



Notice of a meeting of Cabinet

**Tuesday, 9 July 2019
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	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING Minutes of the meeting held on 11 th June 2019	(Pages 5 - 16)
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, HOMELESSNESS & ROUGH SLEEPING STRATEGY 2018-23-ACTION PLAN UPDATE 2019 Report of the Cabinet Member Housing	(Pages 17 - 40)
6.		HOUSING REVENUE ACCOUNT - NEW BUILD - MONKSCROFT VILLAS SITE Report of the Cabinet Member Housing	(Pages 41 - 148)
7.		CLIMATE EMERGENCY Report of the Cabinet Member Corporate Services	(Pages 149 - 156)
8.		FINANCIAL OUTTURN 2018/19 AND BUDGET MONITORING REPORT APRIL - JUNE 2019 Report of the Cabinet Member Finance	(Pages 157 - 206)
9.		THE FUTURE OF PUBLIC CONVENIENCE PROVISION Report of the Cabinet Member Clean and Green Environment	(Pages 207 - 230)
10.		REVIEW OF THE COUNCIL'S PERFORMANCE AT END OF 2018-19 Report of the Leader of the Council	(Pages 231 - 248)
		SECTION 6 : BRIEFING SESSION • Leader and Cabinet Members	
11.		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	
12.		<p>LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS The Cabinet is recommended to approve the following resolution:-</p> <p>“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 as defined in paragraph 3, 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>	

13.		A FINANCIAL MATTER Report of the Cabinet Member Healthy Lifestyles	(Pages 249 - 262)
14.		GLOUCESTERSHIRE AIRPORT Report of the Leader of the Council	(Pages 263 - 324)

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Cabinet

Tuesday, 11th June, 2019
6.00 - 6.40 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)

Minutes

1. APOLOGIES

Apologies were received from Councillor Clucas and Hegenbarth.

2. DECLARATIONS OF INTEREST

There were none.

3. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 14th May were approved and signed as a correct record.

4. PUBLIC AND MEMBER QUESTIONS AND PETITIONS

1.	Question from Councillor Willingham to the Cabinet Member Development and Safety, Councillor Andrew McKinlay
	Given that ward boundaries are defined predominantly for purposes of managing elections, and in some cases, like the Lower High Street, a single community can be in more than one ward; could the Cabinet Member please explain the why the St Paul's ward boundary was chosen as the boundary for the proposed Article 4 direction on HMOs, rather than a more fine-grained approach that could have considered individual streets, collections of streets, or communities?
	Response from Cabinet Member
	<p>A detailed programme of inspections was undertaken at ward level, based on the known high concentration of HMO's within the St Paul's area, as identified from previous private sector stock condition surveys. A more fine-grained approach was not put forward as a suggested approach at that time, but the methodology employed was intended as a pilot exercise which could be repeated in other areas if necessary. All Saints is the second area now being inspected to determine whether there is sufficient evidence for an Article 4 direction in that ward, with 38 properties still to be inspected. St Peter's is the next target area for inspection following the All Saints ward work.</p> <p>In a supplementary question, Councillor Willingham explained that in some areas of St Peter's they were affected by a proliferation of HMOs and whilst he recognised the limited resources that the council had he questioned the timescale for inspecting St Peter's in order to determine whether there was sufficient</p>

	<p>evidence for an Article 4 direction.</p> <p>In response, the Cabinet Member acknowledged that there was also a problem in St Peter's particularly in the Lower High Street. He highlighted that due to government regulations in order to implement an Article 4 Direction they need evidence to justify its implementation. He advised that HMOs had been an issue in St Paul's for many years, they were now inspecting All Saints and once this had been completed they would be looking at St Peter's. He highlighted that this was an ongoing process and was unable to give an exact time scale as it was dependent on resources, however estimated that this would be in around 12 months time.</p>
2.	Question from Councillor Willingham to the Cabinet Member Development and Safety, Councillor Andrew McKinlay
	<p>Given that the issues associated with the unregulated proliferation of HMOs are likely to equally affect both the south side of the Lower High Street, which is in St Peter's ward, just outside the proposed area for Article 4 direction, and the north side of the Lower High Street which is in St Paul's ward, just inside the proposed area for Article 4 direction; as part of the proposed statutory consultation would the Cabinet Member ask officers to perform minor amendments to the boundaries so that whole communities are protected, rather than just part of a community based upon an arbitrary line on a map?</p>
	Response from Cabinet Member
	<p>The boundary of the proposed Article 4 direction for St Paul's could be extended, but this would require additional survey work to be completed to justify the inclusion of any wider area. Given that this would delay the introduction of the Article 4 direction for the St Paul's ward, I could not support this suggestion at this stage, but will ask officers to consider the resourcing implications of looking at this sooner than currently planned.</p>
3.	Question from Councillor Willingham to the Cabinet Member Development and Safety, Councillor Andrew McKinlay
	<p>A number of roads in St Peter's ward, away from the proposed St Paul's Article 4 direction area also suffer issues associated with high densities of HMOs, including problems with waste presentation, parking problems, late-night noise, and seasonal increases in fly-tipping, if those areas are brought to the attention of the Council, to protect the remaining communities, will the Council also work with ward members and those communities to perform localised reviews and consider introducing further Article 4 direction areas in respect of HMOs?</p>
	Response from Cabinet Member
	<p>This would have resourcing implications which are not accounted for in our immediate work plans. However, please see my answer to the previous question in relation to other areas for potential consideration of Article 4 direction controls.</p> <p>In a supplementary question, Councillor Willingham recognised the resource implications and current priorities, however questioned whether in the interim the council would look to work with its partners such as universities and landlords to encourage clean up and upcycling and work with universities to inform students at the start of term on bin collection days and how to present their waste.</p>

	In response, the Cabinet Member agreed that this was something they should encourage although reasoned that it was more concerned with community management rather than Article 4 designation. He advised that there was currently a programme in St Paul's where the council worked with landlords to ensure there was no fly tipping and at the end of term residents could be prosecuted for fly tipping. Additionally, the council also had a programme in place where it worked with universities to provide information on refuse collection.
4.	Question from Councillor Willingham to the Cabinet Member Development and Safety, Councillor Andrew McKinlay
	Will the Council be supporting the Article 4 direction proposals with additional resources to perform planning enforcement and HMO licensing enforcement to ensure that dwellings are not converted after the direction comes into force, and to do what the Council can to drive up standards for dwellings in this sector of the housing market?
	Response from Cabinet Member
	This Council's approach to the enforcement of standards in the private rented sector is relatively well resourced as a result of the income generated from related activity. I am confident that this will continue to be the case and that officers will do everything they can, in partnership with local ward members, to effectively enforce any new Article 4 direction adopted. You should note that there will be a 12 month 'grace period' between the time that the Article 4 Direction is first considered by Cabinet and it coming into force, to mitigate an identified risk of financial compensation payable to landowners. During this time it may be difficult to resist new applications for HMO's within the Article 4 area and this is one of the highlighted risks of the project.
5.	Question from Councillor Willingham to the Cabinet Member Clean and Green, Councillor Coleman
	In item 4, there is an Equalities Impact Assessment, yet in item 5, this does not seem to have been performed. Section 1(1) of the Equality Act 2010, provides for a Public sector duty regarding socio-economic inequalities and states " <i>An authority to which this section applies must, when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.</i> " Given that in this borough, there are some of the most affluent areas of the country with houses in Council Tax band H, costing over £1,000,000; and there are some of the least affluent areas of the country with houses in Council Tax band A costing under £100k, as well as concentrations of rented social housing, yet the costs for bulky waste collection are uniform, how have officers assessed compliance with this duty as having been met?
	Response from Cabinet Member
	As Cabinet Member I fully support the need to ensure we offer an equal opportunity to all our residents to enable them to access our services and I have therefore asked officers to include this issue within the public consultation planned over the summer. When we consider the consultation feedback at the end of the summer we will

	<p>also consider what more needs to be done to support residents access our services including those on low incomes.</p> <p>In a supplementary question, Councillor Willingham highlighted that in areas with low socioeconomic status this could act as a barrier to engagement with public consultation and questioned what the council was doing to engage with such groups in order to capture their needs with regards to bulky waste collection.</p> <p>The Cabinet Member acknowledged the importance of engaging with all communities about the service that the council provides. He highlighted that they had conducted a number of public consultations on waste and the feedback had had a positive impact on the decision ultimately taken. In previous consultations, they had obtained residents postcodes in order to understand the impact on certain communities. He was satisfied that the consultations undertaken fairly represented all communities across the town and confirmed that they would continue to work with CBH and other community groups to gauge residents concerns.</p>
6.	Question from Councillor Willingham to the Cabinet Member Clean and Green, Councillor Coleman
	<p>In respect of bulky waste collection charges, has any consideration been given to providing a graduated charging scale, for example reduced cost collections for those households in receipt of means-tested benefits, or using other indicators (for example Council tax banding, LSOA indices of deprivation, etc.) to try to ensure that for the least affluent members of our communities the collection service provided by the Council is affordable so that there is less temptation for people to consider dumping items, or using unlicensed waste carriers, and the fly-tipping and enviro-crime that is likely to result from that choice?</p>
	Response from Cabinet Member
	<p>The results of the public consultation and feedback to customer services staff taking bookings for bulky waste collections do not suggest that price is a barrier to residents accessing the service. However, the Council will continue to monitor feedback from residents and the level of fly-tipping in the town.</p> <p>Further public consultation is planned over the summer and this could be used to better understand how we can deliver services to those on a low income.</p> <p>In a supplementary question, Councillor Willingham highlighted that those who were socially and economically deprived were less engaged in consultations and questioned whether the Cabinet would commit to introducing a discount scheme for bulky waste collections for those on the lowest incomes.</p> <p>The Cabinet Member advised that he would be happy to consider this as part of the review and would discuss this further with colleagues and council staff. He advised that to date, when taking bookings the price did not appear to be a bar to any particular group, however, they would continue to review this and if there were any issues they would look to resolve them.</p>
7.	Question from Councillor Willingham to the Cabinet Member Clean and Green, Councillor Coleman

	<p>Could the Cabinet Member please confirm that irrespective to the decisions made by Cabinet, the facilities at Wingmoor Farm, which is less than 5 miles away and approximately a 12 minute drive from Swindon Road will continue to accept garden waste and residual waste?</p>
	<p>Response from Cabinet Member</p> <p>The household recycling facility at Wingmoor Farm is the responsibility of Gloucestershire County Council not Cheltenham Borough Council and changes to their opening hours have increased the usage of our household recycling centre at Swindon Road. I am not aware of any service changes by GCC other than upgrading the site.</p> <p>In a supplementary question, Councillor Willingham questioned whether, if the changes to the Swindon Road depot were implemented following the public consultation they would ensure that Wingmoor Farm was promoted as a viable alternative due to its close proximity to Cheltenham.</p> <p>The Cabinet Member explained that they wanted to further promote the improved range of facilities at the HRC and if there did come a time when either the garden or residual waste facility was to be removed from the depot then appropriate signage for alternative sites would be installed.</p>
8.	<p>Question from Councillor Willingham to the Cabinet Member Clean and Green, Councillor Coleman</p> <p>Does this Council have baseline data on fly-tipping levels and locations; if the proposed waste changes are implemented, will it monitor the effects of those changes on fly-tipping; and will any more resources be able to be deployed to deter, detect and prosecute unlicensed waste carriers and those involved fly-tipping and other waste-related enviro-crimes?</p>
	<p>Response from Cabinet Member</p> <p>We report data on the incidence of fly-tipping annually to DEFRA and this forms part of the published totals for England (see attached link for the last nationally published 2017-18 data).</p> <p>https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756306/FlyTipping_201718_Statistical_Release_rev.pdf</p> <p>The Council has details of the location of each reported fly-tipping incident and can therefore monitor trends over time and identify hotspot areas for targeted action. Waste carriers are licensed by the Environment Agency and officers can and do report any concerns about unlicensed carriers to DEFRA for investigation.</p> <p>In a supplementary question, Councillor Willingham questioned whether the council had the resources and powers to install covert cameras to deter, detect and prosecute those who destroy the environment by fly-tipping, and if not, was this something that they could consider introducing.</p> <p>The Cabinet Member advised that they there were already taking positive steps in this area and this would remain a high priority on the agenda.</p>

9.	Question from Councillor Willingham to the Cabinet Member Clean and Green, Councillor Coleman
	Given the concerns that many residents seem to have about the removal of the garden waste provision at Swindon Road and the intention to perform further consultation on this, could the Cabinet Member please advise what will be done to try to promote the accessibility and affordability of Home Composting, including the council-subsidised composting bins that start from £18.50, and other initiatives for example working with partners such as CBH to encourage the uptake of this across more of our town's diverse demographics?
	Response from Cabinet Member
	<p>As Cabinet Member I am committed to reducing waste. I am keen to further promote the use of our weekly food waste collection to reduce the waste that goes into the residual waste stream but for all of us, only buying the amount of food we need and reducing the volume of food waste would not only help the environment but also our food bill.</p> <p>A significant proportion of food waste can be home composted, so for those residents that have the space and are willing to home compost, most of their food waste can be home composted. Further information is available already on the Council's website at: https://www.cheltenham.gov.uk/a_to_z/service/244/compost_bins</p> <p>Over the summer, the content of the Council's website will be improved and home composting, amongst other waste reduction initiatives, will be promoted to all residents of Cheltenham, including tenants of Cheltenham Borough Homes.</p>

5. IMPROVEMENTS TO THE HOUSEHOLD RECYCLING CENTRE AND CHANGES TO BRING BANK SITES

The Cabinet Member Clean and Green Environment introduced the report, he advised that the enhanced kerbside recycling provisions introduced in 2017 had increased the amount of recycling in 2018/19 by an extra 1641 tonnes. He informed the committee that a weekly kerbside recycling service was being investigated and stressed that this did not mean they would be moving to a three weekly residual waste collection.

He explained that they had had a huge response to the previous public consultations which had demonstrated the clear enthusiasm for the household recycling centre, residents had both commented on the quality of the service but also made suggestions for improvements. He was proud of the service they provided at the HRC but acknowledged resident's concerns regarding improvements that could be made. He noted that the Gloucestershire County Councils household recycling centres had reduced their opening hours which had had an impact on the HRC.

He explained that the council had set out clear priorities to improve the clean and green environment, which had been supported by the motion they had recently passed at Council to declare a climate change emergency. He confirmed that they intended to carry out a complete review of the household recycling centre in order to optimise and expand the re-use and recycling opportunities which could be delivered from the existing site. They had learnt from the consultation that whilst residents were happy with the service, there was clear enthusiasm to expand the recycling facilities. He explained that this work included a review of whether the continued collection of residual and

garden waste supported the Council's priorities. He highlighted that there were environmental and financial considerations as transporting garden waste across town to the HRC was not environmentally friendly, similarly, removal of the garden waste and residual waste skips could allow the site to focus on recycling, re-use and waste reduction. However, they would be reviewing this subject to further consultation.

He explained that they were also reviewing the retention of the residual waste skip as at present, everything residents deposited in to the skip either went to landfill or the incinerator. However, inspections had indicated that a significant amount of this could have been recycled. They were therefore considering whether this should be retained, or they should consider alternatives in order to maximise recycling opportunities that would otherwise be there. In addition, they were also proposing general improvements to the HRC in order to optimise the site layout, provide better signage, enhance internal safety barriers and fencing and replace existing bring banks within existing budgets. He advised that the site would be shut down for a maximum of 2 days to enable these improvements.

He reiterated that they had not made a decision on whether to remove the residual and garden waste at the HRC but wanted to go out to further consultation to gauge resident's opinions. They were also proposing to review and increase the range of recycling materials accepted at the household recycling centre for both re-use and recycling to ensure that the environmental and financial benefits were maximised. From the consultation, it had been clear that residents wanted to do more recycling and this was about improving the range of facilities at the HRC in order to allow them to do so.

With regards to the bring bank sites, he confirmed that they were proposing to remove the bring banks on the Asda – Hatherley Lane, Everest Road, Church Piece – Charlton Kings and High Street Car Park sites as these were less well used and in a poorer condition. He explained that they had to consider the quality of the existing skips and cost of replacing them, there were also health and safety concerns for residents and those servicing the sites that needed to be considered on these 4 sites.

The Leader felt that the suggest approach was a sensible way forward and it was important that they built on the improvements that they had made in 2017 in order to increase recycling provisions. He reiterated that they would be retaining 8 bring bank sites and bringing these up to a more modern standard. He also supported the proposed changes to the recycling centre which would make it more useable and looked forward to the seeing the responses to the consultation.

RESOLVED THAT

- 1. Authority be delegated to the Managing Director, Place and Growth, in consultation with the Cabinet Member, Clean and Green Environment to:**
 - 1.1 Implement improvements to the household recycling centre at Swindon Road to optimise the site layout, provide better signage, enhance internal safety barriers and fencing and replace existing**

bring banks within existing budgets;

- 1.2 Agree a suitable date to close the household recycling centre at Swindon Road for a maximum of 2 days to enable the improvements set out at 1.1 to be completed;**
- 1.3 Subject to further public consultation, review the collection of residual waste and garden waste at the household recycling centre and implement any changes necessary to ensure environmental and financial benefits are maximised;**
- 1.4 Review and increase the range of recycling materials accepted at the household recycling centre for both re-use and recycling ensuring environmental and financial benefits are maximised;**
- 2. Approve the retention of third party bring banks only and the removal of Cheltenham Borough Council provided bring banks on the following sites: Asda – Hatherley Lane, Everest Road, Church Piece – Charlton Kings and High Street Car Park as soon as possible.**

6. BULKY COLLECTIONS SERVICE AND CHARGING

The Cabinet Member Clean and Green Environment introduced the report; he noted that the bulky waste collection was a well-regarded service. The report proposed an increase in charges for 2019/20 to bring the price charged for this service closer to the cost of delivering it. They were proposing an increase in the bulky waste collection charge from £17.50 per unit to £19.50 per and an increase in the bulky waste collection charge from £25.50 for a 5 seat three piece suite to £29.25 with effect from 1 July 2019.

He advised that they would continue to review the cost for low income households and if they were to remove the garden waste at the HRC they would explore the option of introducing the collection of large trees/fence panels. They were also continuing to work on how to promote the service more widely to residents.

The Leader endorsed the recommendations within the report and agreed that the services such as the garden bag collection scheme should be more widely promoted.

