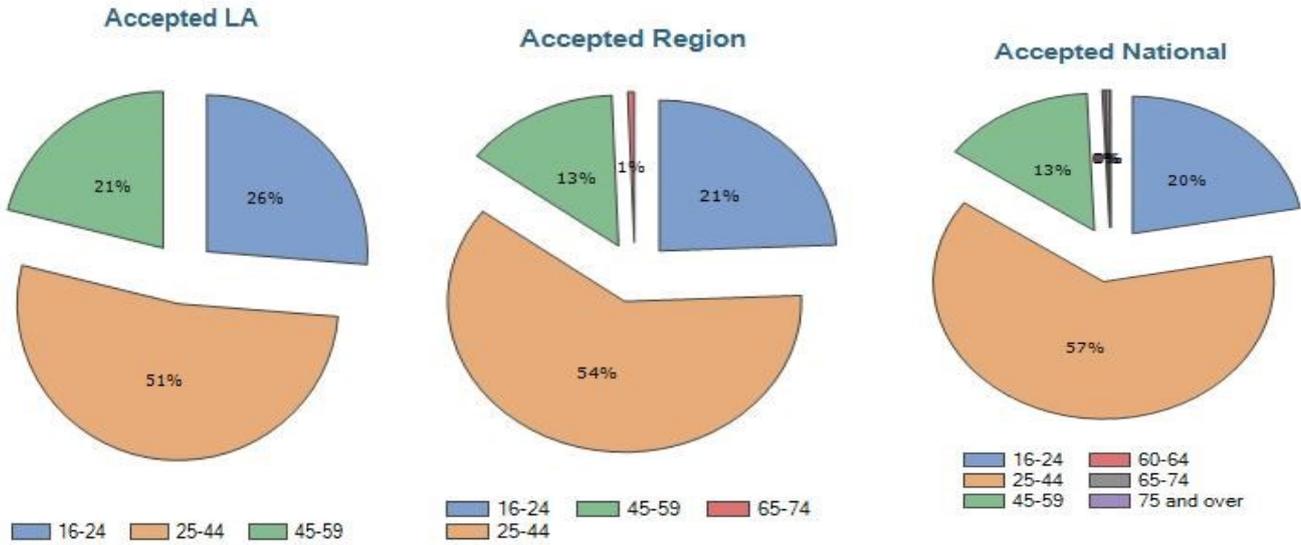
Source: Households accepted by local authorities as owed a main homelessness duty by priority need category England 2011 Q1—2017 Q1—Department for communities and local government.

The graph below shows the number of homeless acceptances broken down by the age of the main applicant. This shows that over half of all homeless acceptances in England are people aged between 25-44, followed by people aged 16-24. Those people aged 60 or above are the least likely household group to be accepted by homeless.

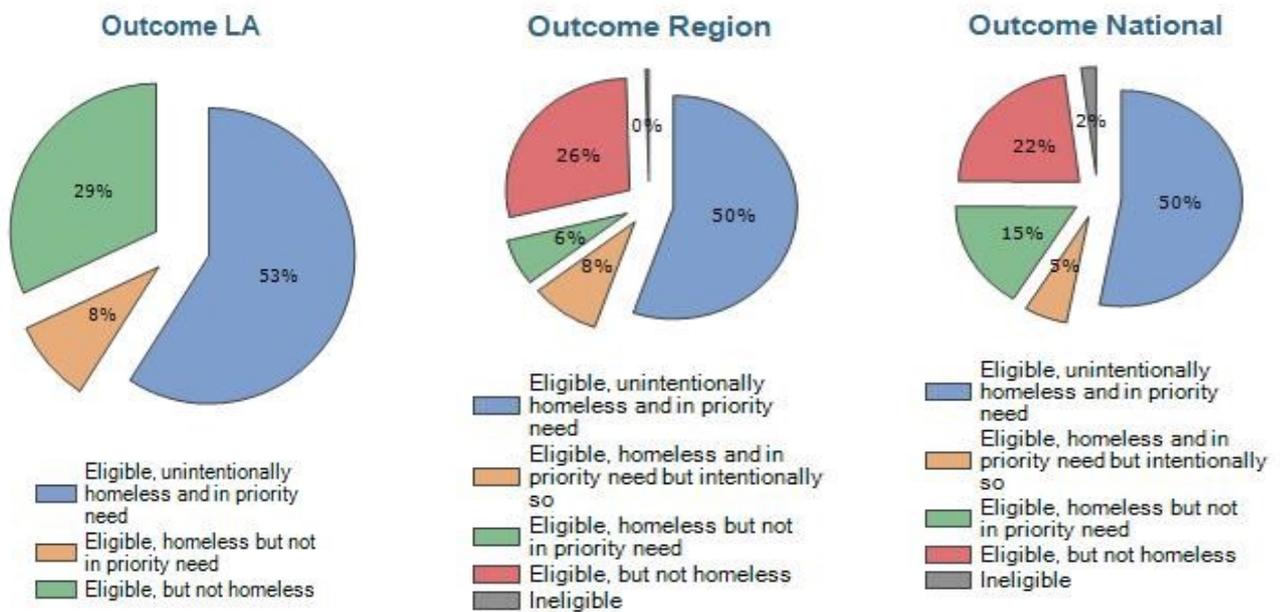


Source: DCLG: Households accepted by local authority as owed a main homelessness duty by age of applicant—England 2011 Q2 to 2017 Q1.—

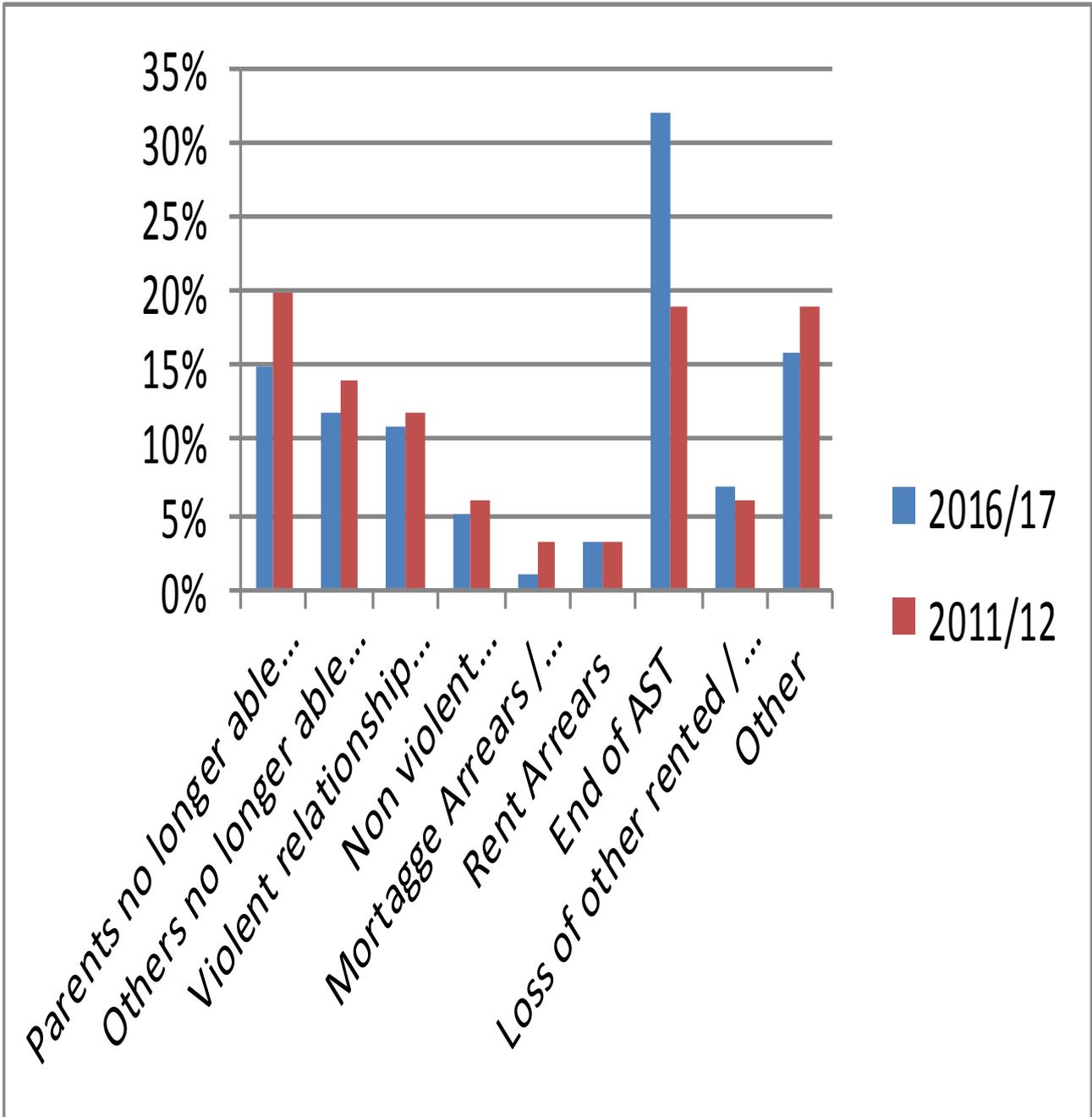
The graphs below show the age ranges of applicants found to be eligible, unintentionally homeless and in priority need for Cheltenham as compared to the South West Region and also nationally. This data provides a snapshot of information as of Q4 2016. Source: DCLG P1E data—Breakdown of homelessness decision.



The graphs below details the breakdown of decisions made for decisions made on homeless applications by Cheltenham Borough Council during Q4 2016 which provides a snapshot of information to reflect this time period. Source: DCLG P1E data—Breakdown of Homelessness Decisions.



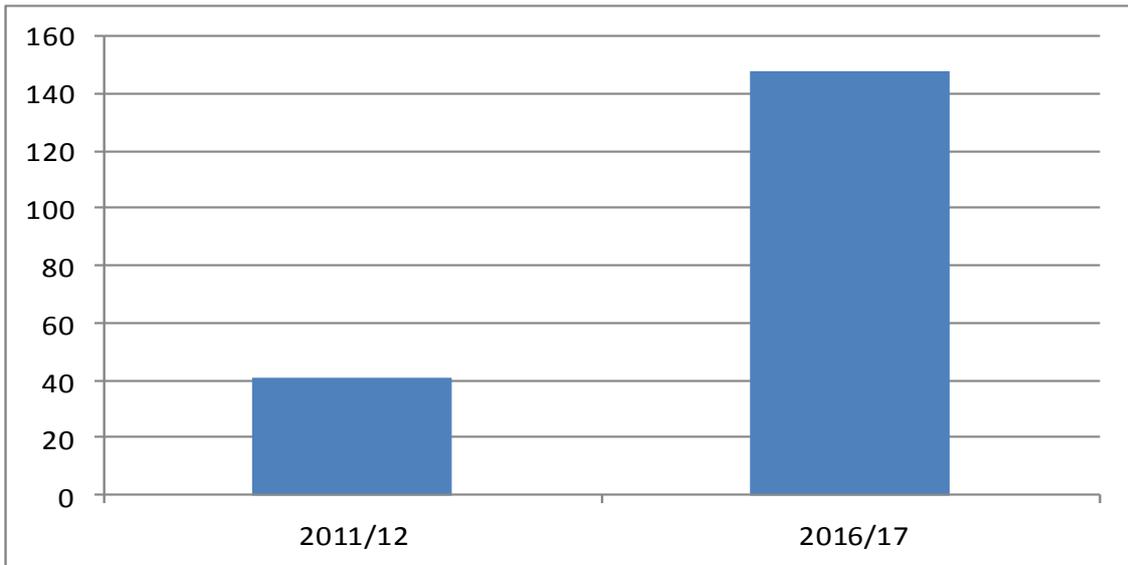
The graph below shows the reasons why someone was accepted as homeless in Cheltenham. This shows the main increase and reasons for someone being accepted as homeless being due to the end of an assured shorthold tenancy.



Source: DCLG: Households accepted by CBC: Reasons for loss of last settled accommodation

The graph below shows the increase in the number of homeless acceptances in Cheltenham since 2011/12 up to 2016/17. The rise in homelessness acceptances reflects the steep rise in the increase of people approaching as homeless following the end of an assured shorthold tenancy and reflects the national trend of an increase in homeless acceptances.

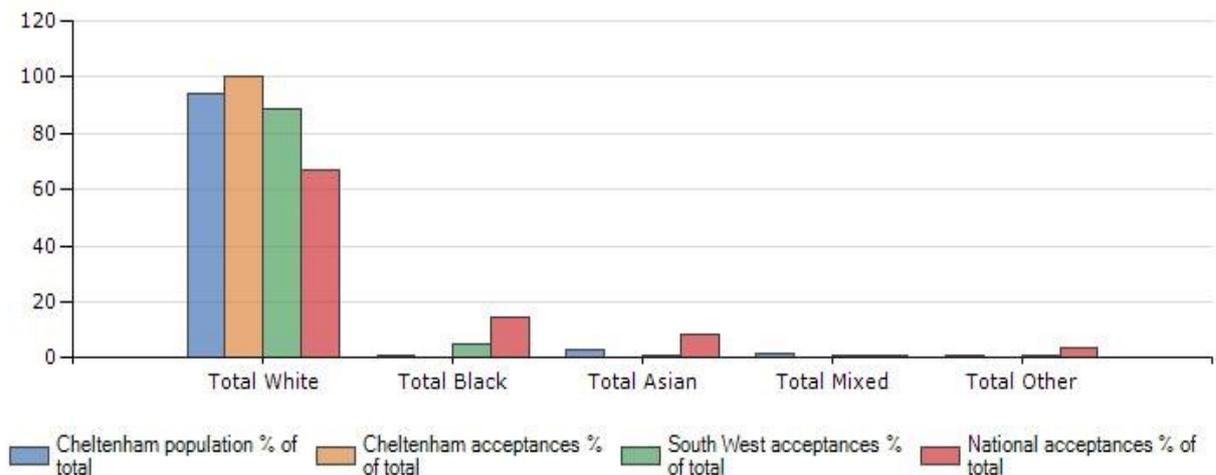
The number of homeless acceptances in Cheltenham 2011/12 and 2016/17



Source: Total number of acceptances in Cheltenham 2011/12– 2016/17

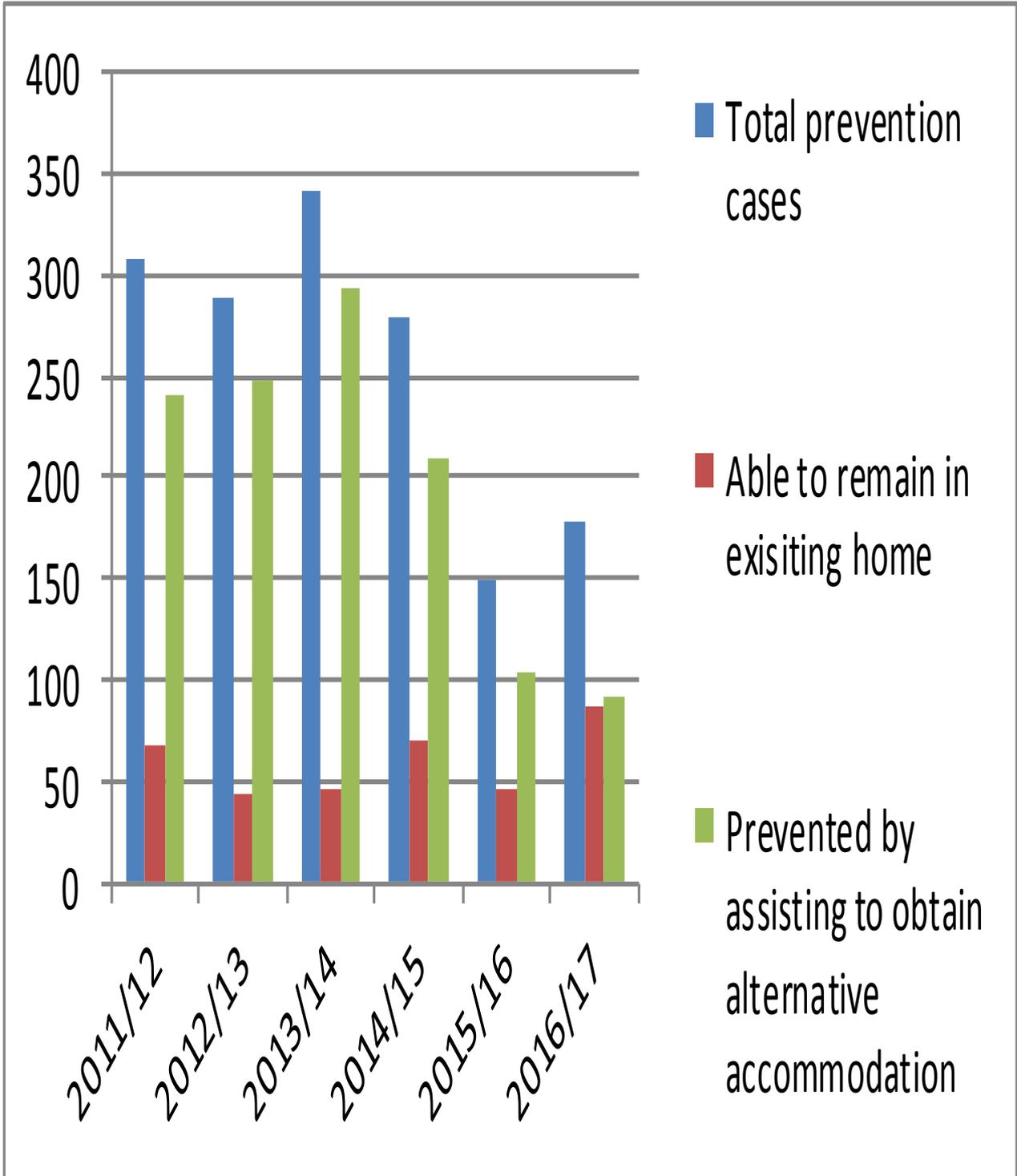
Department for communities and local government

The table and graph below shows the homeless acceptances in Cheltenham broken down by Ethnic Origin as compared to the South West and also nationally. This shows a snapshot in time as of Q4 2016

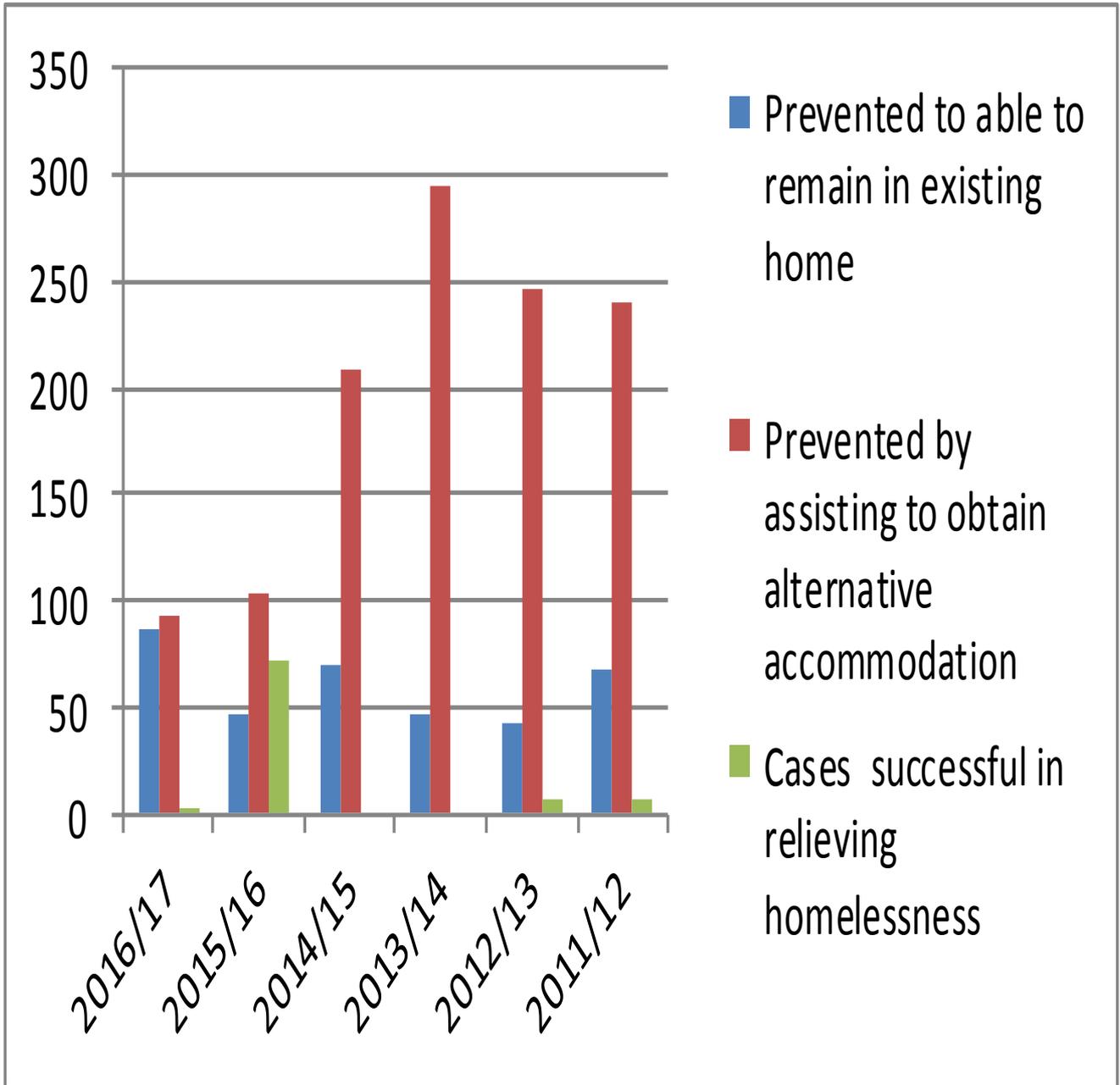


Homeless Preventions

The graph below shows the total number and breakdown of prevention cases in Cheltenham from 2011/12 to 2016 /17



The table below shows the total number of prevention cases in Cheltenham from 2011/12 to 2016 /17 and the breakdown of this.

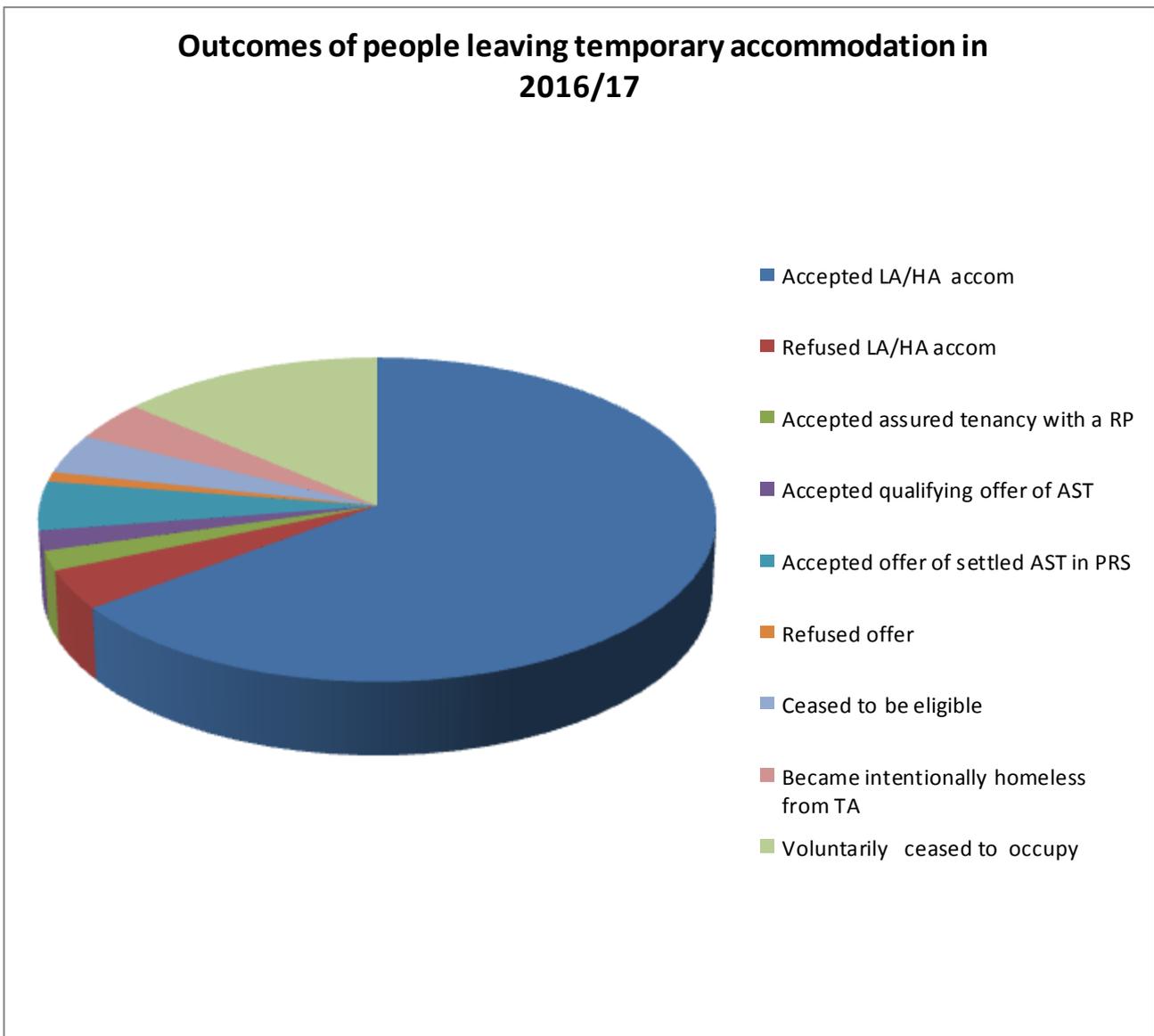


Source: Total Prevention Cases—Cheltenham Department of communities and Local Government

Temporary Accommodation

Cheltenham Borough Council have not placed any families with children in Bed and Breakfast accommodation for more than 6 weeks and where possible try and place homeless families in temporary furnished accommodation.

The following graph shows the outcomes of people leaving temporary accommodation in England from 2011/12 to 2016/17



Source: Street Counts and Estimates of rough sleeping in England, Autumn 2010-2016 Department for communities and Local Government.

Rough Sleeping

National rough sleeping statistics provide information on the single night snapshot of rough sleeping that is taken annually in England using street counts and intelligence driven estimates. *

For the purposes of rough sleeping counts and estimates a rough sleeper is defined as:

- people sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as on the streets, in tents, doorways, parks, bus shelters or encampments)
- people in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations, or 'bashes').

The definition does not include people in hostels or shelters, people in campsites or other sites used for recreational purposes or organised protest, squatters or travellers.*

Many people who sleep rough will have a number of complex support issues, Gloucestershire County Council commission Accommodation Based Support Services of which a number of units are based in Cheltenham. This provides support for people who have complex needs and require a high level of support.

Since 2010 the numbers of people rough sleeping in England has increased by 132% rising from 1,768 to 4,134

In Cheltenham this number has risen from 1 rough sleeper identified in 2010 to 11 people rough sleeping identified in 2016.

Assertive Outreach Service

Cheltenham Borough Council along with the other 5 districts in Gloucestershire, Gloucestershire County Council, The Police and Crime Commissioner and the Clinical Commissioning Group commission an assertive outreach service which is currently provided by p3.

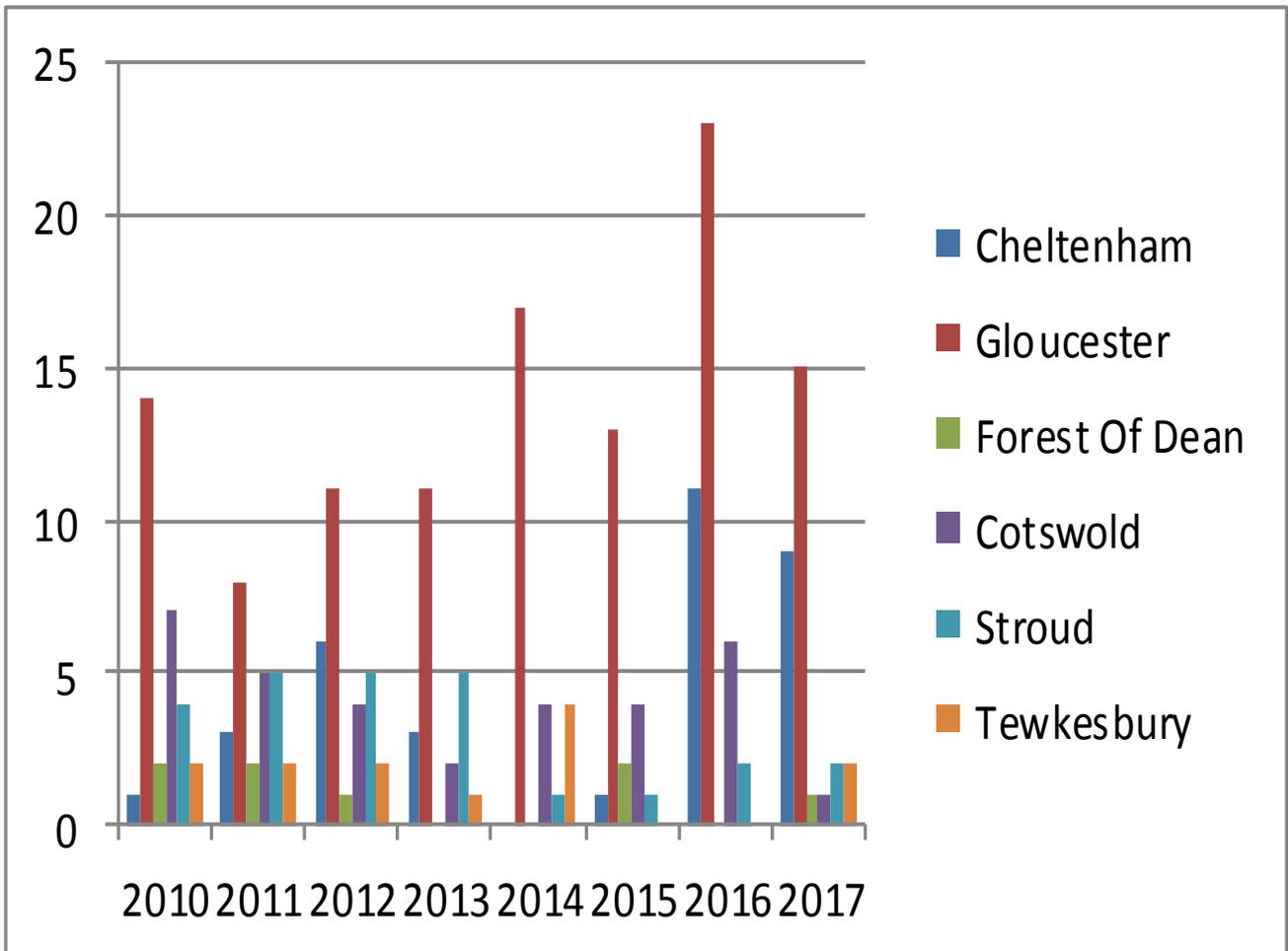
This service carries out the Severe Weather Emergency Protocol and works with some of the county's most vulnerable individuals, and will respond to Streetlink alerts and also actively search for people who are new to sleeping on the streets or who are longer term rough sleepers with complex needs. Aiming to support people to access appropriate accommodation, support, and healthcare, and to begin their journey into longer term sustained housing.

*Source: Street Counts and Estimates of rough sleeping in England, Autumn 2010-2016 Department for communities and Local Government

The graph and table below shows the number of people rough sleeping in Gloucestershire

Source: Street Counts and Estimates of rough sleeping in England, Autumn 2010-2016 Department for communities and Local Government

Rough Sleeper Count Data								
	2010	2011	2012	2013	2014	2015	2016	2017
England	1,768	2,181	2,309	2,414	2,744	3,569	4,134	4,751
London	415	446	557	543	742	940	964	1,137
Bristol	8	8	9	41	41	97	74	86
Cheltenham	1	3	6	3	0	1	11	9
Gloucester	14	8	11	11	17	13	23	15
Forest Of Dean	2	2	1	0	0	2	0	1
Cotswold	7	5	4	2	4	4	6	1
Stroud	4	5	5	5	1	1	2	2
Tewkesbury	2	2	2	1	4	0	0	2



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Tenancy Strategy 2018-2023

1. Introduction

The Localism Act 2011 requires Local Authorities to set out in this Strategy:

1. The types of tenancies we will grant;
2. The circumstances in which we will grant tenancies of a particular type;
3. If tenancies are granted for a fixed term, the length of those tenancies; and
4. The circumstances in which a further tenancy will be granted on the coming to an end of an existing tenancy.

Registered Providers with social housing within the Cheltenham Borough must have regard to this Strategy when setting out their own Tenancy Policies.

Their Tenancy Policies can be found on their websites or can be made available on request. Information about the tenancies they provided by Cheltenham Borough Homes are contained in their Tenants' Handbook.

In putting together this Strategy, consultation has been carried out with the Registered Providers with accommodation within Cheltenham and across the county, the 6 District Authorities within the county and representatives of Cheltenham's Housing & Support Forum.

2. The types of tenancies we will grant and the circumstances in which they will be made available

2.1 Temporary Tenancies ('Part VII' Tenancies)

Temporary tenancies can be offered to households who have applied to this Local Authority as homeless, where we have reason to believe they are homeless and in priority need, as defined by the Housing Act 1996.

These non-secure temporary tenancies run on a weekly periodic basis, and will continue to run until our homelessness duties come to an end.

A temporary tenancy may also be granted to homeless households owed a full housing duty, but who are excluded from Homeseeker Plus because of serious antisocial behaviour or rent arrears, as detailed within our Allocations Scheme. These tenancies will be reviewed every 6

months. Provided there are no ongoing concerns in relation to anti-social behaviour or rent arrears, these tenants will be offered an Introductory Tenancy.

2.2 Introductory Tenancies

We will offer Introductory Tenancies to all new tenants housed via the Homeseeker Plus Allocations Scheme. This is in effect a 'starter tenancy' that will be converted to a full Secure Tenancy after 12 months, provided the tenancy is conducted in a satisfactory manner.

An Introductory Tenancy can be extended by a further 6 months, if at any time during the first 12 months there are some concerns over how the tenant has conducted his/her tenancy.

2.3 Secure Tenancies/Tenancies for Life

These will be offered at the end of an Introductory Tenancy, where that tenancy has been conducted in a satisfactory manner.

Tenants will be able to occupy that accommodation for life, provided there are no breaches to the conditions of their tenancy which would entitle the Local Authority to obtain possession of the property via the courts.

3. Flexible/Fixed Term Tenancies – Our Position Statement

Cheltenham Borough Council has considered the use of fixed term tenancies. However, we have decided not to offer tenants fixed term tenancies, as an alternative to some lifetime tenancies, at this time.

4. Rationale for our approach

In arriving at this decision the options detailed below were considered. We believe it may be helpful for Registered Providers (RPs) to have regard to our reasoning when considering whether or not to renew any fixed term tenancies they have offered their tenants.

4.1 Under-occupation

We recognise that a balance needs to be struck between ensuring that communities continue to remain sustainable, whilst at the same time making best use of our existing social housing stock.

For Cheltenham, the areas where we have the greatest number of social housing are also within some of our relatively more deprived parts of town. We believe that by failing to allow some under-occupation, it will result in more densely-packed communities in these areas, which in turn runs the risk of negatively impacting on these communities. Furthermore, some degree of under-occupation is normal within all communities, and we wish to preserve this sense of balance within our social housing communities.

Where there is under-occupation of social housing by at least 2 bedrooms or more, the case for ending the tenancy is clearly much stronger, in view of the limited availability of social housing stock, particularly in respect of 4 bedroom accommodation. Households most likely

to be under-occupying in this way are those who have lived in their homes for a significant number of years, where their children have now grown up and left the family home.

Whilst there is a case for ending future tenancies where the occupants are under-occupying in these circumstances, we consider that on balance it would be undesirable to do this, given that the potential outcome is that these tenants could be left homeless or forced to move to accommodation away from their support networks of family and friends.

We do however see the value in seeking to release under-occupied accommodation, provided it is done so on a voluntary basis. Our emphasis, through Cheltenham Borough Homes, will therefore be to support those households who are under-occupying accommodation to move of their own volition to smaller accommodation. This will be done through a variety of measures, such as:

- Ensuring sufficient priority is given to these households on Homeseeker Plus. (Emergency banding is given to households leaving family accommodation and wishing to downsize to non-family accommodation, e.g. sheltered housing. Gold banding is given to all other households wishing to downsize from larger social housing).
- Maximising opportunities for those wishing to consider mutually exchanging to smaller properties
- Building on existing incentives that will enable households wishing to downsize to do so more easily.

These measures will be included as part of a package of initiatives that will form our under-occupation strategy, as detailed within our Housing & Homelessness Strategy 2018-23.

Where RPs do choose to end a fixed term tenancy as a result of under-occupation, we request that these RPs offer sufficient assistance to enable those households to be offered suitable alternative accommodation, rather than placing these households (who have potentially been longstanding, good tenants) at risk of homelessness.

4.2 Anti-social behaviour, rent arrears or other breaches of tenancy.

All tenants are assessed for eligibility for housing before they are considered for accommodation. Where there has been a history of serious anti-social behaviour or rent arrears in the past, which is still considered to be relevant, then they will be excluded from the housing list, in accordance with Homeseeker Plus.

For those who are accepted onto the housing list and subsequently offered CBC accommodation, new tenants will be offered an Introductory Tenancy for the first 12 (or sometimes 18) months, as referred to in Section 1.2 above. If, during this time, they fail to conduct their tenancy satisfactorily, then the tenancy may be brought to an end.

We believe that Introductory Tenancies are a sufficient safeguard in themselves to capture those new tenants who refuse to engage with support services and who continually breach the conditions to their tenancy. Should anti-social behaviour/rent arrears occur once a Secure Tenancy has been granted, then the option is open for us to seek possession of that property through the courts, where all other options to avoid eviction have been explored.

Given that these resources are currently available to end tenancies for those who are unwilling to follow the conditions of their tenancy agreements, we consider that it is unnecessary for fixed term tenancies to be used as a mechanism for ending a tenancy as a result of anti-social behaviour, rent arrears or other breach of tenancy.

We would therefore urge RPs not to refuse to renew tenancies on these grounds, unless normal possession proceedings are already underway.

4.3 Household Income

RPs are unable to accept households as new tenants where their incomes are so high that it would affect the RP's charitable status. RPs therefore currently carry out these checks prior to tenancy sign-ups. Cheltenham Borough Council, however, is not affected by these rules. We therefore do not intend to exclude tenants from our stock – or end their tenancies on this basis. We believe that mixed incomes creates balanced communities and that to end a tenancy without being able to offer reasonable alternatives could act as a disincentive for those households who might otherwise seek to improve their financial status.