RESOLVED THAT

- 1. An increase in the bulky waste collection charge from £17.50 per unit to £19.50 per unit with effect from 1 July 2019 be approved;**
- 2. An increase in the bulky waste collection charge from £25.50 for a 5 seat three piece suite, calculated at 1.5 units, to £29.25 for a 5 seat three piece suite with effect from 1 July 2019 be approved.**

7. IMPLEMENTING AN ARTICLE 4(1) DIRECTION FOR THE ST. PAUL'S WARD

The Cabinet Member Development and Safety introduced the report. He explained that until October 2010 planning permission was required for the change of use of a building including a dwelling-house to a HMO. However, the Town and Country Planning Act (General Permitted Development) Order 2015 permits the conversion of existing homes into HMOs without planning permission and so the council has no control over the number of multiple occupancy homes. Therefore, in order to control the creation of new HMOs in St. Paul's Ward, they were proposing to implement an Article 4 direction.

He highlighted that this was an issue in certain areas of the town, particularly in St Paul's ward and they had a lot of historical data to support this. He advised that 12% of all homes in St. Paul's were HMOs which equates to 1 in 8. He highlighted that these were historically student homes which causes serious disruption to the structure and social environment of an area as there is a high density of people during term times and then the areas are vacant at other times of the year. It also causes issues with increased car usage, refuse collections and schooling problems. He explained that they had to justify the introduction of controls against HMOs by providing sufficient evidence of the problem. St Paul's was subject to an Article 4 Direction because of the detrimental impact on both the environment and social structure.

He reiterated that just because they were enacting an Article 4 direction it did not mean there was a blanket ban on HMOs but meant that a developer would have to apply to the council for planning permission and it was for them to determine if it was appropriate. He confirmed that they were proposing to give 12 months' prior notice of removing the C3 to C4 permitted development right through an Article 4(1) Direction as an immediate Article 4 direction, could allow site owners intending to make use of the existing permitted development rights to claim back compensation from the council. They were also proposing that Cabinet receive a report within 6 months seeking to 'confirm' the Article 4(1) Direction, subject to public consultation responses as whilst they did not anticipate the public opposing the recommendations it would allow those residents who live outside of the designated area to come forward and advocate that additional areas should also be given similar designation. He advised that work in All Saints and St Peter's was ongoing to address similar problems.

The Leader highlighted that All Saints and a number of other areas also experienced similar issues and that St Paul's was effectively a pilot before similar controls could be implemented in other areas. He stressed the importance of measuring the implications elsewhere and seeing whether any further action was required in other areas of the town, particularly in neighbouring wards.

RESOLVED THAT

- 1. The giving of 12 months' prior notice of removing the C3 to C4 permitted development right through an Article 4(1) Direction be approved.**
- 2. Cabinet receives a report within 6 months seeking to 'confirm' the Article 4(1) Direction, subject to public consultation responses.**

8. BRIEFING FROM CABINET MEMBERS

There were none.

9. CABINET MEMBER DECISIONS TAKEN SINCE THE LAST MEETING OF CABINET

Cabinet Member	Decision	Link
Leader	To authorise the Head of Property Services or in his absence the Executive Director - Finance & Assets to take decisions (including key decisions) to purchase dwellings	https://democracy.cheltenham.gov.uk/ieDecisionDetails.aspx?ID=1221
Leader	The Council to enter into a Grant Funding Agreement with Homes England	https://democracy.cheltenham.gov.uk/ieDecisionDetails.aspx?ID=1223
Cabinet Member Development and Safety	Approve the draft revised street trading policy document for formal consultation	https://democracy.cheltenham.gov.uk/ieDecisionDetails.aspx?ID=1222
Cabinet Member Development and Safety	To sign on behalf of CBC the A46 Partnership Statement of Commitment	https://democracy.cheltenham.gov.uk/ieDecisionDetails.aspx?ID=1227

10. SECTION 9 : LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS

11. LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS RESOLVED 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 as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely:

Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)

12. EXEMPT MINUTES

The exempt minutes of the meeting held on 14th May 2019 were approved and signed as a correct record.

Chairman

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Cheltenham Borough Council
Cabinet - 9th July 2019
Housing, Homelessness & Rough Sleeping Strategy 2018-23
Action Plan Update 2019

Accountable member	Councillor Peter Jeffries, Cabinet Member - Housing
Accountable officer	Martin Stacy, Lead Commissioner – Housing Services
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The council's Housing & Homelessness Strategy 2018-23 was approved by Cabinet in July last year. This is a five year strategy that sets out both our vision and the priorities that we will focus on in order to achieve our key outcomes.</p> <p>This strategy is a living document. For this reason we will be updating the action plan annually to reflect the challenges and opportunities that have arisen, and will continue to arise, since the strategy was published. Our updated action plan is at Appendix 2 of this report.</p> <p>In addition, and in view of the increased emphasis on tackling rough sleeping both nationally and locally, we have taken the opportunity to create a clearer delineation within our action plan between our homelessness prevention activities and those activities that focus on reducing rough sleeping. It follows that we also propose to amend the title of our current strategy from 'Housing & Homelessness Strategy' to 'Housing, Homelessness & Rough Sleeping Strategy.'</p>
Recommendations	<p>To agree to the amendment of the title our Housing & Homelessness Strategy to read: 'Housing, Homelessness & Rough Sleeping Strategy 2018-23.'</p> <p>To approve the Housing, Homelessness & Rough Sleeping Strategy Action Plan Update for 2019.</p>
Financial implications	<p>None as a direct result of this report.</p> <p>Contact officer: Martin Burke, martin.burke@publicagroup.uk, 01594 812544</p>

Legal implications	<p>The applicable legislation is the Housing (Homeless Persons) Act 1977, Housing Act 1996 - Homelessness Act 2002. The Homelessness Reduction Act 2017 places a new emphasis on early intervention and the prevention of homelessness. Authorities must now provide structured advice and assistance to everyone who is homeless or threatened with homelessness, not just those who are considered to be vulnerable and in “priority need”. The Council is required to have a strategy in place and ensure that this complies with the relevant legislation.</p> <p>The Council should also have regard to the Equality Act 2010 and the Human Rights Act 1998 when applying their strategy.</p> <p>Contact officer: donna.marks@teWKesbury.gov.uk, 01684272691</p>
HR implications (including learning and organisational development)	<p>None as a direct result of this report</p> <p>Contact officer: Julie.McCarthy@chEltenham.gov.uk, 01242</p>
Key risks	Please see Risk Register – Appendix 1
Corporate and community plan Implications	<p>This action plan update supports the council’s corporate priority: ‘Increasing the supply of housing and investing to build resilient communities’, and the council’s place vision: ‘Cheltenham is a place where people and communities thrive’.</p>
Environmental and climate change implications	<p>None as a direct result of this report</p>
Property/Asset Implications	<p>None as a direct result of this report</p> <p>Contact officer: Dominic Stead@chEltenham.gov.uk</p>

1. Background

- 1.1** The Housing & Homelessness Strategy 2018-23 was approved by Cabinet in July last year. This is a five year strategy that sets out both our vision and the priorities that we will focus on in order to achieve our key outcomes.
- 1.2** This strategy is a living document. For this reason we will be updating the action plan annually to reflect the challenges and opportunities that have arisen, and will continue to emerge, since the strategy was published. Our updated action plan is at Appendix 2 of this report.
- 1.3** Whilst we must look forward, this report also provides us with an opportunity to look back at some of the most notable achievements during the first year of our strategy. These are summarised in section 2 of this report below:

2. Progress against our Housing & Homelessness Strategy Action Plan 2018/23

2.1 Outcome 1 – Increasing the provision of affordable housing.

- 85 new affordable homes were provided during 2018/19; 43 of which were delivered over and above what would have been delivered through market forces alone. (23 new council homes, 10 new homes via YMCA - with the financial support of the council and Homes England grant funding - and a further 10 new affordable homes provided by Heylo, with the help of Homes England grant funding supported by the council.)
- Full Council approved a report in October 2018 supporting in principle a loaning facility of up to £100m for the provision of affordable housing and private rented homes to be let on a long term basis. Alongside this, a number of working groups have been set up to identify potential new supply opportunities and to oversee future delivery via Cheltenham Borough Homes (CBH). We are currently examining new site opportunities.
- Following a successful bid for funding from Homes England, CBH commissioned a project looking at the potential regeneration of homes along Princess Elizabeth Way and surrounding areas. Consultation with residents has helped inform a high-level masterplan of the area, and work is now underway to carry out more detailed financial appraisals and potential phasing of the project.

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

- Nearly 1,000 homes in the private sector in Cheltenham were made safer during 2018/19, and 38 long term vacant homes were brought back into use as a result of direct action by the council's Enforcement Team. The council has also increased council tax charges on long term empty homes in order to encourage owners to bring these properties back into use.
- The county-wide, jointly commissioned Warm & Well scheme advised nearly 300 households in Cheltenham on measures to improve the energy efficiency of their homes; and following 49 home visits, 38 energy efficiency measures were installed across 33 properties, generating annual savings of £10,000.
- CBH are rolling out new replacement windows, doors and boilers (930 homes benefitting from new windows, 873 new doors and approximately 500 new boilers fitted during 2018/19) all of which have contributed to an improved SAP (energy efficiency) rating of our homes compared with the previous year.

2.3 Outcome 3 – Tackling Homelessness

- CBH's Housing Options Service have successfully implemented key changes to the service brought about by the Homelessness Reduction Act, leading to a reduction from 106 households becoming statutorily homeless during 2017/18 to 31 households in 2018/19.

- Following additional grant funding provided by the Ministry of Housing, Communities & Local Government (MHCLG), Cabinet approved the commitment of new homelessness prevention funding into CBH's Housing Options Service, the result of which has contributed to an increase in positive outcomes, through homelessness prevention and relief work, from 145 households during 2017/18 to 230 households during 2018/19.
- A number of additional funding streams have been secured from MHCLG to tackle rough sleeping - much of this success being due to the strong strategic partnerships we have developed across the county. These can be summarised as follows:
 - Cold Weather Funding – used to extend the provision of the newly created winter provision at the YMCA and which contributed towards the provision of 2 additional outreach workers.
 - Rough Sleeper Initiative Funding – used to pilot Somewhere Safe to Stay and Navigator roles. This was used to enhance the winter provision by providing year round emergency short term accommodation for rough sleepers.
 - Rapid Response Funding – used to expand the jointly commissioned county-wide Assertive Outreach Team, whose focus is on helping rough sleepers to access accommodation and support services.
 - Additional funding from the MHCLG to expand the number of entrenched rough sleepers the ActionGlos project is able to support.
- Successful enhancement of the county-wide SWEP (severe weather protocol which triggers the emergency accommodation of rough sleepers) as a result of other districts across the county agreeing to adopt the 'Cheltenham Standard' (which had been piloted in Cheltenham during the previous winter). This means that in addition to very cold spells, SWEP will be triggered when a severe weather warning has been called.
- CBH's Housing Options Service's Benefits and Money Adviser has generated an additional £2m income over 2018/19 as a direct result of her involvement in helping residents with their benefits issues.
- CBH has also introduced a Supporting Successful Tenancies matrix of indicators, which has been used to provide greater understanding of the support needs of our tenants so that help can be targeted to those who most need it, thereby helping to maintain their tenancies and prevent homelessness.

2.4 Outcome 4 – Improving the health and wellbeing of our communities

- CBH have continued to tackle antisocial behaviour (ASB) successfully, with 117 new cases recorded during 2018/19, all of which were resolved with 100% satisfaction and without the need for evictions. Preventative work has also been underway through CBH's Alternative Provision Project (APP), which has been relaunched as 'Thrive' – a 16 month programme that has seen 6 students at risk of exclusion from local schools attend weekly sessions with various CBH teams and partner agencies looking at the repercussions of ASB, impacts of knife crime, money and budgeting skills, with the aim of keeping young people in mainstream education.
- CBH have developed and launched a suite of two year Community Investment Plans across the borough to support social sustainability and community cohesion; the outcomes of which will be followed as part of our ongoing review of this housing strategy.
- To support tenants back into work, CBH's Employment Initiatives Service has enabled 225 people to access training locally, and a target has been set to enable 5 people into paid

employment each month – 60 per year. This is supported through work clubs and workshops, looking at a range of issues that promote employability.

- The council's Lifeline Alarm service has carried out nearly 200 new installations over the last 12 months, with a further 78 key safes being fitted to allow for ease of access to both care and emergency services. In addition, a fast-track installation service has been introduced for patients who want to return home but who do not have access to carers or family members; and a new 'vibby falls detector' has also been introduced, which automatically activates the alarm if the customers trips, falls or faints.
- Finally, the council has continued to work collaboratively with our partners across the county in order to develop greater consistency in the delivery of disabled facilities grant services. In fact, 75 major DFG adaptations were delivered this year, enabling disabled or frail people to remain in their homes.

3. Next steps for the year ahead

3.1 Appendix 2 of this report provides a detailed breakdown of the range of activities that will be undertaken during 2019/20 and beyond in order to support our strategy. As detailed in our strategy, our outcomes will continue to be focused on the following areas:

- Increasing the supply of affordable housing (as well as providing private rented homes that will be let on a long-term basis);
- Making best use of our existing accommodation and improving our neighbourhoods;
- Tackling homelessness (including rough sleeping); and
- Improving the health and wellbeing of our communities

3.2 It is also worth noting that in view of the increased emphasis on tackling rough sleeping both nationally and locally, we have taken the opportunity to create a clearer delineation within our action plan between our homelessness prevention activities and those activities that focus on reducing rough sleeping.

4. Reasons for recommendations

4.1 It is important that our strategy remains a living document. Issues around housing, both nationally and locally, will continue to evolve; and so the activities that support our outcomes need to be responsive and flexible to meet new challenges and embrace emerging opportunities as they arise. To illustrate the pace of change in the housing world, the last 12 months has seen the following key decisions being taken at the national level:

- Removal of the Housing Revenue Account (HRA) debt cap, meaning that councils are now able to borrow more against the HRA to deliver more affordable housing, through the application of prudential borrowing criteria.
- Government decision to allow councils (and Registered Providers) to increase rents on affordable homes to CPI +1% post 2020 for the following 5 years. This reverses the four year period of austerity (2016-20) which have seen rents (and therefore revenues) reduce by 1% per year.
- Abolition of the previously proposed housing cost restrictions for 18-21 year olds.
- Decision to maintain the use of Housing Benefit for supported housing (management costs) rather than diverting this funding to a separate pot. This now provides greater certainty and overcomes concerns about the future financing of these schemes.

- The release of a Right to Buy receipts consultation paper, which shows the government is listening to the concerns local authorities have been raising regarding the restrictions over how these receipts can be used for the delivery of new affordable housing.
- The government's newly created Rough Sleeper Housing Strategy and its aim to halve rough sleeping by 2022 and to eliminate it by 2027. As a result, opportunities have arisen during 2019 to bid for new funding to tackle rough sleeping locally. Cheltenham has been hugely successful in these bidding rounds, thanks to the strong strategic partnership working that cuts across all the districts throughout the county, including our partners in Health and the Police and Crime Commission.
- The government's release of the social housing green paper: a consultation paper on the review of housing standards in the social housing sector, including the review of the regulatory framework around customer standards.
- The government's announcement that it does not intend to force fixed term tenancies on local authority tenants – thereby aligning this to our own Tenancy Strategy which supports the provision of tenancies for life.
- The government's withdrawal of its previous intention to implement a 'high value levy' on local authorities that own council homes. The proposed levy had given councils significant concerns about its potential impact in terms of our ability to invest in our housing stock, provide services to the community and deliver new affordable homes.
- The introduction of the new Homelessness Reduction Act, which has had a significant impact in the way Housing Options Services assist those who are homeless, with greater emphasis on assisting all households who are presenting as homeless as a result of a new homelessness prevention duty. This has been coupled with a significant increase in homelessness prevention funding for the council.
- More generous grant funding conditions to support the delivery of affordable housing on non s.106 sites, with a particular focus on supporting the provision of social rented homes in areas such as Cheltenham where there are high unaffordability issues. A challenge remains for the council in that it is not possible to use our right to buy receipts in combination with grant funding; however we will explore the use of both options, taking decisions based on what makes best sense on a particular scheme.

4.2 It is clear that the world of housing is complex – a decision taken in one area can have adverse consequences in another. As such national policy will continue to evolve. What's more, significant challenges continue to be present. The decisions taken by the government over the last 12 months have, however, created relatively more benign conditions locally; it is now incumbent upon us to capitalise on these opportunities while they remain.

5. Alternative options considered

5.1 To not update the Housing & Homelessness Strategy 2018-23 action plan. It is proposed that this option is rejected for the reasons given above. Our action plan needs to be responsive to changes nationally and locally, and as illustrated above, housing is a fast-changing world.

6. How this initiative contributes to the corporate plan

6.1 The council recognises the importance of increasing the supply of housing and the need to build strong, resilient communities – indeed it is one of our top 5 priorities within our corporate plan. Our updated housing strategy action plan clearly supports this priority.

7. Consultation and feedback

7.1 This action plan has been updated in collaboration with key officers within the council, Cheltenham Borough Homes and our partners. It has also been circulated for feedback to a range

of organisations within our Housing & Support Forum, and updated accordingly.

8. Performance management –monitoring and review

- 8.1 Progress against the Housing, Homelessness & Rough Sleeping Strategy Action Plan will be reviewed and updated annually and brought to Cabinet for approval.

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 & Rough Sleeping Strategy Action Plan Update 2019
Background information	

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If the council does not regularly monitor progress against the activities and outcomes identified within the Housing, Homelessness & Rough Sleeping Strategy 2018-23, then the effectiveness of the strategy will be unclear, and the opportunity to review activities in light of any emerging issues could be missed.	Martin Stacy	6.6.19	3	4	12	Reduce	Ongoing annual review and monitoring of the Housing, Homelessness & Rough Sleeping Strategy, as approved by Cabinet.	9.7.19	Martin Stacy	
Explanatory notes Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) Control - Either: Reduce / Accept / Transfer to 3rd party / Close											

e it is impacting on



Housing, Homelessness & Rough Sleeping Strategy 2018-23



Action Plan Update 2019

Outcome 1: Increasing the provision of affordable housing

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD/ PARTNERSHIPS
We will use the newly created housing supply working groups to oversee progress towards identifying sites and evaluating their suitability for acquisition and the delivery of affordable housing and private rented (PRS) accommodation	<p>Pipeline of potential acquisitions land led schemes identified</p> <p>Target 25-50 Private Rented Homes delivered by end of year 1</p> <p>Delivery target of minimum 19 affordable homes of which a minimum of 10 will be 'additionality' (i.e. homes delivered over and above market forces alone)</p> <p>Delivery target of minimum 100 affordable homes, of which a minimum 70 will be 'additionality'.</p>	<p>Summer 2019 (and continuous review)</p> <p>Summer 2020</p> <p>2019/20</p> <p>2020/21</p>	<p>Lead Commissioner – Housing Services and Cheltenham Borough Homes via the following partnership arrangements:</p> <p>Cabinet Member Working Group Strategic Housing Delivery Group Housing Supply Review Group Operational Working Group</p>
We will identify use of commuted sums and Homes England grant funding to enable delivery of affordable homes that might otherwise be unviable.	Identification of land and property that would not be viable for the delivery of affordable homes without the injection of commuted sums	Summer 2019 (and continuous review)	<p>Lead Commissioner – Housing Services</p> <p>Cheltenham Borough Homes</p> <p>Other Registered Providers</p>
We will oversee the financial model testing for the provision of PRS accommodation via Cheltenham Borough Homes prior to any loan approvals	Financial modelling agreed	Summer 2019	<p>Lead Commissioner – Housing Services</p> <p>Cheltenham Borough Homes</p>
We will ensure that appropriate	Cabinet Approval of any changes to	Autumn 2019	Lead Commissioner – Housing

governance arrangements are in place to enable delivery	CBC-CBH Management Agreement and Articles of Association		Services Cheltenham Borough Homes
We will actively monitor development and show how CBC is delivering against housing requirement targets.	Via annual housing monitoring report	Winter 2020	Planning Policy
We will undertake a new Joint Core Strategy Housing Review	Pre- Submission Plan consultation Submission to the Secretary of State Examination Adoption	Summer 2020 Autumn 2020 Winter 2020/21 Winter 2021	Planning Policy Tewkesbury Borough Council Gloucester City Council
Member training and engagement activities identified which will be carried out on an annual basis	Timetable agreed Delivery of activities	Summer 2019 Spring 2020	Development Management
We will keep under review the Leader's Allocations of Executive Functions to ensure it provides sufficient agility to enable the acquisition of homes for affordable housing purposes; we will also consider developing a buy-back policy if greater strategic focus is required for the acquisition of homes previously lost through right to buy.	Review	Winter/Spring 2019/2020	Lead Commissioner – Housing Services Property Services Cheltenham Borough Homes
We will ensure we have an up to	Commissioned Local Housing Needs	Winter 2019	Housing Strategy & Enabling

date understanding of housing needs across the Borough, including the needs of older and/or frail people to help inform future planning policy	Assessment Housing with Care Strategy	Summer 2019	Planning Policy Other district authorities Gloucestershire County Council/NHS
We will increase transparency for developers regarding our expectations over the delivery of affordable homes, thereby speeding up the negotiation process on 106 agreements	Supplementary Planning Document	2021-22	Affordable Housing Partnership (CBC lead)
We will explore opportunities for increasing provision of student accommodation to meet the anticipated growth in population	Policy position captured; now awaiting adoption of Cheltenham Plan	Spring 2020	Planning Policy

Outcome 2- Making best use of housing and improving our neighbourhoods

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	Completion of All Saints ward Commencement on St Peter's Ward	Summer 2019	Enforcement Manager
We will seek to implement an Article 4 direction in the St Pauls Ward regarding HMOs	Public consultation Adoption	Summer 2019 Summer 2020	Planning Policy
We will reduce the number of homes with Category 1 Health Safety Hazards by identifying properties	We will aim to increase the safety of more than 900 homes during 2019/20	Spring 2020	Enforcement Manager

and ensure appropriate action is taken			
We will improve standards in the private rented sector through the council's accreditation scheme 'Fit for rent'	The Enforcement team will continue to make accreditation inspections on request in 2019/2020. The charge for inspection will be kept at £300 for 2019/2020.	Ongoing	Enforcement Manager
We will reduce the number of empty homes in the Borough	<p>We will proceed with negotiations to purchase vacant properties by identifying and formally agreeing the negotiation procedures and formalising funding arrangements, including potential acquisition via the HRA and use of commuted sums</p> <p>Options for use of Compulsory Purchase Orders (CPOs) will continue to be explored on bringing the most difficult properties back into use</p> <p>We will aim to bring 35-40 empty homes back into use during 2019/20</p>	<p>2019/20</p> <p>Spring 2020</p>	Enforcement Manager
We will regularly monitor and review performance of the jointly commissioned Warm & Well scheme	Aim for c.40 energy efficiency measures to be implemented, with potential savings estimated to be c.£10,000 to those households benefiting	Spring 2020	Enforcement Manager
We will install new more thermally efficient windows and doors throughout all of our council homes	<p>Completion of door renewal programme</p> <p>Completion of window replacement programme</p>	<p>Spring 2020</p> <p>Spring 2021</p>	Cheltenham Borough Homes – Head of Technical & Investment Services
We will improve the energy	c. 1000 remaining homes to have	Spring 2021	Cheltenham Borough Homes – Head

performance of our council homes	boilers replaced over the following 2 years		of Technical & Investment Services
	We will implement the Cornish property improvement plan (Midwinter and Elmfield Avenue)	Autumn 2020	
	We will provide individual support to tenants in relation to their energy usage, bills and savings where they are referred by their Tenancy Management Officer or the Benefits and Money Advisor to ensure that their properties are effectively insulated	Ongoing	
	We will review the communal heating systems in some of our sheltered housing schemes, with a view to improving their reliability and efficiency.	Spring 2020	
	Average SAP rating target to increase to 72.2	Spring 2020	
	All homes will have a minimum SAP rating of 60	Spring 2020	
We will implement an Asset Management modelling toolkit to understand the Net Present Value of our council homes, to enable the council to make more informed decisions about future investment	Re-testing following install new QL Housing Management system	Spring/Summer 2020	Cheltenham Borough Homes – Head of Technical & Investment Services

options of our council homes.			
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	Identified as part of Capital Investment Programme % of dwellings deemed non-decent target: 0.35%	Ongoing Spring 2020	Cheltenham Borough Homes – Head of Technical & Investment Services
We will undertake a commissioning review to help inform future investment decisions regarding our sheltered housing dwellings	Options appraisal of the poorest performing two or three sheltered schemes Options for the warden call replacement will be consulted on and a decision made. Implement a programme for the upgrade of communal finishes on remaining schemes.	Spring 2020 Spring 2020 Spring 2020	Cheltenham Borough Homes – Head of Technical & Investment Services
We will review our Help to Move Scheme to incentivise downsizing	Review of outcomes of pilot in September 2019 with possible extension of pilot to January 2020, supported by a further review	Autumn/Winter 2019/20	Cheltenham Borough Homes – Head of Housing Services

Outcome 3A - Tackling Homelessness

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD/ PARTNERSHIPS
We will work with CBH's Housing Options Team to ensure new funding opportunities are directed into initiatives that are effective and	Review of outcomes against existing funding commitments Cabinet approval of new funding	Autumn 2019 Winter 2020	Lead Commissioner – Housing Services CBH - Housing Options Team

deliver value for money	<p>arrangements</p> <p>48 homelessness acceptances 275 positive homelessness prevention and reliefs</p> <p>23 households in Temporary Accommodation (of which no more than 5 will be in B&B).</p>	<p>2019/20</p> <p>2019/20 31st March 2020</p>	
We will work in partnership with other districts to aid the delivery of new services to support homeless households accessing PRS accommodation (subject to relevant funding bid requirements being met)	Partnership Agreement in place	Summer 2019	<p>Housing Strategy & Enabling</p> <p>District Authorities across Gloucestershire</p>
We will review the Homeseeker Plus Choice Based Lettings Allocations Scheme	Consultation with stakeholders Cabinet approval of changes to policy	<p>Summer 2019</p> <p>Autumn 2019</p>	<p>Lead Commissioner – Housing Services/Housing Strategy & Enabling</p> <p>CBH - Housing Options Team</p> <p>Other district authorities across Gloucestershire</p>
We will work with CBH Housing Options and low-level accommodation based support providers to ensure the implementation of fair and effective pathways to independent living.	Review of working practices against agreed KPIs	Autumn 2019 and Spring 2020	<p>Lead Commissioner – Housing Services/Housing Strategy & Enabling</p> <p>Accommodation Based Support Providers</p>

			CBH – Housing Options Team
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 term of 3 year grant (2018-21)	Housing Strategy & Enabling
We will work collaboratively with our partners in the recommissioning of Accommodation Based Support services	Services recommissioned	Spring 2020	Housing Strategy & Enabling Gloucestershire County Council District Authorities
We will tackle debt and benefit issues and support financial and digital inclusion, and the provision of independent housing rights advice	We will monitor, review and consider future delivery options for debt, benefits and housing rights advice	Autumn 2019	Lead Commissioner – Housing Services
We will seek to ensure agencies comply with the new Duty to Refer requirements	Review via the quarterly Housing & Support Forum meetings	2019/20	Housing Strategy & Enabling CBH – Housing Options Team Members of Housing Support Forum
We will ensure that we make best use of Discretionary Housing Payments to support households who are in a short term crisis	Review outcomes from new protocol arrangements agreed between CBH – Housing Options Team and CBC – Revenue Benefits Team Ongoing awareness raising and sharing of outcomes/expenditure to date via Housing Support & Forum	Quarterly performance meetings Quarterly partnership meetings	Housing Strategy & Enabling CBH – Housing Options Team CBC – Revenue Benefits Team
In the event of our MHCLG allocated DHP funding running out, we will apply for the MHCLG for approval to allocate funding from the council's	Regular review of spend against budget	Ongoing	s.151 officer/ Head of Revenues and Benefits Housing Strategy & Enabling

Housing Revenue Account to top up Discretionary Housing Payments for our council tenants			Cheltenham Borough Homes
We will develop alternative accommodation options for care leavers and ensure consistency for care leavers across the six districts	We will review the Southwark Protocol (joint working arrangements between the county and district councils for homeless 16-17 year olds	Autumn 2019	CBH – Housing Options Team District Authorities Gloucestershire County Council
We will work towards complying with the Chartered Institute of Housing's 'Making a Stand' initiative to support victims of domestic abuse	Key initiatives implemented, as part of the pledge	Autumn 2019	CBH – Community Services
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 of existing pathways	2020-21	CBH – Housing Option Team
We will build positive relations with quality care mental health services to support a joined-up approach to safeguarding.		Spring 2020	CBH – Community Services
Cheltenham Housing Aid Centre will actively seek funding to ensure their Doorway Project (which offers specialist housing advice to vulnerable people suffering with substance and/or alcohol abuse) can continue	Funding opportunities identified	Spring 2020	CHAC

Outcome 3B – Tackling Rough Sleeping

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD/ PARTNERSHIPS
<p>We will work collaboratively with partners to ensure recently awarded funding opportunities are implemented effectively across the borough, by reviewing outcomes. This includes the rolling out of additional funding for:</p> <p>Somewhere safe to stay and navigator funding (Safe places to bring people off the streets and undertake assessments to connect to correct housing options/support services for those with complex needs/co-existing conditions)</p> <p>Assertive Outreach services to support rough sleepers into accommodation</p> <p>ActionGlos – supporting entrenched rough sleepers to live independently and into training, education or employment</p>	<p>Monthly partnership meetings Quarterly reviews</p> <p>Rough sleeper estimate/count: 5 or under</p> <p>Regular reviews of outcomes</p>	<p>2019/20</p> <p>Autumn 2019</p> <p>Ongoing to summer 2021</p>	<p>Housing Strategy & Enabling</p> <p>District Authorities and County Council</p> <p>Clinical Commissioning Group/health</p> <p>Police and Crime Commission</p> <p>CHIG and CHIG + county-wide partnerships</p> <p>P3 Pivotal Homelessness Coordinator Housing Strategy & Enabling</p>
<p>We will seek to ensure future funding opportunities are actively sourced.</p>	<p>As opportunities arise these will be picked up via monthly partnership meetings</p>	<p>2019/20</p>	<p>Housing Strategy & Enabling</p> <p>District Authorities and County Council</p> <p>Clinical Commissioning Group/health</p>

			Police and Crime Commission
We will review outcomes from last winter's SWEP (severe weather protocol) and agree any necessary adjustments ahead of 2019/20 winter	Approach to winter 2019/20 SWEP agreed	Summer 2019	Housing Strategy & Enabling District Authorities
We will support the Assertive Outreach Team in coordinating an annual count or estimate of the number of people rough sleeping throughout Cheltenham	Mechanism agreed with partners on this year's street count	Autumn 2019	Housing Strategy & Enabling District authorities P3

Outcome 4 – Improving the health and wellbeing of our communities

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD (in bold) / PARTNERSHIPS
We will ensure that future communities established on the strategic urban extensions are cohesive and sustainable.	Review and new evaluation of Preferred Registered Provider arrangements Local Lettings Plan agreed	Autumn 2020 Spring 2020	Lead Commissioner – Housing Services Tewkesbury & Gloucester District Authorities Preferred Registered Providers
We will review viability options for the potential regeneration of homes in the west of Cheltenham	More detailed financial appraisals	Spring 2020	Lead Commissioner – Housing Services Cheltenham Borough Homes

We will review existing lettings plans to ensure that an appropriate balance is being achieved between meeting housing need and ensuring communities are cohesive and sustainable	Lettings Plans reviewed	Winter 2019	Housing Strategy & Enabling CBH – Community Services
We will support the implementation of ‘Welcome to the Future – A local model for building socially sustainable communities’ as a model for social sustainability	We will explore how we can incorporate this model within a future Supplementary Planning Document	2020/21	Housing Strategy & Enabling Planning Policy
We will, through our emerging growth plan, identify ways we can support skills and training across the borough	Creation of a Growth Board for Cheltenham and its development of a Business Plan	2019/20	Director of Planning
We will implement a suite of initiatives for our tenants to: - reduce social isolation and improve overall health & wellbeing, - improve access into education, training and employment, - ensure residents feel safe in their community, and - ensure tenants are involved and engaged both in CBH and in the community	6 monthly Community Investment Impact reports	2019 - 2021	CBH – Community Services
We will promote awareness and take up of the council’s Lifeline Alarm Service	Range of promotion initiatives implemented throughout the year Introduction of an internet based application process	2019/20	Enforcement Manager
We will promote the awareness and uptake of assistive technology to	Implementation of the Vibby falls detector	2019/20	Enforcement Manager

help improve the wellbeing, safety and independence of residents in Cheltenham	Pilot and review outcomes of GPS tracking pendants	2019/20	
We will work with key partners on a developing a range of initiatives that supports independent living	<p>Evaluation of outcomes from the Hospital Discharge Support post</p> <p>We will launch a project to look at supporting people with hoarding issues within CBC properties</p> <p>We will explore the potential for Health Impact Assessment Toolkit to be introduced to assist developers in their plans for delivering homes on large sites</p> <p>We will review outcomes of the recently launched Home sharing scheme, where an older person can share their house with a young person in return for 10 hours of support a week.</p> <p>We will undertake research to identify new ways by which active communities can be developed which support people to live independently in line with the Gloucestershire Integrated Care System Aim – i.e. to support people to stay healthy and independent and develop active communities that promote prevention/ self-care.</p>	<p>Winter 2019</p> <p>Winter/Spring 2020</p> <p>2020</p>	<p>Gloucestershire County Council/health</p> <p>Gloucestershire County Council/health CBH – Community Services</p> <p>Gloucestershire County Council/health District Authorities Lead Commissioner – Housing Services Planning Policy</p> <p>Gloucestershire county council/health District Authorities</p> <p>Gloucestershire county council/health District Authorities</p>

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	The DFG Forum will continue to develop a Hub and Spoke approach to bring the 6 districts together	2019/20	District Authorities Gloucestershire county council/health

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Cheltenham Borough Council

Cabinet - 9th July 2019

Housing Revenue Account - New Build - Monkscroft Villas Site

Accountable member	Councillor Peter Jeffries, Cabinet Member Housing
Accountable officer	Martin Stacy, Lead Commissioner – Housing Services
Ward(s) affected	Hesters Way
Key Decision	Yes
Executive summary	<p>In January 2019 Cabinet resolved that the Authority seek bids from contractors to build new homes on the redevelopment of the Monkscroft Villas site, Princess Elizabeth Way, Cheltenham. Following a recent procurement exercise, this report seeks approval from Cabinet to enter into a JCT Design and Build Contract with E G Carter and Co Ltd with Total Scheme Costs not to exceed £4,235,000. The scheme to provide 27 new homes was unanimously approved at Planning Committee in May 2019.</p> <p>The site is of key strategic importance given its positioning on Princess Elizabeth Way, a key arterial route into Cheltenham. The intention is that the scheme will provide not only high quality living accommodation for the new residents, but also serve to act as a catalyst for further improvements in the area, creating a key gateway into the Town.</p> <p>The overall budget for the scheme was approved in the HRA Budget report approved by Cabinet on 12th February 2019 and Council on 18th February 2019.</p>
Recommendations	<p>Cabinet is recommended to:-</p> <ol style="list-style-type: none"> 1. Accept the tender received from E G Carter and Co Ltd and enter into a JCT Design and Build Contract for the construction of 27 new dwellings with Total Scheme Costs not to exceed £4,235,000. 2. Delegate authority to the Executive Director of Finance & Assets, in consultation with the Borough Solicitor to: <ol style="list-style-type: none"> 2.1 Conclude the JCT Design and Build contract with E G Carter and Co Ltd. 2.2 Take all necessary steps and undertake all necessary procedures, including entering into any legal arrangements or other documentation as may be required to implement or facilitate the development, including entering into a Grant Agreement with Homes England for the affordable housing dwellings. 2.3 Agree, in consultation with Cabinet Member - Housing the

precise tenure of the affordable housing dwellings once the position about Homes England grant funding is confirmed, including shared ownership.

2.4 Approve the disposal on a shared ownership basis of any dwellings designated as such under recommendation 2.3 and to agree the terms of such disposals.

3. Authorise the authority to charge Affordable Rents on the rented dwellings at 80% of market rents and allocate any remaining properties for shared ownership to be available at a minimum initial equity share of 40%.