Our understanding is that RPs' charitable status is not affected where that households' income changes during their time as tenants, but we acknowledge that some RPs have stated in their existing tenancy policies that a fixed term tenancy could be terminated on this basis.

Where RPs do chose to review a household's income as part of the review of the fixed term, we again urge RPs to support tenants into considering alternative options, such as low-cost home ownership schemes, and to not potentially make these tenants homeless.

4.4 Ending Fixed Term Tenancies

Should an RP decide not to renew a fixed-term tenancy, we request that the RP notifies our Housing Options Service at the time of the decision not to renew a tenancy, i.e. at least 6 months prior to the ending of the fixed term tenancy.

RPs should also seek to meet jointly with a member of the Housing Options Team and the tenant to consider what rehousing options are available.

When a tenancy is not renewed, the Council expects the RP's advice and assistance services to be fit for purpose. It would not be appropriate, for instance, for an RP to end a tenancy where there would then be a duty on the council to provide accommodation, except where there is an agreed plan of action.

Cheltenham Borough Council

Cabinet – 10th July 2018

Food Safety Service Plan 2018 - 2019

Accountable member	Councillor Andrew McKinlay, Cabinet Member for Development & Safety
Accountable officer	Sarah Clark –Public & Environmental Health Team Leader
Ward(s) affected	All
Key/Significant Decision	Yes
Executive summary	<p>The Council is required to produce a Food Safety Service Plan under the Framework Agreement with the Food Standards Agency (FSA). Local Authorities are required to consider and approve the Plan to ‘help ensure local transparency and accountability’.</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.</p>
Recommendations	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Approve the appended service plan for 2018-19.

Financial implications	<p>There are no financial implications as the Food Safety Service Plan can be delivered with the current base budget resources as it currently stands.</p> <p>Contact officer: Andrew Knott, Andrew.knott@cheltenham.gov.uk, 01242 264121</p>
Legal implications	<p>There are no legal implications associated with this report.</p> <p>Contact officer: Vikki Fennell, vikki.fennell@tewkesbury.gov.uk, 01684 272015</p>

<p>HR implications (including learning and organisational development)</p>	<p>The Food Safety Service Plan 2018-2019 clearly details employee resourcing requirements and these are currently sufficient in order to meet the council's statutory food safety functions. Any implications of under resourcing are detailed in the report, HR will support the service ensuring that it maintains and meets its required resourcing levels, as well as supporting any identified training and development needs.</p> <p>Contact officer: Clare Jones, HR Business Partner clare.jones@publicagroup.uk 01242 264364</p>
<p>Key risks</p>	<ul style="list-style-type: none"> • Please refer to the appended risk assessment for full risk assessment. The key risks are related to the consequences that could result if the service is under-resourced. • The service has enough existing capacity to undertake all programmed food hygiene interventions in 2018-19 and to deliver its statutory commitments under the Food Law Framework Agreement and commence income generation.

<p>Interim Corporate Strategy and Place Vision Implications</p>	<p>The Interim Corporate Strategy 2018-19 is aligned with the Council’s Place Vision and the food safety function of the environmental health service supports both in the following ways:</p> <p>Place aspiration: Businesses and their workforce thrive (Environmental Health ‘Business as usual’ contribution)</p> <ul style="list-style-type: none"> • Open for business approach with an emphasis on joining up regulatory services and delivering coordinated advice and support; • ‘Better Business for All’ Gloucestershire and sustainable service delivery; • Food safety interventions; • Food hygiene rating scheme. <p>Place aspiration: People and communities thrive (Environmental Health ‘Business as usual’ contribution)</p> <ul style="list-style-type: none"> • Food safety; • Infectious disease investigations. <p>Place aspiration: Cheltenham Borough Council contributes to a thriving Cheltenham and delivers excellent services to its customer (environmental health contributes to the following priority action)</p> <ul style="list-style-type: none"> • <i>Develop the Better Business for All (BBfA) partnership which provides a holistic link between local businesses and the support and regulatory functions of the Council and explore and implement sustainable service delivery options (e.g. consultancy).</i> <p>The food safety service also has a key role to play in supporting the proposed corporate framework, particularly: <i>Cheltenham is internationally renowned for its culture, heritage, food and sport.</i></p>
<p>Environmental and climate change implications</p>	<p>None</p>
<p>Property/Asset Implications</p>	<p>None</p>

1. Background

- 1.1 The Framework Agreement on Official Feed and Food Controls by Local Authorities (Amendment Five, April 2010) sets out what the FSA formally requires from local authorities with regard to their planning and delivery of food official controls, based on statutory Codes of Practice.
- 1.2 One such requirement is the production, approval and publication of an annual Service Plan.
- 1.3 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.
- 1.4 The plan follows a standard format provided by the FSA and is required to be submitted to Members for approval. The Food Hygiene Rating Scheme audit by the FSA in 2016 and internal audit by Audit Cotswold in 2017 highlighted the importance of thorough service planning and resource allocation. Auditors recommended that lack of resource or other issues affecting the authority's ability to carry out official controls should be emphasised in the service plan, because of the nature of statutory requirements.

2. Reasons for recommendations

- 2.1 It is a statutory requirement to produce a Food Service Plan, and allows for the efficient planning of resource to deliver official controls as required by the Food Law Code of Practice and to deliver other commitments such as sampling, internal monitoring and business advice as required by the Framework Agreement.

3. Alternative options considered

- 3.1 This plan relates to the delivery of a statutory function, so no alternative options are available at this time.

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** Documented internal monitoring procedures are required by Article 8 of Regulation (EC) 882/2004 (Official Feed and Food Controls), the relevant Codes of Practice, and centrally issued guidance.
- 5.2** Quality assurance is provided through the service’s consistency and internal monitoring procedures. For example: Food Safety Officer performance management takes place on a monthly basis, through recorded 121s with the team leader and in team meetings; inter-officer consistency meetings occur monthly; internal monitoring file and system checks take place in 121s and accompanied visits are scheduled four times each year with each officer. There are also rigorous procedures in place to ensure the accuracy and integrity of the food hygiene rating scheme.
- 5.3** The Food Safety Service used to report on a food service performance indicator on a quarterly basis to the corporate performance team. The service continues to use this as a local indicator although there is currently no requirement to report it corporately. The indicator is the growth in the number of food businesses with a food hygiene rating of three or above. Please refer to section 6 of the service plan for details of performance measures including the percentage of inspections achieved.
- 5.4** An annual statutory return is also produced through the Local Authority Enforcement Monitoring System (LAEMS) and monitored by the FSA.
- 5.5** The operation of the Food Hygiene Rating Scheme is monitored by the FSA against the Brand Standard. The service has robust monitoring and data procedures relating this.

Report author	Contact officer: Sarah Clark, Public & Environmental Health Team Leader sarah.clark@cheltenham.gov.uk, 07824 560054
Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Food Safety Service Plan 2018 – 19
Background information	<ol style="list-style-type: none"> 1. Food Law Agreement on Official Feed and Food Controls by Local Authorities https://signin.riams.org/files/display_inline/45532 2. Food Law Code of Practice 2017 https://signin.riams.org/files/display_inline/45497 3. Food Law Practice Guidance 2017 https://signin.riams.org/files/display_inline/46998

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	If the Council is unable to deliver interventions in food premises as they become due in accordance with the Food Law Code of Practice, then potential public health risks such as food poisoning outbreaks could occur (also damaging business and Council reputation)	Sarah Clark	18.06.18	4	2	8	A	The service plan is achievable within existing resources if no other circumstances change. If the situation does change, resource implications will be escalated to the Director.	In place	SC	
2.	If the Council is unable to meet its commitments according to the Framework Agreement, and deliver them according to the Code of Practice and Practice Guidance, then it could be in breach of its statutory duty with potential FSA sanctions and damage to reputation	Sarah Clark	18.06.18	4	2	8	A	The service plan is achievable within existing resources if no other circumstances change. If the situation changes, resource implications will be escalated to the Director.	In place	SC	
3	Emergencies –if the service suffers a lack of resource due to a major emergency or food/infection related	Sarah Clark	18.06.18	3	2	6	A	Likely to be short-term if risk is realised so can reduce risk with mitigation: a) mutual aid from neighbouring	In place	SC	

	incident, then there could be a failure to carry out planned interventions, or to investigate food complaints/incidents.							districts to cover high risk interventions or complaint investigation (Memorandum of Understanding/Protocol is being formalised 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			
4	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	01.04.17	2	2	4	A	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 Access report of all due interventions has been saved in case of Uniform failure	In place	SC	

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CHELtenham
BOROUGH COUNCIL

**FOOD SAFETY
SERVICE PLAN
2018-2019**

DRAFT

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'.

The Framework Agreement states what the FSA requires from local authorities when planning and delivering food and feed official controls. This Service Plan is Cheltenham Borough Council's plan as to how it will deliver those requirements.

Local authorities are monitored and audited by the FSA through service plans in accordance with the FSA's powers under the Food Standards Act 1999 and the Official Feed and Food Controls Regulations 1999.

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. The overarching aim is a sustainable service that protects public health whilst supporting food business activities.

Our objectives include:

- The regular control of food premises within the Borough in accordance with the Food Law Code of Practice (FLCoP).
- 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 support food businesses in all stages of their lifecycle, and in particular to provide new business start-up support.
- To undertake Home and Originating Authority duties within the Borough.
- To provide food safety by way of advice and assistance to food businesses, citizens and visitors of the Borough in a commercially sustainable way (eg through the Better Business for All partnership)

- To administer and promote the national Food Hygiene Rating Scheme (FHRS).
- To undertake Primary Authority Partnership arrangements.
- To control foodborne infectious diseases through the investigation of notifications.
- To move towards greater commercialisation of the service through the Place & Growth Transformation Programme.

1.2 Links to Cheltenham Borough Council's Interim Corporate Strategy for 2018-19 and Place Strategy

The place strategy sets out three ambitions for Cheltenham, supported by nine aspirations which form the framework for the 2018-19 corporate strategy (together with a fourth internal transformation ambition).

The Food Service Plan supports the third and fourth ambitions 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).

Ambition 3: Cheltenham is internationally renowned for its culture, heritage, food and sport.

Ambition 4: Cheltenham Borough Council contributes to a thriving Cheltenham and delivers excellent services to its customers

The Food Safety Service is also a key player in delivering the **Place Strategy** as the following examples from the interim corporate strategy demonstrate:

Place Aspiration: Businesses and their workforce thrive

Environmental Health 'Business as usual' contribution:

- Open for business approach with an emphasis on joining up regulatory services and delivering coordinated advice and support;
- 'Better Business for All' Gloucestershire and sustainable service delivery;
- Food safety interventions;
- Food hygiene rating scheme.

Place Aspiration: People and communities thrive

Environmental Health 'Business as usual' contribution:

- Food safety;
- Infectious disease investigations.

Place Aspiration: Cheltenham Borough Council contributes to a thriving Cheltenham and delivers excellent services to its customer

Environmental health contributes to the following priority action:

- Develop the Better Business for All (BBfA) partnership which provides a holistic link between local businesses and the support and regulatory functions of the council and explore and implement sustainable service delivery options (eg consultancy).

The ethos of the service is to support and advise food businesses in the borough so that they can grow and thrive safely. There is a high rate of compliance with food law in Cheltenham which is recognised, and a graduated approach to enforcement is exercised when working with non-compliant businesses.

The Service is also part of the Place and Growth Transformation Programme and is working with the programme's lead officers to explore and implement commercial opportunities. The Service is also working as part of Gloucestershire Better Business for All and now offers a range of commercial services such as food hygiene rating reassessments; advice and consultancy; and coaching on how to achieve and keep the highest rating. Officers have recently undertaken a training qualification with a view to hosting food hygiene courses.

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. It hosts a farmers market offering a valuable opportunity to sample local produce, as well as Continental and Christmas food markets. 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 headed by Yvonne Hope, which forms part of the Environment Division under Mike Redman. The Environment Division is part of the Managing Director of Place and Growth's portfolio. The current establishment structure is shown at the end of this plan.

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, Porton Down, respectively.

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. There are two Senior Environmental Health Officers and a Senior Technical Officer. 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, and for monitoring planning and licensing consultations as a means of identifying and engaging with new or developing food businesses. The team will begin to offer chargeable services and products this financial year.

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.

2.4 Demands on the Food Safety Service

Table 1: 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 – business support env.health@cheltenham.gov.uk ehbusinesssupport@cheltenham.gov.uk Food safety officers have mobile phone numbers available to stakeholders and the public.

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 31st March 2018 there were 905 food businesses registered on the database, compared to 925 at the close of the previous financial year.

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

Approved Premises

The council has one premises approved under Regulation (EC) No. 853/2004: Soho Coffee Shops Ltd, approval number UK CT007 EC (meat products). The business is a manufacturer and packer supplying to its own-brand coffee shops.

Specialist or complex processes

The council does not currently have any such processes in its area.

External factors that may impact on service delivery

With 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 that might require food safety officer resource. It should also be noted that Cheltenham has a vibrant event economy that the council is actively trying to grow, and associated food safety advice adds to demands on the service particularly over the summer. In addition, the team will also be delivering commercial services such as advice and consultancy in this financial year although the rate of initial take-up is anticipated to be slow. Food safety officers are also members of the council's emergency management team which may require their resource during times of civil emergency, potentially for a prolonged period. The food safety team is part of Gloucestershire Food Safety Group which is currently formalising a 'mutual aid' protocol to mitigate the capacity risks associated with emergency incidents.

2.5 Regulation Policy

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

The Framework Agreement requires local authorities to take account of the Better Regulation agenda with regard to service delivery and planning. 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. Key principles of the Better Regulation agenda are targeting, proportionality, accountability, consistency and transparency.

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.

There is a suite of interventions that focus on outputs and continued improvements in food safety. This allows us to choose the most appropriate and **proportionate** action to be taken to drive up levels of compliance of food establishments with food law whilst being mindful of the regulatory burden on businesses and only intervening where necessary. In addition, we operate an Alternative Enforcement Strategy (compliant with Food Law Code of Practice) which allows us to **target** resource at the highest risk premises through the use of a self-assessment questionnaire for lower risk category businesses. The Service operates a **consistency** framework supported by internal monitoring procedures so that all businesses and individuals receive the same standard of regulation. The Service operates in an open and **transparent** way e.g. through the format of its interventions and associated documentation, reviews of procedures, release of food hygiene intervention reports to consumers upon request, and by taking on board feedback from service users, although it recognises that it could do more in this respect – for example through the establishment of surveys or focus groups. It is anticipated that progress will be made in this area as part of the development of the shared Business Support Team in the Place & Growth Group and that service levels are re-assessed and explained to the public and stakeholders as part of the Service's **accountability** measures. The formation, approval and publication of this Plan also helps demonstrate the Service's accountability.

3 SERVICE DELIVERY

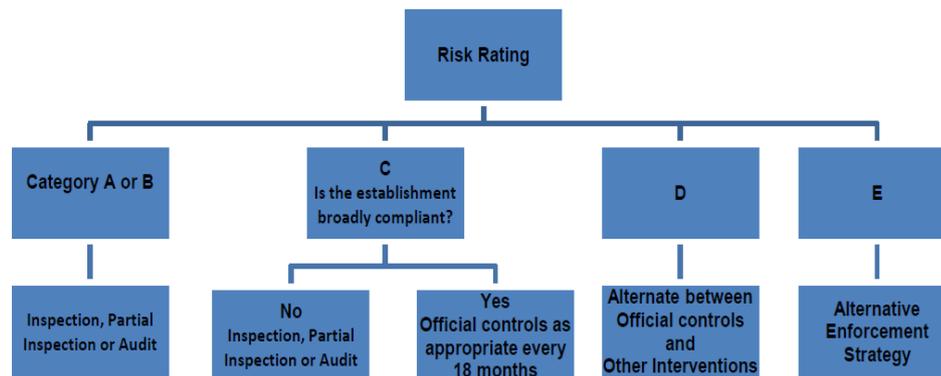
3.1 Interventions at Food Establishments

Intervention Policy

The regulation of food premises is undertaken in accordance with the Food Safety Act 1990 Food Law Code of Practice (FLCoP). 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 Service operates an Intervention Policy which sets out how interventions will be selected and delivered in accordance with the provisions of the Food Law Code of Practice and the FHRS Brand Standard. As a guide the diagram below depicts the Service's policy with regard the choice of interventions available per risk category.

Figure 1: Intervention policy schematic



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, such as sampling, alternative enforcement strategies, intelligence/information gathering in accordance with the Food Law Code of Practice.

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 category E premises.

The service intends to prioritise official controls due over commercial requests for service if there is insufficient capacity at times to deliver both.

Premises profile

The premises profile is given in the table below with figures for the previous financial year in brackets as a comparison:

Table 2: Premises profile as of 31st March 2018

	NO. OF PREMISES
PRIMARY PRODUCERS	0 (0)
MANUFACTURERS + PACKERS	5 (7)
IMPORTERS/EXPORTERS	3 (2)
DISTRIBUTORS/TRANSPORTERS	7 (8)
RETAILERS	168 (162)
RESTAURANTS AND CATERERS	722 (746)
TOTAL	905 (925)

Number of interventions programmed for 2018-19

The inspections (official controls) due can be broken down into risk categories as follows:

Table 3: Official controls programmed for 2018-19 and revisits estimate

Risk category	Number due for intervention FY 2018 – 2019	Target
Unrated – i.e. new businesses (projected from last year)	101	100%
A	0	100%
B	42	100%
C	204	100%
D	204	100%
E	26	100%
Revisits for compliance (average 30% of official controls p/a)	142	100%
Revisits requested by Food Business Operator under FHRs (based on last FY)	18	100%
Overdue from previous year	0	N/A
TOTAL NUMBER OF INTERVENTIONS	476 Official controls due + 101 new premises visits + 160 revisits = 737 interventions	100%

Estimation of the number of revisits that will be made in 2018-19

According to the Service's statutory return (LAEMS – local authority enforcement monitoring system), last year there were 637 interventions at 447 premises i.e. 190 interventions involved a revisit to a premises. This equates to 30% of overall interventions (a third of interventions undertaken in the previous year were also revisits: 33% revisit rate). In addition, there were 18 revisits requested by Food Business Operators under the FHRS.

For 2018 – 19 it is reasonable to assume a similar level of revisits will be required. 33% of 476 programmed official controls = 142 revisits for compliance + 18 requested revisits = **160 revisits**. It is possible that the demand for requested revisits under FHRS could decrease now that the authority charges for them or could increase if businesses are attracted by the idea of this service, but as the baseline is small (18 in 2017-8 and 19 in 2016-17) this impact either way should be manageable within existing resource.

Estimation of resources required e.g. staffing

Caveats:

- The data in the Table 4 (Resource Projection) contains estimates. The Service time records using Idox Uniform, which should enable the analysis accurate data about the average time per category intervention when management reports are developed. Service request data is also being developed.
- The figures in the table below are based on the current system where food safety officers are responsible for the majority of administrative tasks associated with the service including: data entry, letter and report writing, filing, minute taking, FHRS administration, database maintenance, freedom of information requests, etc. However the Place & Growth commercialisation and prioritisation work has a priority outcome relating to work processes being undertaken at the appropriate pay grade in order to release senior officer capacity for fee earning work and minimise the cost of service delivery. The service now shares a business support team and intends to redirect some of the initial demand for senior food officers to support officers instead. This would have the effect of reducing the time/cost per service function/row of the table below.
- Projections do not include management or support time.

Table 4: Resource projection for food service delivery 2018-19

Service function	Projected demand or volume	Estimated time per unit (hours)	Total Food Officer resource required p/a (hours)
Category A interventions	0	5	0
Category B interventions	42	5	210
Category C interventions	204	5	1020
Category D interventions	204	4	816
Category E interventions	26	2.5	65
Unrated (i.e. new businesses)	101	5	505
Revisits	160	2.5	400
Complaint investigations (based on last year's data)	130	2.5	325
Infectious disease investigations (based on last year's data)	178	1	178
Business advice (exc unrated businesses) e.g. identified through planning & licensing regimes or service requests	17 planning & licensing (inc street trading and objects on the highway) were logged for compared to 159 previous year – projection of 60 for 2018-19	45 mins	60
Festivals and event advice	12 were logged for food officer comments compared to 98 previous year – projection of 50 for 2018-19	2	100
Mandatory competency training	3 officers	30	90
Internal monitoring, Lead Officer duties, Food Safety Week and other promotions, database maintenance and FHRS administration	52 weeks	7	364
FSA digital registration project	One officer	10	10

Service function	Projected demand or volume	Estimated time per unit (hours)	Total Food Officer resource required p/a (hours)
Food service meetings, regional liaison group, consistency meetings etc. NB: 3 officers attend internal meetings & the team leader attends the regional meeting	2 x 1.5 hour food team meetings pcm inc 121s (24/yr)	9	108
	1 x 1.5 hour consistency meeting pcm (12/yr)	4.5	54
Sampling projects & interventions including delivery to lab, UKFSS & follow ups	3720 credits p/a = approx. 148 samples. Sampling projects e.g. ice: @ 4 samples per premises. 148/4 = 37 premises/interventions	7	259
TOTAL OFFICER HOURS REQUIRED p/a			4564
AVAILABLE OFFICER HOURS per annum 37 hrs. p/w x 52 = 1924 p/a <ul style="list-style-type: none"> - 222 hrs annual leave = 1702 - 30hrs CPD = 1672 - 37 hrs other training or sickness = 1635 - 9 Bank/Public Holidays p/a = 67 hrs =1568 = 1568 available hours per officer p/a	3 FTE	1568	4704
<p>Assessment of resource: According to the resource projection, there is sufficient officer resource to deliver this Food Safety Service Plan, with a margin of 140 officer hours approx which will be used for income generation and service improvements.</p>			

Service function	Projected demand or volume	Estimated time per unit (hours)	Total Food Officer resource required p/a (hours)
<p>However, it must be noted that this capacity could be consumed by complex investigations, prosecutions, an infectious disease outbreak, civil emergency or staff absence.</p> <p>A key outcome of both the agile working project and Place & Growth transformation is that work is undertaken by the appropriate paygrade. The food safety service will be delivered according to this principle, supported by centralised shared resource such as Business Support.</p>			

Targeted intervention work including projects

No targeted intervention project work planned for this financial year – any capacity released from food safety team will support income generation. However, food officers will continue to request gas safety certificates during food inspections to refer to Health & Safety colleagues and will always report Matters of Evident Concern.

Priorities relating to locally or nationally driven outcomes

Interventions focus on nationally driven outcomes which include compliance with allergen awareness/management (local delivery for Trading Standards); rare burgers updated guidance; focus on listeria in care homes; allergens, food fraud, acrylamide regulations awareness; and FHRS promotions. The team also actively promote the Primary Authority Partnership scheme during their interactions with businesses.

Cheltenham is one of eight local authorities chosen by the Food Standards Agency for their digital registration of food businesses pilot this year, as part of the Regulating Our Future reform programme.

Locally driven outcomes mainly relate to economic development and internal commercial transformation. The team now offers commercial services as part of Gloucestershire Better Business for All and is Secretary for the Gloucestershire Food Safety Liaison Group.

Participating in the national FHRS consistency exercise and local consistency events is a service priority.

Access to appropriate expertise for the competent inspection of specialised processes listed in Section 2.

There are no complex or specialised process such as smokeries, canneries, dairies, cheesemakers etc in the borough. However, should such a business emerge in the coming year, the neighbouring districts would be approached with regard buying expertise until one of the authority's own food safety officers reached the appropriate level of competency.

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 2017 - 2018 was 32 (20), with a further 98 (106) complaints relating to the hygiene of food premises. The number of complaints received in the previous year is shown in brackets. The numbers of complaints are fairly stable from one year to the next.

The service's business support team receives and logs all food and hygiene complaints which are then allocated to a duty officer. The complaint investigation policy involves a risk based filter in order to prioritise response according to factors such as public health implications, premises history and compliance.

Performance target: 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. The principle is to instigate investigation or advise the complainant why no action is possible, as soon as possible (so that 'end to end times' can be demonstrably reduced) and at least within three working days. 100% of all complaints received were actioned.

Resource: each complaint can take up to 2.5 hours to investigate including preparation; site visit and travelling time; communication with primary authority, head office, customers; database entry; production of letters etc. and any resultant follow up required. Based on 2017-18 data, 325 officer hours are required for this function per annum.

3.3 Primary Authority Principle and Home 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 BIS guidance.

The Council does not currently act as a Home Authority. The Home Authority Principle is where businesses have outlets in more than one local authority area, and/or supply goods or services beyond the boundaries of one local authority, the council in the district of the head office can act as the focal point for other regulators across the country.

3.4 Advice to Businesses

The food safety service provides 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
- Chargeable advice and consultancy; FHRS revisits
- 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.
- Better Business for All Partnership eg Growth Hub referrals

The service also intends to offer food related training courses and events, and its two Senior Environmental Health Officers are currently studying for a teaching and training qualification. A business case is being developed with the licensing service with regard offering accredited Training Centre services.

Resource:

Enhanced coding is needed in order for the service to truly capture its interactions with businesses.

In 2016-17 the service engaged with 159 food businesses through planning and licensing applications and 98 through the events process. However last year in 2017-18 this number dropped considerably whilst the agile working move and shared support team were implemented (17 planning and licensing consultations and 12 events were logged for food officer comment). It is the service's intention to resume this activity with the business support team handling standardised responses, which would release senior office capacity for specialist work.

It is estimated that each planning and licensing consultation interaction takes approximately 45 mins and each event takes up to 2 hours. It is estimated that food officers will be involved in 62 planning and licensing consultations in 2018-19 and 50 event (although this resource should tail off during the year as more non-specialist work is moved to Business Support). Therefore, the projected resource is 160 officer hours.

3.5 Food Sampling

The food service participated in the Public Health England coordinated national Study 62 in 2017-18 relating to Ready to Eat chilled Eastern European food. Eleven microbiological samples were taken at six premises and all but two results were satisfactory. The two unsatisfactory results were followed up by food safety officers to ensure the business received the appropriate advice to address them.

Sampling Policy

The Authority's sampling policy states the following reasons for sampling:

- Investigation of food contamination, food poisoning and complaints
- Imported food responsibilities.
- Primary Authority/Originating Authority responsibilities
- Food sampling defined by statute e.g. shellfish
- Use of sampling as part of an Official Control
- Participation in EU co-ordinated control programmes
- Participation in nationally co-ordinated sampling programmes
- Participation in regional sampling programmes
- Sampling related to local products/events/initiatives relevant to Cheltenham Borough Council
- Continued use of the UK Food Surveillance System (UKFSS)
- Surveillance/Intelligence sampling to identify foods that could pose a hazard
- Sampling on request of a food business e.g. new product and/or process
- Informal sampling to assist with giving advice to businesses
- Resampling from previously unsatisfactory results

Analysis/examination of Samples

All samples for analysis, taken under section 29 of the Food Safety Act 1990 in accordance with the Food Safety (Sampling and Qualifications) Regulations 2013 and with the requirements of this Code, will be submitted to the appointed Public Analyst at a laboratory accredited for the purposes of analysis, and which appears on the list of official food control laboratories. Cheltenham currently has an agreement with Worcester Scientific Services, Worcester.

All samples for examination, taken in accordance with regulation 14 of the Food Safety and Hygiene (England) Regulations 2013 and the requirements of this Code, will be submitted to the Food Examiner at a laboratory accredited for the purposes of examination, and which appears on the list of official food control laboratories. Cheltenham BC currently has an agreement with Food, Water and Environmental Microbiology laboratory Porton, Wiltshire.

Other samples

Other samples such as hygiene check swabs could be used within food premises to check on the efficiency of cleaning and disinfection. These fall outside the sampling programme and the number and type will be determined according to local needs.

2018 – 19 Sampling Surveys

The sampling projects identified so far in 2018-19 are shown below. The team has begun participating in National Study 64 and the Cross Regional Ice Machine study already.

Table 5: National and Cross-Regional Sampling Surveys 2018-19

Year	2018-2019											
National Surveys *												
Months of sampling:	A	M	J	J	A	S	O	N	D	J	F	M
Study 64 RTE Pastry products												
To be advised												
To be advised												
Cross Regional Surveys												
Ice Machines												
To be advised												
To be advised												
To be advised												

Resource:

The Authority is given around 3720 sampling credits free of charge each year. This equates to approximately 148 samples. Sometimes it may benefit a complaint investigation if samples are taken but generally the majority of credits are put towards national and cross-regional sampling surveys. The Service intends to maximise opportunities presented by sampling credits, in accordance with its Sampling Policy and to use its credit allowance in the financial year. It is likely that multiple samples (average of four) will be taken from each premises selected for the surveys to provide more meaningful results and to be resource-effective.

3720 credits = approx. 148 samples

148 samples/4 samples per premises = 37 premises surveyed/sampling official controls/complaint investigation samples

Estimated 7 hours officer time for each premises interaction including data entry, site visit and sampling; travel to lab, paperwork and follow up visit and/or paperwork.

37 premises x 7 hours = 259 officer hours required per annum.

Resource assessment and mitigation

The Service should have sufficient resource to deliver its sampling responsibilities under the Framework Agreement within current processes, although this situation could change in the event of a food incident or complex investigation. In the past this has meant that sampling is under resourced. The service aims to release food safety officer capacity by:

- Automating some of the event, planning, licensing and complaint advice which in itself will release specialist officer capacity
- Moving some of the less specialist environmental health work to the shared business support team
- Potentially submitting a business case to the Place & Economic Development budget for a Regulatory Support Officer who could undertake some of the sampling (although it is recognised this post would ideally need to be self-financing to align with the commercial element of new posts).

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, for example care homes. Intervention in these outbreaks takes up a significant amount of officer time.

The policy in respect of this service is to:

- 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. The service has participated in Operation Brimstone and Summer Rose public and environmental health emergency planning exercises regionally.

Performance target: to action 100% of infectious disease notifications within two working days unless the potential risk to public health requires a same day response (e.g. *E Coli 0157*)

Table 6: Number of Infectious Disease Notifications by year

Financial year	Number of Infectious Disease Notifications	Performance (actioned within two working days)
2017-18	178	100%
2016-17	209	100%
2015-16	183	100%
2014-15	196	100%

Resource projection: 178 cases x 1 hour average per investigation = 178 hours per annum

3.7 Food Safety Incidents

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 Food Legislation. Others are for information only.

All alerts are received directly from the Food Standards Agency via a secure dedicated computer network system. The Public & Environmental Health Team Leader will instigate the necessary response and provide the necessary out of hours cover for this service. Approximately 100 FSA messages are received annually which used to be manually distributed to food safety officers by the team leader, but this is now co-ordinated through an information platform 'Smarter Comms'.

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.

The responsive element of work associated with individual alerts can vary significantly but the majority are alerts for information rather action. Alerts for action are assigned to the Duty Officer as part of their reactive caseload alongside complaint and infectious disease investigations. An average of four alerts for action about a food business or food product in Cheltenham's district is received each year and does not usually require more than one officer's input for more than 2 hours, depending on the nature and scale of the incident.

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 District and Borough Councils in the County, Publica (shared regulatory services); the County Council Trading Standards Service, the Food Standards Agency's Regional Representative 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 service also take parts in any local public health groups convened to monitor local trends in infectious diseases.

Resource

Internal meetings:

1x 1.5 hour inter-officer consistency meeting pcm (3 FTE attendance) = 54 hours p/a

2 x 1.5 hour food team meetings pcm (3 FTE attendance) = 108 hours p/a

3.9 Food Safety promotional work and other non-official control interventions

The service is not planning any proactive promotional work or non-official control interventions in 2018-19 because of its commitment to the internal transformation programme. However, the service will maximise any opportunities to promote food safety that arise in the coming year eg through Marketing Cheltenham.

The service will continue to utilise the council's Communications team with regard to food safety or FSA press campaigns eg Food Safety Week.

4 RESOURCES

4.1 Financial Allocation

The Food Safety Service budget for 2018 - 19 is £200,200 which is the same as the previous financial year. This budget includes staffing, travel, subsistence, I.T. development, legal action and office overheads necessary as part of the food safety enforcement function. Recharges for I.T. support, Human Resources, accountancy, audit, insurances, communications, and asset management are also included.

There is not a separate sampling budget.

The Council always seeks to recover costs following successful legal proceedings wherever possible, and the service is reviewing its functions to release capacity for income generating work.

4.2 Staffing Allocation

There are two full time Senior Environmental Health Officers and one full time Senior Technical Officer in the food safety team who are widely experienced in food safety. All officers have completed a competency framework assessed by the Lead Officer and are Authorised Officers according to their competency and experience as required by the Competency Framework. The 3 FTEs are dedicated to the delivery of the food safety service.

The food safety service has contributed its 0.6 FTE Business Support Team Officer to a shared business support team as part of the agile working project. The service has been assured of greater resilience and cross-training in this shared team who act as a specific point of customer contact and register commercial premises etc. The BST officers do not have a role according to the Code of Practice but the service will explore the possibility of developing a Regulatory Support Officer if funding for training etc becomes available.

The food safety service is managed by Sarah Clark (Team Leader). Yvonne Hope is the Head of Service for the Public Protection Department which contains food safety amongst other functions.

No contractors are currently engaged by the service.

It is projected that there are sufficient officer hours available to deliver this Service Plan.

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 to include 10 hours specifically on food topics. The service encourages cascade training as a mechanism to disseminate new guidance and further staff development.

The council's policy is to use a corporate system to record training and CPD. The current system is in the process of being replaced.

5 QUALITY ASSESSMENT

5.1 Quality assessment and internal monitoring

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

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

Data checking is also undertaken when quarterly inspection lists are produced.

Officers have a monthly consistency check with each other; internal monitoring checks are carried out in 121s; and accompanied visits occur quarterly. Feedback is given in team meetings. Liaison group training is arranged where possible and the authority participates in inter-authority audits when they are planned.

6 REVIEW

6.1 Review against the Service Plan

6.1.1 Progress

Last year's progress in food safety includes:

- Successfully completed all due interventions by time of annual service plan review
- Delivered the first commercial undertaking with a neighbouring authority
- Joint work with Trading Standards on allergen cases
- Continuing a high standard of broadly compliant businesses included in the food hygiene rating scheme
- Assessment of all unrated 'new' food businesses
- Prioritisation of visits to non-compliant food businesses and use of alternative enforcement strategy
- Participated in agile working project and are now agile workers (utilising laptops, iPhones and remote working)
- Contributed to Public Health England National Sampling Study 62
- 434 written warnings of non-compliance with food hygiene legislation (compared to 837 the previous year which we now believe to be a mapping error)
- 1 Improvement Notice served
- 637 Official Controls carried out in 447 premises
- Gas Safe certificates requested at every LA enforced food business visited to support priority H&S interventions
- Investigated 130 complaints
- Undertook 178 infectious disease investigations
- Tested the new FSA Smarter Comms Platform as part of a pilot group
- Active member of Gloucestershire Better Business for All
- Secretary of Gloucestershire Food Safety Liaison Group

These achievements are particularly commendable as the team were 0.5 FTE short across the financial year due to officer sickness absence.

6.1.2 Performance monitoring

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 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

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

2008/2009 was a baseline year with less than 70% of our food premises being broadly compliant. As at 31st March 2018, 97% of rated food businesses in Cheltenham were broadly compliant (n=882/905).

This met the target of 97% for premises in broad compliance.

Previous years' figures for comparison:

2016-17: 97% (n=882/911)
 2015-16: 96% (n=990/1031)
 2014-15: 94%

All unrated new businesses are automatically non-compliant at first, and are included in this calculation. A full breakdown by risk category is provided below. Officers have scheduled revisits according to the intervention policy and are only able to change the risk rating to reflect compliance if a full or partial re-inspection, or audit is completed with the business rather than a visit to verify non-compliances have been rectified.

Table 7: Percentage of food businesses which are broadly compliant with food safety legislation

Profile of premises in broad compliance with food law	Broadly compliant	Total no. of premises	% broadly compliant
Premise Rating - A	0	0	-
Premise Rating - B	44	46	95.7%
Premise Rating - C	260	263	98.9%
Premise Rating - D	347	350	99.14%
Premise Rating - E	231	231	100%
Totals	882	905	97.46%

For 2018-19, the target is to end the year with 97% of rated premises broadly compliant with food safety legislation.

c) Grow the number of food businesses with a rating of 3 or more

There are currently 847 Cheltenham food businesses with a rating of 3 or higher out of 876 on the national Food Hygiene Rating Scheme website. This equates to 97% with a rating of 3 (generally satisfactory) or higher, which is a 7% increase on last year. This indicator is reported to Divisional Management on a quarterly basis.

In 2016-17, this figure was 90% (n=846/945)

In 2015-16, it was 92% (n=875/953) and for 2014-15 it was 93% (n=975/953).

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 necessary to assess the percentage of planned interventions delivered per risk rating category in order to inform resource allocation and ensure the authority complies with its duties in accordance with the FLCoP.

6.1.3 Review against Service Plan

The following table gives the targets and results for 2017-18 for inspections due per risk category – **snapshot as of 31.03.2018** (all due interventions have since been completed)

Table 8: Food hygiene interventions achieved 1st April 2017 – 31st March 2018

Risk Category	Interventions due	Interventions achieved	Target set
A	9	9 = 100%	100%
B	104	104 = 100%	100%
C	254	253 = 99.6%	100%
D	126	126 = 100%	100%
E	93	44 = 47%	100%
Unrated ie 'new'	101	101 = 100%	100%
TOTAL	687	637 = 92.7%	100%

It must be noted that the statutory return (LAEMS) reported 49 Category Es and 1 Category C inspection unachieved which conflicts with the council's own records at year end. We believe this is due to a recording error so have asked the FSA for overdue premises information. According to CBC data, 100% of due interventions were completed.

The overall intervention rate of 92.7% (according to the statutory data report) against the authority's self-set target of 100% is a significant achievement considering that one of the two Senior food safety officers was on sick leave for six months of the financial year.

The target for 2018-19 is to complete 100% of all interventions due.

6.2 Identification of any variation from the Service Plan

The Service did not significantly vary from the Plan. The Senior food safety sickness absence was anticipated and the service planned accordingly.