Financial implications	<p>As outlined in the report and exempt appendices 3 and 4.</p> <p>The development of an HRA new build programme will require an ongoing review of resource availability to ensure the most effective and timely use of each funding stream. The choice of funding streams is delegated to the Section 151 Officer.</p> <p>Contact officer: Paul Jones, Executive Director – Finance & Assets</p> <p>Paul.jones@cheltenham.gov.uk</p> <p>01242 265154</p>
Legal implications	<p>The Authority has the power under Section 9 of the Housing Act 1985 to build new housing accommodation on land it owns for that purpose. Land in the area which was comprised of public open space was approved for appropriation to housing purposes by Cabinet on 10th July 2018. The formal appropriation will need to have occurred before works commence on site.</p> <p>As the Authority owns the land on which the dwellings are to be constructed, it will be the Authority entering into the contracts. CBH will monitor the contract and the progress of the build on the Authority's behalf with assistance from Employer's Agents engaged by the Authority.</p> <p>The Authority is considering disposing of dwellings in the new development by way of shared ownership leases. Under Section 32 of the Housing Act 1985 the Authority may only dispose of land held for housing purposes with the consent of the Secretary of State. The Secretary of State has issued general consents and under consent A3.3.1, the Authority is permitted to dispose of dwellings by way of shared ownership leases to a person who intends to use it as their only or principal home.</p> <p>Contact officer: Donna Ruck, Solicitor</p> <p>Donna.ruck@teWKesbury.gov.uk</p> <p>01684 272696</p>

HR implications (including learning and organisational development)	There are no direct HR implications arising from this report.
Key risks	Please see risk assessment at Appendix 1 of this report.
Corporate and community plan Implications	By increasing the provision of new affordable housing we will be supporting our key strategic priority, which is to increase the supply of housing and to invest in building resilient communities. This also supports our place vision, which is for Cheltenham to be a place where people and communities thrive.
Environmental and climate change implications	<p>The redevelopment of the site will improve the area as it currently consists of 3 vacant properties and a former CBC grounds maintenance storage compound.</p> <p>A full environmental survey and impact assessment has been undertaken and as a result environmental considerations have been incorporated into the new schemes design.</p> <p>The quality of the proposed housing will have an impact on climate change. The intention is that Solar Photovoltaic panels will be installed to the roof area of the flats to serve the landlords supply with a battery back up to be employed to store additional energy generated for future use.</p>
Property/Asset Implications	<p>The redevelopment of the site will bring back into use current underutilised land, maximising the Council's assets and add to the affordable housing stock.</p> <p>The potential party wall awards have been built into the Total Scheme Costs.</p> <p>Contact officer: Paul Jones, Executive Director – Finance & Assets</p> <p>Paul.jones@cheltenham.gov.uk</p> <p>01242 265154</p>

1. Background

- 1.1** In January 2019, Cabinet was provided with an update on the pipeline development programme for new build housing which included the proposal to redevelop the site at 1-3 Monkscroft Villas.
- 1.2** The redevelopment of the site at Monkscroft Villas resulted from working with the council officers via the joint CBC/CBH Operational Working Group (OWG) to undertake a comprehensive survey of all CBC owned assets which considered their current use in relation to redevelopment potential.
- 1.3** CBH continues to progress a number of other sites on behalf of CBC which includes the redevelopment of six further garage sites and the construction of 8 x 2 bedroom houses on a site acquired on Pennine Road (Holy Name Hall). Work is also underway to bring about the potential acquisition of a number of other sites, which will help bring about a step change in housing delivery over the coming years.

2. Scheme Details

- 2.1** As noted in the Cabinet report dated 22nd January 2019, the site comprises three redundant houses that were suffering from subsidence. The tenants have now been adequately rehoused and the site pursued as a redevelopment opportunity.
- 2.2** The objectives of the project are to make best use of Council assets, deliver much needed affordable housing and promote sustainable, mixed communities. In addition, due to its key strategic positioning on Princess Elizabeth Way, the intention is for this to be a flagship scheme that will provide not only a fantastic living environment for the new residents, but one that also strives to be the catalyst for further improvements in the area including the proposed urban extension to the West of the Town.
- 2.3** Planning consent was unanimously secured from Planning Committee on 28th May 2019 for the provision of 27 new homes comprising 25 x flats and 2 x houses, with associated landscaping improvements and parking.
- 2.4** Initial discussions have been held with Homes England to secure grant funding to support the delivery of the scheme. Now that the scheme has secured planning consent, and subject to final approval being secured from Cabinet to proceed, a formal bid for grant funding will be made to Homes England. In the event that any shared ownership properties proposed for the scheme (we are currently proposing 2 houses and 3 flats) do not sell within a 6 months period post completion, the intention would be for these to revert to being available for rent.

3. Reasons for recommendations

- 3.1** Cabinet are asked that following a compliant competitive tendering process they confirm their support for the proposed development and approve the decision to enter into a Design and Build contract with E G Carter and Co Ltd with Total Scheme Costs not to exceed £4,235,000.
- 3.1** One of the 3 key priorities in CBC's approved 30 year HRA business plan is to build new affordable homes in the Cheltenham area. Increasing the supply of housing is also a key priority within the council's corporate strategy, and this is also reflected in CBC's Housing & Homelessness Strategy. This development proposal is therefore important in meeting these priorities.
- 3.2** The benefits of proceeding with this development include:
- it will help to support current housing need;
 - it ensures the redevelopment of underutilised land within the HRA;
 - it provides 27 new high quality homes; and
 - it will further strengthen the HRA through a return on investment over 40 years.
(It should be noted that the present value contribution may change depending on the final

funding structure.)

4. **Alternative options considered**

- 4.1 The scheme, as proposed, maximises the amount of affordable housing the site could accommodate given planning restrictions and provides a good mix of accommodation and of tenure types leading to a sustainable community.
- 4.2 A scheme with reduced density would reduce the number of new homes that could be provided as well as reducing the potential for longer term income generation.

5. **Consultation and feedback**

- 5.1 These proposals have been developed through consultation with key stakeholders including CBH and CBC officers, local residents, Ward Councillors and formal pre-application planning advice prior to full planning consultation and subsequent approval.
- 5.2 The scheme was presented to Cheltenham Civic Society prior to the submission of the planning application, with a representative noting the scheme “really captured everyone’s imagination not just architecturally but with its flexible and future proofing layouts, mixed tenure, environmental provisions and pragmatic approaches, such as boundary treatments”.
- 5.3 Prior to the commencement of construction works, all affected residents will be written to and a further drop in information session will be arranged, to include meeting the contractor to give local residents and stakeholders the chance to meet the project team and ask any questions they may have.

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

- 6.1 A new governance arrangement has recently been established to oversee and monitor new build schemes. This comprises a joint CBC/ CBH Strategic Housing Delivery Group (SHDG), OWG and Cabinet Member Working Group (CMWG). These forums will oversee the delivery of the project, alongside the other development opportunities that materialise as part of the current pipeline of work.
- 6.2 The performance of the contractor will be monitored informally each week at regular site visits and formally each month at the monthly site meetings to ensure compliance with the contractual obligations of the JCT Design and Build contract.
- 6.3 Close financial monitoring of the scheme will continue with costs monitored on a monthly basis to ensure budgets are not exceeded. Should any issues be encountered these will be discussed to ensure appropriate action and mitigation measures are agreed.

Report author	<p>Contact officer:</p> <p>Alison Salter, CBH Development Manager Alison.Salter@cbh.org</p> <p>01242 387512</p> <p>Martin Stacy, CBC Lead Commissioner – Housing Services</p> <p>Martin.stacy@cheltenham.gov.uk</p> <p>01242 264171</p>
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Appendices	<ol style="list-style-type: none">1. Risk Assessment2. Site Location Plan3. Report on Tender from Baily Garner (confidential)4. Financial Assessment (confidential)
Background information	<ol style="list-style-type: none">1. HRA New build – approved by Cabinet 22nd January 2019.

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 subsidence is replicated on the new development that occurred on existing properties, then the new properties could become uninhabitable	Martin Stacy	Aug 2018	5	1	5	Accept	Robust detailed Site investigation has been undertaken and adequate sub-structure works (foundations) to be constructed.	May 2019	Alison Salter (CBH)	
2	If the scheme is subject to a Judicial Review or challenge (either planning or procurement) this may threaten the deliverability of the scheme.	Martin Stacy	May 2019	5	1	5	Accept	Work with procurement colleagues to ensure timely notices are issued to tendering contractors with feedback. Wait until the statutory timescales have lapsed.	May 2019	Alison Salter (CBH)	
3	If Homes England funding is not secured to support the delivery of the 27 x homes, then alternative funding sources will need to be built into the budget.	Paul Jones	May 2019	3	1	3	Reduce	Continue dialogue with Homes England to have certainty that funding will be secured. Submit a bid for grant funding once Cabinet approval has been granted.	August 2019	Alison Salter (CBH) Martin Stacy (CBC)	
4	If the contractor and/or its sub-contractors become insolvent or otherwise cease to trade, then this will adversely impact on the delivery of the programme	Martin Stacy	July 2018	3	3	9	Reduce	Effective contract management; inclusion of retention monies in contract; include Liquidated and Ascertained damages within the contract in the case of delays to the programme; ongoing dialogue with the contractor to	Ongoing	Alison Salter (CBH)	

								monitor labour and resources.			
5	If the logistics of the site (restricted access into the site and limited capacity on site) are not adequately dealt with, then this will pose issues for construction traffic and have an adverse impact on construction and adjoining residents.	Martin Stacy	July 2018	3	4	12	Transfer to 3 rd party	Contractor was issued with site details at tender stage and visited the site. The Contractor is to issue a pre-construction health and safety plan prior to commencing works which will address their approach to the site access constraints.	From August 2019	Alison Salter (CBH)	
6	If the cost of services connections is in excess of the provisional sums allowed, then this may exceed provisional contingencies.	Martin Stacy	July 2018	3	3	9	Transfer to 3 rd party	Include a contingency to account for additional costs associated with services connections.	From August 2019	Alison Salter (CBH)	
7	If issues with the timing as to when the services are connected are encountered, then this could lead to a delay to the programme.	Martin Stacy	July 2018	3	3	9	Transfer to 3 rd party	Engage with the contractor following approval to enter into contract to enable critical pre construction work to commence and services applications.	From August 2019	Alison Salter (CBH)	
8	If the grant funded dwellings aren't complete by the longstop date of March 2021, the Homes England funding will not be secured with financial implications and reputational damage which may affect CBH's ability to secure future HE grant.	Martin Stacy	May 2019	3	1	3	Reduce	Work with the appointed contractor to manage the construction programme. Ensure ongoing dialogue with Homes England to provide updates on the programme.	Ongoing	Alison Salter (CBH)	

Explanatory notes

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

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

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

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

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Areas in red outline
the scheme

Bell mouth junction upgrade subject to highway engineers detail.



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Cheltenham Borough Council Cabinet – 9th July 2019 Climate Emergency

Accountable members	<p>Cllr Alex Hegenbarth, Cabinet Member with responsibility for Corporate Services</p> <p>Cllr Chris Coleman, Cabinet Member with responsibility for Clean & Green Environment</p>
Accountable officers	<p>Darren Knight, Executive Director for People & Change</p> <p>Mike Redman, Director for Environmental Services</p>
Ward(s) affected	All
Key/Significant Decision	No
Executive summary	<p>On the 18th February 2019, there was a unanimous Council motion, which called on the Cabinet to declare a climate emergency.</p> <p>This purpose of this report is for the Cabinet to consider this motion and to officially declare a climate emergency.</p>
Recommendations	The Cabinet considers the motion and declares a climate emergency.

Financial implications	<p>Whilst there are no direct financial implications of the proposed decision, the finance team will work closely with the lead director to identify the costs of any associated activities or actions to feed into a future funding request.</p> <p>Contact officer: philip.alway@publicagroup.uk, 01285 623305</p>
Legal implications	<p>The Climate Change Act 2008 requires the government to set legally-binding 'carbon budgets' to act as stepping stones towards the 2050 target. A carbon budget is a cap on the amount of greenhouse gases emitted in the UK over a five-year period. Budgets must be set at least 12 years in advance to allow policy-makers, businesses and individuals enough time to prepare.</p> <p>The Council must ensure that any decisions taken must be in accordance with the Council's Constitution and Financial Rules, particularly in regard to decision making, implementation of strategy/action plans and any funding requirements.</p> <p>Contact officer: donna.marks@tewkesbury.gov.uk, 01684 272691</p>

HR implications (including learning and organisational development)	<p>HR will work with management to ensure the resources and appropriate skills are secured in order to deliver the proposed initiatives.</p> <p>Contact officer: carmel.togher@publicagroup.uk, 01242 264391</p>
Key risks	<p>The council does not currently have sufficient internal resources or expertise in this area, so additional resources will be needed to support this agenda of future initiatives and projects.</p> <p>Other councils are also declaring a climate emergency, so there may be an opportunity to share resources and expertise.</p> <p>By not progressing with this agenda will mean opportunities to reduce the carbon footprint of the borough and the Council could be missed.</p>
Corporate and community plan Implications	<p>This initiative is aligned to the Council's current Corporate Strategy under the '<i>Achieving a cleaner and greener sustainable environment for residents and visitors</i>'</p>
Environmental and climate change implications	<p>Reducing carbon emissions will deliver positive environmental benefits and minimise Cheltenham's contribution to further climate change.</p>
Property/Asset Implications	<p>The Council's own property portfolio will require works to achieve a carbon neutral position and this will need to be built into future maintenance plans. The change to a carbon neutral position on the portfolio will have an effect on the energy supply provision again which can be built into future plans. In addition, the targeting of maintenance resource will need to be reconsidered to support this aspiration. Future potential use of assets will also need to reflect this aspiration and opportunity for green energy storage and production using Council assets will need to be explored.</p> <p>Contact officer: gary.angove@cheltenham.gov.uk Gary Angove 01242 264238</p>

1. Background:

1.1 On the 18th February 2019, at full Council, members proposed a motion to call on the Cabinet to declare a climate emergency. The motion included the following points:

- Declare a 'Climate Emergency';
- Pledge to make Cheltenham carbon neutral by 2030, taking into account both production and consumption emissions;
- Call on Westminster to provide the powers and resources to make the 2030 target possible;
- Work with other governments (both within the UK and internationally) to determine and implement best practice methods to limit Global Warming to less than 1.5°C;
- Continue to work with partners across the town, county and region to deliver this new goal through all relevant strategies and plans;
- Report to Full Council within six months with the actions the Council will take to address this emergency

1.2 The purpose of this report is for the Cabinet to consider the motion and to declare a climate emergency. This report also summarises how the council plans to respond to the declaration.

2. Reason for recommendations:

2.1 It is recommended that the Cabinet responds to the motion and declares a climate emergency for the following reasons:

- The motion received unanimous member support at February's Council meeting
- This initiative is aligned to the Council's current Corporate Strategy under the '*Achieving a cleaner and greener sustainable environment for residents and visitors*' priority - https://www.cheltenham.gov.uk/info/19/corporate_priorities_and_performance/790/our_corporate_strategy

3. Next steps:

3.1 A report will be taken to Cabinet in September and full Council in October, which will detail the actions the Council will take to address this emergency. This will also include what additional resources will be needed.

3.2 It is recommended that the Council responds to the motion by splitting the work into two workstreams, which would be:

1. Establish a carbon baseline, identify what actions need to be taken and the resources needed to develop and support initiatives that will work towards making Cheltenham carbon neutral by 2030. The lead Cabinet Member will be Cllr Coleman
2. Establish a carbon baseline, identify what actions need to be taken and the resources needed to plan to make the Council carbon neutral by 2030. The lead Cabinet Member will be Cllr Hegenbarth

3.3 In anticipation of this, initial work has been undertaken to prepare a brief for obtaining expert support to identify the actions and resources required to achieve the ambitions. A budget of £10,000 has been set aside for this initial work. Preliminary discussions have also taken place with neighbouring authorities about the potential for working in partnership.

3.4 Further ideas being considered include bringing councillors together to brainstorm some ideas and establishing a staff focus group to develop and champion initiatives.

4. Recommendation:

- 4.1** It is recommended the Cabinet declares a climate emergency based on the reasons outlined in this report.
- 4.2** A report is taken to Cabinet in September and full Council in October, which will detail the actions the Council will take to address this emergency including the resources needed.

Report author	Contact officer(s): <ul style="list-style-type: none"> • Darren Knight, Executive Director of People & Change • darren.knight@cheltenham.gov.uk • 01242 264387 • Mike Redman, Director of Environmental Services • mike.redman@cheltenham.gov.uk • 01242 264160
Appendices	None
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
1	Lack of sufficient internal resources and expertise	Darren Knight & Mike Redman	March 2019	3	3	9	Accept	Procure external expertise to help determine what the Council needs to do and where best to start to work towards making the Council and Borough Carbon neutral by 2030. Once this is clear then resource needs can be clearly established. There is an appetite from other local authorities to share resources and expertise	September 2019	Gill Morris	No
2	Not declaring a climate emergency	Darren Knight & Mike Redman	May 2019	5	1	5	Accept	Cabinet report recommending a climate emergency is declared. Once declared this will help ensure carbon neutral considerations gain further traction	July 2019	Gill Morris	No
Explanatory notes Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) Control - Either: Reduce / Accept / Transfer to 3rd party / Close											

Guidance

Types of risks could include the following:

- Potential reputation risks from the decision in terms of bad publicity, impact on the community or on partners;
- Financial risks associated with the decision;
- Political risks that the decision might not have cross-party support;
- Environmental risks associated with the decision;
- Potential adverse equality impacts from the decision;
- Capacity risks in terms of the ability of the organisation to ensure the effective delivery of the decision
- Legal risks arising from the decision

Remember to highlight risks which may impact on the strategy and actions which are being followed to deliver the objectives, so that members can identify the need to review objectives, options and decisions on a timely basis should these risks arise.

Risk ref

If the risk is already recorded, note either the corporate risk register or TEN reference

Risk Description

Please use “If xx happens then xx will be the consequence” (cause and effect). For example “If the council's business continuity planning does not deliver effective responses to the predicted flu pandemic then council services will be significantly impacted.”

Risk owner

Please identify the lead officer who has identified the risk and will be responsible for it.

Risk score

Impact on a scale from 1 to 5 multiplied by likelihood on a scale from 1 to 6. Please see risk [scorecard](#) for more information on how to score a risk

Control

Either: Reduce / Accept / Transfer to 3rd party / Close

Action

There are usually things the council can do to reduce either the likelihood or impact of the risk. Controls may already be in place, such as budget monitoring or new controls or actions may also be needed.

Responsible officer

Please identify the lead officer who will be responsible for the action to control the risk.

For further guidance, please refer to the [risk management policy](#)

Transferred to risk register

Please ensure that the risk is transferred to a live risk register. This could be a team, divisional or corporate risk register depending on the nature of the risk and what level of objective it is impacting on

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Cheltenham Borough Council

Cabinet – 9th July 2019

Council – 22nd July 2019

Financial outturn 2018/19 and budget monitoring to June 2019

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 2018/19. The information contained within this report has been used to prepare the Council's Statement of Accounts for 2018/19.</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 2018/19 resulting in a saving (after carry forward requests) of £40,377. <p>That furthermore Council:</p> <ol style="list-style-type: none"> 2. Approves £18,300 of carry forward requests (requiring member approval) at Appendix 5. 3. Approve the use of the budget saving of £40,377 as detailed in Section 3. 4. Notes the annual treasury management report at Appendix 7

and note the actual 2018/19 prudential and treasury indicators.

5. Notes the capital programme outturn position as detailed in Appendix 8 and approve the carry forward of unspent budgets into 2019/20 (section 7) and approves the virement of budgets in 2019/20 as set out in paragraphs 7.2 to 7.3.
6. Notes the position in respect of Section 106 agreements and partnership funding agreements at Appendix 9 (section 9).
7. Notes the outturn position in respect of collection rates for council tax and non-domestic rates for 2018/19 in Appendix 10 (section 10).
8. Notes the outturn position in respect of collection rates for sundry debts for 2018/19 in Appendix 11 (section 11).
9. Receives the financial outturn performance position for the Housing Revenue Account for 2018/19 in Appendices 12 to 13 (as detailed in Section 12) and approves the carry forward, virement and reclassification of budgets in 2019/20 as set out in paragraphs 12.8 to 12.10.
10. Notes the budget monitoring position to the end of June 2019 (section 13).

Financial implications	As detailed throughout this report. Contact officer: Paul Jones, paul.jones@cheltenham.gov.uk, 01242 264365
Legal implications	<i>None directly arising from the report recommendations.</i> Contact officer: Sarah Farooqi, Sarah.Farooqi@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.

1. Background

- 1.1** This report draws together the financial outturn position for 2018/19 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, in accordance with the CIPFA Code of Practice 2018/19.

2. General Fund Revenue Outturn 2018/19

- 2.1** The budget monitoring report to the end of December 2018, considered by Cabinet on 12th February 2019, projected the expected delivery of services within budget. The Cabinet made recommendations to full Council at the budget setting, which were approved, for a number of budget virements as part of the revised budget 2018/19.
- 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 18th February 2019.
- 2.3** It is therefore pleasing to report that despite the documented issues such as the closure of the crematorium in October 2018 and the pressures within the contract sum to Ubico, the Council has delivered services within the resources available, resulting in a budget saving, after carry forward requests, of £40,377 against the revised budget. This saving has been transferred to the Budget Strategy (Support) Reserve pending decisions over its use in 2019/20 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 2019/20 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 within the borough, and will have a larger stake in it under the Government's proposals for reforming business rates.
- 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 The balance on this reserve as at 31st March 2019 is £714,919 which includes the “top-up” identified above in 2.3. The 2019/20 approved budget relies on the further drawdown of £256,082 from this reserve in 2019/20 leaving a balance of £458,837 which will be earmarked towards setting a balanced budget in 2020/21.

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 2019. 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 Leadership Team and approved by the Section 151 Officer, under delegated powers (financial rule B10.1). A list of the approved carry forward of budgets totalling £605,516, 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 2018/19 (Appendix 6) and transfers will be made from the ‘carry forward’ reserve in 2019/20 to the appropriate cost centres in order that members and officers have a clear indication of the total budget, including carry forwards, available for 2019/20.
- 4.3 Two requests 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 2018, their alternative use requires council approval (financial rule B10.3). The list contained in Appendix 5, totalling £18,300, 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 10th June 2019, 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 2018 council meeting.

6. Business Rates Retention Scheme (BRRS)

- 6.1 Members will recall that Gloucestershire was successful in its application to become a 100% Business Rates Pilot in 2018/19 which was confirmed to be for one year only and came to an end in March 2019.
- 6.2 The final outturn for the Pilot is a gain of £14.27 million and the distribution of the pilot benefit, based on the previously agreed methodology, is set out in the table below. Cheltenham Borough Council's share of the pilot gain was £607,002.

Distribution	%	2018/19 Outturn
Strategic Economic Development Fund (available to all Councils)	20%	£2.85m
District Councils (for financial resilience or other uses including growth initiatives)	30%	£4.28m
County Council (for financial resilience or other uses including growth initiatives)	50%	£7.14m
Total Pilot Gain		£14.27m

- 6.3** 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 2018 and the budget was based on the figures within that return.
- 6.4** The table below reflects the actual performance against the revised budget with an overall positive variance of £231,177 when taking into account the 100% business rates retention pilot surplus distribution.

	2018/19 Original Budget £	2018/19 Revised Budget £	2018/19 Actual £	2018/19 Variance £
Retained business rates per NNDR1	27,178,478	27,178,478	27,178,479	-
Tariff payable to government	(23,875,005)	(23,875,005)	(23,721,171)	153,834
Grant to compensate for government decisions	1,474,787	1,599,051	1,716,274	117,223
Estimated levy payable to government after Pool surplus/deficit	-	-	(39,880)	(39,880)
Net retained business rates	4,778,260	4,902,524	5,133,701	231,177
Less Baseline Funding (target level of net retained rates)	(2,835,551)	(2,835,551)	(2,835,551)	-
Net surplus on business rates against baseline funding	1,942,709	2,066,973	2,298,150	231,177
Deficit adjustment re 2016/17	(235,484)	(235,484)	(235,484)	-
Deficit adjustment re 2017/18	(510,227)	(510,227)	(510,227)	-
One-off adjustments re previous years' deficits	(745,711)	(745,711)	(745,711)	-
Net retained business rates (after one-off deficit adjustments)	4,032,549	4,156,813	4,387,990	231,177

Transfer to BRR earmarked reserve	(633,457)	(633,457)	(864,634)	(231,177)
Drawdown from BRR earmarked reserve to fund previous deficits and economic development initiatives	745,711	995,711	995,711	-
Net movement on BRR earmarked reserve	112,254	362,254	131,077	(231,177)

- 6.5** A further transfer of £231,177 has been made to the Business Rates Retention (BRR) earmarked reserve in respect of the pilot surplus distribution. The balance on this reserve 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 and economic growth initiatives within the borough.
- 6.6** The Government's policy of phasing out revenue support grant and in due course 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 borough, and will have a larger stake in it under the Government's proposals for reforming business rates.

7. Capital Outturn 2018/19

- 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 2019/20 requested by officers.
- 7.2** Following an initial risk assessment of allotment provision over the short to long term it is considered unlikely that the Midwinter allotment budget allocation of £561,402 is required for allotment purposes. It is proposed that £400,000 is reallocated to the High Street fund to support delivery of phase 2 subject to a full risk assessment being undertaken and presented to Cabinet in September.
- 7.3** In addition, in light of the current development of the High Street following the successful completion of Phase 1, it is recommended that the £1.8m set aside for the development of Boots Corner is reallocated to the next phase of the High Street (planned to be the Strand and Cambray Place) and this capital is then replenished by future allocations via Community Infrastructure Levy (CIL), future review of capital projects and any reallocation arising with continued investigation of match grant funding.

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 2018/19 are set out in the outturn performance position schedules at Appendix 2 and 3.
- 8.2** Appendix 6 also details the reserves held by the Council, states their purpose and indicates the balance at 31st March 2019. In setting the budget for 2019/20 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.

- 8.3** In assessing the adequacy of reserves and balances for 2019/20 the Section 151 Officer used a risk based approach to assess the appropriate level of general balances which calculated the optimum level to be £1.348m. At the year end, the General Fund Balance stands at £1.321m and therefore is marginally below the optimum level recommended by the Section 151 Officer.
- 8.4** 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.
- 8.5** The current Medium Term Financial Strategy (MTFS) supports all windfalls and underspends being earmarked towards the Budget Strategy Support Reserve (BSSR).
- 8.6** 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 2018/19, compared to 2017/18.

	2017/2018	2018/2019
Balance of unused Section 106 receipts	2,187,758	2,762,033
Net additional receipts in year	2,277,586	7,000
Receipts used to finance projects in year	(1,703,311)	(36,403)
Balance outstanding at year end	2,762,033	2,732,629

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 2019.

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 2019.

12. Housing Revenue Account (HRA)

HRA income and expenditure (Appendix 12)

- 12.1** The revised forecast for the HRA, as presented to Council in February 2019, anticipated a net increase to revenue reserves of £183,700 leaving a balance of £8,785,200 at 31st March 2019.

12.2 The outturn statement at Appendix 12 shows a positive variance to forecast of £39,966, increasing revenue reserves by £223,666 to leave a balance of £8,825,166 at the year end.

12.3 An explanation of variances exceeding £50,000 is shown below:

Detail	Forecast £'000	Actual £'000	Variation £'000
Reduction in sums set aside for bad debt – reflects both a slower transition to universal credit and effective arrears management	296	130	166
Additional repairs and maintenance expenditure following increased demand for reactive works	3,781	3,864	(83)
Other net variances			(43)
Total variance to forecast			40

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 Actual expenditure for the year was £9,479,235, an underspend of £296,065 on the forecast of £9,775,300.

12.6 The programme includes a number of projects where expenditure plans span a number of financial years and are delivered through more than one contract. Where delays occur, for example through extended consultation with leaseholders or procurement issues, Cheltenham Borough Homes seek opportunities for advancing other projects within overall funding. Costs remain controlled at both contract and project level.

12.7 Significant project variations from forecast (exceeding £50,000) are shown below:-

Project	Forecast £'000	Actual £'000	Variation £'000
External improvements – delays in procurement, now resolved	214	86	127
Major void refurbishment – increased proportion of higher value void work arising from downsizing initiatives	715	776	(61)
Window & Door replacement – marginal underspend on long term major contract	2,307	2,227	80
Heating Installations – works accelerated from future period to use available funding	934	1,045	(111)
Internal improvements Communal Areas – delays in procurement, now resolved	785	706	79
Acquisitions – expenditure on market purchases is dependent on both the availability of suitable properties and the need to use time limited resources	933	812	121
Other net variances			61
Total variance to forecast			296

HRA Capital Programme 2019/20 (Appendix 13)

12.8 The original budget for 2018/19 was £10,979,800. This was reduced to £9,775,300 in the forecast reported to Council in February 2019 and actual spend for the year was £9,479,235 as shown

above. In order to fund uncompleted works from 2018/19 it is requested that an additional budget of £651,800 be approved for 2019/20.

- 12.9** The 2019/20 budget for external improvements was set at £929,100 but the impact of procurement delays will reduce spend in year to £629,100. In contrast the need for further works (fire safety and lighting) to communal areas has been identified requiring an additional £300,000 in 2019/20. It is recommended that the sum of £300,000 be vired between the two project headings.
- 12.10** The approved capital programme for 2019/20 also includes £7,631,000 for new build and acquisitions. Within this total, separate sums were identified for market purchase (£1,067,000), Section 106 acquisitions (£1,250,000) and new build pipeline schemes (£5,314,000). Expenditure on market acquisitions and new build schemes are interlinked through the need to ensure RTB receipts are spent within 3 years to prevent repayment to the Government. Should there be delays or other variations to new build schemes then the need to spend on acquisitions will vary accordingly. It is therefore requested that the budgets for these two areas of expenditure be combined i.e. a total of £6,381,000 to be used flexibly as required to achieve best outcome for the Council.

13. 2019/20 Revenue and Capital budget monitoring to June 2019

- 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 current surplus of £23k in the first quarter of 2018/19. However it is expected the final year outturn will be in line with the current budget.

13.4 Cemetery & Crematoria – income

With the new crematorium now fully opened, the income has returned to the budgeted level. There is a £11k deficit for the 1st Quarter, mainly of additional sales rather than burials and cremations but this is expected to be made up during the remainder of the financial year.

13.5 Ubico Ltd. Operations

The approved contract sum for Ubico Ltd. is £8.921m. We have not been advised that there are any issues with this sum and therefore we are still on track to achieve the budget for this financial year.

14. Section 151 Officer advice

- 14.1** The Government reforms to local government finance which includes the fair funding review and 75% business rates retention could have a significant impact on this Council as a result of a commitment from Ministers to rollout a full business rates reset – i.e. all the growth achieved since 2013 would be reset to zero. The uncertainty surrounding Brexit makes it increasingly likely that any major changes to local government finance will be deferred for a further year.

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 the volatility in funding that this creates. 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 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 2018/19 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 and investment income from commercial investment properties.

15.2 If approved, the carry forward requests will assist in the delivery of corporate objectives, help to complete projects started in 2018/19 and support initiatives which help to close 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 2019.

16. Consultation

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

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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 19th February 2018 2. Final Budget Proposals for 2018/19 – Council 19^h February 2018 3. Budget Strategy and MTFS – Council 18^h February 2019

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	ED Finance and Assets	01/09/2010
CR105	If the Budget Strategy (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	ED Finance and Assets	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 2019/20 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	ED Finance and Assets	
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	ED Finance and Assets	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	ED Finance and Assets	

	grow the business rates in the town then the MTFS budget gap may increase.							<p>The Gloucestershire S151 Officers continue to monitor business rates income projections and the performance and membership of the pool / pilot.</p> <p>Work with members and Gloucestershire LEP to ensure Cheltenham grows its business rate base.</p>			
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.	ED Finance and Assets	15/12/10	3	3	9	Reduce	<p>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.</p>	Ongoing	ED Finance and Assets	
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	ED Finance and Assets	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	Ongoing	ED Finance and Assets	

	volatility around future funding streams.							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.			
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GENERAL FUND REVENUE OUTTURN 2018/19

GROUP

	A 2018/19 Original Budget £	B 2018/19 Current Budget £	C 2018/19 Outturn per Ledger £	overspend / (underspend) before adjustments £	D Trf to / (from) Programme Mtce Reserve £	D Trf to / (from) Other Reserves £	E C/F requests approved by S151 Officer Appendix 5 £	F Variance net of S151 c/f approvals £	G C/F requests to be approved Members Appendix 5 £	H Variance net of all c/f requests £
Chief Executive	1,062,009	1,231,935	1,227,890	(4,045)	0	(38,000)	13,600	(28,445)		(28,445)
Finance & Assets Directorate	6,262,145	9,159,118	8,853,836	(305,282)	217,782	0	50,000	(37,500)	7,500	(30,000)
People & Change Directorate	3,177,306	4,227,259	3,866,060	(361,199)	2,120		256,029	(103,050)	10,800	(92,250)
Place & Growth Directorate	7,231,306	7,434,420	7,672,704	238,284	(7,412)	(267,941)	212,993	175,924		175,924
	17,732,766	22,052,732	21,620,490	(432,242)	212,490	(305,941)	532,622	6,929	18,300	25,229
Capital Charges	(1,474,800)	(3,749,546)	(3,170,224)	579,322	(514,725)	(95,358)		(30,761)		(30,761)
Interest and Investment Income	(1,650,500)	(1,534,550)	(1,611,380)	(76,830)	106522			29,692		29,692
Use of balances and reserves - Appendix 6	(178,862)	(2,215,768)	(2,215,768)	0						
Net underspend			40,377							
NET BUDGET	14,428,604	14,552,868	14,663,496							
Deduct:										
New Homes Bonus	(1,754,530)	(1,754,530)	(1,754,530)	0				0		0
S31 NDR compensation grant	(1,474,787)	(1,599,051)	(1,716,274)	(117,223)		117223		0		0
Other Government Grants	0	0	(137,413)	(137,413)			72894	(64,519)		(64,519)
National Non-Domestic Rate	(2,557,763)	(2,557,763)	(2,671,717)	(113,954)		113,954		(0)		(0)
NET SPEND FUNDED BY COUNCIL TAX	(8,641,524)	(8,641,524)	(8,641,543)	(19)				(19)		(19)
TOTAL INCOME	(14,428,604)	(14,552,868)	(14,921,477)		Total budget underspend			(58,677)		(40,377)

KEY

A - Original budget for 2018/19 approved by Council - February 2018

B - Current budget for 2018/19 - including budget revisions approved by Council during 2018/19 and approved carry forwards from 2017/18

C - Outturn net expenditure before year end adjustments

D - Operational transfers to / (from) reserves approved by the Chief Finance Officer under delegated powers - Appendix 6

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 5

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REVENUE OUTTURN 2018/19		Original Budget 18/19 £	Current Budget 18/19 £	Actuals 18/19 £	(Under) / Overspend £	Carry Forwards £	to (from) Programme Mtce Reserve £	to (from) other reserves £	Accounts (Under) / Overspend £
COR001	Corporate Management	520,150	309,976	325,401	15,425			(38,000)	(22,575)
DRM006	Cabinet Expenditure	33,000	0	0	0				0
DRM007	O & S Committees	81,000	0	0	0				0
ELE001	Registration of Electors	179,500	81,500	74,063	(7,437)				(7,437)
ELE002	District Elections	217,950	154,900	163,328	8,428				8,428
ELE003	Elections Support/Overheads	0	128,750	122,106	(6,644)				(6,644)
ELE004	Parliamentary Elections	0	0	(347)	(347)				(347)
ELE010	Individual Electoral Registration	0	0	600	600				600
SUP004	Legal	20,200	375,800	379,215	3,415				3,415
SUP007	Committee Services	10,209	181,009	163,524	(17,485)	13,600			(3,885)
1CEXEC	Chief Executive	1,062,009	1,231,935	1,227,890	(4,045)	13,600	0	(38,000)	(28,445)
ADB101	Cheltenham Municipal Offices	23,200	491,912	448,953	(42,959)		28,205		(14,754)
ADB103	Cheltenham Depot	(85,000)	(111,404)	(134,710)	(23,306)		(14,539)		(37,845)
ADB104	Miscellaneous Operational Properties	0	(410,110)	(410,376)	(266)				(266)
AIR101	Gloucestershire Airport	(5,200)	(25,000)	(35,598)	(10,598)				(10,598)
COM103	St. Margaret's Hall	0	3,187	464	(2,723)				(2,723)
COR006	Treasury Management	82,000	36,500	64,131	27,631				27,631
COR105	Corporate Resources	122,927	340,650	343,362	2,712				2,712
CUL002	War Memorials	22,300	5,369	1,012	(4,357)		69		(4,288)
CUL003	World War 1 Commemoration Projects	0	59,864	52,348	(7,516)	7,500			(16)
CUL112	Town Hall Repairs & Maintenance	385,400	685,205	626,404	(58,801)		73,862		15,062
CUL113	Pittville Pump Room Repairs & Maintenance	199,700	364,517	328,655	(35,862)		41,250		5,388
CUL117	Art Gallery & Museum Repairs & Maintenance	209,000	424,708	447,009	22,301		(13,553)		8,748
ECD101	Xmas in Cheltenham	46,400	44,200	46,285	2,085				2,085
HAV001	Housing Advances	0	0	(142)	(142)				(142)
NDC001	Non Distributed Costs	52,000	35,499	36,929	1,430				1,430
OPS111	Arle Road Nursery Repairs Maintenance	27,600	22,400	10,286	(12,114)		8,416		(3,698)
OPS121	Parks & Gardens Repairs & Maintenance	16,800	20,427	15,359	(5,068)		8,254		3,186
OPS122	Sports & Open Spaces Repairs & Maintenance	155,400	150,400	38,021	(112,379)		115,926		3,547
REC111	Recreation Centre Repairs & Maintenance	1,408,900	1,511,307	1,537,481	26,174		(8,391)		17,783
REC112	Prince of Wales Stadium Repairs & Maintenance	10,600	178,994	184,994	6,000		(6,677)		(677)
REG019	Public Conveniences	170,600	113,472	105,483	(7,989)		(15,041)		(23,030)
REG119	Public Conveniences R&M	12,700	12,700	8,987	(3,713)				(3,713)
SUP009	Accountancy	(13,803)	(9,100)	(17,425)	(8,325)				(8,325)
SUP010	Internal Audit	(42,293)	99,100	99,717	617				617
SUP011	Creditors	1,936	(7,600)	(11,517)	(3,917)				(3,917)
SUP012	Debtors	3,628	8,000	7,983	(17)				(17)
SUP025	Property Services	15,400	398,050	437,488	39,438				39,438
SUP033	Central Purchasing	3,180	1,600	2,740	1,140				1,140
SUP035	Insurances	64,170	97,400	77,044	(20,356)				(20,356)
SUP038	Pensions Backfunding	3,278,000	3,282,600	3,279,406	(3,194)				(3,194)
SUP105	Corporate Fraud Unit	52,000	52,000	44,199	(7,801)				(7,801)
SUP106	Public Business Support Contract	0	1,211,337	1,147,931	(63,406)	50,000			(13,406)
TMR101	CBC Highways works	44,600	70,934	70,934	(0)				(0)
2FINAA	Finance & Assets Directorate	6,262,145	9,159,118	8,853,836	(305,282)	57,500	217,782	0	(30,000)