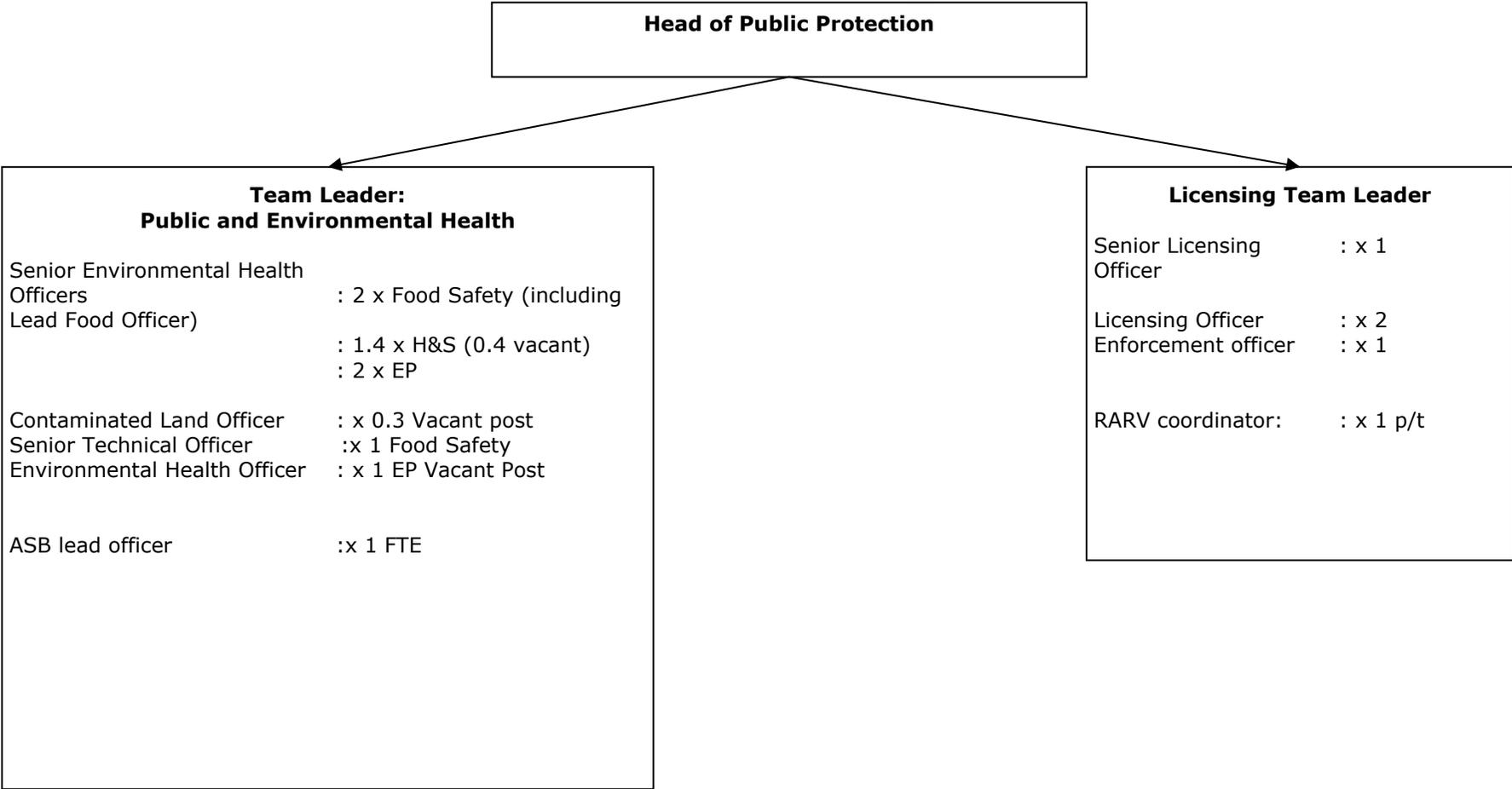
In 2018-19, there could be variance from the service plan if a resource gap occurs due to a food-related incident (for example an infectious disease outbreak or an in-depth investigation). To reiterate: There is a small margin of available resource if the service is to deliver its responsibilities under the Framework Agreement within current processes. The service aims to mitigate this as described in section 3.5 and reproduced here:

- Automating some of the event, planning, licensing and complaint advice which in itself will release specialist officer capacity
- Moving some of the less specialist environmental health work to the shared business support team
- Potentially submitting a business case to the Place & Economic Development budget for a Regulatory Support Officer who could undertake some of the sampling (although it is recognised this post would ideally need to be self-financing to align with the commercial element of new posts).

6.3 Areas of improvement

The review of the service plan clearly supports the development of the service in terms of resource and commercialisation. For example, some of the technical data entry and customer focused tasks should now be moved to business support or technical function. This would release food safety officer capacity to better deliver its food safety statutory functions eg inspections; support business economic development; undertake sampling and/or explore commercial opportunities including the provision of training courses.

Comments on service development in general are provided throughout this Plan.



Cheltenham Borough Council

Cabinet – 10 July 2018

Award of a rent support grant to a Cheltenham Voluntary and Community Sector Organisation

Accountable member	Cllr. Rowena Hay, Cabinet Member Finance						
Accountable officer	Mark Sheldon, Director of Resources						
Ward(s) affected	All						
Key/Significant Decision	No						
Executive summary	<p>As part of Cheltenham Borough Council’s wider ambitions to support a thriving voluntary and community sector (VCS), the council enables VCS groups to rent its properties through offering a rent support grant scheme.</p> <p>The current policy was adopted in December 2016 which permits VCS groups to apply for a rent support grant either at start of a lease or at the time of a rent review. Applications are scored against four criteria with the amount of subsidy awarded being proportionate to the degree to which the applicant meets the criteria.</p> <p>Applications for rent support grants have been received from Hesters Way Neighbourhood Project for two properties.</p> <p>This report sets out the proposed level of rent support grant to be awarded to the applicant.</p>						
Recommendations	<p>Cabinet agrees to the following rent support grants:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Applicant</th> <th>Recommended rent support grant</th> </tr> </thead> <tbody> <tr> <td>Hesters Way Neighbourhood Project Neighbourhood Charity Shop 16-18 Hesters Way Road</td> <td>A rent support grant of 36% of current market rent totalling £2,160 per annum.</td> </tr> <tr> <td>Hesters Way Neighbourhood Project The Living Room Rowanfield Exchange</td> <td>A rent support grant of 62% of the current market rent totalling £2,790</td> </tr> </tbody> </table> <p>Authorises the Strategy and Engagement Manager to enter into rent support grant agreements with the applicants.</p>	Applicant	Recommended rent support grant	Hesters Way Neighbourhood Project Neighbourhood Charity Shop 16-18 Hesters Way Road	A rent support grant of 36% of current market rent totalling £2,160 per annum.	Hesters Way Neighbourhood Project The Living Room Rowanfield Exchange	A rent support grant of 62% of the current market rent totalling £2,790
Applicant	Recommended rent support grant						
Hesters Way Neighbourhood Project Neighbourhood Charity Shop 16-18 Hesters Way Road	A rent support grant of 36% of current market rent totalling £2,160 per annum.						
Hesters Way Neighbourhood Project The Living Room Rowanfield Exchange	A rent support grant of 62% of the current market rent totalling £2,790						

Financial implications	<p>The two properties occupied by the Hesters Way Neighbourhood Project are HRA properties, if the proposals are accepted, there is a net increase of rent of £1,050 per annum to the HRA.</p> <p>Contact officer:</p> <p>paul.jones@cheltenham.gov.uk, 01242 775154</p>
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Legal implications	<p>Under S123 Local Government Act 1972, leases for a term greater than 7 years must be for the best consideration reasonably obtainable. The only exemption to this is where the letting at less than best consideration contributes to the 'social, economic or environmental well-being' of the council's area or residents. Whilst leases for a term of less than 7 years do not have to be for the best consideration reasonably obtainable, the council must still have regard to its general fiduciary duty.</p> <p>Granting a lease at market rent, whilst implementing a policy of grant support, means that if the tenant at any time fails to meet the grant criteria, there is no complicated legal mechanism for ensuring that the rent is uplifted to market value: the grant is simply suspended. Accordingly, the Policy for Property Lettings and Disposals to the Third Sector, Voluntary and Community Groups was adopted by Cabinet on 13 December 2016.</p> <p>Legal advice was sought on whether this policy would fall foul of rules against State Aid. State Aid occurs when financial assistance is given by a public body which favours certain organisations and distorts or threatens to distort competition between Member States of the EU. The advice is that the letting at an undervalue to community organisations will not be State Aid if:</p> <ul style="list-style-type: none"> • The proposed tenant is a not for profit organisation; • The use of the building will be for a community purpose; and • The activities carried out by the organisation(s) are of local interest only. <p>Contact officer: Rose.gemmell@tewkesbury.gov.uk, 01684 272014</p>
HR implications (including learning and organisational development)	<p>None identified as a result of this report.</p> <p>Contact officer: , @cheltenham.gov.uk, 01242</p>
Key risks	<p>If the Council is overly generous in subsidising tenancies with grants, this will result in reduced income from assets and cumulative impacts on the Council's medium term financial strategy.</p> <p>If appropriate and transparent grant agreements are not put in place, tenants may be more difficult to remove if they fail to meet the terms of any subsidised letting arrangement, with the potential for associated adverse publicity for the Council;</p> <p>If prospective tenants cannot demonstrate a robust business plan when taking on property commitments from the Council, there is an increased risk of failure and associated financial and reputation impacts for the authority.</p>
Corporate and community plan Implications	<p>The revised assessment scheme is based on the council's corporate strategy outcomes.</p>
Environmental and climate change implications	<p>None identified</p>

Property/Asset Implications	The rental implications of the subsidy are set out in the report Contact officer: Simon.Hodges@cheltenham.gov.uk
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1. Background to the rent support grant process

- 1.1** As part of Cheltenham Borough Council's wider ambitions to support a thriving voluntary and community sector, the council enables VCS groups to rent its properties through offering a rent support grant scheme.
- 1.2** We know that appropriate rent support to community-based organisations and services can support the viability of such organisations and the services they provide to the benefit of the social and economic well-being of the town. However, the Council will continue to encourage voluntary and community sector organisations to become more self-sufficient and less reliant upon financial support from the Council.
- 1.3** A revised rent support grant process was adopted by the council in December 2016. This is based on assessing an application against the following four outcomes:
- Cheltenham's environmental quality and heritage is protected, maintained and enhanced
 - Sustain and grow Cheltenham's economic and cultural vitality
 - People live in strong and safe communities
 - We will work to strengthen the emotional and physical wellbeing of all Cheltenham residents
- 1.4** The maximum rent support grant that any organisation will be able to apply for will be 80% of their current market rent and that the assessment process will determine the level of grant to be offered up to this maximum and will be staggered incrementally, as follows:
- Meeting one outcome –up to 20% grant
 - Meeting two outcomes –up to 40% grant
 - Meeting three outcomes –up to 60% grant
 - Meeting four outcomes –up to 80% grant
- 1.5** Each outcome is subject to a stepped discount between 0 and 20% depending upon the impact of the defined sub-elements of each outcome.
- 1.6** Cabinet retain the discretion to award a further grant of 10%, bringing the maximum rent support grant that any organisation could receive to 90%. This will only be in exceptional cases and any such decision will only be taken after detailed consideration of the organisation's financial and business case for the rent support.
- 1.7** In addition, the council will scrutinise the applicant's financial standing and make an assessment of the following:
- That the reason for applying for the rent support grant is backed up by the organisation's financial health in that the grant award will support the financial viability of the operation of the building
 - That the organisation has reasonable longer-term plans in place to be able to sustain activities being delivered from the building beyond the term of the grant.
- 1.8** The offer of a grant will be for a maximum of three years that will be reviewed at the end of each 12 month period to ensure that the applicant continues to deliver the activities set out in the original application. The council will reserves the right to either review the grant amount awarded or withdraw it completely if there are changes to the activities being delivered. In addition, if the organisation is in debt arrears to the council; the grant will be withdrawn.

2. The applications and recommendations

Applicant	Current rent paid	Recommended rent support grant	Assessment
Hesters Way Neighbourhood Project Neighbourhood Charity Shop 16-18 Hesters Way Road	Market rent is £6,000 Currently in receipt of 40% discount and therefore pays £3,600 per annum	A rent support grant of 36% of current market rent totalling £2,160 per annum.	See appendix 2
Hesters Way Neighbourhood Project The Living Room Rowanfield Exchange	Market rent is £4,500 Currently in receipt of 80% discount and therefore pays £900 per annum	A rent support grant of 62% of the current market rent totalling £2,790	See appendix 3

3. Monitoring and Review

- 3.1** The council will put in place an annual monitoring process whereby the recipient of the rent support grant will submit a monitoring form to explain the activities that have been delivered from the premises. The monitoring information will be reviewed by the Asset Management Working Group that will be able to make recommendations to the Cabinet Member Finance about whether the grant should continue into the next year, or whether the level of rent support grant should be reviewed or withdrawn.
- 3.2** The quality and timeliness of previous monitoring information will taken into account, if the applicant wishes to re-apply for a rent support grant at the end of the three year period.

Report author	Contact officer: Richard Gibson Strategy and Engagement Manager richard.gibson@cheltenham.gov.uk 01242 235 354
Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Hesters Way Neighbourhood Project - Neighbourhood Charity Shop Assessment 3. Hesters Way Neighbourhood Project - The Living Room assessment
Background information	Report to Cabinet 13 December 2016 "Award of rent support grants to Cheltenham's Voluntary and Community Sector Organisations"

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 appropriate and transparent grant agreements are not put in place, tenants may not understand the consequences if they fail to meet the terms of any subsidised letting arrangement.	Richard Gibson	18.6.18	2	2	4	Accept	Devise rent support grant agreements in conjunction with One Legal	June 2018	Richard Gibson	
	If prospective tenants cannot demonstrate a robust business plan when taking on property commitments from the Council, there is an increased risk of failure and associated financial and reputation impacts for the authority.	Mark Sheldon	18.11.16	2	3	6	Accept	Ensure effective assessment of rent support grant applications	Dec 16	Richard Gibson	
	If the grant expires or is terminated, tenants will remain responsible for payment of rent at market value. This may result in an increase in arrears.	Mark Sheldon	18.11.16	2	2	4	Accept	Ensure effective assessment of rent support grant applications and that tenants are aware of the risks that the grant is time-limited.	Dec 16	Richard Gibson	
<p>Explanatory notes</p> <p>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)</p> <p>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)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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Rent Support Assessment

Name of Applicant:	Hesters Way Neighbourhood Project
Is the applicant a legally constituted, not-for-profit voluntary and community sector organisation?	Yes
Name /address of property	Neighbourhood Charity Shop 16-18 Hesters Way Road Hesters Way Cheltenham GL51 0DA
Current rent	Market rent is £6,000 Currently in receipt of 40% discount and therefore pays £3,600 per annum

Rent Support outcomes	submission	Proposed score against the sub-elements (up to a maximum of 20% per outcome)
<p>Cheltenham's environmental quality and heritage is protected, maintained and enhanced.</p> <p>This could include</p> <ul style="list-style-type: none"> • Promoting bio-diversity • Responding to climate change • Promoting sustainable living • Protecting and enhancing parks, gardens and open spaces • Protecting and enhancing the built environment 	<p>The area outside of the Neighbourhood Charity Shop is regularly swept and tidied up by the volunteer team. The shop is open 5 days a week, 9am to 3pm, and we are working on plans to extend hours and to make the shop front look more attractive.</p> <p>We play our part in helping reduce the amount of items that go to landfill by recycling clothes, bric-a-brac household goods, etc., all helping to respond to the climate change agenda and reducing our collective carbon footprint. We forward any items that we are unable to re-use to other charity shops and beneficiaries.</p> <p>These items are provided at low cost and sometimes at no cost to the disadvantaged of our community. We also sell to environmentally conscious residents and those simply looking for a bargain.</p> <p>We promote local activities such as litter picks and public art projects and the venue is used to consult local residents from time to time.</p>	<p>The panel noted that the activities of the shop do help reduce the amount of waste going to landfill through encouraging re-cycling and reuse of household items.</p> <p>There was little evidence of other environmental impacts.</p> <p>There is therefore some evidence that the proposed activities will have a positive impact on the following:</p> <ul style="list-style-type: none"> • Promoting sustainable living <p>The recommended discount is 4%</p>
<p>Sustain and grow Cheltenham's economic and cultural vitality.</p> <p>This could include:</p> <ul style="list-style-type: none"> • Helping people into employment • Helping businesses to get established • Supporting cultural activity • Providing advice and information • Supporting tourist activities 	<p>The Neighbourhood Charity Shop has a proven track record in helping people get into employment. This is done through our volunteering programme and through sign posting to training providers, employers and job clubs.</p> <p>The charity shop is run almost entirely by a team of typically six volunteers, 50% are retired folk and 50% are of working age. Of the working age volunteers at least two typically secure employment within a 6 to 12 month period.</p>	<p>The panel noted the applicant's assertion that the shop has helped people get into employment but there were no facts to measure this assertion by.</p> <p>The panel did note that the shop is run by 6 volunteers.</p>

Rent Support outcomes	submission	Proposed score against the sub-elements (up to a maximum of 20% per outcome)
	<p>We help new business starters by letting them advertise for free. A couple of current examples include a home cleaning service and a gardener.</p> <p>Significantly, profits from our charity shop go toward support local projects. For a number of years now it has been covering the overheads of our outreach and community hub project in Rowanfield called “The Living Room” – please see separate application.</p> <p>As an example of our neighbourliness, we recently helped the Co-Op with staff work placements over the course of 6weeks during a shop refit.</p> <p>We regularly advertise jobs, training, business seminars and cultural activities that take place across the town as well as local activities, and provide information and sign posting to specialist advisors.</p>	<p>There is therefore some evidence that the proposed activities will have a positive impact on the following:</p> <ul style="list-style-type: none"> • Helping people into employment • Helping people into employment - 4 • Helping businesses to get established - 4 • Supporting cultural activity • Providing advice and information • Supporting tourist activities <p>The recommended discount is 8%</p>
<p>People live in strong and safe communities. This could include</p> <ul style="list-style-type: none"> • Enabling local residents to meet together and socialise • Engaging residents in positive social networks • Enabling local residents to contribute their time and efforts into community activity • Enabling local residents to feel safer in their communities • A place for young people to meet and feel safe 	<p>Although a charity shop it is also a meeting place for local residents who come for a chat, to catch up on the latest gossip and, on a more serious note, to keep an eye out for local people, especially the vulnerable and infirm.</p> <p>Our volunteer team are good listeners, are often a shoulder to lean on for some residents, and a shoulder to cry on from time to time. They help as best they can, sharing life experiences, and if they can't help they will track down someone who can help through local networks and the larger HWNP team. They will sometimes make phone calls for people, talking to the council or whoever on their behalf or standing by their side whilst they make the call.</p> <p>As mentioned previously the charity shop is run almost entirely by volunteers who invariably live locally, giving them a sense of belonging, identity and self-worth.</p> <p>As volunteers and customer build up networks of friends and contacts they feel safer. This has been particularly helpful for a number of eastern European residents and has especially helped one single mother and family of 5 who moved into the area a few years ago under police protection. She volunteered at the shop and after a while extended her horizons to inject a lot of community building enterprise at the Community Life café in Rowanfield (now known at the Living Room) and went on to full time work with the Co-Op</p> <p>One of the big foci of The Neighbourhood Shop is aimed at young, sometimes single mothers or fathers or other carers. The shop endeavours to stock a large range of baby clothes, cots, buggies, bedding and a good stock of children's clothes including school uniforms, for those less well off or with</p>	<p>The panel noted that the application was stronger in relation to its community benefits. Though again the application was let down by the lack of information about how many residents used and benefited from the building</p> <p>There is therefore some evidence that the proposed activities will have a positive impact on the following:</p> <ul style="list-style-type: none"> • Enabling local residents to meet together and socialise • Engaging residents in positive social networks • Enabling local residents to contribute their time and efforts into community activity • Enabling local residents to feel safer in their communities <p>The recommended discount is 16%</p>

Rent Support outcomes	submission	Proposed score against the sub-elements (up to a maximum of 20% per outcome)
	<p>large families to cater for. Keeping an eye on the market it aims to make clothes cheaper than charity shops in town.</p> <p>On the fun side we have provided many a fancy dress costume and trash fashion clothing for seasonal parties for local families and their friends.</p>	
<p>We will work to strengthen the emotional and physical wellbeing of all Cheltenham residents This could include:</p> <ul style="list-style-type: none"> • Enabling local people to be active • Helping local people make healthy lifestyle choices • Reducing the harm caused by alcohol • Improving mental health • Improving health & wellbeing into older age 	<p>As stated previously, our charity shop is almost entirely run by volunteers who are certainly kept active with all that has to be done to keep things running. We also help local people be active through promotion of events and we have links with numerous community groups who use the shop for supplies to run their own weekly sessions and attend events.</p> <p>Volunteers regularly tell us that volunteering at the shop means a lot to them; helping them in a myriad of ways. Examples includes:</p> <ul style="list-style-type: none"> • “Keeps me sane and connected to people so I’m not all alone at home by myself” – a retired retailer and widow. • “Has given me a chance to start over again” – a middle aged mother with something of a bad reputation and spent criminal record. • “I’ve suffered depression for years. The shop gives me the chance to do something for others which helps a lot, makes me feel useful ” – retired book keeper • “Has helped me build up my confidence and I now have part time work” – a mother returning to work. <p>We are working with a local resident who started volunteering with us recently two times a week. She was the victim of a serious personal crime against her and suffers extreme anxiety and seldom comes out of the house. We built up a good relationship with her partner (a customer) over the last 12 months since the incident to the point where he enquired about possible volunteering for her as he could see the charity shop would be a safe and friendly place to help move forward with her life.</p> <p>All sorts of discussions take place between volunteers and customers including diets, problems with kids, the school, how to access benefits, and all other manner of life experiences including fun times and simply folk helping one another</p> <p>We help refugees and sign post to things like the English Speaking Club run by CBH and all the wellbeing activities run at the Hesters Way and Springbank Centres, the Oasis Ability Hub, GMAS’s café and youth working in Springbank, the Living Room and activities at the St.Marks and Hesters Way Community Centre.</p>	<p>The panel noted that the application set out a number of perceived health benefits, particularly in relation to residents being active through volunteering and how this benefits people with mental health issues. The addition of direct quotes helped paint a picture of the value of the shop.</p> <p>Again the application was let down by the lack of information about how many residents used and benefited from the building.</p> <p>There is therefore some evidence that the proposed activities will have a positive impact on the following:</p> <ul style="list-style-type: none"> • Enabling local people to be active • Improving mental health <p>The recommended discount is 8%</p>

Rent Support outcomes	submission	Proposed score against the sub-elements (up to a maximum of 20% per outcome)
	<p>At the end of the day we run a community focused charity shop that does more than simply recycle clothes and household goods, we are part of the fabric of our local neighbourhood which serves people and families of all ages and backgrounds.</p> <p>Our Neighbourhood Charity Shop is seen by many as a community hub and a space where people can go for a friendly chat even if they are not buying anything. Hesters Way as an area has long suffered from a collective feeling among those in social housing here that they are not stakeholders. The Neighbourhood Shop and the other Neighbourhood Project's amenities help to give people a sense of ownership of their community.</p>	
Summary and recommended rent support grant		The combined recommended discount is 36%

Financial considerations	Panel assessment
Will the grant award support the financial viability of the operation of the building?	<p>The panel noted that the Shop does generate a surplus but were concerned to see that this had reduced from £10.6k in 15/16 to a project surplus of £2.9k in 17/18.</p> <p>This does raise the question over the long term viability of the shop.</p> <p>If Cabinet agree to apply a 36% rent support grant, the applicant will pay £3,840 pa. This represents an increase of £240 on the rent being paid currently.</p> <p>If Cabinet agree to an additional 10% rent support grant, the applicant will pay £3,240 pa, a decrease of £360 on the rent being paid currently</p>
Has the organisation got reasonable longer-term plans to sustain activities being delivered from the building beyond the term of the grant?	The panel were concerned that there are no robust plans to make activities taking place in the building more financially sustainable.

Cabinet Recommendation

A rent support grant of 36% of current market rent totalling £2,160 per annum.

Name of Applicant:	Hesters Way Neighbourhood Project
Is the applicant a legally constituted, not-for-profit voluntary and community sector organisation?	Yes
Name /address of property	The Living Room 12 Devon Avenue Rowanfield Exchange Cheltenham GL51 8AU
Current rent	Market rent is £4,500 Currently in receipt of 80% discount and therefore pays £900 per annum

Rent Support outcomes	Applicant's submission	Proposed score against the sub-elements (up to a maximum of 20% per outcome)
<p>Cheltenham's environmental quality and heritage is protected, maintained and enhanced. This could include</p> <ul style="list-style-type: none"> • Promoting bio-diversity • Responding to climate change • Promoting sustainable living • Protecting and enhancing parks, gardens and open spaces • Protecting and enhancing the built environment 	<p>The Living Room is based in Rowanfield Exchange and since being there has enhanced the appearance of the shop front by regularly weeding and sweeping the area and generally being well cared for by the residents that volunteer there to deliver projects from locally identified needs. We believe the built environment is enhanced as this emerging community hub is open 5 days a week and we have plans for longer opening hours to develop other activities.</p> <p>The Living Room Growing project has run for a number of years and involves Volunteers and the wider residents from the community coming together to improve the environment of the local community. This includes doing litter picks around the shops where the Living Room is based, around the local streets and also King George V playing fields, this has helped to keep the area cleaner and the parents and children are more aware of the need to use the bins provided for their rubbish because of the litter picks, so it has enhanced a feeling of pride in the area. As well as litter picking the Growing Room has also engaged with planting activities, particularly at the rear of the property where volunteers created a flourishing and attractive garden, that not only included flowers but also growing green beans, strawberries and tomatoes, with more plans this year to expand the planting and to include hanging baskets at the front from each shop. The parents and children from the Parent and Toddler group enjoyed planting seeds and tending the plants and excitedly waited to see the end product of their labours. This</p>	<p>The panel noted that the presence of the living room and its activities will be of benefit to the local built environment through weeding and sweeping.</p> <p>There is reference to volunteers being involved in creating a flourishing garden that will help increase the bio-diversity of the local area.</p> <p>There is therefore some evidence that the proposed activities will have a positive impact on the following:</p> <ul style="list-style-type: none"> • Promoting bio-diversity • Protecting and enhancing the built environment • Protecting and enhancing the built environment <p>The recommended discount is 12%</p>

Rent Support outcomes	Applicant's submission	Proposed score against the sub-elements (up to a maximum of 20% per outcome)
	<p>project will help to enhance the look of the area, making it a more attractive and pleasant place to live and help to improve the bio-diversity of the area through diverse planting.</p> <p>A new social business initiative called the Revival Room, which is in the process of being launched and run from the Living Room concentrates on selling used items, meaning that goods that might otherwise be discarded will get reused again. Not only will goods get reused but also used packaging will be collected from local businesses and will be recycled as packaging materials for the Revival Room goods that are sent out. This project will directly promote sustainable living, by the reusing goods and recycling of packaging materials.</p>	
<p>Sustain and grow Cheltenham's economic and cultural vitality. This could include:</p> <ul style="list-style-type: none"> • Helping people into employment • Helping businesses to get established • Supporting cultural activity • Providing advice and information • Supporting tourist activities 	<p>The Living Room offers a place for people to come together and reduces social isolation and people have the opportunity to get involved and volunteer. A job club has been running for the past year at the Living Room, providing the space for residents to come in and use computers for job search. A local resident volunteer has created a job board, ensuring that up to date jobs are listed regularly and has proved popular addition will local residents. The Living Room has also acted as a hub of information for local people, referring them to food banks, where to access money advice, counselling and other services.</p> <p>The Living Room also provides good volunteering opportunities to residents that helps people to get closer to the job market, by learning new skills and gaining confidence. Many of the volunteers have used it as a spring board to take up training opportunities they otherwise would not have done and gained interviews as a result.</p> <p>As the Living Room is a community hub for all residents it's helped to draw in cultural experiences which has included restaurant standard Chinese cooking, as well as home cooked Chinese cooking. The Living Room has also attracted holistic healing by small independent companies coming to offer their services through monthly Spa nights run by another local resident and has supported another resident to start their coaching business by providing moral support and a space for them deliver their workshops. There are other plans in development where the Living Room will become a Social Action Hub and will be offering Community Organising training at</p>	<p>The panel noted that a job club operates from the building but no evidence was supplied about how many local residents use the facility or have secured employment as a result.</p> <p>Again there was reference to how volunteers have used their time at the living room to gain new skills and confidence but again there were no facts to back this up.</p> <p>There is therefore some evidence that the proposed activities will have a positive impact on the following:</p> <ul style="list-style-type: none"> • Helping people into employment • Supporting cultural activity • Providing advice and information <p>The recommended discount is 12%</p>

Rent Support outcomes	Applicant's submission	Proposed score against the sub-elements (up to a maximum of 20% per outcome)
	<p>introductory level and at accredited level 3 (equivalent to A level standard) this will not only enhance residents and others skills but will benefit Cheltenham as residents that are undertaking the training will be gathering local knowledge and moving residents in to action which will benefit the area that they live in. The main benefits will be more community minded active residents and residents and workers with increased skills enhancing their employment options.</p>	
<p>People live in strong and safe communities. This could include</p> <ul style="list-style-type: none"> • Enabling local residents to meet together and socialise • Engaging residents in positive social networks • Enabling local residents to contribute their time and efforts into community activity • Enabling local residents to feel safer in their communities • A place for young people to meet and feel safe 	<p>The Living Room is a community hub that has evolved as a result of local people wanting a community space so they could meet, socialise and deliver activities. The Living Room has been successful in bringing a wide variety of residents together helping to consolidate their existing social networks but also supporting the expansion of their networks in a safe place. Many of the residents have gone on to form friendships and support networks beyond the Living Room and we have seen how this this has had a positive effect on their well-being, beyond the Living Room. One resident who has a long term serious illness, who was isolated has broaden his networks so much that he now gets many visitors when he's in hospital, when he previously he was lucky to have one visitor.</p> <p>The Living Room supports and promotes local residents to run projects for the benefit of other local residents, this means residents give a lot of their voluntary time to supporting the Living Room to run, through general volunteering of opening, closing and greeting people to delivering specific projects such as the AM group, Homemade Chinese food, Growing project, Crazy Crafters, Job club etc. Therefore, the Living Room is a space which enables local residents to contribute their time and efforts towards community activity.</p> <p>The area where the Living Room is based is thought by many residents to be unsafe. However, both the PCSO and residents have told us since the Living Room has opened they now feel a lot safer when the community hub is open. The hub is now open 5 days a week, with further projects in the planning that will extend the opening hours into the evening. We hope this will help to make even more residents to feel safer. We know that the feed-back that we have from residents that use the Living Room feel it is a safe place where nobody judges them which makes them feel welcome and gives them a place to go where they can belong.</p>	<p>The panel noted that the application was stronger in relation to its community benefits. Though again the application was let down by the lack of information about how many residents used and benefited from the building.</p> <p>There is therefore some evidence that the proposed activities will have a positive impact on the following:</p> <ul style="list-style-type: none"> • Enabling local residents to meet together and socialise • Engaging residents in positive social networks • Enabling local residents to contribute their time and efforts into community activity • Enabling local residents to feel safer in their communities <p>The recommended discount is 16%</p>

Rent Support outcomes	Applicant's submission	Proposed score against the sub-elements (up to a maximum of 20% per outcome)
<p>We will work to strengthen the emotional and physical wellbeing of all Cheltenham residents This could include:</p> <ul style="list-style-type: none"> • Enabling local people to be active • Helping local people make healthy lifestyle choices • Reducing the harm caused by alcohol • Improving mental health • Improving health & wellbeing into older age 	<p>The Living Room has become a space that promotes residents action and activity, therefore provides a platform for residents to become both physically and mentally more active. Projects such as the Growing Room and Healthy Eating has helped to physically improve the overall fitness of residents and healthy eating has helped them make more informed food choices. The Living Room has built a relationship with Tesco and they have run a number of workshops, including farm to fork and healthy choices and has also helped to run some activities for families with the AM group (a parent and toddler group that becomes a family group in school holiday times)</p> <p>The majority of residents who visit the Living Room have suffered from some form of mental ill health in their lives and so therefore is a very understanding and supportive environment for those with mental ill health. Informally residents have created support networks and we now have 3 certificated mental health first aiders that have been on a course with the Mental Health Foundation Trust. This has proved invaluable as we were encountering a growing number of residents dropping in that were experiencing crisis levels of need.</p> <p>With opportunities to volunteer and run projects themselves and through the growing room project opportunity to physically get active through planting and litter picks. The AM Group also goes on nature walks, bug hunts and takes the children to KGV for soft sports activities in the Summer. All volunteers have a volunteer profile where they can build their portfolios which we have found gives a feeling of achievement when recorded in one place. We have lots of evidence of people improving their mental health that attend the LR, captured by using the Warwick and Edinburgh mental health well-being scale. The space offers a place for older people to come to meet others and make new friendships, it also offers them volunteering and mentoring opportunities as they very often have great knowledge and skills to share for example advice about gardening, another resident shares their musical skills etc.</p>	<p>The panel noted that the application set out a number of perceived health benefits, particularly in relation to residents being active and work to support people with mental health issues. Though again the application was let down by the lack of information about how many residents used and benefited from the building.</p> <p>There is therefore some evidence that the proposed activities will have a positive impact on the following:</p> <ul style="list-style-type: none"> • Enabling local people to be active • Improving mental health • Helping local people make healthy lifestyle choices <p>The recommended discount is 12%</p>
<p>Summary and recommended rent support grant</p>		<p>The combined recommended discount is 52%</p>

Financial considerations	Panel assessment
<p>Will the grant award support the financial viability of the operation of the building?</p>	<p>The panel noted that the Living Room continues to operate with an annual loss; the forecast loss for 17/18 is £7,500.</p> <p>If Cabinet agree to apply a 52% rent support grant, the applicant will pay £2,160 pa. This represents an increase of £1,260 on the rent being paid currently.</p> <p>If Cabinet agree to an additional 10% rent support grant, the applicant will pay £1,710 pa, an increase of £810 on the rent being paid currently</p>
<p>Has the organisation got reasonable longer-term plans to sustain activities being delivered from the building beyond the term of the grant?</p>	<p>The panel were concerned that there are no robust plans to make activities taking place in the building more financially sustainable.</p>

Proposed cabinet recommendation:

A rent support grant of 62% of the current market rent totalling £2,790. The additional 10% is awarded in recognition of the critical work that is delivered from Living Room to support the local community living within the Rowanfield area.

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Cheltenham Borough Council

Cabinet – 10th July 2018

Council – 23rd July 2018

Financial outturn 2017/18 and budget monitoring to June 2018

Accountable member	Councillor Rowena Hay, Cabinet Member for Finance
Accountable officer	Paul Jones, Executive Director Finance and Assets (Section 151 Officer)
Accountable scrutiny committee	All
Ward(s) affected	All
Key Decision	No
Executive summary	<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 2017/18. The information contained within this report has been used to prepare the Council's Statement of Accounts for 2017/18.</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>
Recommendations	<p>We therefore recommend that Cabinet approve the following recommendations to Council:</p> <ol style="list-style-type: none"> 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 2017/18 resulting in a saving (after carry forward requests) of £403,179. <p style="padding-left: 40px;">That furthermore Council:</p> <ol style="list-style-type: none"> 2. Approves £7,000 of carry forward requests (requiring member approval) at Appendix 5. 3. Approve the use of the budget saving of £403,179 as detailed in Section 3. 4. Approve a further allocation of £15k towards Contactless

Donation Points, funded via a contribution from the Homelessness earmarked reserve, as detailed in para 8.2.

5. Approve a 2018/19 contract fee adjustment of £200,000 to Ubico Ltd, funded from General Balances, as detailed in para 13.5.
6. Notes the annual treasury management report at Appendix 7 and approve the actual 2017/18 prudential and treasury indicators.
7. Notes the capital programme outturn position as detailed in Appendix 8 and approve the carry forward of unspent budgets into 2018/19 (section 7).
8. Notes the position in respect of Section 106 agreements and partnership funding agreements at Appendix 9 (section 9).
9. Notes the outturn position in respect of collection rates for council tax and non-domestic rates for 2017/18 in Appendix 10 (section 10).
10. Notes the outturn position in respect of collection rates for sundry debts for 2017/18 in Appendix 11 (section 11).
11. Receives the financial outturn performance position for the Housing Revenue Account for 2017/18 in Appendices 12 to 13 and approves the carry forward of unspent budgets into 2018/19 (section 12).
12. Notes the budget monitoring position to the end of June 2018 (section 13).

Financial implications	As detailed throughout this report. Contact officer: Paul Jones, paul.jones@cheltenham.gov.uk, 01242 775154
Legal implications	<i>None directly arising from the report recommendations.</i> Contact officer: Peter Lewis, Peter.Lewis@tewkesbury.gov.uk, 01684 272012
HR implications (including learning and organisational development)	Employee capacity must be kept under review to ensure that any additional work is adequately resourced. If budget pressures mean monies for additional resource is not permissible a review of current projects and service delivery options will need to take place. Contact officer: Julie McCarthy, julie.mccarthy@publicagroup.uk, 01242 264355
Key risks	As outlined in Appendix 1.
Corporate and community plan Implications	Key elements of the budget are aimed at delivering the corporate objectives in the Corporate Business Plan.

Environmental and climate change implications	None.
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1. Background

- 1.1 This report draws together the financial outturn position for 2017/18 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 in the same format as used in the draft statement of accounts (i.e. reported by Council's Directorate), in accordance with the CIPFA Code of Practice 2017/18.

2. General Fund Revenue Outturn 2017/18

- 2.1 The budget monitoring report to the end of December 2017, considered by Cabinet on 13th February 2018, projected the expected delivery of services within budget. The Cabinet made recommendations to full Council at the budget setting, which were approved, a number of budget virements as part of the revised budget 2017/18.
- 2.2 The continued impact of the changes in government funding arrangements and the economic climate present particular concerns for the Council's budgets moving forward. Given the proposed front-loaded cuts in Central Government funding, the Section 151 Officer recommended that any future underspends or fortuitous windfalls are earmarked for transfer to either general balances or the budget strategy (support) reserve. It was therefore recommended that any underspend identified on outturn be transferred firstly to the Budget Strategy (Support) Reserve and secondly to support general balances, bearing in mind the need to keep the level of reserves robust and the uncertainty surrounding future budget funding gaps, as outlined in the Council's Medium Term Financial Strategy (MTFS) and the Cabinet budget setting report dated 19th February 2018.
- 2.3 It is therefore pleasing to report that the Council has delivered services within the resources available, resulting in a budget saving, after carry forward requests, of £403,179 against the revised budget. This saving has been transferred to the Budget Strategy (Support) Reserve pending decisions over its use in 2018/19 and future years.
- 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 2018/19 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. MTFS and making use of revenue budget savings

- 3.1 The Government's policy of phasing out revenue support grant and in due course potentially allowing councils to benefit from a higher share of business rates created a need for this Council to develop a long-term strategy which is significantly different from that followed in past years. Since 2013 the Council has had a direct financial interest in economic and business growth in the

town, and will have a larger stake in it under the Government's proposals for reforming business rates.