REVENUE OUTTURN 2018/19		Original Budget 18/19 £	Current Budget 18/19 £	Actuals 18/19 £	(Under) / Overspend £	Carry Forwards £	to (from) Programme Mtce Reserve £	to (from) other reserves £	Accounts (Under) / Overspend £
ADB102	Custodians	100	13,900	13,667	(233)				(233)
COM001	Community Development	167,700	31,939	20,648	(11,291)	12,627			1,336
COM101	Oakley Resource Centre	6,000	12,675	3,823	(8,852)		2,120		(6,732)
COM102	Springbank Resource Centre	0	36,114	36,114	0				0
COM104	Big Local Project	0	57,206	57,205	(1)				(1)
COR003	Corporate Policy Making	(29,600)	178,200	166,153	(12,047)				(12,047)
COR102	2020 Vision	120,200	233,034	233,034	0				0
CPK002	Car Park Income Collection	38,700	31,276	27,444	(3,832)				(3,832)
CSM001	Cultural - Service Management and Support Services	1,167,220	1,033,920	1,007,645	(26,275)	25,700			(575)
CUL108	Everyman Theatre	130,900	359,979	359,779	(200)				(200)
CUL109	Playhouse Theatre	8,900	68,550	68,449	(101)				(101)
CUL111	Cheltenham Festivals	36,600	0	0	0				0
DRM001	Democratic Representation and Management	541,000	282,000	264,277	(17,724)	10,800			(6,924)
DRM008	Corporate Subscriptions	21,650	20,000	17,935	(2,065)				(2,065)
DRM009	Civic Expenses	41,100	12,100	11,105	(995)				(995)
DRM010	Civic Car	23,500	8,300	5,834	(2,466)				(2,466)
DRM011	Twinning Expenses	49,600	36,900	41,593	4,693				4,693
DRM012	Civic Events	52,100	17,000	11,119	(5,881)				(5,881)
EMP001	Emergency Planning	87,950	20,350	19,934	(416)				(416)
GBD001	Community Welfare Grants	139,150	238,308	75,712	(162,596)	178,502			15,906
GBD103	SLA Single Advice Contract	107,800	103,200	102,500	(700)				(700)
HBA001	Housing Benefit Administration	124,400	64,757	(16,534)	(81,291)				(81,291)
HBP001	Rent Allowances	(58,700)	(29,000)	(65,955)	(36,955)				(36,955)
HBP002	Rent Rebates	(71,960)	(82,000)	(87,920)	(5,920)				(5,920)
HBP003	Local Housing Allowance	(33,200)	0	0	0				0
LTC001	Council Tax Collection	546,600	388,700	367,193	(21,507)				(21,507)
LTC002	Council Tax Support Administration	84,000	(112,400)	(111,542)	858				858
LTC011	NNDR Collection	(16,000)	(97,300)	(70,470)	26,830				26,830
SUP003	Human Resources	(3,632)	19,600	15,929	(3,671)				(3,671)
SUP005	ICT	(79,931)	189,146	206,351	17,205				17,205
SUP008	Reception/Customer Services	10,700	287,600	266,849	(20,751)	7,200			(13,551)
SUP013	Payroll	2,734	7,900	4,585	(3,315)				(3,315)
SUP014	Cashiers	(8,100)	155,564	123,163	(32,401)	32,000			(401)
SUP017	Business Improvement/Transformation	(9)	120,491	120,408	(83)				(83)
SUP018	Press & PR/Communications	(25,800)	128,350	123,892	(4,458)				(4,458)
SUP019	Health & Safety	2,470	7,000	3,435	(3,565)				(3,565)
SUP020	Training & Development	12,364	14,000	19,632	5,632				5,632
SUP022	Printing Services	0	0	734	734				734
SUP024	Postal Services	9,900	7,900	(9)	(7,909)				(7,909)
SUP036	Project Management	(21,300)	246,300	298,070	51,770				51,770
SUP037	Equal Opportunities	1,500	1,500	712	(788)				(788)
SUP103	Business Support Services	(9,300)	114,200	122,029	7,829				7,829
SUP107	Modernisation	0	0	1,538	1,538				1,538
3PEOP	People & Change Directorate	3,177,306	4,227,259	3,866,060	(361,199)	266,829	2,120	0	(92,250)

REVENUE OUTTURN 2018/19		Original Budget 18/19 £	Current Budget 18/19 £	Actuals 18/19 £	(Under) / Overspend £	Carry Forwards £	to (from) Programme Mtce Reserve £	to (from) other reserves £	Accounts (Under) / Overspend £
BUC001	Building Control - Fee Earning Work	(13,250)	(64,650)	(120,096)	(55,446)				(55,446)
BUC004	Land Charges	(106,569)	(149,369)	(124,449)	24,920				24,920
CCC001	Climate Change	21,400	0	0	0				0
CCM001	Cemetery, Crematorium and Churchyards	(1,078,698)	(337,200)	(253,627)	83,573			(67,041)	16,532
CCM111	Cemetery & Crematorium Repairs & Maintenance	109,100	127,900	153,231	25,331		(18,395)		6,936
CCR001	Community Safety (Crime Reduction)	154,300	23,200	15,422	(7,778)				(7,778)
CCT001	CCTV	167,950	72,124	58,384	(13,740)				(13,740)
CPK001	Car Parks - Off Street Operations	(2,033,447)	(1,832,863)	(1,600,722)	232,141		(17,221)	(114,659)	100,261
CPK101	Car Parks - Off Street R&M	48,200	182,900	173,386	(9,514)		20,204		10,690
CPK103	Sandford Lido car park	10,000	(16,500)	(15,726)	774				774
CSS001	Community Safety (Safety Services)	173,100	188,500	144,895	(43,605)				(43,605)
DEV001	Development Control - Applications	(6,903)	(139,703)	9,311	149,014			(57,800)	91,214
DEV003	Development Control - Enforcement	218,400	76,300	72,643	(3,657)				(3,657)
DEV004	Development Advice	373,229	(54,771)	(50,365)	4,406				4,406
ECD001	Economic Development	45,800	29,800	955	(28,845)	24,100			(4,745)
ECD002	Markets	12,200	(3,100)	(1,436)	1,664				1,664
ENA001	Housing Enabling	31,900	14,500	14,500	0				0
ESR001	Highways Agency Verges & Trees	71,894	56,369	51,172	(5,197)				(5,197)
FLD001	Flood Defence and Land Drainage	73,900	89,072	89,072	0				0
FRM101	Flood Risk Management	167,300	96,200	74,100	(22,100)				(22,100)
HOM001	Homelessness	355,970	437,470	388,712	(48,759)	14,010		35,000	252
HOM002	Homelessness Grants	20,000	0	0	0				0
HOS001	Housing Strategy	47,500	0	23,310	23,310				23,310
HOS004	Housing Standards	236,100	360,800	251,283	(109,517)			34,500	(75,017)
LTC111	Business Improvement District Administration	37,000	0	(9,561)	(9,561)				(9,561)
OPS001	Parks & Gardens Operations	1,135,553	1,017,704	966,758	(50,946)				(50,946)
OPS002	Sports & Open Spaces Operations	1,122,320	1,197,962	1,181,876	(16,086)				(16,086)
OPS004	Allotments	27,769	133	8,833	8,700				8,700
OPS101	Arle Road Nursery Operations	(58,260)	(64,460)	63,690	128,150				128,150
PLP001	Planning Policy	268,800	155,200	187,640	32,440			(38,097)	(5,657)
PLP004	Conservation	125,600	80,400	74,659	(5,741)				(5,741)
PLP006	Trees	58,800	109,100	108,298	(802)				(802)
PLP101	Joint Core Strategy	60,000	60,000	(10,838)	(70,838)				(70,838)
PLP102	Development Task Force	194,700	163,100	115,531	(47,569)	44,280			(3,289)
PLP103	Cheltenham Strategic partnership	189,000	2,000	2,000	0				0
PLP104	Joint Core Strategy - CBC Contribution	60,000	60,000	60,000	0				0
PLP105	Cyber Business Park	0	250,000	159,397	(90,603)	90,603			0
PSH001	Private Sector Housing Grants	41,600	0	0	0				0
PSH003	Disabled Facilities Grants	55,100	0	0	0				0
PUT101	Royal Well Bus Node	36,900	13,991	8,010	(5,981)				(5,981)
PUT102	Shopmobility	108,450	64,987	64,124	(863)				(863)
REG001	Environmental Health General	(43,100)	856,700	930,327	73,627			(59,844)	13,783
REG002	Licensing	(5,533)	(410,633)	(414,655)	(4,022)				(4,022)
REG003	Animal Control	40,900	13,100	13,281	181				181

REVENUE OUTTURN 2018/19		Original Budget 18/19 £	Current Budget 18/19 £	Actuals 18/19 £	(Under) / Overspend £	Carry Forwards £	to (from) Programme Mtce Reserve £	to (from) other reserves £	Accounts (Under) / Overspend £
REG012	Air Quality	39,200	10,500	10,000	(500)				(500)
REG013	Pollution Control	90,045	(19,555)	(14,118)	5,437				5,437
REG014	Contaminated Land	39,700	0	(2,641)	(2,641)				(2,641)
REG016	Food Safety	200,200	0	(4,137)	(4,137)				(4,137)
REG017	Health & Safety At Work	101,400	0	99	99				99
REG018	Pest Control	33,715	(35,009)	(57,055)	(22,046)				(22,046)
REG020	Water Sampling	3,700	500	132	(368)				(368)
RYC002	Green Waste	(158,120)	(245,220)	(285,360)	(40,140)				(40,140)
RYC004	Recycling Centres	367,226	396,926	433,067	36,141		8,000		44,141
RYC005	Bring Sites	108,990	100,390	99,548	(842)				(842)
RYC006	Recycling Collection Schemes	1,628,080	1,812,832	1,848,534	35,702				35,702
RYC007	Waste & Recycling - Marketing & Management	35,200	22,800	4,221	(18,579)				(18,579)
RYC008	Bulking Facility	(201,380)	(154,180)	(171,859)	(17,679)				(17,679)
SPP001	Supporting People	14,700	0	(174)	(174)				(174)
SPP002	Community Alarms	(63,340)	(103,440)	(103,747)	(307)				(307)
STC001	Street Cleaning	855,115	976,978	965,894	(11,084)				(11,084)
STC011	Abandoned Vehicles	(1,200)	(1,600)	3,336	4,936				4,936
SUP034	Fleet Management	(16,100)	(16,100)	12,360	28,460				28,460
SUP040	Built Environment	(11,200)	445,907	445,387	(520)				(520)
SUP140	Regulatory & Environmental Services Transformation	57,080	135,880	322,778	186,898				186,898
TOU001	Tourism Strategy and Promotion	50,000	0	844	844				844
TOU002	Tourist/Visitor Information Centre	(2,300)	41,000	(15,018)	(56,018)	40,000			(16,018)
TRW001	Trade Waste	10,000	(20,800)	(56,792)	(35,992)				(35,992)
URB101	Urban Design	69,900	183,300	181,426	(1,874)				(1,874)
WST001	Household Waste	1,432,420	1,197,548	1,210,874	13,326				13,326
WST004	Bulky Household Waste	(6,700)	(20,500)	(18,217)	2,283				2,283
4PLACE	Place & Growth Directorate	7,231,306	7,434,420	7,672,705	238,285	212,993	(7,412)	(267,941)	175,925
TOTAL SERVICES		17,732,766	22,052,732	21,620,491	(432,241)	550,922	212,490	(305,941)	25,229
BAL103	Capital Charges	(1,474,800)	(3,749,546)	(3,170,224)	579,322		(514,725)	(95,358)	(30,761)
92CAPC	Capital Charges	(1,474,800)	(3,749,546)	(3,170,224)	579,322	0	(514,725)	(95,358)	(30,761)
EIP003	Impairment of Investments	0	0	(5,487)	(5,487)				(5,487)
FIE010	Interest Payable and Similar Charges	792,400	1,421,100	1,441,454	20,354				20,354
FIE030	Interest and Investment Income	(667,900)	(648,800)	(639,590)	9,210				9,210
FIE040	Income and Expenditure on Investment Properties and Changes i	(1,775,000)	(2,306,850)	(2,407,757)	(100,907)		106,522		5,615
93INT	Interest and Investment Income	(1,650,500)	(1,534,550)	(1,611,380)	(76,830)	0	106,522	0	29,692
BAL104	Balances and Reserves	(178,862)	(2,215,768)	(2,215,768)	0				0
94BALS	Use of Balances and Reserves	(178,862)	(2,215,768)	(2,215,768)	0	0	0	0	0
TOTAL COST OF SERVICE		14,428,604	14,552,868	14,623,119	70,251	550,922	(195,713)	(401,299)	24,161

REVENUE OUTTURN 2018/19		Original Budget 18/19 £	Current Budget 18/19 £	Actuals 18/19 £	(Under) / Overspend £	Carry Forwards £	to (from) Programme Mtce Reserve £	to (from) other reserves £	Accounts (Under) / Overspend £
Funding									
OOE200	Parish Council Precepts	249,849	249,849	249,849	(0)				(0)
OOE210	Parish Council Tax Support Grant	5,169	5,169	5,169	0				0
TGI010	Council Tax income	(8,896,542)	(8,896,542)	(8,896,560)	(18)				(18)
	Council Tax Income	(8,641,524)	(8,641,524)	(8,641,543)	(19)				(19)
TGI018	Non-domestic rates income and expenditure	(2,557,763)	(2,557,763)	(2,671,717)	(113,954)			113,954	(0)
R9005	New homes bonus grant	(1,754,530)	(1,754,530)	(1,754,530)	0				0
TGI020	Non-ringfenced Government Grants:-								
R9009	S31 NDR compensation grant	(1,474,787)	(1,599,051)	(1,716,274)	(117,223)			117,223	0
R9060	Other specific government grants	0	0	(137,413)	(137,413)	72,894			(64,519)
99COR	TOTAL FUNDING	(14,428,604)	(14,552,868)	(14,921,477)	(368,609)	72,894	0	231,177	(64,538)
NET OUTTURN POSITION		0	0	(298,358)	(298,358)	623,816	(195,713)	(170,122)	(40,377)

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SIGNIFICANT VARIANCES IN REVENUE OUTTURN FOR 2018/19 (OVER £50,000) BY SERVICE

CHIEF EXECUTIVE

There is a net underspend of £28k within the Chief Executive Directorate in 2018/19 including no significant variances over £50k

FINANCE AND ASSETS

There is a net underspend of £30k within the Finance and Assets Directorate in 2018/19 including no significant variances over £50k

PEOPLE AND CHANGE

There is a net underspend of £92k within the People and Change Directorate in 2018/19 including the following significant variances over £50k:-

Housing Benefits

There is a net underspend of £118k in Housing Benefits. This is due to £85k of Salary savings and £3k surplus income. The remaining underspend was due to a reduction in the bad debt provision required and other small rent allowance and subsidies surpluses.

Project Management Services

There is a net overspend of £52k in Project Management Services. This is due to an invest to save initiative of £7k with IT Software for a new document storage system (Glasscubes), this change will lower the annual costs by £8k from the previous product and £15k of income not received (recharge of staff to other organisations). The remaining amount is due an agreed salary investment for a Governance Manager which has been offset by savings in Corporate Management.

PLACE AND GROWTH

There is a net overspend of £176k within the Place and Growth Directorate for 2018/19 including the following significant variances:-

Building Control

There is a net underspend of £55k in building control fee earning work for the year. This is due to staff savings of £44k generated due to a policy of employing trainee employees. There is a lack of experienced qualified building control individuals in the market so we are growing our own for the future. The remaining surplus was due general expenditure cost savings of £11k during the year.

Development Control

There is a net overspend of £91k in Development Control (Planning) in 18/19. This is due to reduced applications resulting in reduced income of £45k. There was also an overspend in salaries / agency staff of £97k due to the head of planning role being vacated and agency staff replacing in the short term. A permanent employee is now in place for 2019/20. There was however a saving in consultancy advice of £51k.

Housing Standards

There is a net underspend of £75k in the Housing Standards. This is due to £12k additional licensing income for houses with multiple occupancy, £51k of staff savings during the year and £12k underspend of supplies & services budgets.

Sports & Open Spaces

There is a net underspend of £51k in the Sports & Open Spaces budget, This includes £23k additional income from hirers and rentals and £28k savings in the councils ground maintenance contract.

Regulatory and Environmental Services Transformation

There is a net overspend of £187k in Regulatory and Environmental Service Transformation which has been offset against the various over and under spends across the directorate. This money has been used to invest in new initiatives such as Marketing Cheltenham, the commercialisation of the Place and Growth directorate and the continued improvement programme across the directorate.

Car Parking – Off Street Operations

There is a net reported overspend of £100k within Car Parking. This is due to additional costs incurred against the significantly improved income throughout 2018/19 (e.g. through the introduction of enhanced card payment facilities). Car parking income increased from an original budget of £4.1m, to an outturn for the year of £4.4m, which is up from an outturn £3.6m in 2017/18 (i.e. up 22.2% over 2 years). When these income budget targets were significantly increased, the associated costs were not realigned, resulting in the net reported overspend in this area against the revised outturn estimate.

Joint Core Strategy

There is an £71k underspend in the Joint Core Strategy funding. This is due to £60k of funding (a previous one-off growth bid) not being spent and no longer required. There was also £11k of items where costs have been taken elsewhere within the Council. A review of the current budget for phase 2 of the JCS is taking place and will be input into the 2020/21 Budget process.