Strengthening our reserves

- 3.2** In determining the budget strategy in October 2015, the Section 151 Officer recommended the creation of a specific earmarked reserve: a 'budget strategy (support) reserve', to provide greater resilience. This reserve will help to secure the Council against short-term challenges which we know we will encounter in the coming years.
- 3.3** Strengthening the Budget Strategy (Support) Reserve will give the Council more flexibility to pump-prime projects and initiatives which will deliver future savings at a time when we are facing such severe and ongoing cuts to our spending power.
- 3.4** Members will recall that the original budget for 2017/18, set by Full Council in February 2017, included a contribution of £882,205 from the future deficits earmarked reserve in order to set a balanced budget. The end of year financial results reflects that the Council has made a reduced drawdown from this reserve.
- 3.5** The balance on this reserve as at 31st March 2018 is £1,555,027 which includes the "top-up" identified above in 2.3. The 2018/19 approved budget relies on the further drawdown of £913,058 from this reserve in 2018/19 leaving a balance of £630,969 (£641,969 less £11,000 as described in para 3.6 to 3.7 below) which will be earmarked towards setting a balanced budget in 2019/20.

Christmas Lights

- 3.6** Feedback suggests that there were significant gaps in the coverage of Christmas Lights in Cheltenham in 2017 and to provide a proper town centre display, the Cabinet, in partnership with the BID, propose to include Cambray Place, The Strand, Boots Corner, Regent Street, Pittville Street and Lloyds Bank which will fill in the gap on that part of the High Street.
- 3.7** A match-funded contribution of £11k (with the BID making an additional £11k contribution) is proposed.

4. Budget carry forward requests

- 4.1** 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:
- 4.2** Some requests are in respect of goods and services ordered but not received by 31st March 2017. 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 Executive Board and approved by the Section 151 Officer, under delegated powers (financial rule B10.1). A list of the approved carry forward of budgets totalling £301,324, 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 2017/18 (Appendix 6) and transfers will be made from the 'carry forward' reserve in 2018/19 to the appropriate cost centres in order that members and officers have a clear indication of the total budget, including carry forwards, available for 2018/19.
- 4.3** One request has 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 2017, their alternative use requires council approval (financial rule B10.3). The list contained in Appendix 5, totalling £7,000, has been reviewed and supported by the Cabinet and now requires council approval.

5. Treasury Management / Prudential Indicators

- 5.1 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. The detailed treasury report, as approved by the Treasury Management Panel at its meeting on 4th June 2018, is attached at Appendix 7.
- 5.2 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 2017 council meeting.
- 5.3 The council diversified some of its investments into a Pooled Property Fund during the course of 2017/18 which saw returns of over 4% which significantly contributed to the overall surplus of £70,800.

6. Business Rates Retention Scheme (BRRS)

- 6.1 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 Ministry of Housing, Communities and Local Government (MHCLG), formerly DCLG. The NNDR1 return was submitted to the (then) DCLG by the deadline of 31st January 2017 and the budget was based on the figures within that return.
- 6.2 The table below reflects the actual performance against the revised budget with an overall positive variance of £206,839 when taking into account the pool surplus distribution.

	Revised Budget	Actual	Variance
Redistributed Business Rates	(21,470,254)	(21,470,254)	-
Tariff	17,818,354	17,972,189	153,835
Share of Collection Fund Deficit	444,425	444,425	-
Retained Business Rates	(3,207,475)	(3,053,640)	153,835
Section 31 Grants	(1,156,858)	(1,181,468)	(24,610)
Levy paid over to Government	634,172	756,568	122,396
Retained Income	(3,730,161)	(3,478,540)	251,621
Pool Surplus distribution	(200,000)	(475,341)	(275,341)
Total	(3,930,161)	(3,953,881)	(23,720)

- 6.3 A transfer of £411,783 (as budgeted) has been made to the Business Rates Retention Equalisation reserve in respect of the pool surplus distribution. This will be used to fund future budget gaps which arise as a result of the accounting arrangements for the Retained Business Rates Scheme as reported to Cabinet / Council previously.
- 6.4 The Government's policy of phasing out revenue support grant and in due course potentially allowing councils to benefit from a higher share of business rates creates a need for this Council to develop a long-term strategy which is significantly different from that followed in past years.

Since 2013 the Council has had a direct financial interest in economic and business growth in the district, and will have a larger stake in it under the Government's proposals for reforming business rates. The balance held in the Business Rates Retention Equalisation reserve will go some way to supporting these aspirations.

7. Capital Outturn 2017/18

- 7.1 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 2018/19 requested by officers.

8. Reserves

- 8.1 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 2017/18 are set out in the outturn performance position schedules at Appendix 2 and 3.
- 8.2 Members will recall that as part of the budget proposals agreed in February 2018, a growth bid was supported to install contactless donation points within the town, with the money raised to support homelessness charities, in partnership with the BID. An additional £15k is requested, to be funded via a contribution from the Homelessness earmarked reserve, to fund a marketing campaign. It is anticipated that we would engage a marketing company with expertise in the charity sector to ensure engagement both across the town and from visitors.
- 8.3 Appendix 6 also details the reserves held by the Council, states their purpose and indicates the balance at 31st March 2018. In setting the budget for 2018/19 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.
- 8.4 In assessing the adequacy of reserves and balances for 2018/19 the Section 151 Officer used a risk based approach to assess the appropriate level of general balances which calculated the optimum level to be £1.313m and this included allowance of £200k for Ubico Ltd. operations and £50k for the Cheltenham Transport Plan, both of which will be utilised in 2018/19. At the year end, the General Fund Balance stands at £1.409m and therefore remains above the optimum level recommended by the Section 151 Officer.
- 8.5 An assessment of the Council's earmarked reserves has been made in line with the fiduciary duty of the Section 151 Officer at the year end. Accepting that the front-loaded cuts to core government funding could leave the council exposed without clear decision-making in delivering a balanced budget, the level of reserves appears adequate at this point in time and no other changes are currently recommended. However, it is important to make Members aware of the following points.
- 8.6 The current Medium Term Financial Strategy (MTFS) supports all windfalls and underspends being earmarked towards the Budget Strategy Support Reserve (BSSR).
- 8.7 Given the risks arising from Business Rates volatility, both through appeals and the future proposals for full business rates retention, it should be noted that wherever possible, the Business Rates Retention Equalisation Reserve should also be strengthened to mitigate these risks.

9. Section 106 receipts

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

- 9.2 The following summarises the activity in respect of Section 106 for 2017/18, compared to 2016/17.

	2016/2017	2017/2018
Balance of unused Section 106 receipts	2,076,509	2,187,758
Net additional receipts in year	813,191	2,277,586
Receipts used to finance projects in year	(701,942)	(1,703,311)
Balance outstanding at year end	2,187,758	2,762,033

10. Council tax and business rates collection

- 10.1 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 2018.

11. Sundry debt collection

- 11.1 The monitoring report for the collection of sundry debt income is shown in Appendix 11. This shows the position at the end of March 2018.

12. Housing Revenue Account (HRA)

HRA income and expenditure (Appendix 12)

- 12.1 The revised budget for the HRA, presented to Council in February 2018, anticipated a net increase to revenue reserves of £768,200 leaving a balance of £7,635,800 at 31st March 2018.
- 12.2 The outturn statement at Appendix 12 shows a net increase for the year of £1,733,876, a positive variance of £965,676 increasing revenue reserves to £8,601,476 at year end.
- 12.3 An explanation of variances exceeding £50,000 is shown below:-

Detail	£'000
Reduction in bad debt requirement – reflects delay in rollout of Universal Credit and effective arrears management	60
Revenue contribution to capital outlay – reduced requirement reflects lower capital expenditure and use of alternative funding sources	901
Other net variances	5
Total Variance	966

Major Repairs Reserve (Appendix 13)

- 12.4 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)

- 12.5** Appendix 13 shows actual spend of £9,015,605 compared to the revised budget of £10,080,700, an underspend of £1,065,095. The programme includes a number of projects where expenditure plans span financial years and are delivered through more than one contract. Where delays are incurred, for example through extended consultation with leaseholders, Cheltenham Borough Homes seek opportunities for advancing other projects within overall available funding. Costs remain controlled at both contract and project level. Significant project variations from revised budget exceeding £50,000 are shown below:-

Project	Revised Budget	Actual	Variation	Reason for Variation
	£'000	£'000	£'000	
External Improvements	719	636	83	Procurement delays
Major refurbishment of voids	551	477	74	Properties requiring option appraisal to be completed in 2018/19
Window & Door Replacement	3,478	3,286	192	Revised budget assumed additional work (£278k) could be brought forward from 2018/19 but only part of this was completed
Neighbourhood Works	202	12	190	Procurement delays
Door Entry Schemes	163	34	129	Procurement still subject to legal review
Fire Protection	139	70	69	Works carried out as part of another project budget
Disabled Adaptations	300	160	140	Delays in referrals from Occupational Health

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 2018/19 is estimated at £582,000.

13. 2018/19 Revenue and Capital budget monitoring to June 2018

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

13.2 Salary Vacancies

The council carries a salary vacancy target saving of £372,800 per annum allocated to individual service areas and achieved via staff turnover or vacant posts being held open.

A review of salary underspend against this target for the first three months of the financial year shows that this target is likely to be delivered, although this will be carefully monitored throughout the year.

13.3 Car Parking - Income

There is a shortfall in income of £30k in the first quarter of 2018/19. However, the implementation

of the car parking strategy is expected to result in this shortfall being recovered in the remainder of the year, with the expected outturn being in line with budget.

13.4 Cemetery & Crematoria – income

Due to reduced capacity issues, pending the completion of the new facilities in January 2019 it is expected that the Cemetery & Crematoria income will be reduced by £400k in the current year. However there is a budgeted transfer of £373.5k into the Cemetery & Crematoria equalisation reserve, which will now not materialise in 2018/19, with a minimal expected impact on the revenue budget for the year.

13.5 Ubico Ltd. Operations

In October 2017, a new waste and recycling scheme was introduced across the Borough. The roll-out has seen increases of around 25% of kerbside recycling collections. This exceeds the projections made as part of the project / financial parameters. The Council was advised that considerable fluctuations occur in recycling / waste habits during the first few months of any significant change to the service. It was therefore prudent not to make longer term assumptions until patterns were embedded. It was important to effectively analyse whether the levels will be sustained, and where the recycle now being collected is coming from (landfill waste or other recycling facilities). To this end a financial provision amounting to £200,000 to reflect the volatility was recognised in the working balance, agreed by Full Council in February 2018, to ensure collections are maintained to the expected standard during this interim period.

Several assumptions built into the business model presented to Cheltenham Borough Council for the kerbside recycling scheme could not be realised and this has resulted in Ubico requiring two additional vehicles with associated staffing resources which are not included in the current contract sum. It is therefore recommended that a contract variation of an additional £200,000 be approved for 2018/19 to reflect the true anticipated cost of the Ubico contract.

Work has been commissioned to fully inform how this cost can be mitigated in future financial years, the results of which will be subject to a formal decision-making process by Cabinet / Council by December 2018.

14. Section 151 Officer advice

- 14.1** 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 will 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.
- 14.2** 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.
- 14.3** 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.

15. Conclusion

- 15.1** The outturn position for 2017/18 demonstrates that, despite another challenging year, the Council has managed to deliver services within budget. There are number of windfall income streams from car parking, investment income and investment properties.
- 15.2** If approved, the carry forward requests will assist in the delivery of corporate objectives, help to complete projects started in 2017/18 and support initiatives which help to bridge the medium term funding gap.
- 15.3** Members should note that the outturn position has been used to prepare the Statement of Accounts for approval by the Audit Committee in July 2018.

16. Consultation

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

Report author	Contact officer: Paul Jones, Executive Director Finance and Assets paul.jones@cheltenham.gov.uk, 01242 775154
Appendices	<ol style="list-style-type: none"> 1. Risk assessment 2. Summary outturn performance position - General Fund 3. Service level outturn performance position - General Fund 4. Significant variances 5. Carry forward requests 6. Movement on earmarked reserves and general balances 7. Annual Treasury Management review 8. Capital programme - General Fund 9. Section 106 receipts statement 10. Council tax and NNDR collection 11. Sundry debt collection 12. HRA Operating account 13. HRA Capital programme and Major Repairs Reserve
Background information	<ol style="list-style-type: none"> 1. Section 25 Report – Council 24th February 2017 2. Final Budget Proposals for 2017/18 – Council 24^h February 2017 3. Budget Strategy and MTFs – Cabinet 12th December 2017

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
CR3	If the Council is unable to come up with long term solutions which close the gap in the medium term financial strategy then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision.	Cabinet	01/09/2010	5	3	15	Reduce	The budget strategy projection includes 'targets' for work streams to close the funding gap which aligns with the council's corporate priorities.	Ongoing	Chief Finance Officer	01/09/2010
CR105	If the Budget Deficit (Support) Reserve is not suitably resourced insufficient reserves will be available to cover anticipated future deficits resulting in the use of General Balances which will consequently fall below the minimum required level as recommended by the Chief Finance Officer in the council's Medium Term Financial Strategy	Chief Finance Officer	01/04/2016	4	3	12	Reduce	The MTFS is clear about the need to enhance reserves and identifies a required reserves strategy for managing this issue. In preparing the budget for 2018/19 and in ongoing budget monitoring, consideration will continue to be given to the use of fortuitous windfalls and potential future under spends with a view to strengthening reserves whenever possible.	Ongoing	Chief Finance Officer	
1.02	If income streams from the introduction of the business rates retention scheme in April 2013 are impacted by the loss of major business and the constrained ability to	Chief Finance Officer	14/09/12	4	3	12	Accept & Monitor	The Council joined the Gloucestershire pool to share the risk of fluctuations in business rates revenues retained by the Council.	Ongoing	Chief Finance Officer	

	grow the business rates in the town then the MTFS budget gap may increase.							The Gloucestershire S151 Officers continue to monitor business rates income projections and the performance and membership of the pool / pilot. Work with members and Gloucestershire LEP to ensure Cheltenham grows its business rate base.			
1.03	If the robustness of the income proposals is not sound then there is a risk that the income identified within the budget will not materialise during the course of the year.	Chief Finance Officer	15/12/10	3	3	9	Reduce	Robust forecasting is applied in preparing budget targets taking into account previous income targets, collection rates and prevailing economic conditions. Professional judgement is used in the setting / delivery of income targets. Greater focus on cost control and income generation will be prioritised to mitigate the risk of income fluctuations.	Ongoing	Chief Finance Officer	
1.04	If when developing a longer term strategy to meet the MTFS, the Council does not make the public aware of its financial position and clearly articulates why it is making changes to	Chief Finance Officer	15/12/10	3	3	9	Reduce	As part of the delivery of the BTG / commissioning programmes a clear communication strategy is in place. In adopting a commissioning culture	Ongoing	Communications team to support the BTG programme	

	service delivery then there may be confusion as to what services are being provided and customer satisfaction may decrease.							the council is basing decisions on customer outcomes which should address satisfaction levels.			
1.07	If the assumptions around government support, business rates income, impact of changes to council tax discounts prove to be incorrect, then there is likely to be increased volatility around future funding streams.	Chief Finance Officer	13/12/10	5	3	15	Reduce	Work with Publica and county wide CFO's to monitor changes to local government financing regime including responding to government consultation on changes Business Rates and the Fair Funding review. The assumptions regarding government support have been mitigated to a certain extent by the acceptance of a multi-year settlement agreement.	Ongoing	Chief Finance Officer	

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GENERAL FUND REVENUE OUTTURN 2017/18

GROUP	A	B	C	overspend / (underspend) before adjustments	D	D	E	F	G	H
	2017/18 Original Budget	2017/18 Current Budget	2017/18 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	Variance net of all c/f requests
	£	£	£	£	£	£	£	£	£	£
Chief Executive	7,649,723	9,148,731	8,744,810	(403,921)	31,853	161,517	196,260	(14,291)	7,000	(7,291)
Regulatory & Environmental Services	3,130,023	3,858,919	3,698,987	(159,932)	17,718	20,000	2,000	(120,214)	0	(120,214)
Resources Directorate	6,852,883	8,106,119	6,884,649	(1,221,470)	738,179	269,119	103,064	(111,107)	0	(111,107)
	17,632,629	21,113,769	19,328,446	(1,785,323)	787,750	450,636	301,324	(245,612)	7,000	(238,612)
Capital Charges	(1,337,500)	(3,966,922)	(3,810,229)	156,693		(206,530)		(49,837)		(49,837)
Interest and Investment Income	(1,394,400)	(1,544,500)	(1,620,864)	(76,364)				(76,364)		(76,364)
Use of balances and reserves - Appendix 6	(1,046,332)	(1,068,267)	271,913	1,340,180		(244,106)				
Net underspend			403,179							
NET BUDGET	13,854,397	14,534,080	14,572,446							
Deduct:										
New Homes Bonus	(1,750,000)	(1,777,900)	(1,777,902)	(2)				(2)		(2)
Council Tax support Grant	(74,197)	(74,197)	(74,197)	0				0		0
S31 NDR compensation grant	(676,296)	(1,156,858)	(1,181,468)	(24,610)				(24,610)		(24,610)
Other Government Grants	0	0	(14,592)	(14,592)				(14,592)		(14,592)
Revenue Support Grant	(544,030)	(544,030)	(544,027)	3				3		3
National Non-Domestic Rate	(2,602,082)	(2,773,303)	(2,772,438)	865				865		865
NET SPEND FUNDED BY COUNCIL TAX	(8,207,792)	(8,207,792)	(8,207,821)	(29)				(29)		(29)
TOTAL INCOME	(13,854,397)	(14,534,080)	(14,572,446)					(410,179)		(403,179)
					Total budget underspend			(410,179)		(403,179)

KEY

A - Original budget for 2017/18 approved by Council - February 2017

B - Current budget for 2017/18 - including budget revisions approved by Council during 2017/18 and approved carry forwards from 2016/17

C - Outturn net expenditure before year end adjustments

D - Operational transfers to / (from) reserves approved by the Chief Finance Officer under delegated powers - Appendix 5

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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REVENUE OUTTURN 2017/18		Original Budget 17/18 £	Current Budget 17/18 £	Actuals 17/18 £	(Under) / Overspend £	Carry Forwards £	Transfers to (from) Programme Mtce Reserve £	Transfers to to (from) other reserves £	Management Accounts (Under) / Overspend £
COR001	Corporate Management	302,950	533,050	502,262	(30,788)			10,600	(20,188)
EMP001	Emergency Planning	85,350	87,950	84,731	(3,219)				(3,219)
PLP102	Development Task Force	195,500	192,300	184,146	(8,154)				(8,154)
ECD002	Markets	(800)	12,200	13,146	946				946
SUP017	Business Improvement/Transformation	(33,000)	(4,009)	(69,288)	(65,279)				(65,279)
SUP036	Project Management	14,600	(24,700)	42,509	67,209				67,209
CCC001	Climate Change	13,400	21,400	21,400	0				0
COM001	Community Development	149,100	221,435	203,139	(18,296)	18,296			(0)
COM101	Oakley Resource Centre	0	(1,425)	13,367	14,792				14,792
COM102	Springbank Resource Centre	0	36,114	36,114	0				0
COM103	St. Margaret's Hall	0	3,188	3,188	(1)				(1)
COR003	Corporate Policy Making	39,200	(53,900)	(46,527)	7,373				7,373
COR102/3	2020 Vision	0	254,086	164,343	(89,743)			89,743	0
CUL108	Everyman Theatre	133,400	367,900	367,911	11				11
CUL109	Playhouse Theatre	8,700	65,016	65,019	3				3
CUL111	Cheltenham Festivals	12,500	36,600	36,600	0				0
DRM008	Corporate Subscriptions	22,400	19,000	18,044	(956)				(956)
DRM011	Twinning Expenses	31,200	49,000	46,213	(2,787)			2,787	0
GBD001	Community Welfare Grants	139,850	317,250	135,243	(182,007)	177,964			(4,043)
GBD103	SLA Single Advice Contract	109,100	107,800	107,100	(700)				(700)
PLP103	Cheltenham Strategic partnership	194,200	189,000	187,000	(2,000)				(2,000)
SUP018	Press & PR/Communications	10,500	(25,100)	(40,945)	(15,845)				(15,845)
SUP037	Equal Opportunities	1,500	1,500	0	(1,500)				(1,500)
DRM001	Democratic Representation and Management	736,200	532,300	510,528	(21,772)				(21,772)
DRM006	Cabinet Expenditure	25,400	33,000	33,000	0				0
DRM007	O & S Committees	38,300	81,000	81,000	0				0
DRM009	Civic Expenses	39,300	41,100	39,180	(1,920)				(1,920)
DRM010	Civic Car	20,400	23,500	21,007	(2,493)				(2,493)
DRM012	Civic Events	51,800	52,100	46,141	(5,959)				(5,959)
SUP007	Committee Services	800	6,009	(8,640)	(14,649)	7,000			(7,649)
ELE001	Registration of Electors	158,700	156,900	145,767	(11,133)				(11,133)
ELE002	District Elections	197,350	197,450	139,063	(58,387)			58,387	0
ELE003	Elections Support/Overheads	10,600	41,000	29,340	(11,660)				(11,660)
ELE004	Parliamentary Elections	0	0	(10,378)	(10,378)				(10,378)
ELE006	County Elections	0	0	(12,806)	(12,806)				(12,806)
ELE008	Police & Crime Commissioner Elections	0	0	(13,138)	(13,138)				(13,138)
ELE011	Referendum	0	0	(14,928)	(14,928)				(14,928)
RYC002	Green Waste	(214,810)	(223,310)	(250,379)	(27,069)				(27,069)
RYC004	Recycling Centres	340,104	440,004	449,542	9,538		31,853		41,391
RYC005	Bring Sites	99,068	97,868	91,904	(5,964)				(5,964)
RYC006	Recycling Collection Schemes	1,204,516	1,250,882	1,348,182	97,300				97,300

REVENUE OUTTURN 2017/18		Original Budget 17/18 £	Current Budget 17/18 £	Actuals 17/18 £	(Under) / Overspend £	Carry Forwards £	Transfers to (from) Programme Mtcce Reserve £	Transfers to (from) other reserves £	Management Accounts (Under) / Overspend £
RYC007	Waste & Recycling - Marketing	33,500	35,200	53,972	18,772				18,772
RYC008	Bulking Facility	(231,955)	(118,955)	(154,288)	(35,333)				(35,333)
STC001	Street Cleaning	813,083	815,983	886,075	70,092				70,092
SUP034	Fleet Management	(14,600)	(16,900)	5,557	22,457				22,457
TRW001	Trade Waste	(25,595)	(16,595)	(62,408)	(45,813)				(45,813)
WST001	Household Waste	1,596,212	1,621,920	1,683,469	61,549				61,549
WST004	Bulky Household Waste	(11,200)	(6,700)	(1,467)	5,233				5,233
CSM001	Cultural - Service Management and Support Services	1,050,200	1,258,220	1,205,272	(52,948)				(52,948)
CUL107	Art Gallery & Museum Operations	0	0	678	678				678
TOU002	Tourist/Visitor Information Centre	(9,000)	7,000	532	(6,468)				(6,468)
TOU003	Tour of Britain	0	100,000	96,064	(3,936)				(3,936)
HOM001	Homelessness	362,500	349,500	344,759	(4,741)				(4,741)
SUP004	Legal	(50,800)	(15,400)	(12,502)	2,898				2,898
1HOPS	Chief Executive	7,649,723	9,148,731	8,744,810	(403,921)	203,260	31,853	161,517	(7,291)
BUC001	Building Control - Fee Earning Work	68,350	(23,750)	(88,325)	(64,575)				(64,575)
BUC002	Building Control - Non Fee Earning Work	0	0	1,137	1,137				1,137
BUC004	Land Charges	(45,950)	(107,169)	(86,406)	20,763				20,763
DEV001	Development Control - Applications	158,250	(13,703)	31,391	45,094				45,094
DEV002	Development Control - Appeals	0	0	3,750	3,750				3,750
DEV004	Development Advice	489,200	373,229	382,396	9,167				9,167
PLP001	Planning Policy	163,700	265,300	265,300	0				0
PLP004	Conservation	4,600	124,000	93,654	(30,346)				(30,346)
DEV003	Development Control - Enforcement	175,300	217,000	223,048	6,048				6,048
HOS004	Housing Standards	221,700	225,300	151,547	(73,753)				(73,753)
PSH001	Private Sector Housing Grants	22,000	41,600	42,428	828				828
PSH003	Disabled Facilities Grants	51,900	55,100	55,100	0				0
REG003	Animal Control	39,400	40,900	40,853	(47)				(47)
REG018	Pest Control	26,900	33,715	12,892	(20,823)				(20,823)
SPP002	Community Alarms	(68,700)	(64,640)	(63,847)	793				793
STC011	Abandoned Vehicles	20,500	(1,200)	2,337	3,537				3,537
AIR101	Gloucestershire Airport	50,000	24,300	3,740	(20,560)				(20,560)
ECD001	Economic Development	67,700	71,550	67,847	(3,703)				(3,703)
ENF101	Cheltenham Environmental Fund- Townscape	200	0	0	0				0
FLD001	Flood Defence and Land Drainage	73,700	89,372	89,372	0				0
FRM101	Flood Risk Management	131,627	121,527	101,178	(20,349)			20,000	(349)
PLP006	Trees	50,800	57,300	63,221	5,921				5,921
PLP104	Joint Core Strategy - CBC Contribution	60,200	60,000	60,000	0				0
URB101	Urban Design	10,700	66,400	99,255	32,855	2,000			34,855
PUT102	Shopmobility	91,850	108,587	101,160	(7,427)				(7,427)
TMR101	CBC Highways works	44,800	70,693	70,692	(1)				(1)
CPK001	Car Parks - Off Street Operations	(1,557,750)	(968,022)	(991,263)	(23,241)		4		(23,237)

REVENUE OUTTURN 2017/18		Original Budget 17/18 £	Current Budget 17/18 £	Actuals 17/18 £	(Under) / Overspend £	Carry Forwards £	Transfers to (from) Programme Mtcce Reserve £	Transfers to to (from) other reserves £	Management Accounts (Under) / Overspend £
CPK101	Car Parks - Off Street R&M	150,100	67,300	77,056	9,756		4,598		14,353
CPK103	Sandford Lido car park	300	9,800	8,479	(1,321)				(1,321)
PUT101	Royal Well Bus Node	26,800	28,791	20,933	(7,858)				(7,858)
ENA001	Housing Enabling	40,300	31,900	31,900	0				0
HOS001	Housing Strategy	51,400	47,500	47,500	0				0
SPP001	Supporting People	22,500	14,700	14,700	0				0
CCM001	Cemetery, Crematorium and Churchyards	(757,840)	(838,110)	(666,892)	171,218		(874)		170,344
CCM111	Cemetery & Crematorium Repairs & Maintenance	56,400	130,800	141,946	11,146		13,990		25,136
ESR001	Highways Agency Verges & Trees	64,990	61,205	63,204	1,999				1,999
OPS001	Parks & Gardens Operations	1,158,534	1,108,323	1,068,007	(40,316)				(40,316)
OPS002	Sports & Open Spaces Operations	1,113,774	1,182,377	1,055,896	(126,481)				(126,481)
OPS004	Allotments	41,800	27,931	33,221	5,290				5,290
OPS101	Arle Road Nursery Operations	(66,712)	(61,612)	(38,126)	23,486				23,486
OPS102	GCC Schools	700	0	0	0				0
CCR001	Community Safety (Crime Reduction)	248,100	154,300	142,484	(11,816)				(11,816)
CCT001	CCTV	137,000	117,026	101,408	(15,618)				(15,618)
CSS001	Community Safety (Safety Services)	178,500	163,100	119,663	(43,437)				(43,437)
REG001	Environmental Health General	(110,500)	(54,000)	(56,749)	(2,749)				(2,749)
REG002	Licensing	(74,700)	4,467	(20,863)	(25,330)				(25,330)
REG012	Air Quality	33,600	39,200	45,501	6,301				6,301
REG013	Pollution Control	142,200	90,045	103,443	13,398				13,398
REG014	Contaminated Land	31,700	39,700	39,346	(354)				(354)
REG016	Food Safety	171,200	210,200	193,566	(16,634)				(16,634)
REG017	Health & Safety At Work	94,700	101,400	101,400	0				0
REG020	Water Sampling	6,000	3,700	3,291	(409)				(409)
SUP040	Built Environment	68,200	(10,393)	(7,432)	2,961				2,961
SUP140	Regulatory & Environmental Services Transformation	(50,000)	321,880	343,648	21,768				21,768
2BUIENV	Environmental & Regulatory Services	3,130,023	3,858,919	3,698,987	(159,932)	2,000	17,718	20,000	(120,214)
SUP010	Internal Audit	(34,600)	(49,292)	(46,925)	2,367				2,367
SUP105	Corporate Fraud Unit	52,000	52,000	37,940	(14,060)				(14,060)
ADB102	Custodians	700	0	(1,668)	(1,668)				(1,668)
CPK002	Car Park Income Collection	41,400	38,700	30,643	(8,057)				(8,057)
SUP008	Reception/ Customer Services	17,800	3,600	(11,084)	(14,684)				(14,684)
SUP014	Cashiers	12,100	84,174	51,499	(32,675)	18,200			(14,475)
SUP022	Printing services	300	0	0	0				0
SUP024	Postal Services	26,900	9,900	9,206	(694)				(694)
SUP103	Business Support Services	20,400	0	(7,896)	(7,896)				(7,896)
COR006	Treasury Management	73,100	82,000	86,290	4,290				4,290
COR105	Corporate Resources	33,900	(8,117)	29,643	37,760				37,760
HAV001	Housing Advances	0	0	(286)	(286)				(286)
NDC001	Non Distributed Costs	51,600	108,499	108,499	(0)				(0)

REVENUE OUTTURN 2017/18		Original Budget 17/18 £	Current Budget 17/18 £	Actuals 17/18 £	(Under) / Overspend £	Carry Forwards £	Transfers to (from) Programme Mtce Reserve £	Transfers to (from) other reserves £	Management Accounts (Under) / Overspend £
SUP009	Accountancy	(30,000)	(25,674)	(63,105)	(37,431)				(37,431)
SUP011	Creditors	12,800	672	(2,872)	(3,544)				(3,544)
SUP012	Debtors	21,000	1,259	4,893	3,634				3,634
SUP033	Central Purchasing	27,700	1,137	1,422	285				285
SUP035	Insurances	(56,900)	55,364	56,028	664				664
SUP038	Pensions Backfunding	3,283,050	2,992,150	3,000,871	8,721				8,721
SUP003	Human Resources	(3,100)	(7,788)	10,804	18,592				18,592
SUP013	Payroll	(7,900)	950	(2,214)	(3,164)				(3,164)
SUP019	Health & Safety	30,000	858	(6,253)	(7,111)				(7,111)
SUP020	Training & Development	15,950	7,221	9,510	2,289				2,289
HBA001	Housing Benefit Administration	146,700	260,300	262,416	2,116				2,116
HBP001	Rent Allowances	(58,900)	(58,700)	(255,500)	(196,800)			110,000	(86,800)
HBP002	Rent Rebates	(71,960)	(71,960)	(57,766)	14,194				14,194
HBP003	Local Housing Allowance	(33,200)	(33,200)	(195,554)	(162,354)			230,000	67,646
LTC002	Council Tax Support Administration	76,200	79,500	79,583	83				83
SUP005	ICT	6,685	(56,712)	(60,750)	(4,038)				(4,038)
ADB101	Cheltenham Municipal Offices	60,100	26,679	(82,244)	(108,923)		78,060		(30,863)
ADB103	Cheltenham Depot	(89,000)	112,063	120,739	8,676		(3,866)		4,810
CUL002/3	War Memorials/World War 1 Commemoration Projects	36,100	56,000	(16,432)	(72,432)	59,864	69		(12,499)
CUL112	Town Hall Repairs & Maintenance	312,300	753,801	634,658	(119,143)		193,255	(70,881)	3,231
CUL113	Pittville Pump Room Repairs & Maintenance	208,100	342,200	259,235	(82,965)		72,497		(10,468)
CUL117	Art Gallery & Museum Repairs & Maintenance	206,800	417,452	440,785	23,333		36,099		59,432
ECD101	Xmas in Cheltenham	55,700	46,400	56,201	9,801				9,801
ADB104	Miscellaneous Operational properties	0	215,000	81,423	(133,577)	25,000	86,767		(21,810)
OPS111	Arle Road Nursery Repairs Maintenance	27,600	26,100	15,869	(10,231)		18,856		8,625
OPS121	Parks & Gardens Repairs & Maintenance	17,800	17,300	3,554	(13,746)		7,627		(6,119)
OPS122	Sports & Open Spaces Repairs & Maintenance	160,300	154,782	27,208	(127,574)		125,233		(2,341)
REC111	Recreation Centre Repairs & Maintenance	1,374,000	1,675,521	1,449,390	(226,131)		121,673		(104,458)
REC112	Prince of Wales Stadium Repairs & Maintenance	14,200	64,020	95,439	31,419		1,910		33,329
REG019	Public Conveniences	131,858	172,010	167,584	(4,426)				(4,426)
REG119	Public Conveniences R&M	15,800	12,600	5,744	(6,856)				(6,856)
SUP025	Property Services	35,800	(31,650)	14,720	46,370				46,370
LTC001	Council Tax Collection	658,100	580,700	531,469	(49,232)				(49,232)
LTC003	Council Tax Leaflet	0	0	(2,662)	(2,662)				(2,662)
LTC011	NNDR Collection	(26,400)	(10,900)	17,347	28,247				28,247
LTC111	Business Improvement District Administration	0	9,200	(2,751)	(11,951)				(11,951)
4RESDIR	Resources Directorate	6,852,883	8,106,119	6,884,649	(1,221,470)	103,064	738,179	269,119	(111,107)
Total Services		17,632,629	21,113,769	19,328,446	(1,785,323)	308,324	787,750	450,636	(238,612)

REVENUE OUTTURN 2017/18		Original Budget 17/18 £	Current Budget 17/18 £	Actuals 17/18 £	(Under) / Overspend £	Carry Forwards £	Transfers to (from) Programme Mtce Reserve £	Transfers to to (from) other reserves £	Management Accounts (Under) / Overspend £
BAL103	Capital Charges	(1,337,500)	(3,966,922)	(3,803,097)	163,825			(206,530)	(42,705)
OOE100	Gains / (losses) on the disposal of fixed assets	0	0	(7,132)	(7,132)				(7,132)
92CAPC	Capital Charges	(1,337,500)	(3,966,922)	(3,810,229)	156,693	0	0	(206,530)	(49,837)
EIP003	Impairment of Investments	0	0	(6,117)	(6,117)				(6,117)
FIE040	Income and Expenditure on Investment Properties	(1,801,900)	(1,933,700)	(1,933,155)	545				545
FIE010	Interest Payable and Similar Charges	793,200	754,500	749,081	(5,419)				(5,419)
FIE030	Interest and Investment Income	(385,700)	(365,300)	(430,673)	(65,373)				(65,373)
93INT	Interest payable and receivable	(1,394,400)	(1,544,500)	(1,620,864)	(76,364)	0	0	0	(76,364)
BAL104	Balances and Reserves	(1,046,332)	(1,068,267)	271,913	1,340,180	(308,324)	(787,750)	(244,106)	0
93COR	Use of balances and reserves	(1,046,332)	(1,068,267)	271,913	1,340,180	(308,324)	(787,750)	(244,106)	0
TOTAL COST OF SERVICES		13,854,397	14,534,080	14,169,266	(364,814)	0	0	0	(364,814)
Funding-									
OOE200	Parish Council Precepts	199,088	199,088	199,088	(0)				(0)
OOE210	Parish Council Tax Support Grant	10,269	10,269	10,268	(1)				(1)
TGI010	Council Tax income	(8,417,149)	(8,417,149)	(8,417,177)	(28)				(28)
Council Tax Income		(8,207,792)	(8,207,792)	(8,207,821)	(29)				(29)
TGI018	Non-domestic rates income and expenditure	(2,602,082)	(2,773,303)	(2,772,438)	865				865
Other Government Grants:-									
TGI020-R9001	Revenue Support Grant	(544,030)	(544,030)	(544,027)	3				3
TGI020-R9005	New homes bonus grant	(1,750,000)	(1,777,900)	(1,777,902)	(2)				(2)
TGI020-R9007	Transitional Grant - CTS - District	(74,197)	(74,197)	(74,197)	0				0
TGI020-R9009	S31 NDR compensation grant	(676,296)	(1,156,858)	(1,181,468)	(24,610)				(24,610)
TGI020-R9060	Other specific government grants	0	0	(14,592)	(14,592)				(14,592)
Other Government Grants		(3,044,523)	(3,552,985)	(3,592,186)	(39,201)	0	0	0	(39,201)
TOTAL FUNDING		(13,854,397)	(14,534,080)	(14,572,446)	(38,366)	0	0	0	(38,366)
NET OUTTURN POSITION		0	0	(403,179)	(403,179)	0	0	0	(403,179)

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**SIGNIFICANT VARIANCES IN REVENUE OUTTURN FOR 2017/18
(OVER £50,000) BY SERVICE**

HEAD OF PAID SERVICE

There is a net underspend of £404k within the Chief Executive Directorate in 2017/18 including the following significant variances:-

Recycling

There is a net overspend of £97.3k in Recycling collection scheme budgets. This includes £172.6k council share of the Ubico deficit for this service as a result of one-off increased operating and vehicle maintenance costs incurred in 2017/18. This is partially offset by an underspend of £33.1k in recycling equipment and a surplus of £42.2k in recycling credits income for the year.

There is also net surplus income of £37k within the bulking facility services as a result of higher than expected sales of paper, cans and other materials.

Waste

There is a net overspend in household waste of £61.5k including £65.6k council share of the Ubico deficit for this service as a result of one-off the increased transport costs incurred in 2017/18 and a shortfall of £27.4k in expected income for the year. This is partially offset by an underspend of £31.6k in equipment purchases.

This overspend is partially offset by a net saving of £16.2k in the supplies and services costs of the Trade Waste service and additional trade waste income of £29.6k generated in 2017/18.

Street Cleaning

There is a net overspend in Street Cleaning of £71.4k, arising from the council share of the Ubico deficit for this service due to one-off increased transport costs incurred in 2017/18.

Leisure & Culture management

There is a net underspend of £52.9k in the council's budget for Leisure & Culture in 2017/18. This includes a saving of £48.6k in the Local Government pension scheme superannuation costs payable in respect of ex council staff tupe transferred to The Cheltenham Trust in 2014.

ENVIRONMENTAL & REGULATORY SERVICES

There is a net underspend of £159.9k within the Environmental & Regulatory Services Directorate for 2017/18 including the following significant variances:-

Development Control

There is a shortfall of £58k in planning fee income for the year. This is due to reduced applications within 17/18.

Building Control

There is a surplus of £62.k in building control fee earning work for the year. This is due to increased fee income of £26k generated from additional resources employed

towards the end of the financial year. The remaining surplus was due to management staff cost savings of £36k during the year.

Housing Standards

There is a net underspend of £73.7k in the Housing Standards. This is due to £15.1k additional licensing income for houses with multiple occupancy, £48.9k of staff savings during the year and £9.7k underspend of supplies & services budgets.

Cemetery & Crematoria

There is a net overspend in this service of £170.3k. This is made up of £123k of reduced income due to reduced capacity for cremations from February 2018. The remaining overspend was due to cost incurred ensuring that the cremations in February could take place in alternative locations.

Sports & Open Spaces

There is a net underspend of £126.5k in the Sports & Open Spaces budget, This includes £49k additional income from hirers and rentals and £74k council share of the Ubico operations saving in service expenditure in 2017/18.

RESOURCES DIRECTORATE

There is a net underspend within the Corporate Resourcing Directorate of £111.1k, including the following significant variances:-

The Wilson Repairs & Maintenance

There is an overspend in The Wilson premises costs falling under the responsibility of the Council of £59.4k including £52.6k overspend in mechanical repairs and other reactive repair and premises related costs during the year.

There is an underspend of £36k in planned maintenance schemes within the Wilson. This is a timing issue only and the budget has been transferred back to the Repairs & Renewals reserve, to be spent in 2018/19.

Leisure Repairs & Maintenance

There is a net underspend of £71k in the Leisure centre and Prince of Wales Stadium utility costs for the year.

There is an underspend of £123.4k in planned maintenance schemes within these leisure centres. This is a timing issue only and the budget has been transferred back to the Repairs & Renewals reserve, to be spent in 2018/19.

Rent Rebates and Rent Allowances

There is a net underspend in rent allowances and rent rebates of £345k for the year. This includes a saving of £152k in the budget for the rent allowances bad debt provision. A review of the level of related debtor balances at 31st March 2018 has resulted in a lower than expected increase to the provision at the year end.

There is a surplus of £162k for the year in the Local Housing Allowance budget, including additional one off Local Housing Allowance grant income received during the year.

A transfer of £340k has been made into the rent allowances equalisation reserve to cover the cost of future fluctuations in levels of activity.

Ubico

Overall there is net additional contract costs payable by the council of £323.4k within the recycling and waste collection and street cleaning services that fall within the Chief Executives Department of the council as a result of the share of the Ubico deficit for the year.

There is an overall net saving in contract costs payable to Ubico in respect of the Parks & Gardens operations of £100.6k, falling within the council's Environmental & Regulatory Services budgets.

There is a net saving in contract costs payable to Ubico of £19.6k for public conveniences, falling within the council's Resources Directorate Services and a net saving of £4.5k for Housing Forecourts, falling within the Housing Revenue Account.

These total a net overspend of £198.7k across the general fund and Housing Revenue Account, which is included in the net outturn position for 2017/18 and, where significant, detailed above.

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2017/18 CARRY FORWARD REQUESTS

Amount £ (Net of VAT)	Expenditure Code	Cost Centre	Detail Code	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
18,296	R6280	COM001	CPN007	Request to carry forward external funding for continued expenditure on the Inspiring Families project in 2018/19		18,296	
44,261	R6280	GBD001	CPN002	External HWB Partnership GCC grant - Carry forward to fund health grants		44,261	
41,729	R6280	GBD001	CPN003	Community Pride Carry forward to fund community pride grants already committed		41,729	
24,762	R6280	GBD001	CPN009	Positive activities grant Carry forward to fund positive activity grants already committed		24,762	
9,800	R6280	GBD001	GRA003	Community Development Grants Carry forward to fund community grants already committed		9,800	
206	R6280	GBD001	GRA031	External DCLG grant income received in 2015/16 requested to be carried forward to fund pocket parks projects in 2018/19		206	
57,206	R6280	GBD001	GRA029	Local Big Trust grant - Funding for various committed projects to be carried forward to cover planned programme of expenditure straddling three years.		57,206	
59,864	R6280	CUL103	WW1001	Balance of grant for war memorial restoration project carried forward to fund remaining committed expenditure on various commemerative projects in 2018/19		59,864	
7,000	R4531	SUP007	NA	Underspend in Democratic services budgets requested to be carried forward to fund identification software and identification cards as part of the new sound system equipment being installed in the council chamber, for use at democratic meetings.			
263,124	TOTAL HEAD OF PAID SERVICE DIRECTORATE				-	256,124	7,000
18,200	R4531	SUP014	NA	Civica upgrade deferred until 2018/19	18,200		
25,000	R4400	FIE040	R4400	Underspend in backfilling costs required to fund a Property Administrator, to provide temporary administrative support in 2018/19 relating to the Council's property portfolio data in order to facilitate Property Services' compliance with GDPR legislation.	25,000		
43,200	TOTAL RESOURCES DIRECTORATE				43,200	-	-
2,000	R2086	URB101	NA	Request to Carry forward spend on maintenance with Place area as unable to complete work in 2017/18 and work to be carried out in 2018/19	2,000		
2,000	TOTAL ENVIRONMENT & REGULATORY SERVICES				2,000	-	-
308,324	TOTAL CARRY FORWARD REQUESTS				45,200	256,124	7,000

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		31/3/17	2017/18	2017/18	2017/18	31/3/18	2018/19	Proposals	2018/19	31/3/19	
			Movement	Reserve	Movement		Movement	to Support	Movement		
		£	Revenue	Re-alignment	Capital	£	Revenue	2018/19 Budget	Capital	£	
		£	£	£	£	£	£	£	£	£	
EARMARKED RESERVES											
Other											
RES002	Pension Reserve	To fund future pension liability	0	-210,600		-210,600	-70,200			-280,800	
RES003	Economic Development & Tourism Reserve	To fund future economic and tourism studies	-104,200	100,000		-4,200				-4,200	
RES006	Cultural Development Reserve	To fund future arts facilities/activity	-22,361			-22,361				-22,361	
RES008	House Survey Reserve	To fund cyclical housing stock condition surveys	-78,616	36,500		-42,116	36,500			-5,616	
RES026	Social Housing Marketing Assessment (SHMA) Reserve	To fund Social Housing Marketing Assessment work	-43,534	-2,500		-46,034	-2,500			-48,534	
RES009	Twinning Reserve	Twinning towns civic visits to Cheltenham	-5,579	-2,787		-8,366				-8,366	
RES010	Flood Alleviation Reserve	To fund future flood resilience work, delegated to the Flood working group for allocation	-122,127	-15,773		-137,900	50,000			-87,900	
RES014	GF Insurance Reserve	To fund risk management initiatives / excess / premium increases	-91,606			-91,606				-91,606	
RES016	Joint Core Strategy Reserve	To fund Joint Core Strategy	-18,780			-18,780				-18,780	
RES018	Civic Pride Reserve	To pump prime civic pride initiative / match funding	-301,188	105,100		-196,088	105,100			-90,988	
RES020	Ubico Reserve	Replacement fund	-94,000			-94,000				-94,000	
RES021	Cheltenham Leisure & Culture Trust	To cover unforeseen deficits in operations within new trust	-120,000	120,000		0				0	
RES022	Homelessness Reserve	To cover future homelessness prevention costs	-41,100			-41,100		35,000		-6,100	
RES023	Transport Green Initiatives Reserve	To fund Transport Green Initiative Schemes	-33,825			-33,825				-33,825	
RES024	New Initiatives reserve	To fund 2020 Vision transformation programme	-850,000	164,343		-685,657	120,200			-565,457	
RES025	Budget Strategy (Support) Reserve	To support budget strategy	-2,034,053	479,026		-1,555,027		913,058		-641,969	
			-3,960,968			-3,187,660				-2,000,502	
Repairs & Renewals Reserves											
RES201	Commutated Maintenance Reserve	Developer contributions to fund maintenance	-203,207	59,000		-144,207	59,000			5,207	
RES204	I.T. Repairs & Renewals Reserve	Replacement fund	0			0	-50,000			0,000	
RES206	Delta Place Reserve	maintenance fund	-100,000	-100,000		-200,000	-100,000			0,000	
RES205	Property Repairs & Renewals Reserve	20 year maintenance fund	-1,287,137	-265,768		-1,552,905				2,905	
			-1,590,345			-1,897,113				3,113	
Equalisation Reserves											
RES101	Rent Allowances Equalisation	Cushion impact of fluctuating activity levels	-110,000	-370,100		-480,100	-41,000			1,100	
RES102	Planning Appeals Equalisation	Funding for one off appeals cost in excess of revenue budget	-207,932			-207,932				-207,932	
RES105	Local Plan Equalisation	Fund cyclical cost of local plan inquiry	-107,230			-107,230				-107,230	
RES106	Elections Equalisation	Fund cyclical cost of local elections	-137,100	-58,387		-195,487				-195,487	
RES107	Car Parking Equalisation	To fund fluctuations in income from closure of car parks	-330,000			-330,000	-400,000		400,000	-330,000	
RES108	Business Rates Retention Equalisation	To fund fluctuations in income from retained business rates	-355,642	-411,783		-767,425	112,254			-655,171	
RES109	Cemetery income Equalisation reserve	Additional Crematoria income to 2nd chapel build scheme	0	-373,550		-373,550	-373,550			-747,100	
			-1,247,904			-2,461,724				-2,764,020	
RES301	Carry Forwards Reserve	Approved budget carry forwards	-376,700	68,376		-308,324	308,324			0	
CAPITAL											
RES402	Capital Reserve - GF	To fund General Fund capital expenditure	-269,778		3,811	-265,967	-200,000		115,500	-350,467	
TOTAL EARMARKED RESERVES			-7,445,695			-8,120,788				-7,103,102	
GENERAL FUND BALANCE											
B8000 - B8240	General Balance - RR	General balance	-1,408,591			-1,408,591		250,000		-1,158,591	
			-1,408,591			-1,408,591				-1,158,591	
TOTAL GENERAL FUND RESERVES AND BALANCES			-8,854,287	-678,903	0	3,811	-9,529,379	-445,872	1,198,058	515,500	-8,261,693

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Treasury Management Outturn Report 2017/18

1. Introduction

In February 2011 the Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve a treasury management annual report after the end of each financial year.

This report fulfils the Authority's legal obligation to have regard to the CIPFA Code.

The Authority's treasury management strategy for 2017/18 was approved at a meeting on 10th February 2017. The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

2. Economic commentary

2017-18 was characterised by the push-pull from expectations of tapering of Quantitative Easing (QE) and the potential for increased policy rates in the US and Europe and from geopolitical tensions, which also had an impact.

The UK economy showed signs of slowing with latest estimates showing GDP, helped by an improving global economy, grew by 1.8% in calendar 2017, the same level as in 2016. This was a far better outcome than the majority of forecasts following the EU Referendum in June 2016, but it also reflected the international growth momentum generated by the increasingly buoyant US economy and the re-emergence of the Eurozone economies.

The inflationary impact of rising import prices, a consequence of the fall in sterling associated with the EU referendum result, resulted in year-on-year CPI rising to 3.1% in November before falling back to 2.7% in February 2018. Consumers felt the squeeze as real average earnings growth, i.e. after inflation, turned negative before slowly recovering. The labour market showed resilience as the unemployment rate fell back to 4.3% in January 2018. The inherent weakness in UK business investment was not helped by political uncertainty following the surprise General Election in June and by the lack of clarity on Brexit, the UK and the EU only reaching an agreement in March 2018 on a transition which will now be span Q2 2019 to Q4 2020. The Withdrawal Treaty is yet to be ratified by the UK parliament and those of the other 27 EU member states and new international trading arrangements are yet to be negotiated and agreed.

The Bank of England's Monetary Policy Committee (MPC) increased Bank Rate by 0.25% in November 2017. It was significant in that it was the first rate hike in ten years, although in essence the MPC reversed its August 2016 cut following the referendum result. The February *Inflation Report* indicated the MPC was keen to return inflation to the 2% target over a more conventional (18-24 month) horizon with 'gradual' and 'limited' policy tightening. Although in March two MPC members voted to increase policy rates immediately and the MPC itself stopped short of committing itself to the timing of the next increase in rates, the minutes of the meeting suggested that an increase in May 2018 was highly likely.

In contrast, economic activity in the Eurozone gained momentum and although the European Central Bank removed reference to an 'easing bias' in its market communications and had yet to confirm its QE intention when asset purchases end in September 2018, the central bank appeared some way off normalising interest rates. The US economy grew steadily and, with its policy objectives of price stability and maximising employment remaining on track, the Federal Reserve Open Market Committee (FOMC) increased interest rates in December 2017 by 0.25% and again in March, raising the policy rate target range to 1.50% - 1.75%. The Fed is expected to deliver two more increases in 2018 and a further two in 2019. However, the imposition of tariffs on a broadening range of goods initiated by the US, which has led to retaliation by China, could escalate into a deep-rooted trade war having broader economic consequences including inflation rising rapidly, warranting more interest rate hikes.

3. Financial markets

The increase in Bank Rate resulted in higher money markets rates: 1-month, 3-month and 12-month LIBID rates averaged 0.32%, 0.39% and 0.69% and at 31st March 2018 were 0.43%, 0.72% and 1.12% respectively.

Gilt yields displayed significant volatility over the twelve-month period with the change in sentiment in the Bank of England's outlook for interest rates. The yield on the 5-year gilts which had fallen to 0.35% in mid-June rose to 1.65% by the end of March. 10-year gilt yields also rose from their lows of 0.93% in June to 1.65% by mid-February before falling back to 1.35% at year-end. 20-year gilt yields followed an even more erratic path with lows of 1.62% in June, and highs of 2.03% in February, only to plummet back down to 1.70% by the end of the financial year.

The FTSE 100 had a strong finish to calendar 2017, reaching yet another record high of 7688, before plummeting below 7000 at the beginning of 2018 in the global equity correction and sell-off.

4. Credit background

In the first quarter of the financial year, UK bank credit default swaps reached three-year lows on the announcement that the Funding for Lending Scheme, which gave banks access to cheaper funding, was being extended to 2018. For the rest of the year, CDS prices remained broadly flat.

The rules for UK banks' ring-fencing were finalised by the Prudential Regulation Authority and banks began the complex implementation process ahead of the statutory deadline of 1st January 2019. The rating agencies had slightly varying views on the creditworthiness of the restructured entities.

5. Money Market Fund regulation

The new EU regulations for Money Market Funds (MMFs) were finally approved and published in July and existing funds will have to be compliant by no later than 21st January 2019. The key features include Low Volatility Net Asset Value (LVNAV) Money Market Funds which will be permitted to maintain a constant dealing NAV, providing they meet strict new criteria and minimum liquidity requirements. MMFs will not be prohibited from having an

external fund rating (as had been suggested in draft regulations). Arlingclose expects most of the short-term MMFs it recommends to convert to the LVNAV structure and awaits confirmation from each fund.

6. Local Authority Regulatory Changes

6.1 Revised CIPFA Codes

CIPFA published revised editions of the Treasury Management and Prudential Codes in December 2017. The required changes from the 2011 Code are being incorporated into Treasury Management Strategies and monitoring reports.

The 2017 Prudential Code introduces the requirement for a Capital Strategy which provides a high-level overview of the long-term context of capital expenditure and investment decisions and their associated risks and rewards along with an overview of how risk is managed for future financial sustainability. Where this strategy is produced and approved by full Council, the determination of the Treasury Management Strategy can be delegated to a committee. The Code also expands on the process and governance issues of capital expenditure and investment decisions.

The Council has prepared the Capital Strategy for 2018/19 as part of the Treasury Management Strategy, and was approved by full Council.

In the 2017 Treasury Management Code the definition of 'investments' has been widened to include financial assets as well as non-financial assets held primarily for financial returns such as investment property. These, along with other investments made for non-treasury management purposes such as loans supporting service outcomes and investments in subsidiaries, must be discussed in the Capital Strategy or Investment Strategy. Additional risks of such investments are to be set out clearly and the impact on financial sustainability is to be identified and reported.

6.2 MiFID II

As a result of the second Markets in Financial Instruments Directive (MiFID II), from 3rd January 2018 local authorities were automatically treated as retail clients but could "opt up" to professional client status, providing certain criteria was met which includes having an investment balance of at least £10 million and the person(s) authorised to make investment decisions on behalf of the council have at least a year's relevant professional experience. In addition, the regulated financial services firms to whom this directive applies have had to assess that that person(s) have the expertise, experience and knowledge to make investment decisions and understand the risks involved.

The Council has met the conditions to opt up to professional status and has done so in order to maintain its erstwhile MiFID II status prior to January 2018. The Authority will continue to have access to products including money market funds, pooled funds, treasury bills, bonds, shares and to financial advice.

7. Local Context

On 31st March 2018, the Authority had net borrowing of £53.569m arising from its revenue and capital income and expenditure, an increase on 2016/17 of £10.45m. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors and the year-on-year change are summarised in table 1 below.

Table 1: Balance Sheet Summary

	31.3.17 Actual £m	2017/18 Movement £m	31.3.18 Actual £m
General Fund CFR	39.310	3.341	42.651
HRA CFR	44.750	-	44.750
Total CFR	84.060	3.341	87.401
Less: Usable reserves	30.150	(1.968)	32.118
Less: Working capital	10.791	(9.077)	1.714
Net borrowing	43.119	10.450	53.569

The Council's strategy was to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low. The treasury management position as at 31st March 2018 and the year-on-year change in show in table 2 below.

Table 2: Treasury Management Summary

	31.3.17 Balance £m	2017/18 Movement £m	31.3.18 Balance £m	31.3.18 Rate %
Long-term borrowing	64.830	(0.544)	64.286	3.76
Short-term borrowing	0	7.80	7.80	0.63
Total borrowing	64.830	7.256	72.086	3.42
Long-term investments	-	3.000	3.000	4.14
Short-term investments	21.000	(9.000)	12.000	0.63
Cash and cash equivalents	0.226	2.017	2.243	0.43
Icelandic	0.485	(0.011)	0.474	-
Total investments	21.711	(3.194)	18.517	1.20
Net borrowing	43.119	10.450	53.569	

Borrowing Activity

At 31st March 2018, the Authority held £72.086m of loans, an increase of £7.256m on the previous year, as part of its strategy for funding the current years' capital programme and maintaining cashflow. The year-end borrowing position and the year-on-year change in show in table 3 below.

Table 3: Borrowing Position

	31.3.17 Balance £m	2017/18 Movement £m	31.3.18 Balance £m	31.3.18 Rate %
Public Works Loan Board	48.930	(0.544)	48.386	3.68
Banks (LOBO)	15.900	(8.900)	7.000	4.24
Banks (fixed-term)	0	8.900	8.900	3.82
Local authorities (short-term)	0	7.800	7.800	0.63
Total borrowing	64.830	7.256	72.086	3.42

The council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

In furtherance of these objectives, no new long term borrowing occurred in 2017/18 apart from temporary borrowing. This strategy enabled the Authority to reduce net borrowing costs and reduce overall treasury risk.

The Authority continues to hold £7m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. No banks exercised their option during 2017/18.

8. Investment Activity

The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2017/18, the Authority's investment balance ranged between £15.641 and £30.218 million due to timing differences between income and expenditure. The year-end investment position and the year-on-year change in show in table 4 below.

Table 4: Investment Position (Treasury Investments)

	31.3.17 Balance £m	2017/18 Movement £m	31.3.18 Balance £m	31.3.18 Rate %
Banks & building societies (unsecured)	20.000	(11.000)	9.000	0.62
Government (incl. local authorities)	1.000	2.000	3.000	0.78
Money Market Funds/Call Accounts	300	1.646	1.946	0.43
Property Funds	0	3.000	3.000	4.14
Total investments	21.300	(4.354)	16.946	1.20

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

In furtherance of these objectives, and given the increasing risk and low returns from short-term unsecured bank investments, the council diversified into higher yielding asset classes during 2017/18. £3m that is available for longer-term investment was moved from bank and building society deposits into the CCLA Property Fund. As a result, investment risk was lowered, while the average rate of return has increased from 0.54% to 0.80%.

The £3m portfolio of externally managed pooled property fund generated a total return of £53k (4.25%). Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives is regularly reviewed. In light of their strong income generation performance and the Authority's latest cash flow forecasts, investment in these types of pooled funds has been targeted for the 2018/19 financial year.

9. Financial Implications

The outturn for debt interest paid in 2017/18 was £2.434 million (3.67%) on an average debt portfolio of £66.357 million against a budgeted £2.439 million on an average debt portfolio of £65m million at an average interest rate of 3.75%.

The outturn for investment income received in 2017/18 was £431k (0.80%) on an average investment portfolio of £23.507 million against a budgeted £365k on an average investment portfolio of £22 million at an average interest rate of 0.45%.

Net loans and investments budget for 2017/18 was a cost of £389,200 but made an actual return of £318,407, a surplus of £70,793.

10. Compliance Report

The Chief Finance Officer is pleased to report that all treasury management activities undertaken during 2017/18 complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management. Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 5 below.

Table 5: Debt Limits

	2017/18 Maximum £m	31.3.18 Actual £m	2017/18 Operational Boundary £m	2017/18 Authorised Limit £m	Complied
Borrowing	72.560	72.086	112.000	122.000	✓

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash

flow, and this is not counted as a compliance failure. Total debt was never above the operational boundary during 2017/18.

11. Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

11.1 Security

The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	31.3.18 Actual	2017/18 Target	Complied
Portfolio average credit rating	AA-	A	✓

11.2 Maturity Structure of Borrowing

This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing were:

	31.3.18 Actual	Upper Limit	Lower Limit	Complied
Under 12 months	11.58%	50%	0%	✓
12 months and within 24 months	0.79%	50%	0%	✓
24 months and within 5 years	2.51%	100%	0%	✓
5 years and within 10 years	5.78%	100%	0%	✓
10 years and above	79.34	100%	0%	✓

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

11.3 Principal Sums Invested for Periods Longer than 364 days

The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

	2017/18	2018/19	2019/20
Actual principal invested beyond year end	4m	8m	8m
Limit on principal invested beyond year end	10m	10m	10m
Complied	✓	✓	✓

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GENERAL FUND CAPITAL PROGRAMME 2017/18

Code	Fund	Scheme	Scheme Description	Original Budget 2017/18 £	Revised Budget 2017/18 £	Outturn 2017/18 £	(Underspend)/ Overspend 2017/18 £	Budget 2018/19 £	Revised Budget 2018/19 £	Budget 2019/20 £	Budget 2020/21 £
RESOURCES											
Property Services											
CAP601/2/3	PB/PPMR/HCR/GCR/R	Crematorium Scheme	Construction of new chapels	7,008,100	8,203,236	2,657,413	(5,545,823)	-	5,545,823	-	-
CAP505	GCR	Town Centre acquisitions	Works on shopfitters' site	-	47,406	49,906	2,500	-	-	-	-
CAP506	GCR	Enterprise Way Phase 2	Industrial units to complete development	-	60,000	-	(60,000)	525,000	585,000	-	-
CAP700	PB/GCR	Enhancing Investment Property Portfolio	To increase the Council's property portfolio.	10,200,000	9,615,000	-	(9,615,000)	-	9,615,000	-	-
CAP605	PB	Loan to St. Margaret's Hall Trust	Towards cost of capital works	-	50,000	50,000	-	-	-	-	-
CAP402	P	West Cheltenham \ Cyber Hub	Infrastructure to support cyber hub	-	1,000,000	-	(1,000,000)	21,000,000	22,000,000	-	-
Financial Services											
CAP010	GCR	GO ERP	Development of ERP system within the GO Partnership	-	14,700	-	(14,700)	-	14,700	-	-
ICT											
CAP026	GCR	IT Infrastructure	5 year ICT infrastructure strategy	100,000	133,600	99,493	(34,107)	100,000	134,107	100,000	100,000
CAP028	HCR	Telephony	Infrastructure plus the handsets/one off licences	-	16,400	-	(16,400)	-	16,400	-	-
CHIEF EXECUTIVE											
Leisure & Culture											
CAP126	GCR/R	Town Hall redevelopment scheme	Preliminary work, subject to Council approving a detailed scheme and a business case	360,000	400,000	70,881	(329,119)	-	329,119	-	-
CAP127	PPMR/P/GCR/PB	Sports and Play Hub Phase 1	Capital improvements to the leisure centre changing rooms, extension of gym facilities and creation of new spashpad area scheme, in partnership with the Cheltenham Trust	-	2,508,228	343,112	(2,165,116)	-	2,165,116	-	-
Waste & Recycling											
CAP301	PB/GCR	Vehicles and recycling equipment	Replacement vehicles and recycling equipment	3,063,000	3,259,000	3,243,830	(15,170)	1,000,000	1,800,000	1,000,000	400,000
CAP303	C	Recycling receptacles	Heavy duty blue recycling bags, sacks and boxes	-	200,000	195,499	(4,501)	-	-	-	-
Other											
CAP304	C	Other vehicles	Replacement vehicle for car park income collectors	-	11,050	11,031	(19)	-	-	-	-
REGULATORY & ENVIRONMENTAL SERVICES											
CAP152	GCR	Public Realm - Promenade pedestrianised area	Upgrade of Promenade pedestrianised area including remodelling of tree pits, providing seating, re-pointing existing Yorkstone.	46,900	44,500	9,668	(34,832)	-	34,832	-	-
CAP154	GCR	Public Realm - St. Mary's Churchyard	Public Art Scheme	39,600	56,900	-	(56,900)	-	56,900	-	-
CAP155	P/GCR	Pedestrian Wayfinding	GCC Pedestrian Wayfinding	-	48,000	-	(48,000)	-	48,000	-	-
CAP156	S106	Hatherley Art Project	Public Art - Hatherley	-	11,800	-	(11,800)	-	11,800	-	-
CAP204	GCR	Public Realm - Improvements to Grosvenor terrace car park (Town Centre East)	Improving linkages to the High Street, signage and decoration.	110,500	115,500	-	(115,500)	-	115,500	-	-
CAP201	GCR	CCTV	Additional CCTV in order to improve shopping areas and reduce fear of crime	300,000	300,000	32,480	(267,520)	50,000	317,520	50,000	50,000
CAP202	GCR	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. From 2017/18 revised budget consolidated with Cap park Investment scheme.	37,100	-	-	-	-	-	-	-
CAP205	GCR	Public Realm Improvements - High St.	High Street & Town Centre public realm improvement including repaving work in the High Street and town centre	406,000	450,700	-	(450,700)	-	450,700	-	-
CAP205	GCR	Public Realm Improvements - fees	High Street & Town Centre public realm improvement including repaving work in the High Street and town centre	-	204,000	84,810	(119,190)	-	119,190	-	-
CAP206	GCR	Car Park Investment	Car park strategy priority actions: improvements to Regent Arcade payment system and refresh payment machines across the estate.	250,000	287,100	-	(287,100)	-	287,100	-	-
Housing											
CAP221	BCF	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.	500,000	500,000	323,213	(176,787)	500,000	635,666	500,000	500,000
CAP222	GCR	Adaptation Support Grant	Used mostly where essential repairs (health and safety) are identified to enable the DFG work to proceed (e.g. electrical works). Or where relocation is the more cost effective solution.	15,000	15,000	-	(15,000)	15,000	30,000	15,000	15,000

Code	Fund	Scheme	Scheme Description	Original Budget 2017/18 £	Revised Budget 2017/18 £	Outturn 2017/18 £	(Underspend)/ Overspend 2017/18 £	Budget 2018/19 £	Revised Budget 2018/19 £	Budget 2019/20 £	Budget 2020/21 £
CAP223	PSDH	H&S, vacant property & renovation grants	Assistance available under the council's Housing Renewal Policy	175,200	374,000	162,575	(211,425)	-	211,425	-	-
CAP224	PSDH	Warm & Well	A Gloucestershire-wide project to promote home energy efficiency, particularly targeted at those with health problems	58,400	58,400	20,000	(38,400)	-	38,400	-	-
CAP228	S106	Housing Enabling	Expenditure in support of enabling the provision of new affordable housing in partnership with registered Social Landlords and the Homes and Communities Agency (HCA)	670,000	669,300	453,780	(215,520)	-	252,746	-	-
		Parks and Gardens									
CAP101	S106	S.106 Play area refurbishment	Developer Contributions	50,000	50,000	67,850	17,850	50,000	50,000	50,000	50,000
CAP102	GCR	Play Area Enhancement	Ongoing programme of maintenance and refurbishment of play areas to ensure they improve and meet safety standards	80,000	80,000	41,585	(38,415)	80,000	80,000	80,000	80,000
CAP125	GCR	Pittville Park play area	Investment in the play area	12,500	12,500	(1,854)	(14,354)	-	-	-	-
CAP501	GCR	Allotments	Allotment Enhancements - new toilets, path surfacing, fencing, signage, and other improvements to infra-structure.	559,600	567,900	3,996	(563,904)	-	563,904	-	-
CAP102	P	Clyde Scooter Skate Park		-	-	-	-	-	33,979	-	-
TOTAL CAPITAL PROGRAMME				24,041,900	29,364,220	7,919,268	(21,444,952)	23,320,000	45,542,927	1,795,000	1,195,000
		Funded by:									
	BCF	Better Care Fund (DFG) / government grant		500,000	500,000	323,213	(176,787)	500,000	635,666	500,000	500,000
	LAA	LAA Performance Reward Grant		58,400	58,400	6,719	(51,681)	-	-	-	-
	P	Partnership Funding		-	1,257,000	18,744	(1,238,256)	21,000,000	22,265,327	-	-
	PSDH	Private Sector Decent Homes Grant		175,200	374,000	27,813	(346,187)	-	249,825	-	-
	PPMR	Property Planned Maintenance Reserve		474,500	634,500	-	(634,500)	-	634,500	-	-
	S106	Developer Contributions S106		759,600	731,100	517,537	(213,563)	50,000	314,546	50,000	50,000
	HCR	HRA Capital Receipts		-	36,400	-	(36,400)	-	36,400	-	-
	GCR	GF Capital Receipts		5,403,394	5,795,536	2,064,900	(3,730,636)	1,357,000	5,110,360	832,000	645,000
	PB	Prudential Borrowing		16,670,806	19,393,234	4,682,931	(14,710,303)	413,000	15,923,303	413,000	-
	R	Revenue/(RCCO)/other revenue reserves		-	373,000	70,881	(302,119)	-	373,000	-	-
	C	GF Capital Reserve		-	211,050	206,530	(4,520)	-	-	-	-
				24,041,900	29,364,220	7,919,268	(21,444,952)	23,320,000	45,542,927	1,795,000	1,195,000

Capital Grants and Contributions 2017/18

Detail	Contributions	YEAR of receipt	Balance @ 1/4/17 £	Receipts/ Refunds in year £	Amounts Applied to fund Cap expend £	Transfers £	Developer Contributions @ 31/3/18 £	Memo Ward details for S106
RECEIPTS IN ADVANCE								
PARTNERSHIP FUNDING								
Short Term								
DEV006	HCA grant - JCS Infrastructure	16/17	(224,000)	-	-	169,299	(54,701)	
	Revenue		(224,000)	-	-	169,299	(54,701)	
SECTION 106/PARTNERSHIP FUNDING								
Short Term								
DEV002	Berkeley Homes - Thirlestaine Hall	14/15	-	-	-	(252,746)	(252,746)	
PAR019	Clyde Scooter Skate Park	17/18	-	(33,979)	-	-	(33,979)	
CGR001	Disabled Facilities Grant (DFG)	17/18	-	(135,666)	-	-	(135,666)	
	Capital		-	(169,645)	-	(252,746)	(422,391)	
SECTION 106								
Long Term								
DEV002	Berkeley Homes - Thirlestaine Hall	14/15	(103,133)	-	-	103,133	-	College
DEV002	Berkeley Homes - Thirlestaine Hall	14/15	(603,393)	-	-	603,393	-	College
DEV003	205 Leckhampton Rd - Affordable Housing Contrib'n	15/16	(465,000)	-	-	-	(465,000)	Leckhampton
DEV004	Pegasus Life - John Dower House	17/18	(470,550)	-	-	470,550	-	Lansdown
DEV005	High St, Brewery phase 3 - affordable housing	17/18	-	(47,332)	-	-	(47,332)	
	Capital		(1,642,076)	(47,332)	-	1,177,076	(512,332)	
DEV403	Cold Pool Lane Grounds Maintenance	11/12	(53,304)	-	-	-	(53,304)	Up Hatherley
DEV406	Rosebay Gardens Grounds Maintenance	13/14	(41,836)	-	-	-	(41,836)	Springbank
DEV407	Portland St & North Place MSCP repairs & insurance	14/15	(100,000)	-	-	-	(100,000)	
DEV408	Portland St & North Place compensation claims	14/15	(80,000)	-	-	-	(80,000)	
	Revenue		(275,140)	-	-	-	(275,140)	
CAPITAL GRANTS UNAPPLIED								
SECTION 106								
Housing Enabling								
DEV002	Berkeley Homes - Thirlestaine Hall		-	(453,780.00)	453,780.00	-	-	
DEV004	Pegasus Life - John Dower House	17/18	-	(470,550)	-	-	(470,550)	Lansdown
DEV007	S106 Moss Construction - Hatherley Lane & Leckhampton Road		-	(1,066,982)	-	-	(1,066,982)	
	Total Housing Enabling		-	(1,991,312)	453,780	-	(1,537,532)	
Public Art								
DEV101	Dunalley St-Public Art	10/11	(7,000)	-	-	2,750	(4,250)	St Pauls
DEV102	Rosemullion-Public Art	07/08	(1,341)	-	-	-	(1,341)	Leckhampton
DEV103	75-79 Rowanfield Road-Public Art	08/09	(5,342)	-	-	-	(5,342)	St Marks
DEV104	Hatherley Lane (ASDA) - Public Art	10/11	(20,908)	-	20,908	-	-	Benhall & The Reddings
DEV106	12/13 Hatherley Lane (B&Q) - Public Art	12/13	(50,126)	-	-	2,475	(47,651)	Benhall & The Reddings
DEV107	Devon Avenue - Public Art	12/13	(22,654)	-	-	1,350	(21,304)	St Marks
DEV110	Spirax Sarco St Georges Road	13/14	(14,000)	-	-	2,122	(11,878)	St Peters

Capital Grants and Contributions 2017/18

Detail	Contributions	YEAR of receipt	Balance @ 1/4/17 £	Receipts/ Refunds in year £	Amounts Applied to fund Cap expend £	Transfers £	Developer Contributions @ 31/3/18 £	Memo Ward details for S106
DEV111	Public Art - Midwinter site	14/15	(50,000)	-	-	-	(50,000)	Pittville
DEV112	Wayfinding - University Pittville Campus	14/15	(25,683)	-	-	-	(25,683)	Pittville
DEV113	Taylors Yard, Gloucester Road - Public Art	14/15	-	(30,000)	-	-	(30,000)	St Peters
Total Public Art			(197,054)	(30,000)	20,908	8,697	(197,449)	
PlaySpaces								
DEV201	S106 Playspace-Adult/Youth	07/08 - 11/12	(47,451)	(7,726)	38,901	(10,208)	(26,484)	Borough wide. Remaining balance committed to capital Playspace
DEV203	58-60 St Pauls-Adult/Youth	09/10	(3,756)	-	-	3,756	-	St Pauls
DEV204	Dunalley Street-Adult/Youth	10/11	(2,720)	-	-	2,720	-	St Pauls
DEV206	Merrowdown-Adult/Youth	10/11	(202)	-	-	202	-	Park
DEV207	Charlton Lane-Adult/Youth	10/11	(1,840)	-	-	1,840	-	Leckhampton
DEV212	07/08 S106 Playspace-Fairview		(1,690)	-	-	1,690	-	All Saints
DEV233	S106 Play area - Beeches	14/15	(485)	-	10	-	(475)	Charlton Kings
DEV252	S106 Playarea - Lansdown Crescent	10/11 + 11/12	(270)	-	-	-	(270)	Lansdown
DEV261	S106 Playarea - Prestbury Playing Field	09/10	(760)	-	-	-	(760)	Prestbury
DEV262	S106 Playarea - Priors Farm	10/11	(86)	-	-	-	(86)	Prestbury
DEV263	S106 Playarea - Queen Elizabeth II	11/12	(28)	-	-	-	(28)	Battledown
DEV267	S106 Playarea - St. Peters/Chelt Walk	17/18	(10,261)	-	-	-	(10,261)	St Peters
DEV271	S106 Playarea - Winston Churchill Gardens	11/12	(3,939)	-	3,939	-	-	St Peters
DEV277	S106 Playarea - Starve Hall Farm	11/12	-	(201,216)	-	-	(201,216)	Prestbury
Total PlaySpaces			(73,488)	(208,942)	42,850	-	(239,580)	
Total -Section 106			(2,187,758)	(2,277,586)	517,538	1,185,773	(2,762,033)	
CAPITAL GRANTS								
CGG001	Private Sector Decent Homes Grant (PSDH)		(290,772)	-	27,813	-	(262,959)	
CGG002	LPSA Grant		(6,719)	-	6,719	-	-	
CGR001	Disabled Facilities Grant (SCG)		-	(323,213)	323,213	-	-	
CGR003	DCLG Council Tax Support/new burdens		(220,571)	-	-	-	(220,571)	
Total Capital Grants			(518,062)	(323,213)	357,745	-	(483,530)	
PARTNERSHIP FUNDING								
PAR001	CCTV contributions		(3,744)	-	3,744	-	-	
PAR015	GCC Pedestrian Wayfinding		(22,349)	-	-	-	(22,349)	
PAR017	Friends of Winston Churchill Memorial Gardens		(5,000)	-	-	-	(5,000)	
PAR020	Burrows Pump Track		-	(15,000)	15,000	-	-	
Total Partnership Funding			(31,093)	(15,000)	18,744	-	(27,349)	
TOTAL CAPITAL GRANTS UNAPPLIED			(819,697)	(2,568,467)	894,027	8,697	(2,485,440)	

**Council Tax and Business Rates
Collection Rates 2017-2018**

Business Rates 2017/2018

Current Year Charges - 2017/2018		
Monitoring Period	% Collected at 31.03.2018	2017/2018 Target
	98.74%	98.88%
Comparison with 2017/2018	31.03.2017	% Collected 31.03.2017
	98.86%	98.86%

The yearend collection rate is slightly below the target. This is partly due to increased bills as a result of rateable value changes in March but 98.74% is still a very good achievement. We are continuing to collect the balances due and are working with any businesses having difficulty in paying.

Previous Years Charges Outstanding in 2017/2018		
Monitoring Period	Amount outstanding at 31.03.2018	2017/2018 Target
	£613,964	£570,000
Comparison with 2017/2018	Amount outstanding at 31.03.2017	Amount outstanding at 31.03.2017
	£585,832	£585,832

The arrears level has not quite reduced to the yearend target. We are continuing to collect balances due and are working with any businesses having difficulty in paying.

Council Tax 2017/2018

Current Year Charges - 2017/2018		
Monitoring Period	% Collected at 31.03.2018	2017/2018 Target
	98.30%	98.35%
Comparison with 2017/2018	As at 31.03.2017	% Collected 31.03.2017
	98.32%	98.32%

The yearend collection rate is very slightly below the target but 98.30% is still a very good achievement. We are continuing to collect balances due and are working with council tax payers having difficulty in paying.