Arle Road Nursery Operations

There is a shortfall of £128k within the Arle Road Nursery. The decision to close the Arle Nursery was made by Cabinet on the 10th July 2018 due to the ongoing significant investment needed into the Nursery (over £2.5m over the next 10 years) along with the declining sales of plants produced to other local authorities and 3rd parties. Within the Business Case for this, there were £396k of savings over a 10 year period due to reduced maintenance, business rates, gas and electricity, reduce Ubico costs for running the site and other site specific costs. However due to the timing of the closure, we have been impacted in the 1st year by a loss of plants sales and retained costs as the site has not been disposed of as of yet. Therefore, the shortfall in 2018/19 is due to this delay in disposing and therefore a reduced saving in the financial year to cover the loss of the plant sales income which happened when the site was closed. The business case for the £396k saving did not take into account the capital receipt that will be received on disposal or the possible income from Council Tax, New Homes Bonus or Business Rates depending on what happens with the site in the future.

2018/19 CARRY FORWARD REQUESTS

Ref	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
1	14,500	R4028	CSM001	NA	Drakon - AG&M Costume cleaning to be carried out in 2019/20		14,500	
2	8,200	R2006	CSM001	NA	Drakon -AG& M Collection consultancy / removal costs		8,200	
3	3,000	R4400	CSM001	NA	Professional advice for commissioned services		3,000	
4	7,200	R4534	SUP008	NA	Software upgrade for new mandatory banking security standards	7,200		
5	32,000	R4531	SUP014	NA	Civica upgrade costs for PCI compliance Exor (moving to the cloud) additional system costs in 2019/20 part funded from underspend within Customer Service areas in 2018/19. Contracts to be reviewed and renewed in 2020/21 with an expected future reduction in costs. This is to avoid higher Oracle costs	32,000		
6	10,800	R4400	DRM001	NA	Request to carry forward to fund both members and staff training, plus planned improvements to members IT equipment			10,800
7	12,627	R6280	COM001	CPN007	Request to carry forward external funding for continued expenditure on the Inspiring Families project in 2019/20		12,627	
8	39,261	R6280	GBD001	CPN002	Balance of External HWB Partnership GCC grant received in 2017- Carry forward to fund health grants expenditure in 2019/20		39,261	
9	46,063	R6280	GBD001	CPN003	Community Pride Carry forward to fund community pride grants already committed		46,063	
10	8,800	R6280	GBD001	GRA003	Community Development Grants Carry forward to fund community grants already committed		8,800	
11	33,378	R6280	GBD001	CPN009	Positive Activities Carry forward to fund already committed expenditure		33,378	
12	8,000	R6280	GBD001	GRA006	Small Grants, to fund commitments in 2019/20	8,000		
13	43,000	R6280	GBD001	GRA052	Balance of Oakley Health & Wellbeing grant received in 2017, to fund commitments in 2019/20		43,000	
	266,829	TOTAL PEOPLE AND CHANGE DIRECTORATE				47,200	208,829	10,800
15	13,600	R4531	SUP007	NA	Request to carry forward to fund planned improvements to members IT equipment		13,600	
	13,600	TOTAL CHIEF EXECUTIVES				-	13,600	-
16	7,500	R6280	CUL003	WW1001	Balance of 2018/19 world war 1 commemorative projects to fund City of Light project expenditure in 2019/20 (code SUP036-R4400)			7,500

2018/19 CARRY FORWARD REQUESTS

Ref	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
14	50,000	R5500	SUP106	PB0010	CBC requires an experienced organisational design consultant to work with them to co-create a new operating model as part of its organisation-wide modernisation programme. This aligns with the business case approved by Cabinet in March 2019. As outlined in the case for change, the new operating model will enable the Council to effectively organise itself and its services to be best positioned to deliver its strategy and corporate priorities. The estimated budget for this piece of work is £50k. The proposal is that it is funded from savings delivered by Publica to CBC. External support is necessary because Publica do not have capacity to support CBC with this strategic initiative.		50,000	
	57,500	TOTAL FINANCE & ASSET MANAGEMENT				-	50,000	7,500
17	13,510	R9016	HOM001	NA	Balance of 2017/18 MHCLG grant funding allocated to CBH Housing options service to be spent over 2 years 17/18 and 18/19. Unspent balance to be spent in 2019/20		13,510	
18	500	R6280	HOM001	HGR003	Homelessness nightstop grant underspend requested to be carried forward to fund grant to the refugee charity GARAS in 2019/20	500		
19	24,100	R4400 / R4014	ECD001		Carry forward request for inward investment marketing: Develop marketing content and support to develop the 'Cheltenham Means Business' website platform, which is part of the wider Marketing Cheltenham deliverable – promoting inward investment		24,100	Page 182
20	40,000	R4400	TOU002		Carry forward for events: Cabinet commitment for delivery of Events strategy and programme for 19/20/21. Part of the baseline budget has been utilised to fund 50% of a new events manager post now recruited to Marketing Cheltenham. The remainder needs to be carried forward to support delivery for future events, including 2 Cheltenham Festival of Cycling events (2019) and options for a major event in 2020.		40,000	
21	44,280	R4425	PLP102	NA	Contribution to transport plan - expenditure committed to be spent in 2019/20		44,280	
22	90,603	R4400	PLP105		Carry forward request for Cyber Park: Progress work to maximise growth opportunities at West Cheltenham in relation to the Cyber Central programme		90,603	
	212,993	TOTAL PLACE & GROWTH DIRECTORATE				500	212,493	-
23	30,000	R9060	TGI020		Custom Build new burdens government grant received March 2019, to be spent in 2019/20		30,000	
24	42,894	R9060	TGI020	NA	Government surplus levy grant received March 2019, to be spent in 2019/20		42,894	
	72,894	OTHER GRANTS				-	72,894	-
	623,816	TOTAL CARRY FORWARD REQUESTS				47,700	557,816	18,300

		<u>31st March</u> <u>2018</u> £	<u>2018/19</u> <u>Movement</u> <u>Revenue</u> £	<u>2018/19</u> <u>Reserve</u> <u>Re-alignment</u> £	<u>2018/19</u> <u>Movement</u> <u>Capital</u> £	<u>31st March</u> <u>2019</u> £	<u>2019/20</u> <u>Movement</u> <u>Revenue</u> £	<u>Proposals</u> <u>to Support</u> <u>2019/20 Budget</u> £	<u>2019/20</u> <u>Movement</u> <u>Capital</u> £	<u>31st March</u> <u>2020</u> £
<u>EARMARKED RESERVES</u>										
<u>Other</u>										
RES002	Pension & Restructuring Reserve	(210,600)	(10,356)			(220,956)	(150,000)			(370,956)
RES003	Economic Development & Tourism Reserve	(4,200)				(4,200)				(4,200)
RES006	Cultural Development Reserve	(22,361)				(22,361)				(22,361)
RES008	House Survey Reserve	(42,116)	36,500			(5,616)				(5,616)
RES009	Twinning Reserve	(8,366)				(8,366)				(8,366)
	To fund future flood resilience work, delegated to the Flood working group for allocation									
RES010	Flood Alleviation Reserve	(137,900)	50,000			(87,900)	50,000			(37,900)
RES014	GF Insurance Reserve	(91,606)	14,500			(77,106)				(77,106)
RES016	Joint Core Strategy Reserve	(18,780)				(18,780)				(18,780)
RES018	Civic Pride Reserve	(196,088)	105,100			(90,988)	90,988			0
RES020	Ubico Reserve	(94,000)				(94,000)				(94,000)
RES022	Homelessness Reserve	(41,100)	0			(41,100)				(41,100)
RES023	Transport Green Initiatives Reserve	(33,825)				(33,825)				(33,825)
RES024	New Initiatives reserve	(685,657)	233,034			(452,623)	116,000			(336,623)
RES025	Budget Strategy (Support) Reserve	(1,555,027)	840,108			(714,919)		256,082		(458,837)
RES026	Social Housing Marketing Assessment (SHMA) Reserve	(46,034)	12,000			(34,034)	(2,500)			(36,534)
		(3,187,660)				(1,906,774)				(1,546,204)
<u>Repairs & Renewals Reserves</u>										
RES201	Commuted Maintenance Reserve	(144,207)	59,000			(85,207)	59,000			(26,207)
RES204	I.T. Repairs & Renewals Reserve	0	(50,000)	(37,200)		(87,200)	(50,000)			(137,200)
RES206	Delta Place Reserve	(200,000)	(100,000)			(300,000)	(100,000)			(400,000)
RES205	Property Repairs & Renewals Reserve	(1,552,905)	247,843		514,725	(790,337)	52,000			(738,337)
		(1,897,113)				(1,262,745)				(1,301,745)
<u>Equalisation Reserves</u>										
RES101	Rent Allowances Equalisation	(480,100)	(44,183)	200,000		(324,283)	110,687			(213,596)
RES102	Planning Appeals Equalisation	(207,932)	57,800			(150,132)				(150,132)
RES105	Local Plan Equalisation	(107,230)	38,097			(69,133)				(69,133)
RES106	Elections Equalisation	(195,487)	70,000			(125,487)	(62,100)			(187,587)
RES107	Car Parking Equalisation	(330,000)	(285,341)			(615,341)			400,000	(215,341)
RES108	Business Rates Retention Equalisation	(767,425)	131,077			(636,348)				(636,348)
RES109	Cemetery income Equalisation reserve	(373,550)	129,641			(243,909)				(243,909)
		(2,461,724)				(2,164,633)				(1,716,046)
<u>Reserves for commitments</u>										
RES301	Carry Forwards Reserve	(308,324)	(315,492)			(623,816)				(623,816)
<u>CAPITAL</u>										
RES402	Capital Reserve - GF	(265,967)	(200,000)	37,200	95,358	(333,409)	(200,000)			(533,409)
TOTAL EARMARKED RESERVES		(8,120,788)				(6,291,377)				(5,721,220)
<u>GENERAL FUND BALANCE</u>										
B8000 - B8240	General Balance - RR	(1,408,591)	288,000	(200,000)		(1,320,591)				(1,320,591)
		(1,408,591)				(1,320,591)				(1,320,591)
TOTAL GENERAL FUND RESERVES AND BALANCES		(9,529,379)	1,307,328	0	610,083	(7,611,968)	(85,925)	256,082	400,000	(7,041,811)

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Treasury Management Outturn Report 2018/19

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.

The Authority's treasury management strategy for 2018/19 was approved at a meeting on 16th February 2018. 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.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

2. Economic background

After spiking at over \$85/barrel in October 2018, oil prices fell back sharply by the end of the year, declining to just over \$50 in late December before steadily climbing toward \$70 in April 2019. UK Consumer Price Inflation (CPI) for February 2019 was up 1.9% year/year, just above the consensus forecast but broadly in line with the Bank of England's February Inflation Report. The most recent labour market data for the three months to January 2019 showed the unemployment rate fell to a new low 3.9% while the employment rate of 76.1% was the highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.4% as wages continue to rise steadily and provide some upward pressure on general inflation. Once adjusted for inflation, real wages were up 1.4%.

After rising to 0.6% in the third calendar quarter from 0.4% in the second, fourth quarter economic growth slowed to 0.2% as weaker expansion in production, construction and services dragged on overall activity. Annual GDP growth at 1.4% continues to remain below trend.

Following the Bank of England's decision to increase Bank Rate to 0.75% in August 2018, no changes to monetary policy have been made since.

The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the 2.25%-2.50% range in December. However, a recent softening in US data caused the Fed to signal a pause in hiking interest rates at the last Federal Open Market Committee (FOMC) meeting in March.

With the 29th March 2019, the original EU 'exit day' now been and gone, having failed to pass a number of meaningful votes in Parliament, including voting down Theresa May's deal for the third time, MPs voted by a majority of one (313 to 312) to force the prime minister to ask for an extension to the Brexit process beyond 12th April in order to avoid a no-deal scenario. Recent talks between the Conservative and Labour parties to try to reach common ground on a deal which may pass a vote by MPs have yet to yield any positive results. The EU must grant any extension and its leaders have been clear that the terms of the deal are not up for further negotiation. The ongoing uncertainty continues to weigh on sterling and UK markets.

While the domestic focus has been on Brexit's potential impact on the UK economy, globally the first quarter of 2019 has been overshadowed by a gathering level of broader based economic uncertainty. The US continues to be set on a path of protectionist trade policies and tensions with China in particular, but with the potential for this to spill over into wider trade relationships, most notably with EU. The EU itself appeared to be show signs of a rapid slowdown in economic growth with the major engines of its economy, Germany and France, both suffering misfires from downturns in manufacturing alongside continued domestic/populist unrest in France. The International Monetary Fund downgraded its forecasts for global economic growth in 2019 and beyond as a consequence.

3. Financial markets

December 2018 was a month to forget in terms of performance of riskier asset classes, most notably equities. The FTSE 100 (a good indicator of global corporate sentiment) returned - 8.8% assuming dividends were reinvested; in pure price terms it fell around 13%. However, since the beginning of 2019 markets have rallied, and the FTSE 100 and FTSE All share indices were both around 10% higher than at the end of 2018.

Gilt yields continued to display significant volatility over the period on the back of ongoing economic and political uncertainty in the UK and Europe. After rising in October, gilts regained their safe-haven status throughout December and into the new year - the 5-year benchmark gilt yield fell as low as 0.80% and there were similar falls in the 10-year and 20-year gilts over the same period dropping from 1.73% to 1.08% and from 1.90% to 1.55%. The increase in Bank Rate pushed up money markets rates over the year and 1-month, 3-month and 12-month LIBID (London Interbank Bid) rates averaged 0.53%, 0.67% and 0.94% respectively over the period.

Recent activity in the bond markets and PWLB interest rates highlight that weaker economic growth is not just a UK phenomenon but a global risk. During March the US yield curve inverted (10-year Treasury yields were lower than US 3 month money market rates) and German 10-year Bund yields turned negative. The drivers are a significant shift in global economic growth prospects and subsequent official interest rate expectations given its impact on inflation expectations. Further to this is world trade growth which collapsed at the end of 2018 falling by 1.8% year-on-year. A large proportion of this downturn in trade can be ascribed to the ongoing trade tensions between the US and China which despite some moderation in January does suggest that the International Monetary Fund's (IMF) and Organisation for Economic Co-Operation & Development's (OECD) forecasts for global growth in 2019 of 3.5% might need to be revised downwards.

4. Credit background

Credit Default Swap (CDS) spreads drifted up towards the end of 2018 on the back of Brexit uncertainty before declining again in 2019 and continuing to remain low in historical terms. After hitting around 129 basis points in December 2018, the spread on non-ringfenced bank NatWest Markets plc fell back to around 96bps at the end of March, while for the ringfenced entity, National Westminster Bank plc, the CDS spread held relatively steady around 40bps. The other main UK banks, as yet not separated into ringfenced and non-ringfenced from a CDS perspective, traded between 33 and 79bps at the end of the period.

The ringfencing of the big four UK banks (Barclays, Bank of Scotland/Lloyds, HSBC and RBS/Natwest Bank plc) transferred their business lines into retail (ringfenced) and investment banking (non-ringfenced) entities.

In February, Fitch put the UK AA sovereign long-term rating on Rating Watch Negative as a result of Brexit uncertainty, following this move with the same treatment for UK banks and a number of government-related entities.

There were minimal other credit rating changes during the period. Moody's revised the outlook on Santander UK to positive from stable to reflect the bank's expected issuance plans which will provide additional protection for the its senior unsecured debt and deposits.

5. Local Context

On 31st March 2019, the Authority had net borrowing of £101.525m arising from its revenue and capital income and expenditure, an increase on 2017/18 of £47.956m. 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

	31.3.18 Actual £m	2018/19 Movement £m	31.3.19 Actual £m
General Fund CFR	42.651	47.824	90.475
HRA CFR	44.750	-	44.750
Total CFR	87.401	47.824	135.225
Less: Usable reserves	32.118	(3.406)	28.712
Less: Working capital	1.714	3.740	5.454
Net borrowing	53.569	47.490	101.059

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 2019 and the year-on-year change is show in table 2 below.

Table 2: Treasury Management Summary

	31.3.18 Balance £m	2018/19 Movement £m	31.3.19 Balance £m	31.3.19 Rate %
Long-term borrowing	64.286	48.309	112.595	3.27
Short-term borrowing	7.800	0.200	8.000	0.87
Total borrowing	72.086	48.509	120.595	3.11
Long-term investments	4.000	4.000	8.000	4.48
Short-term investments	12.000	(3.675)	8.325	0.98
Cash and cash equivalents	2.043	0.702	2.745	0.72
Icelandic	0.474	(0.008)	0.466	-
Total investments	18.517	1.019	19.536	2.17
Net borrowing	53.569	47.490	101.059	

Borrowing Activity

At 31st March 2019, the Authority held £120.595m of loans, an increase of £48.509m 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 is show in table 3 below.

Table 3: Borrowing Position

	31.3.18 Balance £m	2018/19 Movement £m	31.3.19 Balance £m	31.3.19 Rate %
Public Works Loan Board	48.386	48.309	96.695	3.14
Banks (LOBO)	7.000	0	7.000	4.24
Banks (fixed-term)	8.900	0	8.900	3.82
Local authorities (short-term)	7.800	0.200	8.000	0.87
Total borrowing	72.086	48.509	120.595	3.11

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.

The Council's current strategy has been to fund a number of capital asset purchases with the use of temporary borrowing and then take long term borrowing from the Public Works

Loan Board (PWLb). At the back end of September 2018 the Council took out 38 Maturity loans with the PWLB for £43.083m to fund the purchase of several commercial properties within the Borough. The loans were taken out over 3yrs to 40yrs with the average rate of 2.57%. This has saved £940k in interest over the life of the borrowing when compared to the original business cases. A further £7m was taken out for 50 years at a rate of 2.55% to fund the build of the new Crematorium which opened in March 2019.

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 2018/19.

8. Investment Activity

The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2018/19, the Authority's investment balance ranged between £16.625m and £65.510m 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)

	31.3.18. Balance £m	2018.19 Movement £m	31.3.19 Balance £m	31.3.19 Rate %
Banks & building societies (unsecured)	9.000	(3.000)	6.000	0.97
Government (incl. local authorities)	3.000	0	3.000	1.02
Money Market Funds/Call Accounts	1.946	0.799	2.745	0.72
Pooled Funds	3.000	4.000	7.000	4.65
Total investments	16.946	1.799	18.745	2.17

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 further diversified into higher yielding asset classes during 2018/19. £2m was invested into the Schroder Maximizer Income Fund and a further £2m was invested in the CCLA Diversified Income Fund. Returns on all three pooled funds have significantly increased the revenue returns compared with fixed term deposits.