Previous Years Charges Outstanding in 2017/2018		
Monitoring Period	Amount outstanding at 31.03.2018	2017/2018 Target
	£1,146,742	£1,155,000
Comparison with 2017/2018	As at 31.03.2017	Amount o/s 31.03.2017
	£1,159,253	£1,144,562

The level of arrears outstanding has reduced to below the yearend target level.

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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 **	Customer Credits ***	Not Due	0-30 days	1-3 Mths	3-6 Mths	6 mth - 1 Yr	1 - 2 Yrs	2 Yrs+	Total
ADB101 Total	Cheltenham Municipal Offices	1	-	-	-	-	-	-	5,052.95	-	-	-	-	-	5,052.95
ADB103 Total	Cheltenham Depot	2	-	-	-	-	-	147,600.00	-	-	-	-	-	12.48	147,612.48
AIR101 Total	Gloucestershire Airport	2	-	-	-	-	-	-	113,323.52	-	-	-	-	-	113,323.52
BAL100 Total	General Fund Balance Sheet	61	2,405.80	-	4,351.00	-	23,529.89	7,362.26	5.00	1,751.04	-	60.75	360.00	-	9,165.08
BUC001 Total	Building Control - Fee Earning Work	5	630.76	-	-	-	-	492.00	-	708.00	-	-	-	-	1,830.76
CAP127 Total	Sports & Play Hub Phase 1	1	-	-	-	-	-	-	12,660.00	-	-	-	-	-	12,660.00
CCM001 Total	Cemetery, Crematorium and Churchyards	129	-	-	-	-	250.00	14,695.50	52,294.00	34,409.00	2,685.50	4,042.00	-	-	107,876.00
COM101 Total	Oakley Resource Centre	3	1,200.00	-	-	-	-	-	-	-	720.00	-	-	-	1,920.00
CPK001 Total	Car Parks - Off Street Operations	3	-	-	-	-	-	-	52,213.20	-	-	-	-	-	52,213.20
CSM001 Total	Cultural - Service Management and Support Services	1	-	-	-	-	-	-	-	-	6,912.00	-	-	-	6,912.00
CUL003 Total	World War 1 Commemoration Projects	1	-	-	-	-	-	1,500.00	-	-	-	-	-	-	1,500.00
DEV001 Total	Development Control - Applications	1	-	-	-	-	-	-	20,000.00	-	-	-	-	-	20,000.00
ENF101 Total	Cheltenham Environmental Fund - Townscape	1	-	-	-	-	-	-	-	-	-	-	-	360.00	360.00
FIE040 Total	Income and Expenditure on Investment Proporties	42	24,740.69	4,875.00	-	-	-	11,483.00	7,252.79	3,601.66	1,551.66	4,551.83	-	-	58,056.63
GBD001 Total	Community Welfare Grants	1	-	-	-	-	-	300.00	-	-	-	-	-	-	300.00
HLD101 Total	CBH Intercompany Account	1	-	-	-	-	-	169,800.00	-	-	-	-	-	-	169,800.00
HLD110 Total	Prestbury Parish Council Salaries	1	-	-	-	-	-	10,164.91	-	-	-	-	-	-	10,164.91
HLD111 Total	Holst Museum Salaries	1	-	-	-	-	-	4,737.06	-	-	-	-	-	-	4,737.06
HLD170 Total	Cheltenham Trust Intercompany Account	1	-	-	-	-	-	23,783.71	-	-	-	-	-	-	23,783.71
HOM001 Total	Homelessness	1	-	-	-	-	-	-	184.20	-	-	-	-	-	184.20
HOS004 Total	Housing Standards	7	-	637.50	1,005.30	-	-	-	-	-	-	-	-	-	1,642.80
LTC003 Total	Council Tax Leaflet	2	-	-	-	-	-	-	23,269.56	-	-	-	-	-	23,269.56
OPF001 Total	Parks & Gardens Operations	11	853.33	-	-	-	920.00	16,913.93	-	-	40.00	-	-	-	16,887.26
OPS002 Total	Sports & Open Spaces Operations	23	977.40	-	420.15	-	-	5,611.67	2,386.47	3,125.00	1,300.00	19.20	-	-	13,839.89
OPS004 Total	Allotments	131	-	55.14	-	18.03	91.20	-	6,733.81	-	-	-	274.37	-	6,990.15
OPS101 Total	Arlie Road Nursery Operations	14	-	170.07	-	-	-	7,893.34	23,011.79	-	-	1,363.63	-	-	32,438.83
PLP006 Total	Trees	3	-	-	874.00	-	-	-	-	-	-	-	-	-	874.00
PLP102 Total	Development Task Force	2	-	-	-	-	-	-	14,737.82	-	-	-	-	-	14,737.82
REC101 Total	Recreation Centre Operations	1	-	181.30	-	-	-	-	-	-	-	-	-	-	181.30
REG001 Total	Environmental Health General	2	3,595.00	-	-	-	-	-	693.00	-	-	-	-	-	4,288.00
REG002 Total	Licensing	37	-	-	-	-	-	2,765.17	3,082.75	855.00	180.00	-	-	-	6,882.92
REG003 Total	Animal Control	1	-	-	-	-	-	-	-	-	-	320.00	-	-	320.00
REG013 Total	Polution Control	3	-	-	-	-	-	-	-	79.00	-	382.00	-	-	461.00
REG016 Total	Food Safety	1	-	-	-	-	-	4,697.98	-	-	-	-	-	-	4,697.98
REG018 Total	Pest Control	30	-	250.00	-	-	275.00	-	1,430.00	540.00	140.00	50.00	-	-	2,135.00
RYC004 Total	Recycling Centres	1	-	-	-	-	-	-	-	-	-	-	354.08	-	354.08
RYC008 Total	Bulking Facility	5	-	-	-	-	-	57,904.51	4,575.60	-	1,381.68	-	-	-	63,861.79
SPP002 Total	Community Alarms	996	158,366.80	828.41	-	407.30	279.33	183.53	1,857.96	14.38	28.76	115.06	-	-	161,522.87
STC011 Total	Abandoned Vehicles	14	-	192.00	2,144.00	-	-	-	-	-	192.00	384.00	-	-	2,912.00
SUP005 Total	ICT	2	-	-	-	-	-	125,160.00	-	-	-	-	-	-	125,160.00
SUP009 Total	Accountancy	1	-	-	-	-	-	10,800.00	-	-	-	-	-	-	10,800.00
SUP025 Total	Property Services	1	-	-	-	-	-	17,910.00	-	-	-	-	-	-	17,910.00
TGI040 Total	Capital Grants and Contributions	2	-	-	-	-	-	-	30,000.00	-	66,982.16	-	-	-	96,982.16
TOU002 Total	Tourist / Vistor Information Centre	2	-	-	-	-	-	-	-	3,600.00	3,600.00	-	-	-	7,200.00
TRW001 Total	Trade Waste	467	82,996.98	1,961.90	476.61	1,305.00	631.50	134.75	43,964.00	429.00	2,345.20	1,616.70	103.35	-	134,701.99
Grand Total General Fund		2018	270,955.16	9,151.32	9,271.06	1,730.33	25,976.92	636,281.65	415,219.81	55,107.36	89,883.96	14,185.97	1,111.00	372.48	1,480,173.74
HRA100 Total	Repairs and Maintenance	714	94,151.99	75,981.17	4,542.45	20.01	-	5,211.52	8,343.67	13,607.70	11,240.63	34,449.27	22,148.90	25,113.58	294,810.89
HRA110 Total	Supervision and Management	2	-	-	-	-	-	-	-	5.00	-	-	461.61	-	466.61
HRA200 Total	Dwelling Rents	1	-	-	-	-	-	-	-	-	-	-	3.00	-	3.00
HRA210 Total	Non-dwelling Rents	121	7,673.40	1,011.60	60.00	10.00	-	3,200.00	23,907.61	20.00	2,168.75	310.00	210.00	325.50	38,896.86
HRA221 Total	Service Charges to Leaseholders	429	206,751.03	58,921.42	3,289.73	427.86	-	378.22	4,998.58	48,186.39	15,169.09	23,189.17	29,019.95	39,381.80	429,713.24
HRA235 Total	HRA Other Income	8	-	-	-	-	-	-	-	-	-	-	-	160.00	160.00
Grand Total HRA		1275	308,576.42	135,914.19	7,892.18	457.87	-	8,789.74	37,249.86	61,819.09	28,578.47	57,948.44	51,843.46	64,980.88	764,050.60
Grand Total		3293	579,531.58	145,065.51	17,163.24	2,188.20	- 25,976.92	645,071.39	452,469.67	116,926.45	118,462.43	72,134.41	52,954.46	65,353.36	2,244,224.34

* Value of Invoices with Halted Recovery - invoices with issues to be resolved before payment / futher 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

	2017/18	
	Revised Budget	Actual
	£	£
EXPENDITURE		
General & Special Management	2,164,900	2,152,231
ALMO Management Fee	5,083,000	5,094,059
Rents, Rates, Taxes and Other Charges	49,000	46,705
Repairs & Maintenance	3,684,000	3,733,040
Provision for Bad Debts	200,000	140,365
Interest Payable	1,684,700	1,684,665
Depreciation & Impairment of Dwellings	4,368,900	4,368,874
Depreciation of Other Assets	295,300	296,811
Debt Management Expenses	80,000	80,000
TOTAL	<u>17,609,800</u>	<u>17,596,751</u>
INCOME		
Dwelling Rents	18,805,400	18,811,695
Non Dwelling Rents	449,700	468,885
Charges for Services and Facilities	847,600	858,934
Supporting People Grant	62,400	57,400
Feed in Tariff from PV Installations	230,000	237,365
TOTAL	<u>20,395,100</u>	<u>20,434,280</u>
NET INCOME FROM SERVICES	2,785,300	2,837,529
Interest Receivable	43,400	56,061
NET OPERATING SURPLUS	2,828,700	2,893,590
Appropriations		
Revenue Contributions to Capital	<u>-2,060,500</u>	<u>-1,159,714</u>
Net Increase in reserves	768,200	1,733,876
Revenue Reserve brought forward	6,867,600	6,867,600
Revenue Reserve carried forward	<u>7,635,800</u>	<u>8,601,476</u>

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MAJOR REPAIRS RESERVE

	2017/18	
	Revised Budget £	Actual £
Balance brought forward	0	0
Depreciation of Dwellings	4,368,900	4,368,874
Depreciation of Other Assets	295,300	296,811
	<u>4,664,200</u>	<u>4,665,685</u>
Used to fund Capital Programme	-4,664,200	-4,665,685
Balance carried forward	<u>0</u>	<u>0</u>

HRA CAPITAL PROGRAMME

	2017/18	
	Revised Budget £	Actual £
<u>EXPENDITURE</u>		
EXISTING STOCK		
Property Improvements & Major Repairs	7,916,100	7,023,206
Adaptions for the Disabled	300,000	159,644
Environmental Works (Tenant Selection)	10,000	1,103
Repurchase of Shared Ownership Dwellings	85,000	84,741
	<u>8,311,100</u>	<u>7,268,693</u>
NEW BUILD & ACQUISITIONS	1,769,600	1,746,911
TOTAL	<u><u>10,080,700</u></u>	<u><u>9,015,605</u></u>
<u>FINANCING</u>		
Capital Receipts	2,906,000	2,827,293
HRA Revenue Contribution	2,060,500	1,159,714
Leaseholder & Other Contributions	450,000	362,913
Major Repairs Reserve	4,664,200	4,665,685
TOTAL	<u><u>10,080,700</u></u>	<u><u>9,015,605</u></u>

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Cheltenham Borough Council

Cabinet – 10 July 2018

Review of the council's performance at end of 2017-18

Accountable member	Cllr. Steve Jordan, Leader of the Council
Accountable officer	Richard Gibson, Strategy and Engagement Manager
Accountable scrutiny committee	Overview and Scrutiny Committee
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The performance report takes information and data from our performance management system to provide elected members with an overview of how the council is performing. This enables elected members to input into discussions about how to resolve areas where there maybe performance concerns and also to recognise where performance is better than expected.</p> <p>The report summarises how the council performed in regard to the published milestones as set out in the 2017-18 action plan that was agreed by Council on 27th March 2017.</p> <p>The full performance report is attached as appendix 2.</p>
Recommendations	Cabinet to note the review of performance in 2017-18

Financial implications	None as a result of this report
Legal implications	None as the result of this report
HR implications (including learning and organisational development)	None as the result of this report
Key risks	<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>
Corporate and community plan Implications	This report sets out performance information relating to the delivery of corporate priorities in 2017-18
Environmental and climate change implications	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 elected members with an overview of how the council is performing. This enables elected members to input into discussions about how to resolve areas where there maybe performance concerns and also to recognise where performance is better than expected.
- 1.2 The report summarises how the council performed in regard to the published milestones, performance indicators and outcomes set out in the 2017-18 action plan that was agreed by Council on 27th March 2017
- 1.3 The full performance report is attached as appendix 2.

2. End of year performance overview

Corporate Strategy milestones

- 2.1 In the 2017-18 action plan, we identified 82 milestones to track our progress. Out of these:
 - 51 (62%) are complete within the financial year.
 - 7 (9%) are green and are on track to be delivered on time within agreed timescales.
 - 23 (28%) are amber. These are projects that were not delivered within the financial year but have been pushed back into the current financial year with commitments set out in the 2018/19 corporate strategy.
 - 1 (1%) is red.
- 2.2 The red milestone relates to the highways agency agreement.

ENV 7 Working with GCC to develop a sustainable approach to managing highway matters in Cheltenham	As part of the Highways Collaborative working consultation, work with GCC to increase local influence in the management of highways matters in Cheltenham	Mar-18	Tim Atkins	Red	This work was being led by GCC as the Highways Authority. Phase 1 on the consultation was completed in March 2017. The first stage of stage 2 was commenced. CBC await the next steps to be initiated by GCC.
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3. Consultation and feedback

- 3.1 The draft performance report was presented to the Council’s Overview and Scrutiny Committee on 25 June 2018. Members of the committee raised the following issues.
- 3.2 There was a desire to understand more about the issues relating to the delays in developing a sustainable approach to managing highway matters in Cheltenham and how members can help resolve this.
- 3.3 There was interest in receiving an update on the proposed improvements to Cheltenham Spa Railway station.
- 3.4 There was a request for an update on the plans to promote cyber-growth and in particular progress being made to deliver the Growth Deal 3 bid.
- 3.5 There was a request for more information about the next steps for the Local Plan

- 3.6** In terms of our public realm project, it was suggested that the council simplifies the wording we use in promotional material. It was also suggested that the council ensures that as much of the public space is made weight-bearing as possible.
- 3.7** The Leader of the Council, Cllr. Steve Jordan provided a verbal update on the above issues.
- 3.8** There was also a request for clarification about whether the council is working with county-wide partners to deliver the tourism strategy.
- 3.9** There was a concern raised that the corporate strategy incorrectly used the term “Domestic Abuse Awareness Week” to describe the actions it took as part of the “16 Days of Activism against Gender-Based Violence Campaign”.
- 3.10** The Strategy and Engagement Manager provided clarification on these issues.

Report author	Contact officer: Richard Gibson, Strategy and Engagement Manager. 01242 235 354 richard.gibson@cheltenham.gov.uk
Appendices	1. Risk Assessment 2. Corporate Performance 2016-17
Background information	2017-18 Corporate Strategy action plan, Report to Council, 27 th March 2017
Accountability	Cllr. Steve Jordan, Leader of the Council

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 council is not able to access up to date performance management information from in-house teams, or its providers it will not be able to monitor the delivery of the council's corporate strategy nor hold its providers to account.	Pat Pratley	June 2015	3	3	9	reduce	Be clear with our in-house teams and providers about what information we require. Co-create the performance measures with our in house teams and providers 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>Explanatory notes</p> <p>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)</p> <p>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)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

Cheltenham's environmental quality and heritage is protected, maintained and enhanced					
Priority actions	Key milestones	Dates	Lead	R-A-G	Commentary
ENV 1 We will put in place the statutory development plan for Cheltenham, including adoption of the Joint Core Strategy (JCS) and preparation of the Cheltenham Plan	JCS adoption	Dec-17	Tracey Crews	Complete	Council on 11 December 2017 agreed to adopt the Joint Core Strategy
	Cheltenham Plan ready for submission	Dec-17	Tracey Crews	Amber	Consultation undertaken on the pre-submission which closed on 9 April 2018. Delay in progress due to having to align with JCS timescales. Responses being reviewed to determine whether there are any issues which require further Council decision making. Timetable for examination to be agreed with Planning inspectorate Summer 2018. Carried forward into 2018-19 corporate strategy
	Community Infrastructure Levy adoption	Mar-18	Tracey Crews	Amber	The CIL examination was held from Tuesday 15th to Thursday 17th May 2018. It is hoped that the examiner will recommend adoption. Council decision required to adopt CIL, but date is dependent on receipt of Inspectors report and recommendations she sets out. Carried forward into 2018-19 corporate strategy
ENV 2 Vision for Cheltenham's town centre and its public realm	Work with stakeholders to develop a vision for the town centre including a significant upgrade of the public realm in the High Street	Apr-17	Tracey Crews	Complete	Ongoing engagement with key stakeholders Agreement with Leader that no decision making in regard to this therefore will not be taken to Cabinet
	Implementation (part) of improvement works	Mar-18	Tracey Crews	Amber	Works started on site for Phase 1 High Street. Project is Amber as there are challenges in regard to works to buildings within Phase 1 Carried forward into 2018-19 corporate strategy
ENV 3 Cheltenham Transport Plan	Phase 3 works prior to phase 4 Boots Corner,	Mar-18	Tim Atkins	Complete	Phase 3 was implemented in January 2018 and phase 4 (Boots Corner trial) will now be implemented from 28 June 2018
	Cabinet agreement to car parking strategy	May-17	Mike Redman	Complete	Cabinet approved the new car parking strategy in June 2017.

	Cycling and walking strategy	Mar-18	Tracey Crews	Amber	Despite 2 rounds of advertisement for recruitment we have been unsuccessful in recruiting to transport officer post. Procurement undertaken on consultancy project 'connecting Cheltenham and modal shift' 9 bids were received and are currently being reviewed. Carried forward into 2018-19 corporate strategy
ENV 4 We will deliver CBC's commitments contained within the Joint Waste Committee plan and the Waste service redesign	Route optimisation and stakeholder engagement	Sep-17	Martin Stacy	Complete	Initial route optimisation work was completed and sense checked prior to launch, along with a continuous media/comms campaign has been underway to promote awareness of the service changes. Following implementation of the new service, and the unprecedented levels of recycling being presented at kerbside, further route optimisation work has been undertaken. This will be finalised during 18/19.
	Implement new service	Sep-17	Martin Stacy	Complete	Implementation was launched as planned on 16th October.
	Review of bring sites	Sep-17	Martin Stacy	Amber	Priority has been given to the review of the route optimisation work (above), and time was needed to allow for the new service to bed down. The review of the bring sites is now underway and will be finalised during 18/19. Carried forward into 2018-19 corporate strategy
ENV 5 We will progress the building of the new Crematorium	Obtain planning permission	May-17	Mike Redman	Complete	Planning consents from both CBC and TBC secured by 4th Aug 2017.
	Agree contracts for the construction of the new facility	May-17	Mike Redman	Complete	Contractual agreements for the main crematorium and road building were completed on 20th Sep 2017. Work started on site in October 2017 with the new crematorium building expected to be open in Spring 2019
ENV 6 Project Solace implementation – shared approach to ASB with the police, CBC and Gloucester City	Approval of business cases	Jun-17	Tim Atkins	Complete	Cabinet agreed the proposal for Cheltenham Borough Council to join the Solace partnership on 11 April 2018.
ENV 7 Working with GCC to develop a sustainable approach to managing highway matters in Cheltenham	As part of the Highways Collaborative working consultation, work with GCC to increase local influence in the management of highways matters in Cheltenham	Mar-18	Tim Atkins	Red	This work was being led by GCC as the Highways Authority. Phase 1 on the consultation was completed in March 2017. The first stage of stage 2 was commenced. CBC await the next steps to be initiated by GCC.

Sustain and grow Cheltenham's economic and cultural vitality					
Priority actions	Key milestones	Dates	Lead	R-A-G	Commentary
ECON 1 We will work in partnership with key stakeholders to develop a longer term strategy for place making	Further engagement on place strategy	To Dec 2017	Richard Gibson	Complete	Following consultation and engagement with a range of stakeholders, the Cheltenham Place Vision document was agreed by council in March 2018
	Implement key projects	Ongoing	Richard Gibson	Amber	<p>Nine actions identified within the place vision agreed in March 2018:</p> <ul style="list-style-type: none"> • Education and skills • Cycling, walking, public transport and digital connectivity • More flexible business space • Residents, businesses and visitors feel safe. • Increase numbers of affordable, accessible, safe and secure housing • Build strong, healthy and inclusive communities • A sustainable future for our cultural organisations and buildings. • Marketing the town, nationally and internationally. • Invested in public spaces and heritage. <p>All carried forward into 2018-19 corporate strategy</p>
ECON 2 Promote cyber-growth	JCS strategic allocation	Autumn 2017	Tracey Crews	Complete	Adoption agreed 11th of Dec 2017
	Implementation of Growth Deal 3 bid	Mar 2021	Tim Atkins	Amber	<p>The GD3 project is the development of road infrastructure for the new Cyber Business Park next to GCHQ. Work is progressing on this. Recent agreement with DfT that programme will be de-retained (i.e managed locally instead of by central government). LEP to take the role of managing the funding. Some challenges regarding defining schemes, but working with all relevant parties to move this forward.</p> <p>Carried forward into 2018-19 corporate strategy</p>
	Engaging with cyber-partners	ongoing	Tracey Crews	Green	<p>On-going with commercial interests and academia</p> <p>Carried forward into 2018-19 corporate strategy</p>

ECON 3 CDTF to support CBC with delivery on various key sites and themes including	Brewery II	Jun-17	Tim Atkins	Complete	The new look Brewery quarter was opened in Spring 2017
	John Lewis	Spring 2018	Tim Atkins	Complete	Planning consent granted, public realm scheme underway and John Lewis to be opened in October 2018.
	North Place	Ongoing	Tim Atkins	Amber	Homes England HIF bid submitted for Portland Street was successful and £3M grant provisionally awarded. Now requires the developer to bring the scheme forward. CBC negotiations regarding North Place continue, yet again this is a developer led scheme. The council will be reviewing the position in October 2018.
	Cheltenham Spa station	By 2020	Tim Atkins	Green	Works to extend northbound platform on site and public consultation on remainder of scheme underway.
	Honeybourne Place	Summer 2019	Tim Atkins	Green	Developer led scheme. Works started August 2017 and are proceeding to plan.
ECON 4 We will develop our strategic approach to tourism, work with the tourism partnership to ensure that there is alignment behind the strategy and agree appropriate delivery mechanisms	Development of brand platform	Jul-17	Tim Atkins	Complete	New branding for Marketing Cheltenham complete.
	Develop a sustainable tourism business model	Jul-17	Tim Atkins	Amber	Interim model in operation. Marketing Cheltenham being operated by CBC via Tourism partnership supported by a number of stakeholders. Options for longer term delivery model being investigated – target date for report – Sept 18 (with options for future of TIC) <i>Carried forward into 2018-19 corporate strategy</i>
	Consultant to deliver 5yr tourism strategy to CBC	Jul-17	Tim Atkins	Complete	The strategy was approved by Cabinet on 11 July 2017 and recommendations being implemented
ECON 5 Work in partnership with cultural providers to support investment into Cheltenham's cultural assets including the Town Hall and leisure@	Appoint consultants to undertake master plan scoping study for options for re-purposing the Town Hall.	Jun-17	Mark Sheldon	Complete	Focus consultants appointed. Benchmark visits to other venues undertaken. Joint outcomes proposition agreed by the Joint Commissioning Group (CBC and TCT)
	Approve preferred option for the re-development of the Town Hall.	Mar-18	Mark Sheldon	Amber	Concept ideas are being drafted which will be subject to stakeholder consultation. Target date for cabinet is September 2018 <i>Carried forward into 2018-19 corporate strategy</i>
	Procure contract for phase 1 redevelopment of leisure@	Jun-17	Mark Sheldon	Complete	In Dec 2017, Council agreed a revised programme of improvements to Leisure-at-Cheltenham with a total scheme cost of £2.5m.
	Complete phase 1 scheme.	Jul-18	Mark Sheldon	Green	The project is both on time schedule and on cost schedule – works to be complete in July 2018.

ECON 6 Event infrastructure / commercial opportunities	Tour of Britain	Sep-17	Tracey Crews	Complete	Event successfully delivered.
	Events infrastructure project	Dec-17	Tracey Crews	Amber	<p>Impact of resource to deliver the Tour of Britain impacted on key milestones for the events infrastructure project.</p> <p>Project re-scoped to focus on current priorities which are to:</p> <ol style="list-style-type: none"> 1. Develop event sites and services to support opportunities for Cheltenham to continue to expand as a national and international event destination by 2019 in line with the place-making, tourism and inward investment strategy 2. Increase income generation to support the provision of services from CBC by 2019 3. Expand opportunities for visitor and resident engagement through attendance at events dispersed across the borough by 2019 <p><i>Carried forward into 2018-19 corporate strategy</i></p>

People live in strong, safe and healthy communities

Priority actions	Key milestones	Dates	Lead	R-A-G	Commentary
COM 1 Work with CBH to build more houses for rent and support community regeneration projects	Discussion with CBH to identify priority estates	Jun-17	Martin Stacy	Complete	CBC and CBH have reviewed site opportunities HRA and GF land and have developed a potential pipeline of supply, which includes a number of new garage sites. This pipeline will continue to be reviewed and developed as new opportunities emerge, and will be facilitated by the development of a Housing Investment Plan, to be brought to Cabinet and Council for approval during Sep/Oct 2018.
COM 2 - Housing strategy and enabling	Refresh housing and homelessness strategy	Jul-18	Martin Stacy	Green	Consultation undertaken on the draft housing and homelessness strategy and this is due to go to Cabinet in July for approval
COM 3 Estates Regeneration approach in West Cheltenham	Milestones to be developed pending outcome of bid	Apr-18	Tracey Crews	Amber	The master-planning exercise has begun and is on target to report in July 2018. A series of consultation events have taken place in Hesters Way. Engagement with stakeholders such as local members and neighbourhood groups was good but the level of the response from the general public was disappointing. Carried forward into 2018-19 corporate strategy
COM 4 We will update our safeguarding policy to reflect our wider work to safeguard people including recognition of DA, hate crime and modern slavery	Updated policy to cabinet	Jul-17	Richard Gibson	Complete	The updated safeguarding policy was agreed by Cabinet on 10 October. In addition, we have now established an internal officer safeguarding group that met for the first time in August 2017 and a cabinet member working group that is reviewing arrangements for safeguarding children following the Ofsted Inspection.
COM 5 We will work in partnership with Gloucestershire Constabulary to review town centre CCTV provision and associated monitoring arrangements.	Review and update public realm CCTV coverage requirements.	Apr-17	Mike Redman	Amber	Phase 1 of the project to reinstate CCTV coverage along part of the Honeybourne Line between Cheltenham Spa station and the Jubilee footbridge complete. Specification being drawn up for the works required to upgrade town centre public realm CCTV cameras from analogue to digital. The extent of the coverage will be dependent on the assessed costs of the project relative to the available budgets. Carried forward into 2018-19 corporate strategy
	Determine the feasibility of linking into the Brewery quarter CCTV system.	Jun-17	Mike Redman	Amber	Under consideration as part of public realm CCTV project phase 2. Carried forward into 2018-19 corporate strategy
	Update and sign Data Sharing Agreements.	Sep-17	Mike Redman	Amber	Draft CCTV agreement regarding responsibilities is close to completion with Gloucestershire Constabulary. It is anticipated that this will be available via a CBC website link once published. Carried forward into 2018-19 corporate strategy
COM 6 Install a Changing places toilet facility in Pittville park and another in a town centre location.	Engagement with user groups	Apr-17	Mark Sheldon	Complete	Initial consultation completed. Pittville park option agreed
	Complete design & build	Mar-18	David Roberts	Amber	Works to begin on site imminently with an expected end date of August Carried forward into 2018-19 corporate strategy

COM 7 Enable a range of community building and celebration events through taking a facilitative role to working with community groups and organisations	Coordinate & deliver the Children's Festival	May-17	Richard Gibson	Complete	Successfully delivered; three day festival around the end of May bank holiday weekend
	Coordinate & deliver the Midsummer Fiesta	Jul-17	Richard Gibson	Complete	A very successful Fiesta held this year, 58 volunteers helped out, attendance was between 7 and 8,000 people, 70 stall holders, 21 acts, 45 ratings of 5 stars on facebook
	Support Black History Month	Oct-17	Richard Gibson	Complete	BHM 2017 comprised 10 community events held over the month gave BME communities to opportunity to share their stories and experiences in recognition that our diverse history is something to be celebrated
	World Mental Health Day	Oct-17	Richard Gibson	Complete	WMH day was celebrated at an event at the Municipal Offices that also marked the end of Heads Up Cheltenham, our year long programme of events to raise awareness of mental health issues. The WMH event was attended by the Council's three elected mental health champions
	Support Inter-Faith week	Nov-17	Richard Gibson	Complete	Successful inter-faith event held on 15.11.17 that was hosted by the University of Gloucestershire
	Domestic abuse awareness week	Dec-17	Richard Gibson	Complete	A number of events were held in Cheltenham to mark the 16 days of action including; The War on Women in Bosnia event on 2.11.17; GRASAC Reclaim the Night March on 24 November and a Soroptimists Event on 28 November - a forum on violence against women being held at the Muni
	Support Holocaust Memorial Day	Jan-18	Richard Gibson	Complete	Successful Holocaust Memorial Day held on 25 January in the Council Chamber
	LGBT history month	Feb-18	Richard Gibson	Complete	The Cheltenham LGBT Partnership group took the lead on this with a high profile social media campaign, the Council marked the month by flying the rainbow flag side our offices.
	International Women's Day	Mar-18	Richard Gibson	Complete	Successful event held on Saturday 10.3.18 which involved schools, the Everyman, Trust, Armed Forces, Police and other employers. 340 people attended
COM 8 Organise a programme of events to mark the Centenary commemorations of the end of WW1.	Event co-ordinator recruitment	Jun-17	Richard Gibson	Complete	WW1 project coordinator now in post
	Website redevelopment	Oct-17	Richard Gibson	Complete	The new Cheltenham Remembers website went live on May 3 2018
	Events programme Commences	Apr-18	Richard Gibson	Complete	The events programme has been developed and published in a booklet and online. The first event was held at the Jet Age Museum on 27 March
	Dedication Ceremony	Nov-18	Richard Gibson	Green	Plans for the Centenary Commemoration day are taking shape including the Civic Service and Parade at the War Memorial, a performance at the Everyman a festival of remembrance at the Town Hall and lighting a beacon at the Town Hall
	Events programme completed	Dec-18	Richard Gibson	Green	All events currently on target Carried forward into 2018-19 corporate strategy
COM 9 Undertake a community governance review to decide whether there should be a parish council for Pittville	Agreement to ToR	Mar-17	Richard Gibson	Complete	Council agreed revised terms of reference on 24 July
	Consultation	Jul-17	Richard Gibson	Complete	Consultation completed with a closing date of 8 October. Over 3000 responses were received with an average turn-out of 32%
	Recommendations to council	Nov-17	Richard Gibson	Complete	The recommendations for revised boundaries for Charlton Kings, Leckhampton with Warden Hill and Up Hatherley were agreed by council on 11 December 2017 with the Reorganisation Orders being agreed in January 2018.

Our council can continue to facilitate the delivery of our outcomes for both Cheltenham and its residents

Priority actions	Key milestones	Dates	Lead	R-A-G	Commentary
VFM 1 Implementation of the PED Transformation project to provide a clear commercial focus for the division delivering the MTFS savings, smarter working and income streams will enable delivery of priority work-streams to assist in the delivery of the place strategy.	Implementation of a Business Management Framework	Jun-17	Tim Atkins	Complete	Delivery programme now being developed around performance framework, business support, marketing etc.
	Design and production of management reporting suite	Jun-17	Tim Atkins	Complete	Project complete.
	Development of a Marketing Strategy to identify internal and external business goals, leading to the production of a strategic plan.	Jul-17	Tim Atkins	Complete	Marketing strategy being shaped and implemented. New programme to be scoped for next iteration of plan.
	Report on progress to cabinet	Jul-17	Tim Atkins	Complete	Financial targets and improvements delivered.
VFM 2 2020 Partnership/Publica	Create and agree specifications for services delivered by Public Business Support Company.	Oct-17	Mark Sheldon	Complete	Work complete to develop the legal agreement between partner councils and Publica to include specification of the functions to be provided, approach to annual service plans, service standards and KPI's
	Go live for new company	Oct-17	Pat Pratley	Complete	Publica went live on 1 November.
VFM 3 Review the space needs of the current tenants at the Depot and develop a masterplan for its future use including investment needs and identify options for delivering savings or additional income to support the MTFS.	Evaluate future needs of current occupiers	Apr-17	Mark Sheldon	Complete	All users requirements are captured including TCT storage requirements.
	Identify and evaluate options for space use	Jun-17	Mark Sheldon	Complete	Business case completed which includes evaluation and financial modelling of a number of options.
	Make recommendations on masterplan proposal	Jul-17	Mark Sheldon	Amber	Initial proposals completed and presented to Executive Board who requested that other commercial opportunities be explored. Carried forward into 2018-19 corporate strategy
	Scope location options for a public sector hub for development of a business case	Apr-17	Mark Sheldon	Amber	Option for a public sector hub included as an option in the business case. Carried forward into 2018-19 corporate strategy
VFM 4 Review CBC's accommodation requirements and options including the development of a potential public sector hub with other public sector partners	Evaluate options and develop business case	Sep-17	Mark Sheldon	Amber	Delta Place not available until 2023 but exploring options. Prudent investment in the Municipal Offices until then. Roll-out of smart-working to reduce our foot-print and to provide staff with the equipment to work more flexibly Carried forward into 2018-19 corporate strategy
	Make recommendations for delivery of option	Oct-17	Mark Sheldon	Amber	as above
VFM 5 Review CBC's property portfolio and make recommendations for investment / disinvestment or development opportunities in order to deliver additional income to support the MTFS:	Review the nursery and make recommendations for its future including options for delivering existing or alternative planting regimes.	Jun-17	Mark Sheldon	Amber	Council now agreed revised planting approach which has now been reflected in revised modelling of the business case. Recommendations to come to cabinet in July 2018 Carried forward into 2018-19 corporate strategy
	Strategic review of existing property portfolio.	Dec-17	Mark Sheldon	Complete	Review completed and considered by Executive Board. Review identifies assets which should be retained, reviewed or disposed of.

	Review of the existing property investment property portfolio and make recommendations for disinvestment and investment proposals to increase the size of the portfolio	Mar-18	Mark Sheldon	Complete	Review completed and considered by Executive Board. Recommendations will be considered by the AMWG.
	Review Airport Business strategy and make recommendations for improving the return on the shareholders' investment.	Mar-18	Mark Sheldon	Complete	The governance review is complete and agreed at a shareholder forum in September 2017. The 10 year business plan has been agreed. GAL proposed management structure presented and considered by shareholders who have made recommendations to GAL board. Changes to and recruitment of independent Non-Executive Directors roles also complete.
VFM 6 Create an Organisation Development programme that supports the delivery of our vision for place, reflecting our values and behaviours and make recommendations as to how we support staff in transforming the organisation.	Conclude the review of the CBC senior management re-structure as proposed by Council in January 2016	Mar-18	Pat Pratley	Complete	Informal meetings took place with Chair of A&R, Leader, Group Leaders, informal cabinet. A&R committee. Council agreed executive board restructure on 19 February.
	Develop and approve an operating model and business case for customer service delivery across CBC including other potential partners	Sep-17	Mark Sheldon	Amber	The work to deliver the organisational development programme to create a modern workplace with a sustainable future operating model is progressing <i>Carried forward into 2018-19 corporate strategy</i>
	Create and approve a programme which uses the results of the Investors in People re-accreditation so that staff have the relevant leadership and management capabilities to deliver the council's outcomes in the future	Jul-17	Mark Sheldon	Amber	As above <i>Carried forward into 2018-19 corporate strategy</i>
	Develop a business case for smarter/agile working initiatives, using the Place and ED Project as a pilot area, to support the creation of a more flexible working environment which meets the needs of the customer and CBC	May-17	Mark Sheldon	Complete	Initial phase 1 work completed and reviewed for three teams. Now agreed to move to phase 2 of the project.
VFM 7 Develop proposals for delivering a sustainable MTFs which closes the projected budget gap	Develop options for delivering additional savings or income	Jul-17	Paul Jones	Complete	A balanced budget was agreed by Council in February 2018
	Cabinet to approve budget strategy incorporating preferred approach to bridging the funding gap	Oct-17	Paul Jones	Complete	Through our new commercial strategy, investment in growth and regeneration, and strategic approach to maximising the potential of the Council's extensive asset portfolio, the Council has an ambition to be self-financing by 2022. The revised Medium Term Financial Strategy which included the commercial strategy was agreed by Cabinet in December 2017.

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**Cheltenham Borough Council
Cabinet Meeting – 10th July 18**

**Appropriation of land at Monkscroft Villas from ‘open space’ to
‘housing’
(Authority for the Appropriation of Open Space)**

Accountable member	Cabinet Member for Finance, Councillor Rowena Hay
Accountable officer	Head of Property & Asset Management, Dominic Stead
Ward(s) affected	Hester’s Way
Key/Significant Decision	Yes
Executive summary	<p>To incorporate land currently considered General Fund Open Space and appropriate to HRA Housing in order to form part of a wider plot area for development.</p> <p>The site to be appropriated currently has an access road off Princess Elizabeth Way leading to a rectangular plot currently with hardstanding, dilapidated storage units/garages – much of the site is overgrown with vegetation.</p> <p>The site has been used for storage on an ad hoc basis by the parks team and an alternative site has been found.</p> <p>The site measures approximately 0.31 acres. Please see plan with site shown with a red outline.</p> <p>Although the land is held as open space it is not generally accessible by the public. The appropriation is to create additionality when linked to the adjacent Monkscroft site in order to provide much required new homes for social tenants.</p>
Recommendations	<p>That Cabinet RESOLVES</p> <ol style="list-style-type: none"> 1. To authorise the Head of Property in consultation with the Cabinet Member Finance and the Borough Solicitor to appropriate the site from open space to housing in order to provide additionality when linked with the adjacent Monkscroft villas site in order to provide much needed social housing in Hesters Way Ward.

Financial implications	<p>The site is yet to be valued. This will be determined once it is confirmed what potential development options are viable.</p> <p>The site is currently unoccupied and no income received from the site.</p> <p>Should this appropriation not proceed it is likely to prohibit development opportunities of the adjacent Monkscroft Villas site.</p> <p>Contact officer: Andrew Knott , Andrew.knott@cheltenham.gov.uk, 01242 264121</p>
Legal implications	<p>The property is currently held as public open space. In these circumstances, where an appropriation is proposed, under s122(2A) of the Local Government Act 1972 the Council has to advertise the proposed appropriation and consider objections before making the appropriation.</p> <p>In order to be relevant, objections to the appropriation should relate to the loss of the property as public open space.</p> <p>Contact officer: Rose Gemmel, Rose.Gemmel@teWKesbury.gov.uk, 01684 272014</p>
HR implications (including learning and organisational development)	<p>Not applicable</p> <p>Contact officer: , @cheltenham.gov.uk, 01242</p>
Key risks	<p>If the land is not Appropriated it will potentially be detrimental to the development of the adjacent Monkscroft villas site and therefore limit the viability of a significant social housing provision on the site.</p>
Corporate and community plan Implications	<p>1. The site is to be used to provide or support the provision of social housing within the Cheltenham Borough.</p>
Environmental and climate change implications	<p>1.All considerations for environmental and climate change will be undertaken at the planning stage.</p> <p>2.Although the plot is designated as open space it does not form part of Hesters Way park.</p> <p>3.Predominantly the site constitutes hardstanding and dilapidated storage buildings.</p>
Property/Asset Implications	<p>Contact officer: Dominic.Stead@cheltenham.gov.uk</p>

1. Background

- 1.1 To incorporate land currently considered General Fund Open Space and appropriate to HRA Housing in order to form part of a wider plot area for development.
- 1.2 The site to be appropriated currently has an access road off Princess Elizabeth Way leading to a rectangular plot currently with hardstanding, dilapidated storage units/garages – much of the site is overgrown with vegetation. The site measures approximately 0.31 acres. Please see plan with site shown with a red outline.
- 1.3 The site has been used for storage on an ad hoc basis by the parks team and an alternative site has been found.
- 1.4 The decision to appropriate the plot from Councils open space has been advertised for 2 consecutive weeks as a 'disposal of open space' pursuant to s.122 of the Local Government Act 1972 in the public notices section of the Gloucestershire Echo.

2. Reasons for recommendations

- 2.1 The site is to be appropriated from open space to housing in order to provide additionality when linked with the adjacent Monkscroft villas site in order to provide much needed social housing in Hesters Way Ward.
- 2.2 No income is being received from the site.
- 2.3 There is shortage of social housing within the Cheltenham Borough and the Monkscroft villas site is deemed as a key site with development potential.
- 2.4 Although the plot is designated as open space it does not form part of Hesters Way park and not accessed by the public.

3. Alternative options considered

- 3.1 Alternatively the site could remain as open space however it will prohibit the future potential development opportunities.

4. Consultation and feedback

- 4.1 Members of the public and ward councillors have been advised of the appropriation.
- 4.2 Two objections have been received, and considered, however are deemed to have little relevance to the appropriation of public open space.

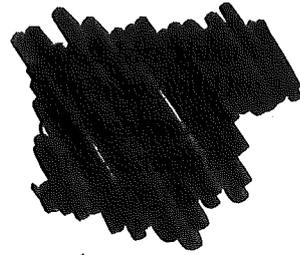
5. Performance management –monitoring and review

- 5.1 The Borough Solicitor in consultation with the Property and Asset Management Team will undertake the appropriation.

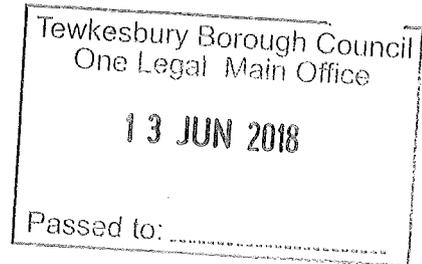
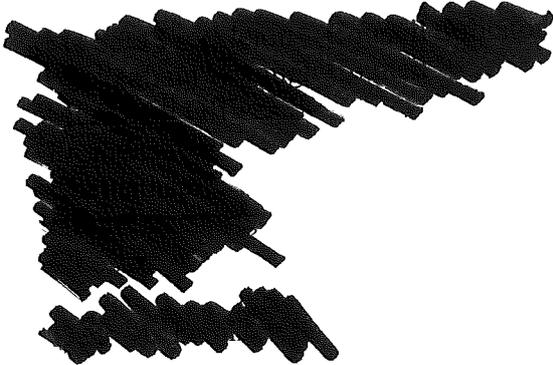
Report author	Contact officer: Harry Lea, Harry.Lea@cheltenham.gov.uk, 01242 264112
Appendices	<ol style="list-style-type: none">1. Risk assessment2. Plan showing site area outlined in red3. S.122 appropriation objections
Background information	<ol style="list-style-type: none">1. None

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 land is not appropriated no additionality will be created when linked with Monkscroft villas site and therefore limiting options for future development of social housing.	Harry Lea	6.06.18	5	2	10	Accept & monitor	Ensure cabinet approval is granted for the appropriation in order to provide Cheltenham Borough Homes with a potential developable site in order to provide much needed social housing.	14.06.18	HL	
<p>Explanatory notes</p> <p>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)</p> <p>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)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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11th June 2018



Application ref: Public Notice advert by the Cheltenham Borough Council in the Gloucestershire Echo and on line in the GloucestershireLive.co.uk dated 31st May 2018 regarding Monkscroft Villas.

Reference: Formal letter received from Councillor Suzanne Williams referencing Monkscroft Villas and the proposed redevelopment.

We live adjacent to the proposed development site and are writing to ask that Cheltenham Borough Council's Cabinet refuse this planning application for the redevelopment of land at Monkscroft Villas of approximately 1,300 square metres which incorporates part of a public open space known as Hesters Way Park, Princess Elizabeth Way Cheltenham.

Herein are our comments and objections relating to this Planning Application:

The proposed development of 20 flats and possibly some 1 or 2 bed houses by reason of its size, depth, width, height and massing would have an unacceptable adverse impact on the amenities of the properties immediately adjacent to the site and the surrounding area by reason of overlooking, loss of privacy and visually overbearing impact.

The proposed development of 20 flats and possibly some 1 or 2 bed houses by reason of their size, siting and design would represent an un-neighbourly form of development, detrimental to the amenities of the occupiers of adjoining residential property, particularly by reason of an overbearing effect of the loss of natural light and/or overshadowing of the development as well as an increase in light pollution at night.

The proposed development of 20 flats and possibly some 1 or 2 bed houses by reason of their size, depth, width, height and massing would represent an overbearing and intrusive element to those existing properties adjacent to the Monkscroft Villas, additional storage area plus green space.

The proposed development of 20 flats and possibly some 1 or 2 bed houses by reason of their size, depth, width, height and massing buildings will inevitably require off road parking which in turn will have impact to our garden and home causing increase disturbance, increase noise, smells, environmental pollution and dust at all times of the day and night.

The proposed development of 20 flats and possibly some 1 or 2 bed houses by reason of their size, depth, width, height and massing buildings will inevitably require equal consideration and accommodation to off road parking to which if not properly accommodated will in turn result in overflow parking effecting Pinewood Drive and roads in and around North Court and surrounding area.

The proposed development of 20 flats and possibly some 1 or 2 bed homes by reason of their size, depth, width, height and massing buildings will in turn require access to Princess Elizabeth Way main road which is an already busy and congested road that supports traffic to and from GCHQ as well as local schools. This additional concentration and accommodation of cars/traffic will have an immediate and long term impact resulting, and leading to adverse congestion, traffic problems, increase noise pollution, environmental pollution as well as creating a highway safety hazard for local and visiting traffic in the immediate and surrounding area.

The proposed development of 20 flats and possibly some 1 or 2 bed houses

Therefore, we ask that Cheltenham Borough Council Cabinet refuse this Planning Application and encourage a building design that is considerably smaller in size, less intrusive on neighbouring properties, and more sensitive to the character of this area.

Should you require any additional information, clarification of any comments made, or would like to arrange a visit to our home; please do not hesitate to contact us.

Yours sincerely



Cheltenham 12-06-2018

Tewkesbury Borough Council
One Legat House Office
27 JUN 2018
Passed to:

FAO: [REDACTED]

Re: Monkscroft Villa sit development

I'm one of the residents of Tibbett Court, Pinewood Drive, which sits close to the planned development. I would like to bring to your attention the impact the development will have on the residents of the building.

Tibbett Court is a corner building with no fence around it. There is partial fence which does not stop people to pass the green on both sides of the building and teenagers playing there until late at summer time.

It has been an issue for a while and the amount of people using the green as a shortcut decreased since the Monkscroft Villas have been sitting empty. According to the proposal, the amount of flats and houses will increase as well as amount of residents, which will bring back people using the green as a shortcut.

There are paths on the side of the development, well maintained, but for unknown reasons they are not always used.

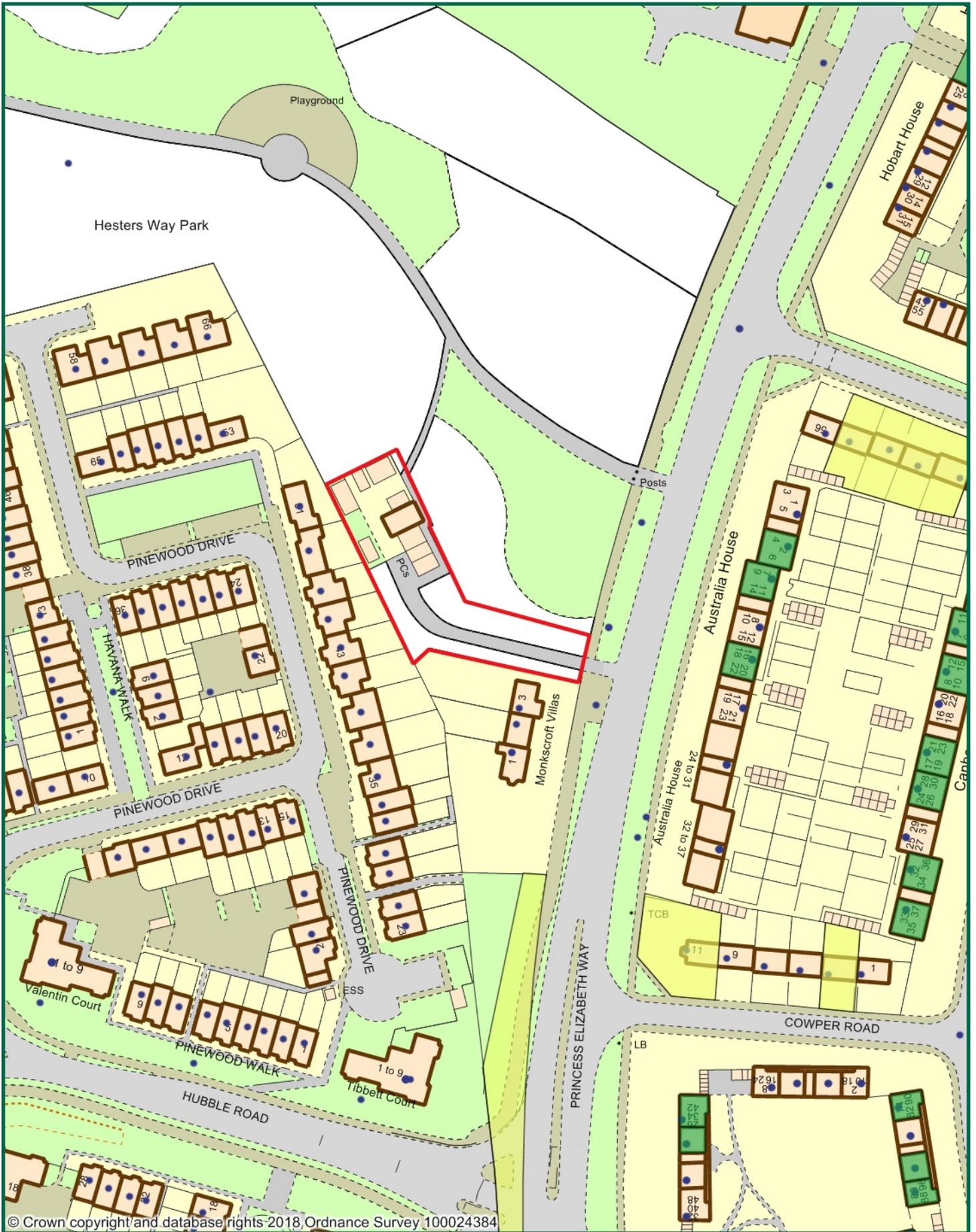
Some of the residents of Tibbett Court are vulnerable, therefore the impact of the development on the neighbourhood should be seriously considered.

The tenants are partially own the flats, therefore the costs of potential fencing would fall upon the flat owners. The cost is high, therefore it is not a feasible option. What should be considered is to make provisions for appropriate enclosures with no costs to the residents as to reduce the negative impact on the neighbourhood.

[REDACTED]

cc: [REDACTED]

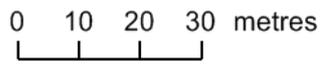
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Property Map



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16 May 2018



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Cheltenham Borough Council

Cabinet – 10 July 2018

Nominations to Outside Bodies

Accountable member	Leader, Councillor Steve Jordan
Accountable officer	Chief Executive, Pat Pratley
Ward(s) affected	None directly
Key Decision	No
Executive summary	Following each Selection Council, and at other times when vacancies arise, the Leader/Cabinet takes the opportunity to nominate and, in limited cases, appoint persons to various roles within bodies external to the Council. Also the opportunity is taken to nominate persons to other bodies such as Joint Committees and other bodies/groups such as the Cheltenham Development Task Force. The current lists of all such bodies are set out in the attached Appendix 2.
Recommendations	<ol style="list-style-type: none"> 1. Cabinet makes nominations/appointments to the outside bodies as set out in Appendix in accordance with the following principles: <ul style="list-style-type: none"> • All nominations are made on the basis that the nominee/appointee is a representative of Cheltenham Borough Council insofar as that is compatible with any overriding legal duty to the outside body; • Cabinet/the Leader reserves the right at any time to withdraw/terminate a nomination/appointment which it has made; and 2. Cabinet makes appointments to joint committees as set out in Appendix 2B; and 3. Cabinet notes the Cabinet Member responsibilities for the bodies/groups listed in Appendix 2C.
Financial implications	<p>There are no financial implications associated with this report.</p> <p>Contact officer: Paul Jones E-mail: paul.jones@cheltenham.gov.uk Tel no: 01242 264365</p>

<p>Legal implications</p>	<p>See body of the report.</p> <p>Two general powers are relevant to nomination/appointment to outside bodies, these being the 'Well Being' power found in the Local Government Act 2000 and the power of an authority to do anything conducive, incidental to or facilitative of the discharge of any of their functions found in the Local Government Act 1972.</p> <p>Guidance for Members appointed to outside bodies can be found at Part 5G of the Council Constitution.</p> <p>Contact officer: Peter Lewis E-mail: peter.lewis@tewkesbury.gov.uk Tel no: 01684 272012</p>
<p>HR implications (including learning and organisational development)</p>	<p>No HR implications arising for the report</p> <p>Contact officer: Julie McCarthy , HR Manager –Operations, Payroll & Support Centre. julie.mccarthy@publicagroup.uk, 01242 26 4355</p>
<p>Key risks</p>	<p>Members appointed should be aware of their roles and responsibilities.</p>
<p>Corporate and community plan Implications</p>	<p>Supports all the community priorities and supports community engagement.</p>
<p>Environmental and climate change implications</p>	<p>None</p>

1. Background

- 1.1 The external bodies to which nominations/appointments are made comprise a variety of organisations and groups. A traditional distinction can be drawn between incorporated and unincorporated bodies; the former being distinct legal entities such as companies, having a legal personality and a framework imposing obligations upon those who become involved by appointment; the latter being bodies which, albeit without formal legal foundation, play an important role in representing interests within the local community. Involvement in these unincorporated organisations will often carry few or no legal obligations on those appointed.
- 1.2 In the majority of cases Cheltenham Borough Council decides who to nominate to the outside body concerned and it is then for that body to decide on whether to accept the nomination and make the appointment. There are some limited exceptions to this, such as Cheltenham Borough Homes, Gloucestershire Airport and the Cheltenham Trust where the Council has the right (by virtue of its interests in those companies) to make the appointments to the boards of directors.
- 1.3 Appointments to joint committees are made periodically and these are shown in Appendix 2B.
- 1.4 There are a number of bodies/groups which are not outside bodies or joint committees but where the appropriate Cabinet Member participates because the function falls within their Cabinet Member portfolio. There are shown in Appendix 2C for the purposes of completeness and transparency.

2. Legal context

- 2.1 With regard to outside bodies, whilst nominations/appointments are made on the general basis that the nominee/appointee is the council's representative on the outside body, it is important to note that in many cases the overriding duty is to the outside body. For example, a company director has a primary duty of care towards the company and to act in the best interests of the company as a whole and a trustee must act in accordance with the trust deed and uphold the trust's objectives.
- 2.2 The council is able to indemnify members (and officers) in the course of their activities on outside bodies provided they are acting within the scope of their authority as council representatives. Outside bodies, such as companies, that are legal entities in their own right must have their own appropriate insurance arrangements in place. It is important that members (and officers) clarify the position in each particular case.
- 2.3 Under the executive functions set out in Part 3E of the Council's constitution, the Leader has the power to make nominations/appointments to outside bodies where they relate to an executive function or revoke such nominations/appointments provided there is Group Leader agreement. The Leader has chosen to refer the decisions on nominations/appointments to Cabinet.
- 2.4 The Leader has power in Part 3E to appoint councillors to joint committees undertaking executive functions. The Leader has chosen to refer the decisions on appointment to Cabinet.

3. Nomination/appointment of external persons

- 3.1 Historically the council has nominated/appointed external persons to some outside

bodies. On 29th June 2006 Council specifically agreed that ‘All nominees are elected Members of Cheltenham Borough Council unless there are exceptional reasons justifying the appointment of a non Member’. Relevant examples of outside bodies to whom external persons have been appointed are; Gloucestershire Airport, Pate’s Grammar School Foundation. The reasons for these appointments have been the specialist knowledge skills and experience that have been brought to the outside body and/or the lack of Member nomination to that body.

3.2 External persons are not, of course, subject to the Code of Members’ Conduct nor are they under any general obligation to act in the best interests of the council or the broader public interest. Also, they are not covered by the council’s insurance. Whilst these factors do not prevent the nomination of external persons they should be borne in mind when considering whether to make such nominations/appointments.

3.3 In the nominations attached in Appendix 2A, Pat Thornton has expressed a wish to continue her role as one of the council’s representatives on the Cleeve Common Trust following her retirement from the council in May 2018.

4. Reasons for recommendations

4.1 It is in the interests of the council to ensure representation on all these bodies.

5. Alternative options considered

5.1 None

6. Consultation and feedback

6.1 Appendix A was circulated to Group Leaders on 8 May 2018.

Report author	Rosalind Reeves, Democratic Services Manager, 01242 774937 Rosalind.reeves@cheltenham.gov.uk
Appendices	1. Risk Assessment 2. Lists of Bodies
Background information	1. Constitution Part 5G

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 elected members are not aware of their roles and responsibilities they may compromise their position		10 July 2018	3	2	6	Control	Ensure members are aware of guidance set out in Constitution Ensure members understand their role on the outside body and have a copy of relevant constitution or terms of reference of the body concerned		Democratic Services Manager	
<p>Explanatory notes</p> <p>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)</p> <p>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)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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Title	Nomination
Brizen Young People's Centre	Councillor Tony Oliver
Cheltenham Arts Council	Councillor Diggory Seacome Councillor Klara Sudbury Councillor Victoria Atherstone
Cheltenham Borough Homes	Councillor Chris Mason Councillor Suzanne Williams
Cheltenham Development Task Force	Councillor Paul Baker
Cheltenham Pensioners Forum	Councillor Dennis Parsons
Cheltenham Theatre & Arts Club (Playhouse)	Councillor Diggory Seacome
Cheltenham Trust	Councillor Dennis Parsons Councillor Karl Hobley
Cheltenham West End Partnership Ltd	Councillor David Willingham
Cleeve Common Trust (3)	Pat Thornton Councillor Simon Wheeler Councillor David Willingham Councillor John Payne Councillor Matt Babbage
Community Connexions (previously Third Sector Services)	Councillor Tim Harman
Cotswold Conservation Board	Councillor Martin Horwood
Everyman Theatre	Councillor Garth Barnes
Friends of Leckhampton Hill (2)	Councillor Angie Boyes Councillor Stephen Cooke Councillor Paul Baker
Gloucestershire Airport Consultative Committee	Councillor John Payne
Gloucestershire Airport Ltd	Councillor Roger Whyborn
Gloucestershire Playing Fields Association	Councillor Simon Wheeler
Hesters Way Partnership Ltd	Awaiting clarification Awaiting clarification
Higgs and Cooper (and Relief in Need)	Helena McCloskey Councillor Matt Babbage
Parklands Community Association	
Pates Grammar School Foundation	Lloyd Surgenor
Prestbury United Charities (1)	Councillor John Payne
Publica	Councillor Wendy Flynn
St Margarets Hall User Group	Councillor Andrew McKinlay
St Marks & Hesters Way Community Association	Councillor Chris Coleman Councillor Simon Wheeler
Twinning Association Executive Committee	Councillor Diggory Seacome Councillor Garth Barnes Councillor Angie Boyes
Victory Trust	Councillor Tim Harman

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Title	Nomination
Gloucestershire Economic Growth Joint Committee	Councillor Steve Jordan
Gloucestershire Joint Waste Committee	Councillor Chris Coleman
	Councillor Dennis Parsons

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Title	Nomination
Cheltenham Business Improvement District Board	Councillor Steve Jordan
Cheltenham Development Task Force	Councillor Andrew McKinlay
Communities Partnership	Councillor Flo Clucas
District Councils' Network	Councillor Steve Jordan
Leadership Gloucestershire	Councillor Steve Jordan Councillor Peter Jeffries
South West Councils' Employers Panel	Councillor Alex Hegenbarth
South West Councils	Councillor Steve Jordan Councillor Peter Jeffries
Place Governance Group	Councillor Steve Jordan
Supporting People Partnership	Councillor Flo Clucas

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**Cheltenham Borough Council
Cabinet – 10th July 2018
Arle Nursery Strategic Review**

Accountable members	Councillor Rowena Hay, Cabinet Member Finance
Accountable officer	Mark Sheldon, Director of Corporate Projects
Ward(s) affected	All
Key/Significant Decision	Yes
Executive summary	<p>This report considers the business case for retaining Arle Nursery site, selling it or developing it to be a fully-fledged garden centre for the public.</p> <p>Each option assesses the community, economic, environmental, legal, HR and technological implications. A detailed financial assessment of each option is also provided.</p> <p>The recommendation supports the delivery of additional affordable housing units which is a priority for the Cabinet.</p>
Recommendations	<p>Cabinet is recommended to:-</p> <ol style="list-style-type: none"> 1. Approve option 2 i.e. dispose of Arle Nursery site, and procure the plants for our public realm planting externally; and 2. Authorise the Head of Property and Asset Management to determine the most appropriate means of disposing of the property (in one or more parts) in order to obtain best consideration, and to enter into such negotiations as he considers necessary to achieve that outcome 3. Authorise the Executive Director, Finance and Assets, in consultation with the Cabinet Member Finance, to accept an offer (or offers, if sold in more than one part) for the purchase of the property (in one or more parts) which in his reasonable opinion (following receipt of supporting professional advice) represents the best consideration that can reasonably be obtained for the site overall; 4. Authorise the Borough Solicitor to conclude such documents as she considers reasonably necessary or advisable to reflect the terms agreed under paragraph 3 above

Financial implications	<p>A summary of the business case that has been created for the 2 options to retain or dispose is included at section 5 and a detailed analysis of the business case is set out at Appendix 2.</p> <p>Contact officer: Andrew Knott andrew.knott@cheltenham.gov.uk</p>
Legal implications	<p>If Option 1 is adopted, the Council would have to ensure that the buildings are in a fit state for use by employees, and meets current statutory environmental requirements.</p> <p>If Option 2 is adopted, the Council has a statutory obligation under s123 of the Local Government Act 1972 to secure the best consideration reasonably obtainable when disposing of a freehold or long leasehold interest in a property.</p> <p>If Option 3 is adopted, the Council would have to do so through an existing or new company due to the statutory requirements of the Localism Act 2011 and Local Government Act 2003.</p> <p>Contact Officer (legal property implications): Rose Gemmell rose.gemmell@tewkesbury.gov.uk</p> <p>Any purchasing requirements of the Council will need to be carried out in accordance with the Council's contract rules and the Public Contracts Regulations 2015.</p> <p>Contact officer (legal contract/procurement implications): Donna Ruck donna.ruck@tewkesbury.gov.uk</p>
HR implications (including learning and organisational development)	<p>There are no direct HR implications arising from this report for employees of Cheltenham Borough Council.</p> <p>There are a number of HR implications arising from the report for Ubico Ltd and these are being managed by the Publica HR team.</p> <p>Contact officer: Julie McCarthy julie.mccarthy@cheltenham.gov.uk</p>
Key risks	<p>If cabinet members decide not to select the option with greatest financial benefit then the MTFS will be negatively impacted.</p>
Corporate and community plan Implications	<p>This review supports CBC's review of its property portfolio, specifically for appropriate disinvestment opportunities in order to deliver additional income to support the MTFS provision of housing.</p>
Environmental and climate change implications	<p>Disposal of the nursery will save on fuel and carbon emissions. The impact of the sale of the land has already been considered as part of the JCS strategy.</p>
Property / Asset implications	<p>Significant and immediate investment is essential in order to keep Arle Nursery fit for purpose.</p> <p>Contact officer: Dominic Stead dominic.stead@cheltenham.gov.uk</p>

1. Background

- 1.1 A Cabinet decision was taken in December 2017 to adopt a mixed public realm planting scheme within the borough. As a result, there will be a reduced requirement for annual bedding plant stocks to be grown at the nursery. Specifically, annual bedding plants will remain in the Long Garden and Imperial Gardens, and perennial planting will be introduced in all other locations. For these reasons, it is prudent to review the long term future and viability of the nursery.
- 1.2 Revenue from the nursery sales of bedding plants for commercial use has reduced year on year as organisations move to alternative more sustainable planting regimes and public sector cuts drive reductions in contract values. This reduction in income means there is less to subsidise the Council's bedding plants, and therefore the cost to the council for its own planting is increasing.
- 1.3 Substantial investment is required at Arle Nursery to ensure that the existing buildings are fit for current purpose has been identified. An independent review was commissioned on 8th November 2017 from Kirkham Pryer, a firm of Chartered Building Surveyors based in Cheltenham, to assess the condition of Arle Nursery and provide a view on the investment sum necessary in order for the facility to continue to operate well in the future and satisfy its commercial contractual obligations. Their findings are captured in the Business Case.
- 1.4 In addition to the maintenance programme, and in view of the mixed planting approach, operational equipment requires replacement and has been assessed in the options analysis.
- 1.5 If the council significantly invests in the nursery facility to make it fit for purpose, there is a risk that the council will not see an appropriate level of return on that investment as more local authorities move away from annual bedding plant schemes.
- 1.6 As part of the recently approved Gloucester, Cheltenham and Tewkesbury Joint Core Strategy (JCS), the area of land at the nursery site has been removed from green belt designation. This opens up options for its redevelopment which will result in a substantial increase in the commercial value of the land. In December 2017, the Planning committee approved an application for 90 homes on land adjacent to the nursery site.

2. Reasons for recommendations

- 2.1 Disposal of the nursery is the least costly of the options available to CBC over a ten year period.
- 2.2 A substantial capital receipt sum from the nursery site asset disposal will contribute to the Medium Term Financial Savings (MTFS) targets.
- 2.3 Asset disposal will realise an opportunity to release land for housing since the Cabinet is committed to delivering additional affordable housing units.
- 2.4 Asset disposal will deliver additional council tax revenue within the JCS boundary.
- 2.5 Asset disposal avoids the need to invest significant maintenance costs and replenish operational equipment.
- 2.6 There is a potential opportunity for local plant growers to tender for CBC annual bedding supply contracts.
- 2.7 Seasonal temporary staff costs will be reduced.
- 2.8 Solutions for the storage of street trees and bedding plants prior to planting in designated spaces have been verified and factored into the business case.

3. Key recommendations

- 3.1 The recommendation is to dispose of Arle Nursery site, and procure the plants for our public realm planting externally.

4. Options considered

Option 1: Asset Retention.

Option 2: Asset Disposal.

Option 3: Asset Development as a retail garden centre / wholesale grower.

5. Financial summary

- 5.1. A high level summary is stated below. A full assessment detailing the asset cost projections over the next 10 years is captured in the business case at Appendix 2.
- 5.2. Option 1, retaining the nursery, will cost £2.5m over a ten year period from 2018/19. This includes over £1m for ongoing maintenance as per the Kirkham Pryer report. This is currently not covered within the MTFs. Also, there is a risk that we cannot reach the income that is projected due to reduced sales to councils. This is because other councils are taking similar decisions to ours and introducing sustainable planting.
- 5.3. Compared to option 1, the projected saving in option 2 is £369k over a 10 year period from 2018/19. This does not include any potential significant capital receipt (as it will be a council decision how this is used) or any expected additional council tax, new homes bonus or NNDR from any development in this area.
- 5.4. Option 3 would require significant investment and it is unlikely that the council would see an appropriate level of return given the competition and there would be significant risk in the current economic climate.

6. Consultation and feedback

- 6.1. The Council's own Property team engaged with Kirkham Pryer, a local firm of Chartered Building Surveyors, specifically for an independent view on the condition of Arle Nursery and level of investment required to make it fit for purpose. Their findings are captured in the Business Case at Appendix 2.
- 6.2. The business case comparing the options was considered by the Asset Management Working Group on 14th June 2018. They were supportive of option 2 i.e. to dispose of Arle Nursery.
- 6.3. The business case comparing the options was considered by Overview and Scrutiny Committee on 25th June 2018. They were supportive of option 2 i.e. to dispose of Arle Nursery.

7. Performance management – monitoring and review

7.1 The project team have provided regular updates to the lead Cabinet member to ensure their draft output has been within the requirements of the brief.

Report author	Contact officer: Emma Morgan emma.morgan@cheltenham.gov.uk
Appendices	<ol style="list-style-type: none">1. Risk assessment1.1 Risk assessment - Exempt2. Options appraisal and business case3. Financial summary - Exempt

Appendix 1: Risk Assessment

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
AN001	If cabinet members decide not to select option with greatest financial benefit then the MTFS will be negatively impacted	Mark Sheldon	19.7.17	4	2	8	Reduce	Ensure the options appraisal covers all options, considerations and assumptions to enable an informed decision to be made	10.07.18	Andrew Knott	no
AN002	If the council significantly invests in the nursery facility to make it fit for purpose, there is a risk that the council will not see an appropriate level of return on that investment as more local authorities move away from annual bedding plant schemes.	Mark Sheldon	19.7.17	4	2	8	Reduce	Independent assessment sought from local Chartered Building Surveyors to inform decisions to be made	10.7.18	Garrie Dowling	no
<p>Explanatory notes</p> <p>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)</p> <p>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)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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Business Case

Appendix 2

Project Name:	Arle Nursery Strategic Review		
Date:	26 th June 2018	Release:	Final
Author & Owner:	Emma Morgan		
Client:	Mark Sheldon		
Document Number:	V10		

Revision History

Revision Date	Previous Revision Date	Summary of Changes	Changes Marked
1 st Aug 2017		Comments and rewording of draft	Y
3 rd Aug 2017	2 nd Aug 2017	New graphs added by Myn – tracked changes accepted by EM.	Y
8 th Aug 2017	3 rd Aug 2017	Comments and rewording of draft	Y
11 th Aug 2017	8 th Aug 2017	MTFS summary tidied up - MC	Y
16 th Aug 2017	11 th Aug 2017	Amendments to sustainable planting notes - AR	Y
23 rd Aug 2017	16 th Aug 2017	Amended options with comments from JM	Y
30 th Aug 2017	23 rd Aug 2017	Added comments on potential Council Tax - MC	Y
28 th Sep 2017		Removal of planting narrative, focus on asset only	Y
31 st Oct 2017		New options based on mixed planting - MC	
14 th Nov 2017		EM revisions	Y
4 th Jan 2018		EM revisions to strip out planting content	Y
8 th Feb 2018		EM revisions to incorporate project team feedback	Y
15 th May 2018		Refresh in preparation for July Cabinet	Y
26 th May 2018		Final version for Cabinet post O&S committee 25/6	Y

Approvals

This document requires the following approvals.

Name	Signature	Title	Date of Issue	Version
Mark Sheldon		Director of Corporate Projects		
Dominic Stead		Head of Property and Asset Management		
Tracey Crews		Director of Planning		

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Name	Title	Date of Issue	Version
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1 Executive Summary

Arle Nursery is located off Old Gloucester Road within the Springbank ward, west of Cheltenham. Cheltenham is one of the few remaining authorities to have an in-house nursery. It is used to grow the bedding plants for Cheltenham's public realm spaces, and supplies bedding plant material to 19 other local authorities, the income from which subsidizes the supply and maintenance of its own seasonal displays. Each year some 500,000 plants are grown on from plugs for spring and summer bedding by the nursery team, comprising two full time staff and seasonal workers, under the supervision of the nursery manager (post is currently vacant).

The aim of this strategic review is to examine the options for sourcing a mix of annual and perennial plants for the public realm, comparing retention versus disposal of Arle Nursery site.

This document explains how the review options will contribute to the delivery of the council's strategy. It states its objectives, projected benefits, critical success factors, financial implications and concludes with a recommendation.

2 Strategic Fit

The following emerging factors have prompted the need to review the long term future of Arle Nursery;

- A Cabinet decision was taken in December 2017 to adopt a mixed public realm planting scheme within the borough. As a result, there will be a reduced requirement for annual bedding plant stocks to be grown at the nursery. Specifically, annual bedding plants will remain in the Long Garden and Imperial Gardens, and perennial planting will be introduced in all other locations. For these reasons, it is prudent to review the long term future and viability of the nursery.
- Revenue from the nursery sales of bedding plants for commercial use has reduced year on year as organisations move to alternative more sustainable planting regimes and public sector cuts drive reductions in contract values. This reduction in income means there is less to subsidise the Council's bedding plants, and therefore the cost to the council for its own planting is increasing. See Appendix A –Profile of Arle Nursery bedding contracts.
- The nursery requires substantial investment to ensure that the existing buildings are fit for current purpose. A further independent review was commissioned on 8th November 2017 from Kirkham Pryer, a firm of Chartered Building Surveyors based in Cheltenham, to assess the condition of Arle Nursery and provide a view on the investment sum necessary in order for the facility to continue to operate well in the future and satisfy its commercial contractual obligations. Their report identified an immediate spend in year 1 of £332,658.00. If CBC were to retain the facility this would be a minimum investment spend, but there are some important big-ticket items in years 2-5 which amount to approx. £208,200.00. To bring the Nursery up to a 'fit-for-purpose' standard within a single improvement project, an investment of £541,000.00 (excluding professional fees) should be considered.
- In addition to the maintenance programme, and in view of the mixed planting approach, operational equipment requires replacement and has been assessed in developing the options.
- As part of the recently approved Gloucester, Cheltenham and Tewkesbury Joint Core Strategy (JCS), the area of land at the nursery site has been removed from green belt designation. This opens up options for its redevelopment which will result in a substantial increase in the commercial value of the land. In December 2017, the Planning committee approved an application for 90 homes on land adjacent to the nursery site.

- An independent review of a number of CBC owned sites was commissioned from Origin 3. The nursery site was advocated as a site which was suitable for residential development.

2.1 Supporting Council Strategy

Specifically, this review supports the following action captured within the corporate strategy to review CBC's property portfolio and make recommendations for investment / disinvestment or development opportunities in order to deliver additional income to support the MTFS (VFM5).

2.2 Delivering Outcomes

The options appraisal assesses the value of asset retention versus disposal.

2.3 Working with partners to meet customer needs

CBC has engaged with Ubico and Publica to determine the financial cost and fully assess the impact of each option.

2.4 National Strategic Drivers

All local authorities continue to face severe budget constraints.

2.5 Key Benefits

The following high level benefits are associated with the recommended option:

- Substantial capital receipt sum from the nursery site asset disposal.
- Opportunity to release land for housing.
- Delivery of additional council tax revenue, within the JCS boundary.
- Potential opportunity for local plant growers to tender for CBC annual bedding supply contracts.
- Avoidance of significant maintenance costs and replenishment of operational equipment.

2.6 Key Risks

The following initial high level risks have been identified:

- Public response to asset disposal.
- Impact of flood risk, site constraints to land including adjacent sites, and value of nursery site. Risk of flooding is estimated to be 1:1000.
- Site disposal timescales – an uncoordinated approach with the two adjacent land parcels will reduce the nursery site value.
- If the council significantly invests in the nursery facility to make it fit for purpose, there is a risk that the council will not see an appropriate level of return on that investment as more local authorities move away from annual bedding plant schemes.

2.7 Critical Success Factors

IF the recommendation to dispose of the nursery is approved (option 2), then success will depend upon the following critical elements;

- CBC realising the optimum asset value for the benefit of the Medium Term Financial Strategy (MTFS).
- Arle nursery site constraints are mitigated i.e. flood risk, location of services, access, ancient monument and their associated impact on land values.
- Arle nursery site is appropriately promoted and designated for housing and corresponding permission is granted.
- Ability to secure outlined planning permission.
- Resolution of the nursery tenancies to the satisfaction of all parties.

- Regardless of the decision on which option to adopt, media coverage on the review itself and the subsequent outcome will need to be, overall, of a positive nature.
- Ability to identify a 'holding bay' for street trees delivered to the council prior to planting.
- Ability to find a solution to the temporary storage / phased delivery of annual bedding plants for the 2 remaining locations, Imperial and Long Gardens, ahead of planting.

3 Options Appraisal

Set out in this section are the options considered as part of this review.

3.1 Option 1 Asset Retention

Asset Retention: Implications	
Community	No implications.
Economic	<p>Historically, the nursery has commercially supplied other councils with bedding plants. As those councils move away from annual bedding plants, the external contract values relied upon to fund the nursery diminishes, thereby increasing the net cost of plant cultivation to CBC for its own public realm mixed planting scheme.</p> <p>The nursery is operating in a shrinking market place, confirmed by reduced demand for bedding plants. Net profit for the last five years has progressively declined towards only breaking even, meaning the cost to the Council for its own plant requirements has been increasing. Appendix A refers.</p> <p>A more aggressive pursuit of contract tenders would be essential to ensure that the nursery is more commercially viable. Financial projections for this option only provide for the cost of fulfilling existing contracts. Nursery performance is recognised as sub-optimal in respect of bedding plant production commitments and associated resources. Growing capacity is under occupied yet standing costs are incurred for heating and watering the whole greenhouse.</p> <p>Significant investment is essential in order to keep the nursery fit for purpose. A substantial programme of planned and reactive maintenance is required. Concerns exist regarding our ability to satisfy 19 current contracts if the repair programme is not sanctioned. Nursery viability becomes questionable when the required investment sums are accounted for.</p> <p>Longer term, even after investment has been made to make the facility fit for purpose, it could struggle to maintain current income levels due to the trend of Local Authorities adopting sustainable planting, in which case the future of the nursery is potentially limited. There is a risk that the council will not see an appropriate level of return on its investment.</p> <p>The recruitment of a nursery manager to replace the previous (retired) and oversee the commercial enterprise would remain essential and has been costed.</p>
Environment	<p>The glasshouse is inherently energy inefficient, and it is further compounded by obsolete climate control requirements.</p> <p>Significant resources are used, including clean water and energy, in order to fulfil bedding plant supply contracts for other local authorities.</p>

Asset Retention: Implications	
Legal	If the council is unable to fulfil its current supply contracts it will need to negotiate with its customers to either vary or terminate the contracts to avoid being in breach.
HR	No implications.
Technological	Plant and machinery is considered to be 'end of life'. High ticket items include the automated and complex gas heating system.

3.2 Option 2 Asset Disposal

Asset Disposal: Implications															
Community	It is reasonable to anticipate mixed public reaction to the disposal of the nursery. Some may have an adverse reaction to the proposal to develop the site for residential housing, whilst some may respond favourably and welcome local development of much needed housing in a sustainable location.														
Economic	<p>A sensitivity analysis has been undertaken on the anticipated capital receipt sum, which will be counted in year one following sale of the land for residential development. The impact of a potential purchase price has been assessed.</p> <p>A one year timeline has been provisioned for the transition to asset disposal.</p> <p>Sale of the land provides an opportunity to develop additional residential housing and drive growth in the local economy.</p> <p>There would be no requirement for a nursery maintenance programme.</p> <p>Following the decision to move away from annual bedding plants in all locations except Imperial and Long Gardens, CBC's own residual annual bedding plant statistics will be as follows;</p> <table> <tbody> <tr> <td>Spring numbers</td> <td>87,000</td> </tr> <tr> <td>Summer numbers</td> <td>89,000</td> </tr> <tr> <td>Total</td> <td>176,000</td> </tr> <tr> <td>Of which:</td> <td></td> </tr> <tr> <td>Imperial Gardens</td> <td>52,000</td> </tr> <tr> <td>Long Gardens</td> <td>41,000</td> </tr> <tr> <td>Total</td> <td>93,000 still required</td> </tr> </tbody> </table> <p>Committed for next season.</p> <p>Plant stock for the mixed planting regime would need to be sourced externally plus resource to manage and maintain that stock has been built into the financial projection.</p> <p>A temporary safe holding area for plants, baskets and street trees would be needed if Arle Nursery were to be developed. Space requirements include;</p> <ul style="list-style-type: none"> • 30 m2 for each bedding plant delivery on a weekly basis during the season • 100 trees taking up circa 100 m2 delivered on a separate seasonal time line • Summer hanging baskets requiring 400 m2 when planted up prior to being placed in position. 	Spring numbers	87,000	Summer numbers	89,000	Total	176,000	Of which:		Imperial Gardens	52,000	Long Gardens	41,000	Total	93,000 still required
Spring numbers	87,000														
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Total	176,000														
Of which:															
Imperial Gardens	52,000														
Long Gardens	41,000														
Total	93,000 still required														

Asset Disposal: Implications	
	<p>A number of options have been considered including;</p> <ol style="list-style-type: none"> 1. Phased supplier deliveries, directly to the intended green space destination, thereby avoiding storage needs. Where possible, CBC would strive for deliveries to be directed to the green space destination, rather than be held in storage. 2. Temporary storage at the depot, which Ubico are confident can be accommodated. 3. Temporary storage at the disused nursery at the cemetery and crematorium. For access purposes, this would require deliveries to be transported on smaller trucks, as opposed to the existing larger heavy goods vehicles. A cost may be incurred. 4. Entering into a commercial arrangement with a local nursery for plant supply, associated equipment storage and delivery of stock. 5. Pay for storage, at a local commercial nursery, where externally sourced plant stocks and CBC associated items can be delivered and held temporarily for the GSDT to collect as and when required according to the planting schedule. <p>As such, a provisional sum has been included in the financial assessment for alternative provision to be made in the event that the depot or cemetery cannot be used.</p> <p>Sourcing plants externally provides an opportunity for local growers to supply the residual annual bedding which potentially supports other businesses in what is clearly a challenging market.</p>
Environment	Following a change in status from green belt to unallocated land, the potential to sell the land for residential development arises.
Legal	<p>Sale of the nursery site would require legal support to follow due process. Two residential occupiers would require legal resolution as part of the land sale. Costs have been factored in for these matters, and CBH engaged to facilitate a smooth transition.</p> <p>Procurement in accordance with the Council's contract rules and the Public Contracts Regulations 2015 will be required to source plants from external providers. If the decision to dispose of the asset is made at Cabinet on 10th July, then the proposed priority is to close the facility with immediate effect and outsource plant production. This approach will facilitate the re-homing of the tenants currently on site at the Nursery, rather than risk frustrating this objective by requiring them to be on site in order to manage the production of bedding plants for the next season.</p> <p>Disposal would require a variation order to be raised to reflect the new arrangement in the service level agreement with Ubico.</p> <p>Current local authority supply contracts are all entered into on an annually renewable basis. Notice would have to be given to these clients on 1st August 2018. It is not envisaged that any fees or other liabilities will be incurred.</p>
HR	There are HR implications arising for Ubico Ltd and these are being managed by the Publica HR team. No temporary seasonal staff required, which reduces cost.

3.3 Option 3 Asset Development

Suggestions include the development of Arle Nursery into a retail garden centre, or a wholesale grower with a view to selling stock on to retailers. Neither option has been costed because they are not considered to be viable for the following reasons;

- The Nursery is not designed to be run as a commercial enterprise.
- To be able to run a business, the council could only do so through an existing or new company e.g. Ubico, due to provisions contained in the Localism Act 2011 and Local Government Act 2003. Ubico is not set up to run it as a business providing plants for sale to the general public.
- Planning permission would have to be obtained to develop the initiative which would need to consider site development implications including impact on the highway.
- Careful planning currently ensures that the nursery produces the right amount of plants to satisfy its contractual commitments. As a result, there is little surplus stock. Historically, this surplus has been advertised for sale to the public, typically at cost. This approach triggered complaints from local garden centres who considered the council to be competing for sales at the detriment of their own business. This potentially conflicts with CBC's values in respect of enabling local businesses to thrive.
- Evidence suggests that demand for annual bedding plants is reducing, as opposed to orders being placed elsewhere, which significantly impacts upon the viability of the business venture.
- To provide a comparable service offering to retailers and wholesalers a significant investment in the infrastructure would be required at the site and wider and more diverse plant stocks would have to be purchased, marketed and sold. Decent returns on investment and good profit levels would be essential. This is a huge challenge and undertaking, especially in view of the commercial competition presented by already well established garden centres and nurseries in the area. To compete requires a full commitment to invest in a robust commercial venture that becomes a 'go to' destination because it provides a proper retail consumer experience. Most garden centres and nurseries offer more than plants and seedlings for sale e.g. homewares, seasonal gifts, clothes, ornaments, ironware, fencing, possibly an eatery / coffee shop, sometimes a children's play area (outdoor and / or indoor), even aquariums, tropical fish, ponds, liners, pumps, filters and other aquatic equipment. CBC has no experience in this sector and it is not considered core business for local authorities.
- The current infrastructure does not exist to support sales to the public i.e. there are no cash handling or credit card facilities, no resources to ensure that stock taken from the nursery match the sales recorded. There are no designated car parking spaces for people. This poses health and safety risks. Restricted parking would have to be designated, which has an initial cost impact and thereafter would need to be managed properly. There are no appropriate WCs to serve the public.

4 Financial Assessment

The summary table herein shows the total costs including programmed maintenance costs for 10 years, deducting any income generated. A negative value means that the income outweighs the costs. While retaining the nursery would mean that CBC could carry on growing bedding plants for Imperial Gardens, The Long Garden, public realm hanging baskets and containers, as well as for external customers, disposing of the nursery would not prevent us from buying in ready planted hanging baskets and bedding plants.

Option 1 Asset Retention:

- This option requires significant planned maintenance to keep the nursery viable as a business that produces plants for our customers. Advisory quotes from Kirkham Pryer have been used to model the business case.
- Equipment would have to be replenished.
- The nursery requires significant investment to make it fit for purpose for the next 10 years. The necessary maintenance costs have been profiled, and are higher in the early years. It may be practical and financially beneficial to tender for packages of maintenance work rather than instruct contractors to complete tasks in a piecemeal fashion. These additional costs are not included in the MTFs.
- While keeping the nursery as a going concern would achieve external sales, the costs of sales in addition to the planned maintenance would be cost neutral. In addition, based on the actual reduction in achieved income between 2013 and 2016, the future sales are forecast to reduce by approximately 5% each year. The 2017/18 sales were at £135k against a budget of £194k. Therefore, we are currently not managing to achieve targeted income within this area and this continues the reducing position since 2013.

Option 2 Asset Disposal:

- Developing houses on the site would generate additional Council Tax revenues. This would depend on the banding and number of properties built, but for illustration, 47 properties at band D would generate approximately £9k per annum additional revenue for the council, and £65k per annum to fund county council and police services.
- More housing would generate a new homes bonus (NHB) for the Council. At the same number of dwellings, this might be as much as £84k over 6 years. But ongoing changes by the Government to the calculation of NHB make this significantly more uncertain, and therefore the figure has not been included in the business case.
- Site disposal may generate a significant capital receipt, but there may be a reduction in the number of properties that could be built due to site constraints as a result of the presence of a high pressure gas main under part of the site which could impact on the site value.
- The council could choose to use the capital receipt to invest in another scheme that supported the financial strategy, use the money to pay down borrowing thus saving interest, or apply the money to reserves. Ultimately, it is a council decision on how to best use any capital receipt.
- If the site were disposed of, the managerial position currently standing vacant would not need to be filled. Other staff including the tenants would be redeployed within Ubico, therefore no other changes to staff costs would be foreseen.

NURSERY COST PROJECTIONS SUMMARISED 2018-2028				
	OPTION 1:	Option 1	OPTION 2:	Option 2
	Based on the mixed planting scheme - annual bedding in Long Gardens & Imperial Gardens			
	Retain nursery		Dispose of nursery	
Account	Description	TOTAL	Description	TOTAL
Ubico Staff Costs	Assuming slight reduction regarding mixed planting	694,316	Seasonal Staff reduction, and assumes redeployment of permanent employees	642,850
Premises running costs excluding Programmed Maintenance	Repairs and cleaning, but excludes programmed maint.	339,500	Year 1 only	29,650
Programmed Maintenance	Required to continue operations at the Nursery	1,023,296	Year 1 only	58,062
Maintenance / Replacement of Operational Equipment	Required to continue operations at the Nursery	200,000	Year 1 only	20,000
Transport Costs	Transport of bedding plants	100,940	Transport of plants still required from depot to gardens	100,940
Supplies & Services Costs	All net costs except plants and shrubs	89,580		89,580
Purchase of Material	Bedding Plants & Shrubs (for all customers, mainly seedlings)	788,451	Bedding plants and hanging baskets bought in	1,042,551
Support Services		310,500		310,500
TOTAL COSTS		3,546,583		2,294,133
Sales - external	Sale of Plants / Floral Displays	991,120	Year 1 only	-130,000
Miscellaneous sales	Sale of excess plants to the public	-30,200	Year 1 only	-8,200
GROSS INCOME		-1,021,320		-138,200
ESTIMATED ONGOING COST OF SERVICE FOR 10 YEARS		2,525,264		2,155,933
				Figure excludes capital receipt sum

5 Recommendation

The recommendations are to;

- 5.1. Adopt **option 2**; dispose of Arle Nursery site;
- 5.2. Delegate to the Head of Property and Asset Management the disposal of the asset in consultation with the cabinet member for finance; and
- 5.3. Outsource the procurement of plants for our public realm planting.

Asset disposal enables CBC to;

- Realise the capital receipt sum which can be deployed elsewhere
- Support the JCS, place shaping and economic development agenda
- Reduce seasonal staff costs
- Save property costs – no planned maintenance and no requirement to replace operational equipment

6 Officer Time and Costs

There will be some level of officer resource costs for disciplines including but not limited to Communications, Finance, HR, ICT, Legal and Project Management. Allowances for these inputs in order to support the project and deliver the anticipated outcomes have not been calculated within the options appraisal and corresponding financial assessment. Instead they may require costing depending upon needs determined during the project.

7 Timescales

A decision is being sought at Cabinet on 10th July 2018.

Other time dependencies include;

- Closure of Arle Nursery, preparation of the site for sale and completion of the sale.
- Notice would have to be given to the local authorities to which plants are currently being supplied on 1st August 2018.

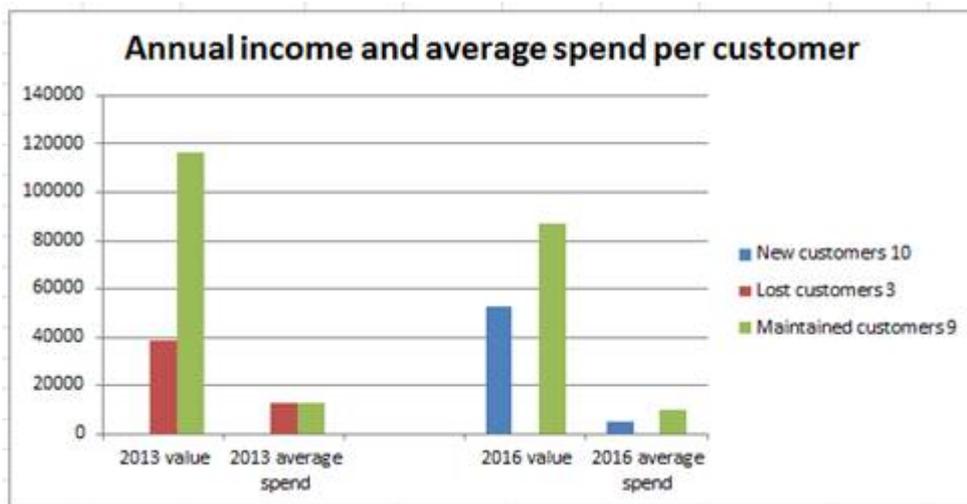
Appendix A: Profile of Arle Nursery bedding supply contracts

Arle Nursery has 19 contracts, up from 12 three years ago. However, the decline in average spend means that the total values of sales have dropped, despite new business wins. This indicates a trend by local authorities to move away from annual bedding plants to perennial planting schemes. Net profit for the last five years has progressively declined towards only breaking even.

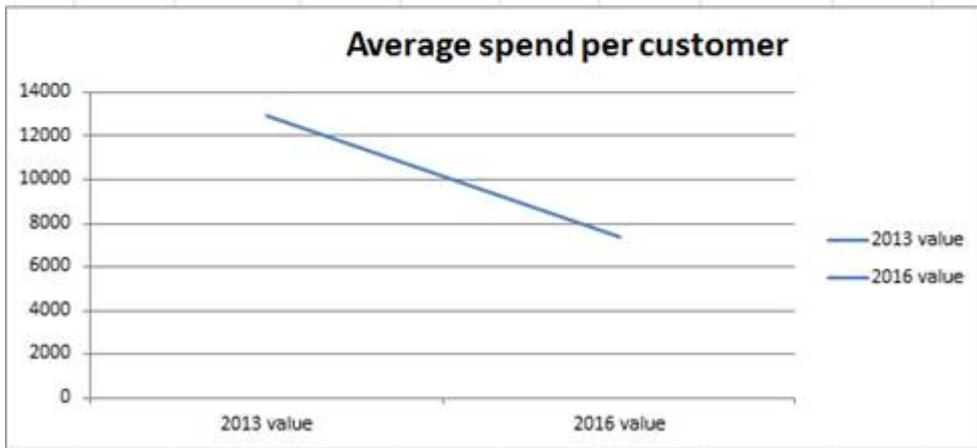
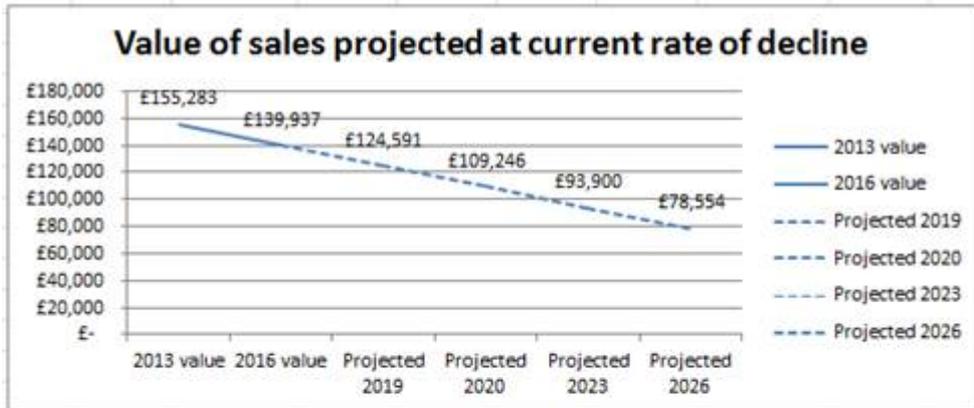
Impact

The profile of Arle Nursery bedding contracts means that the cost to the Council for its existing bedding plant requirements has progressively increased.

Between 2013 and 2016/17:	
10 new customers, at an average value of £5,200	£ 52,800.00
3 lost customers, at an average value of £12,800	-£ 38,400.00
4 customers cutting spend by an average of 52%	-£ 43,688.98
4 customers increasing spend by an average of 54%	£ 14,036.29
1 customer spending same amount	£ -
reduction in contract sales value	-£ 15,252.69
Average contract size 2013/14	12940
Average contract size 2016/17	7365
Decrease in average spend in 3 years:	-43%



Appendix A continued: Profile of Arle Nursery bedding contracts



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Committee name:	Cabinet
Date	10/7/18
Responsible officer:	Mark Sheldon, Director of Projects

Briefing Note

Town Hall Development update

This note contains information to keep Members informed of matters relating to the work of the Cabinet or a committee but where no decisions from Members are needed.

If Members have questions relating to matters shown, they are asked to contact the Officer indicated.

The aim of this briefing note is to update the Cabinet on the progress of the Town Hall redevelopment project.

1. Background

In 2014, the council sold North Place & Portland street car parks for £7.8m. Following public consultation on the use of the money, the council allocated £2.2m from capital receipt with a commitment to try and find additional £200k if feasibility towards the redevelopment of the Town Hall, the highest scoring option.

In 2016, a Joint Commissioning Group (JCG) was set up comprising offers from CBC and The Cheltenham Trust (TCT) to work collaboratively on developing the venues i.e. Town Hall, leisure@, Prince of Wales stadium and Pittville Pump Room managed by TCT under a management agreement.

The JCG jointly commissioned consultants to develop options for the Town Hall and, in July 2017, appointed Focus consultants to develop proposals which repurposed the building to deliver a venue which was fit for purpose, have a financially sustainable future and deliver social, economic and cultural outcomes for Cheltenham.

The recently approved Place Strategy set out the aspiration to be a place where culture and creativity thrives. The delivery of the Town Hall redevelopment project is complementary to and supports the delivery of the Place Strategy.

2. Options / Masterplan scoping study

A significant amount of work was undertaken to establish a baseline position for the Town Hall including its existing usage (age profile and audience reach; expenditure and income levels; heritage assessment for both the building and its setting within the gardens and an assessment of the historical significance of the organ.

Benchmarking against other venues across the country was undertaken and the project team visited a number of venues which had undergone refurbishment and repurposing including Battersea Arts Centre, Colston Hall, Birmingham Town Hall and The Atkinson in Southport.

Analysis of the existing building was undertaken including a SWOT analysis and, through a workshop, a list of 'essential' and 'desirable' requirements was established.

The consultants, working with the JCG, undertook significant consultation with stakeholder groups including Cheltenham Festivals and the Wilson collective who made a presentation to council making a case for a 'place to go' to participate in activity which supports their development which could deter them from engaging in anti-social behaviour.

A number of concepts for the town Hall were considered including (i) visitor attraction; (ii) world class performance space; (iii) conference venue; (iv) community arts centre which helped shape the 5 redevelopment options. These options range from a minimal option of refurbishment within the existing footprint of the building to extending into the gardens to meet all requirements. Page 306

3. Options appraisal – initial findings

For each of the 5 options, concepts have been developed which outline:

- Capital cost of each option, potential external funding opportunities (e.g. lottery, Arts Council and Heritage Lottery fund) and the funding gap
- Additional revenue generated from additional activity for each option.
- Extent to which 'essential' and 'desirable' requirements are met
- Potential scale of any proposed extension
- Impact of the options on the historic assessment
- The impact on socio economic outcomes
- Delivery against social, economic, community and Place Strategy outcomes.

The result of this work are options which range from option 1 – minimal, refurbishment within the existing footprint at a capital cost of circa £8.8m to option 5 which delivers all requirements within a reasonably sized extension at circa £29m. Comparators indicate that the most expensive option compares to other national projects, Birmingham Town Hall cost £35m in 2007 and Colston Hall is estimated to cost £68m.

The potential additional revenue generated ranges from circa £88k p.a. (option 1) to circa £290k p.a. (option 5)

The external fundraising climate has become more challenging with HLF funding being focused on buildings which are 'at risk' and lottery fund opportunities now closed until 2021/22. Each option assesses the potential for external funding and identifies a funding gap which ranges from option 1 – circa £7.3m to circa £19.7m.

Given the magnitude of the capital investment required and the level of funding gaps identified, the project team are now working with Focus to explore the development of a further 'hybrid' option which may be phased and is realistically more deliverable within the national and local funding context.

The hybrid option will reconsider early phasing of elements of the building e.g. access, sound separation which will facilitate concurrent programming of spaces to allow for a change in emphasis from predominantly 'commercial' to inclusive and accessible programming which attracts younger and new audiences. (NB: 4% of current audiences are 18-25 and 33% are over 55)

This could also enable TCT to apply for National Portfolio Organization (NPO) status which could attract core funding of up to £250k p.a. for a 5 year period and potentially access capital funding. To achieve Arts Council England (ACE) support, the programme needs to (i) be demonstratively excellent moving towards more talent development, creative and diverse programming; (ii) an inclusive and accessible program reaching those least engaged in the arts and culture and (iii) support for young people accessing the arts.

The current likely scenario is for a 'deliverable' option at a reduced cost approached in 2 phases. Phase 1 (2018-22) would focus on existing refurbishment. Phase 2 (2022-2028) would deliver the ultimate goal of a community arts centre largely funded by external fundraising, some of which may require NPO status.

Focus consultants are working with the architects and the project team to try develop a hybrid option within the constraints of the building and the CBC and external funding envelope. Timescales for completion are still to be determined.

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Briefing Note: Health & Safety Service annual service plan update

To: All Councillors and Senior Leadership Team

1. Background

On 14th July 2015, Cabinet approved that an annual Health and Safety Service performance and work plan refresh to be communicated to Members and Senior Leadership Team via a Briefing Note each year. This briefing note sets out performance for the year in review and provides a plan for proactive work for the year ahead.

2. Service planning

The Health and Safety (H&S) service is delivered in accordance with recently reviewed Advice/Guidance to Local Authorities on Targeting Interventions (now on revision 7). This guidance gives national priorities for both proactive and reactive intervention and must be considered alongside national guidance that local authorities must reduce the number of proactive inspections and justify why they took place. As a result, the emphasis is much more on topic-based inspections according to risk and at only visiting premises when there is a genuine reason to do so. As part of central government's red tape challenge, regulators must comply with a 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 Regulators' Code is available from the following link:

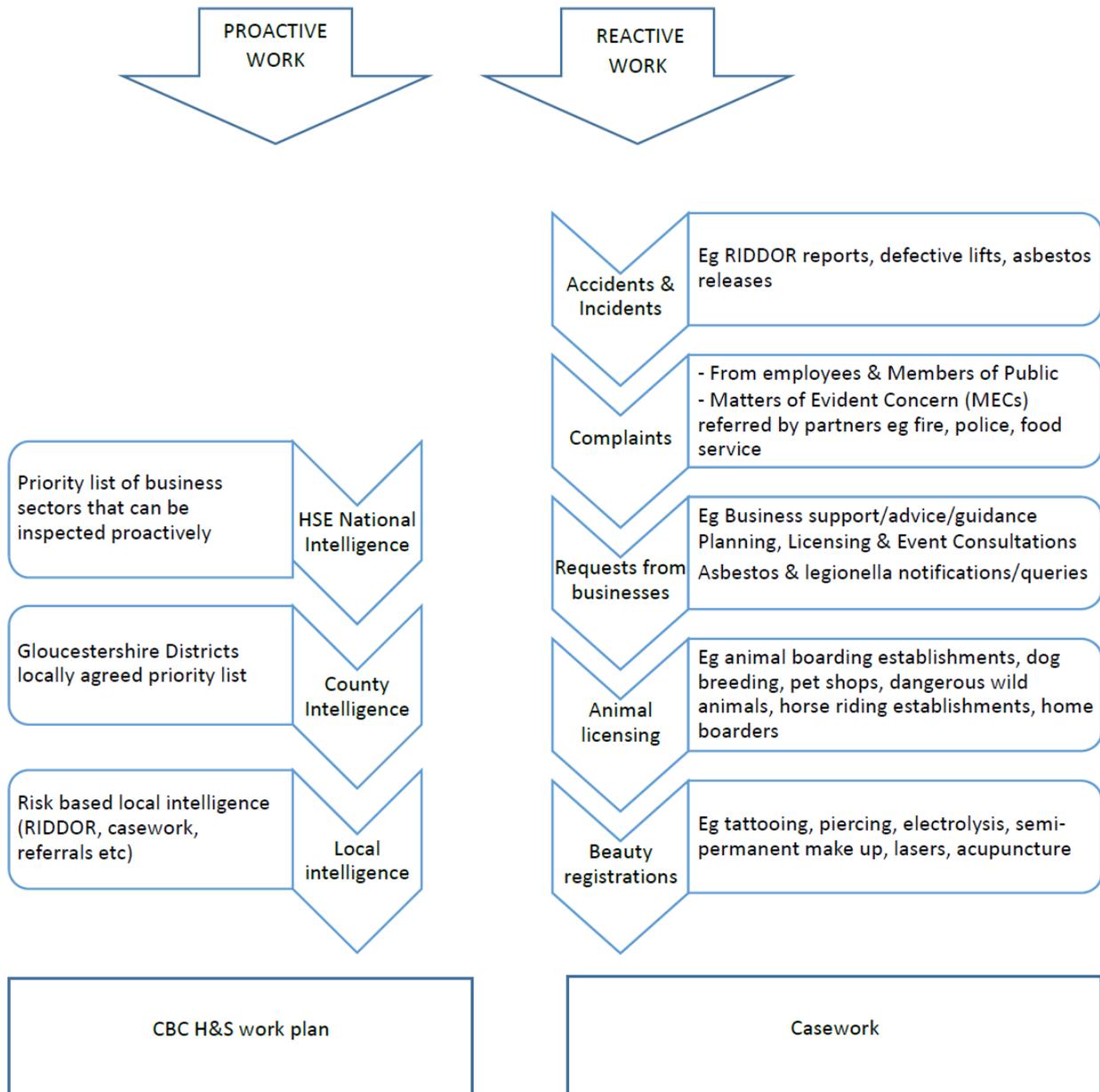
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/300126/14-705-regulators-code.pdf

The Health & Safety Executive (HSE) produces an annual list of higher risk activities and sectors suitable for targeting proactive inspection by local authorities. H&S services are only permitted to proactively inspect outside of the list if there is sufficient local intelligence to warrant intervention, and the relevant guidance is followed (ie LAC 67/2 and Supplementary Guidance and the Regulators' Code). This list is reproduced as Appendix 1.

Cheltenham's profile of local authority enforced workplaces predominantly comprises the hospitality, catering and retail sectors. This means the opportunity for proactive inspection in HSE priority areas is very limited (as Appendix 1 demonstrates). The HSE allows for consideration of local intelligence when planning proactive inspections. In Gloucestershire this is delivered through the service managers' County Health and Safety Technical Liaison Group which is attended by the Health and Safety Executive and agreement of local priorities where possible.

The County has been working collaboratively on its most at risk workplaces for a number of years now, so the options of further joint working are somewhat restricted by the differing numbers and types of suitable premises in each district's business profile. Consequently, the County Group agrees a suggested list of local priorities linked to national and local intelligence as far as possible whilst recognising that justification for each intervention will vary further still within each district.

The following schematic depicts how proactive and reactive workstreams are formed:



CBC's work plan is a suggested inspection plan drawn from the HSE national priority list and Gloucestershire locally agreed priorities, in compliance with statutory guidance for regulators. Please see appendix 2 for the 2018-19 work plan. This closely mirrors the County workplan although CBC will focus on opportunities to support the HSE's 'Go Home Healthy' campaign http://www.hse.gov.uk/gohomehealthy/index.htm?utm_source=website&utm_medium=home_page&utm_resize_ghh_march_12 through the delivery of work related musculoskeletal disorders (MSD) interventions.

Commercialisation

The service now offers a commercial advice and consultancy service as part of Gloucestershire Better Business for All

https://www.cheltenham.gov.uk/info/26/business_support_and_advice/1360/gloucestershire_better_business_for_all

The service intends to release specialist officer capacity for income generation through the process reviews so that non-expert work is undertaken at a technical officer level. The Senior H&S officer is currently studying for a teaching and training qualification with a view to hosting H&S related courses and events.

Reviews

The work plan will be reviewed regularly in response to intelligence gathered. These are some suggested scenarios which may result in the plan being amended (eg projects extended, delayed or deferred):

- If an initial feasibility exercise does not justify the proposed intervention
- If the first proactive inspections do not evidence the need for further interventions
- If initial proactive inspections require more intensive regulatory support (and/or enforcement) due to risks identified
- If capacity in the team is affected by complex or major investigations or legal work, or by officer sickness
- If the service focuses more extensively on developing commercial interests eg Primary Authority Partnerships, chargeable expert advice, training courses

The service is undergoing a process review, with the intention of non-specialist work being undertaken at the appropriate pay grade. Processes and documentation are being standardised and automated where possible, and the use of online forms will begin with animal licensing once there is sufficient capacity in the Transformation programme.

Reactive work

Reactive work is undertaken by the 1 FTE in post with cover provided by the team leader. The review described above will increase service resilience. Reactive work includes: investigating accidents and dangerous incidents; service complaints from, and complaint regarding: all local authority workplaces at all stages of their lifecycle; the beauty sector (eg tattooing, acupuncture, semi-permanent make up, body piercing, electrolysis) and the animal licensing sector (eg dangerous wild animals, kennels, catteries, dog home boarders, pet shops, zoos).

a) Statutory reporting to Health & Safety Executive (HSE) through LAE1 return

The service submits an annual statutory return to the HSE which reports against proactive and reactive intervention categories.

Prosecutions are collated separately by the HSE so are not included in the 'enforcement' part of the LAE1. No prosecutions were concluded in 2017 - 18 although one was started – however, the business went into voluntary liquidation.

b) Review of 2017-18 service delivery

The following table is based on previous year's internal reporting format and gives an overview of the volume and type of reactive work received (only certain elements of this are reported in the LAE1).

Performance would usually be reviewed against local performance targets such as the percentage actioned within three working days but this data is currently unavailable. However, improved business information should become available through the Place & Economic Development transformation programme over the coming year.

Note: The Health & Safety Executive has set incident selection criteria to govern the investigation of accidents, incidents and complaints. The Council is only able to investigate cases where the criteria are met, which should be taken into consideration when reviewing performance.

Performance outcomes for 2017-18 (figure for previous years given in brackets)

Intervention	Performance 2017-18
Reactive complaint investigations	Received and reviewed: 41 80 in 2016-17 43 in 2015-16 Visited: 14 2 in 2016-17 4 in 2015-16
RIDDOR eg accident investigations	Received and reviewed: 82 62 in 2016-17 67 in 2015-16 Visited: 7 + 1 revisit 2 in 2016-17 6 in 2015-16
Legionella notifications & requests for advice	Received: 0 0 in 2016-17 2 in 2015-16
Beauty Sector Strategy Personal and premises registrations and compliance visits	Issued: 33 personal; 21 premises; 2 variations =56 65 in 2016-17 38 in 2015-16 Compliance inspections: 31 15 in 2016-17
Animal licensing	Licences issued and premises inspections: 21

	<p>Animal Boarding Establishments (ABEs) (17 applications; 4 new); 1 Zoo Exemption; 1 Pet Shop & 3 renewals.</p> <p>11 requests for advice/information.</p> <p>2016-17: 31 ABEs; 1 Zoo Exemption; 1 Pet Shop Application & 4 Renewals 2015-16: 18 ABEs; 1 Zoo Exemption, 0 Pet Shop Applications & 4 Renewals</p>
Asbestos notifications or Duty to Manage service requests	<p>Received: 0</p> <p>0 in 2016-17 1 in 2015-16</p>
Gas safety in commercial premises	<p>Referrals from food team actioned: 35/47 referrals</p> <p>19 in 2016-17 0 in 2015-16</p>
<p>Targeted business advice eg:</p> <ul style="list-style-type: none"> - Event safety - Occupational diseases eg silica dust - Asbestos - Violence at work - Manual handling - Gas safety - Crushing/Falls from height 	<p>51 businesses engaged with out of 144 planning applications reviewed (42 on national priority topics and 9 on local intelligence topics)</p> <p>34 businesses engaged with out of 84 licensing related applications reviewed (33 on national priority topics and 1 on local intelligence topics)</p> <p>= 85 businesses received targeted advice</p> <p>2016-17: 53 businesses received targeted advice</p>
Event management plans	<p>Reviewed: 58</p> <p>Local intelligence advice given: 26 businesses National intelligence advice given: 3 businesses (2 x crowd capacity/safety and 1 x E Coli 0157 advice re petting animals)</p>

4. Resources and Risks

The Health and Safety function is delivered within the Public Protection Department and was reduced from two FTE Senior Environmental Health Officers to 1.4 FTE in the year 2016 – 17 following an application by an officer to reduce working hours. The 0.4 FTE post is now vacant. Both posts are 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).

The service is reviewing the vacant post in line with the Place & Growth Group's transformation principles.

There has been a significant rise in RIDDOR reports, gas safety referrals, planning and licensing consultations and event management. The transfer of non-specialist work to technical officer level and the transfer of administration to the shared support team will enable senior officer capacity to be released to focus on fee earning work.

There are no key risks specific to the delivery of the health and safety work plan that need to be highlighted to Members. Risks to service delivery will be regularly reviewed and added to the divisional risk register as appropriate. The most likely emerging risks would be resource related, for example, a complex case could divert capacity from the work plan, or in the event of officer illness.

5. Appendices

Appendix 1: HSE list of activities/sectors for proactive inspection by LAs (from LAC 67/2 rev 7 uploaded to Helex April 2018)

Appendix 2: CBC H&S work plan 2018-19

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Occupational Safety Service Proactive and Reactive Workplan 2018 – 19

PROACTIVE (NB HSE 2018 priority list also contains options for proactive inspection)

# H SE list	Hazards	Intelligence: National or Local	High Risk Sectors	High Risk Activities	Dates	Measures
MUSCULOSKELETAL DISORDERS : PROACTIVE INTERVENTION DEPENDENT UPON RIDDOR OPPORTUNITIES – NATIONAL PRIORITY						
8	MSDs	National intelligence	Residential care	Lack of effective management of MSD risks arising from moving and handling of persons	1 st May 2018 when opportunities arise eg through RIDDOR or complaints	Outcomes: Risk assessment & controls in place to prevent hazards Reduction in accidents of this type
EVENT SAFETY – PROACTIVE INTERVENTION (if resource permits) or REACTIVE (eg to event plans) – NATIONAL PRIORITY						
12	Crowd management & injuries/fatalities to the public	National intelligence	Large scale public gatherings eg cultural events, sports, festivals and live music	Lack of suitable planning, management and monitoring of the risks arising from crowd movement and behaviour as they arrive, leave and move around a venue	1 st April 2018 - 31 st March 2019 when opportunities arise eg LA event advisory work. Large scale events in district inc Half Marathon, Wychwood, Science, Literature and Jazz Festivals, Gold Cup racing festival, which might be suitable for proactive intervention if LA enforced	Outcomes: Advice given on event plans Risk assessment & controls Safe and successful events

REACTIVE

Workstream	Intelligence	Risk sector/activity	Measures
Improving risk management in new or changed businesses	Local intel (other visits/face to face contacts): Jobs and growth is a key priority for Glos.	All LA enforced premises. Egs of risk activities: gas safety; asbestos; silica dust; slips and trips; event safety; radon and evaporative condensers.	Number of contacts with businesses eg through the planning and licensing consultation process
Beauty sector registration and Tattoo Hygiene Rating Scheme	Growth industry locally. Predominantly micro business and self employed. Reactive response to applications and enquiries including compliance visits.	Local: Skin piercing, electrolysis, tattooing, and beauty therapy businesses such as laser skin treatment and micro-dermabrasion require regulation in order to prevent accident or disease to public and employees	100% of registration and THRS applications processed Reduction in 'end to end' times from receipt to registration
Animal licensing	Changes in legislation and standards Reactive response to applications and enquiries including compliance visits	Local: dog breeders, home boarders, pet shops, zoos, riding establishments, dangerous wild animals – all pose a risk to occupational and public health and safety if not appropriately regulated.	100% of licence applications processed Reduction in 'end to end' times from receipt to registration Technical and administrative elements to be moved to appropriate paygrades or automated through a process review

<p>Service requests</p> <p>Including:</p> <p>Gas safety</p>	<p>Complaints, accident notifications and requests for service</p> <p>Local – referrals from food safety team.</p>	<p>Local: lift reports, whistle-blowing, Matters of Evident Concern from food team/fire service/QCC and other partners require investigation in order to manage risks</p>	<p>Duty officer system</p> <p>100% of all concerns assessed within 3 working days</p> <p>Food safety officers are requesting gas safety certificates (or equivalent evidence of maintenance) during their routine inspections. A request for service is referred to the H&S duty officer to assess the certificate and to take any follow up action required.</p>
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Review:

Team meetings and 121s will be used to review CBC’s workplan against other possible proactive inspections from the current HSE list for LAs. Where work is ahead of schedule or local evidence suggests a need for intervention, more high risk activities and sectors will be added to CBC’s workplan informed by HSE proactive inspection list, county workplan or analysis of local stats eg RIDDOR

Guidance:

Regulators Code: <http://www.hse.gov.uk/lau/national-la-code.pdf>

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