Table 5: Current Pooled Funds

Fund Manager	Investment	Capital Value as at 31st March 2018	Capital Value as at 31st March 2019	Dividends Received 2018/19	2018/19 Gain/(Loss)	Gain/(Loss) v Original Investment
	£	£	£	£	£	£
CCLA Property Fund	3,000,000	2,833,573	2,877,602	124,637	44,029	(122,398)
Schroders Income Maximizer Fund	2,000,000	0	1,774,692	136,247	(225,308)	(225,308)
CCLA Diversified Income Fund	2,000,000	0	2,003,727	65,136	3,727	3,727
Total –current Funds	7,000,000	2,833,573	6,656,021	326,020	(177,552)	(343,979)

The Pooled Funds' have performed well in producing dividends amounting to £326,020 against a budgeted figure of £329,700 returning 4.65% for the year on the original £7m invested. The total funds value is now £344k less than the initial investments made (£7m). The nature of these funds is that values can fluctuate from one year to another. Their performance and suitability in meeting the Authority's investment objectives are monitored and discussed with Arlingclose on a regular basis.

9. Financial Implications

The outturn for debt interest paid in 2018/19 was £3.134 million (3.08%) on an average debt portfolio of £101.730 million against a budgeted £3.119 million.

The outturn for investment income received in 2018/19 was £477.6k which equates to a 1.85% return (17/18 - 0.80%) on an average investment portfolio of £25.873 million against a budgeted £477.7k on an average investment portfolio of £24 million at an average interest rate of 2%.

Net loans and investments budget for 2018/19 was a cost of £772,300 but made an actual return of £801,863, a deficit of £29,563.

10. Local Authority Regulatory Changes

CIPFA published revised editions of the Treasury Management and Prudential Codes in December 2017. The required changes from the 2011 Code were incorporated into Treasury Management Strategies from the 2019/2020 financial year. 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. The Code also expands on the process and governance issues of capital expenditure and investment decisions.

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 be identified and reported.

11. Compliance Report

The Council can confirm that it has complied with its Prudential Indicators for 2018/19, which was set in February 2018 as part of the Council’s Treasury Management Strategy. In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2018/19. None of the Prudential Indicators have been breached and a prudent approach has been taking in relation to investment activity with priority being given to security and liquidity over yield.

The Prudential Indicators include:

- Authorised and Operational Boundary for External Debt
- Average Credit rating
- Upper limits for fixed interest rate exposure and variable interest rate exposure
- Upper limit for total principal sums invested over 364 days.

Table 6: Debt Limits

	2018/19 Maximum £m	31.3.19 Actual £m	2018/19 Operational Boundary £m	2018/19 Authorised Limit £m	Complied
Borrowing	142.125	120.595	175.000	185.000	✓

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 2018/19.

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.

	31.3.19 Actual	2018/19 Target	Complied
Portfolio average credit rating	A+	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:

	31.3.19 Actual	Upper Limit	Lower Limit	Complied
Under 12 months	10.68%	50%	0%	✓
12 months and within 24 months	1.60%	50%	0%	✓
24 months and within 5 years	6.68%	100%	0%	✓
5 years and within 10 years	34.37%	100%	0%	✓
10 years and above	46.67%	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:

	2018/19	2019/20	2020/21
Actual principal invested beyond year end	8m	8m	7m
Limit on principal invested beyond year end	10m	10m	10m
Complied	✓	✓	✓

Code	Funding	Directorate / Scheme	Scheme Description	Original Budget 2018/19 £	Revised Budget 2018/19 £	Actual 2018/19 £	Over / (Under) Variance £	Revised Budget 2019/20 £	Budget 2020/21 £	Budget 2021/22 £	Budget 2022/23 £
CAP128	C	CHIEF EXECUTIVE Council chamber audio visual equipment	Replacement of the audio visual system in the council chamber plus the potential to improve access to public meetings using webcasting technologies linked via social media and/or the council's website. Funded from capital reserve	-	75,000	66,608	(8,392)	8,400	-	-	-
CAP131	C	One Legal case management system	The new Case Management System, when fully implemented, should deliver staffing efficiencies of between 5% - 10% which would free up resource to take on additional third party work as envisaged by the Business Plan and the anticipated increase in third party income would be estimated to exceed, over the three year period, the procurement cost	-	80,000	-	(80,000)	80,000	-	-	-
				-	155,000	66,608	(88,392)	88,400	-	-	-
		FINANCE & ASSET MANAGEMENT									
		Property Services									
CAP506	GCR	Enterprise Way Phase 2	Industrial units to complete development	525,000	585,000	58,290	(526,710)	526,710	-	-	-
CAP508-511	PB	Enhancing Investment Property Portfolio	To increase the Council's property portfolio.	-	43,083,001	43,125,926	42,925	50,747,400	-	-	-
CAP402	P	West Cheltenham \ Cyber Hub	Infrastructure to support cyber hub	21,000,000	-	-	-	-	-	-	-
		Financial Services									
CAP010	GCR	GO ERP	Development of ERP system within the GO Partnership	-	14,700	-	(14,700)	-	-	-	-
				21,525,000	43,682,701	43,184,216	(498,485)	51,274,110	-	-	-
		PEOPLE & CHANGE									
		Leisure & Culture									
CAP126	GCR/R	Town Hall redevelopment scheme	Preliminary work, subject to Council approving a detailed scheme and a business case	-	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 splashpad area scheme, in partnership with the Cheltenham Trust	-	2,169,197	2,142,892	(26,305)	-	-	-	-
		ICT									
CAP026	GCR	IT Infrastructure	5 year ICT infrastructure strategy	100,000	134,107	267,203	133,096	100,000	100,000	100,000	100,000
CAP028	HCR	Telephony	Infrastructure plus the handsets/one off licences	-	16,400	26,050	9,650	-	-	-	-
		Revenues & Benefits									
CAP132	SGG	Council Tax Support / NNDR New Burdens software	Software to enable changes to council tax support scheme and NNDR new burdens	-	50,000	43,860	(6,140)	-	-	-	-
				100,000	2,698,823	2,480,005	(218,818)	100,000	100,000	100,000	100,000
		PLACE & GROWTH									
CAP601/2/3	PB/PPMR/HCR/GCR/R	Crematorium Scheme - new chapels	Construction of new chapels	-	5,578,723	5,460,557	(118,166)	118,166	-	-	-
CAP606	GCR	Crematorium Scheme - existing chapel	Redevelopment of existing chapel	-	-	-	-	285,000	-	-	-
CAP152	GCR	Public Realm - Promenade pedestrianised area	Upgrade of Promenade pedestrianised area including remodelling of tree pits, providing seating, re-pointing existing Yorkstone	-	34,832	1,223	(33,609)	33,609	-	-	-
CAP154	GCR	Public Realm - St. Mary's Churchyard	Public Art Scheme	-	56,900	-	(56,900)	56,900	-	-	-
CAP155	P/GCR	Pedestrian Wayfinding	GCC Pedestrian Wayfinding	-	48,000	46,775	(1,225)	-	-	-	-
CAP156	S106	Hatherley Art Project	Public Art - Hatherley (Section 106 funded)	-	11,800	12,885	1,085	-	-	-	-
CAP157	S106	King George V Public Art Project	Public Art - KGV (Section 106 funded)	-	-	19,000	19,000	-	-	-	-
CAP204	GCR	Public Realm - Improvements to Grosvenor terrace car park (Town Centre East)	Improving linkages to the High Street, signage and decoration.	-	115,500	-	(115,500)	115,500	-	-	-
CAP201	GCR	CCTV	Additional CCTV in order to improve shopping areas and reduce fear of crime	50,000	317,520	4,865	(312,655)	312,655	50,000	-	-
CAP205	GCR/P	Public Realm Improvements - High St.	High Street & Town Centre public realm improvement including repaving work in the High Street and town centre (part funded by County)	-	928,500	773,322	(155,178)	-	-	-	-
CAP205	GCR/P	Public Realm Improvements - fees	High Street & Town Centre public realm improvement including repaving work in the High Street and town centre (part funded by County)	-	62,500	101,988	39,488	-	-	-	-
CAP206	GCR	Car Park Investment	Car park strategy priority actions: improvements to Regent Arcade payment system and refresh payment machines across the estate.	-	287,100	285,262	(1,838)	-	-	-	-

Code	Funding	Directorate / Scheme	Scheme Description	Original Budget 2018/19 £	Revised Budget 2018/19 £	Actual 2018/19 £	Over / (Under) Variance £	Revised Budget 2019/20 £	Budget 2020/21 £	Budget 2021/22 £	Budget 2022/23 £
		Public Realm Improvements - High Street Phase 2	Following an initial risk assessment of allotment provision over the short to long term it is considered unlikely that the current budget allocation of £561,402 is required. It is proposed that £400,000 is reallocated to the High Street fund to support delivery of phase 2. A full risk assessment will be undertaken and presented to Cabinet later this year to agree the final amount to be reallocated. In addition, in light of the current development of the High Street following the successful completion of Phase 1, it is recommended that the £1.8m set aside for the development of Boots Corner is reallocated to the next phase of the High Street (planned to be the Strand and Cambay Place) and this capital is then replenished by future allocations via Community Infrastructure Levy (CIL), future review of capital projects and any reallocation arising with continued investigation of match grant funding.	-	-	-	-	2,315,690	-	-	-
CAP129	R	Improvements to off-street car parking (£400k)	Additional capital funding for investment in infrastructure improvements to the Council's off- street car parks, aligned to the actions proposed in the Car Parking Strategy approved by Cabinet in June 2017. Funded from car parking earmarked reserve.	-	400,000	-	(400,000)	400,000	-	-	-
CAP130	C	Community Infrastructure levy software	Costs anticipated for the implementation of CIL software and licensing. Funded from capital reserve.	-	28,000	28,750	750	-	-	-	-
CAP507	C	Changing Places	Two changing room accessible toilets in the town centre	-	136,000	93,815	(42,185)	42,185	-	-	-
CAP221	BCF	Housing 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	736,264	433,585	(302,679)	802,679	500,000	-	-
CAP222	GCR	Adaptation Support Grants	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	-	-	-	-	-	-	-
CAP223	PSDH	H&S, vacant property & renovation grants	Assistance available under the council's Housing Renewal Policy	-	211,425	-	(211,425)	211,425	-	-	-
CAP224	PSDH	Warm & Well	A Gloucestershire-wide project to promote home energy efficiency, particularly targeted at those with health problems	-	38,400	20,000	(18,400)	18,400	-	-	-
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)	-	252,746	-	(252,746)	252,746	-	-	-
CAP101	S106	Parks and Gardens S.106 Play area refurbishment	Developer Contributions	50,000	35,000	-	(35,000)	85,000	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	27,114	(52,886)	132,886	80,000	-	-
CAP501	GCR	Allotments	Allotment Enhancements - new toilets, path surfacing, fencing, signage, and other improvements to infra-structure.	-	563,904	2,502	(561,402)	161,402	-	-	-
CAP101	P/R/S106	Clyde Scooter Skate Park	Construction of a concrete scooter skate park in Clyde Crescent open space.	-	66,979	-	(66,979)	66,979	-	-	-
CAP133	GCR	Replacement Vehicles	Replacement vehicles for use by the Parks & Gardens service.	-	28,000	-	(28,000)	66,000	-	-	-
CAP301	PB/GCR	Waste & Recycling Vehicles and recycling equipment and receptacles	Replacement vehicles and recycling equipment	1,000,000	1,496,000	407,810	(1,088,190)	2,792,190	328,800	410,550	271,500
CAP305	GCR	Depot workshop enhancements	Modifications and enhancement of workshops	-	114,100	114,095	(5)	-	-	-	-
				1,695,000	11,628,193	7,833,548	(3,794,645)	8,269,412	1,008,800	410,550	271,500
		BUDGET PROPOSALS FOR FUTURE CAPITAL PROGRAMME:									
	GCR	Town Hall redevelopment (£1.8m)	Subject to Council approving a detailed scheme and a business case								
	GCR	Public Realm improvements (£1.8m)	Now Vired to Public Realm Improvements - High Street Phase 2								
		TOTAL CAPITAL PROGRAMME		23,320,000	58,164,717	53,564,377	(4,600,340)	59,731,922	1,108,800	510,550	371,500

Code	Funding	Directorate / Scheme	Scheme Description	Original Budget 2018/19 £	Revised Budget 2018/19 £	Actual 2018/19 £	Over / (Under) Variance £	Revised Budget 2019/20 £	Budget 2020/21 £	Budget 2021/22 £	Budget 2022/23 £
	BCF	Funded by:		500,000	736,264	433,585	(302,679)	802,679	500,000	-	-
	SGG	DFG Better Care Fund / government grant		-	50,000	43,860	(6,140)	-	-	-	-
	P	Other specific government grant		21,000,000	732,807	655,171	(77,636)	-	-	-	-
	PSDH	Partnership Funding		-	249,825	20,000	(229,825)	229,825	-	-	-
	PPMR	Private Sector Decent Homes Grant		-	632,982	514,725	(118,257)	-	-	-	-
	S106	Property Planned Maintenance Reserve		50,000	314,546	31,885	(282,661)	404,725	50,000	-	-
	HCR	Developer Contributions S106		-	46,400	58,474	12,074	-	-	-	-
	GCR	HRA Capital Receipts		1,357,000	4,328,670	2,422,385	(1,906,285)	6,603,708	558,800	510,550	371,500
	PB	GF Capital Receipts		413,000	50,485,223	49,288,934	(1,196,289)	51,160,400	-	-	-
	R	Prudential Borrowing		-	405,000	-	(405,000)	400,000	-	-	-
	C	Revenue (RCCO) / other revenue reserves		-	183,000	95,358	(87,642)	130,585	-	-	-
		GF Capital Reserve		23,320,000	58,164,717	53,564,377	(4,600,340)	59,731,922	1,108,800	510,550	371,500

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CAPITAL GRANTS AND CONTRIBUTIONS 2018/19									
		YEAR	Balance	Receipts/	Amounts	Transferred	Grants &	Memo Ward details for S106	
		of receipt	@ 1/4/18	Refunds	Applied	to Revenue	Contributions		
Detail	Contributions		£	in year	to fund	£	@ 31/3/19		
			£	£	Cap expend	£	£		
RECEIPTS IN ADVANCE									
PARTNERSHIP FUNDING									
Short Term									
DEV006	HCA grant - JCS Infrastructure	16/17	(54,701.00)			54,701.00	-	Capital	
B6260 REVENUE			(54,701.00)	-	-	54,701.00	0.00		
SECTION 106/PARTNERSHIP FUNDING									
Short Term									
DEV002	Berkeley Homes - Thirlestaine Hall	14/15	(252,746.08)				(252,746.08)	Capital	
PAR019	Clyde Scooter Skate Park	17/18, 18/19	(33,979.00)	(10,000.00)			(43,979.00)		
CGR001	Disabled Facilities Grant (DFG)	17/18	(135,666.17)	(43,512.52)			(179,178.69)		
B6261 CAPITAL			(422,391.25)	(53,512.52)	-	-	(475,903.77)		
SECTION 106									
Long Term									
DEV003	205 Leckhampton Rd - Affordable Housing Contrib'n	15/16	(465,000.00)				(465,000.00)	Leckhampton	
DEV005	High St, Brewery phase 3 - affordable housing	17/18	(47,332.00)				(47,332.00)		
B7410 CAPITAL			(512,332.00)	-	-	-	(512,332.00)		
DEV403	Cold Pool Lane Grounds Maintenance	11/12	(53,303.83)				(53,303.83)	Up Hatherley Springbank	
DEV406	Rosebay Gardens Grounds Maintenance	13/14	(41,835.83)				(41,835.83)		
DEV407	Portland St & North Place MSCP repairs & insurance	14/15	(100,000.00)				(100,000.00)		
DEV408	Portland St & North Place compensation claims	14/15	(80,000.00)				(80,000.00)		
B7420 REVENUE			(275,139.66)	-	-	-	(275,139.66)		
TOTAL GRANTS RECEIPTS IN ADVANCE			(1,264,563.91)	(53,512.52)	-	54,701.00	(1,263,375.43)		
CAPITAL GRANTS UNAPPLIED									
SECTION 106									
Housing Enabling (affordable housing)									
DEV004	Pegasus Life - John Dower House	16/17	(470,550.00)				(470,550.00)	Lansdown	
DEV007	Moss Construction - Hatherley Lane and Leckhampton Road	17/18	(1,066,982.16)				(1,066,982.16)		
			(1,537,532.16)	-	-	-	(1,537,532.16)		
Public Art									
DEV101	Dunalley St-Public Art	10/11	(4,250.00)				(4,250.00)	St Pauls	
DEV102	Rosemullion-Public Art	07/08	(1,340.57)				(1,340.57)	Leckhampton	
DEV103	75-79 Rowanfield Road-Public Art	08/09	(5,342.50)				(5,342.50)	St Marks	
DEV106	12/13 Hatherley Lane (B&Q) - Public Art	12/13	(47,650.00)		12,885.00	2,393.33	(32,371.67)	Benhall & The Reddings	
DEV107	Devon Avenue - Public Art	12/13	(21,304.50)		19,000.00	-675.00	(2,979.50)	St Marks	
DEV110	Spirax Sarco St Georges Road	13/14	(11,878.01)			2,800.00	(9,078.01)	St Peters	
DEV111	Public Art - Midwinter site	14/15	(50,000.00)				(50,000.00)	Pittville	
DEV112	Wayfinding - University Pittville Campus	14/15	(25,683.00)				(25,683.00)	Pittville	
DEV113	Taylors Yard, Gloucester Road - Public Art	17/18	(30,000.00)				(30,000.00)	St Peters	
			(197,448.58)	-	31,885.00	4,518.33	(161,045.25)		
PlaySpaces									
DEV201	S106 Playspace-Adult/Youth	07/08 - 11/12	(26,484.45)				(26,484.45)	Borough wide. Remaining balance committed to capital Playspace programme	
DEV233	S106 Playarea - Beeches	/09+11/12+14/	(475.00)				(475.00)		
DEV252	S106 Playarea - Lansdown Crescent	/11+11/12+15/	(269.58)				(269.58)		
DEV261	S106 Playarea - Prestbury Playing Field	09/10	(759.67)				(759.67)	Lansdown	
DEV262	S106 Playarea - Priors Farm	10/11	(85.50)				(85.50)	Prestbury	
DEV263	S106 Playarea - Queen Elizabeth II	11/12	(28.00)				(28.00)	Battledown	
DEV267	S106 Playarea - St. Peters/Chelt Walk	17/18	(10,261.35)				(10,261.35)	St Peters	
DEV277	S106 Playarea - Starve Hall Farm	17/18	(201,216.56)				(201,216.56)	Prestbury	
			(239,580.11)	-	-	-	(239,580.11)		
Other									
DEV302	Former Gas Club flood defence maintenance contribution	18/19	-	(7,000.00)			(7,000.00)		
			-	(7,000.00)	-	-	(7,000.00)		
Section 106 Totals - Capital Grants Unapplied (BAL101)			(2,762,033)	(7,000)	31,885	4,518	(2,732,629)		
CAPITAL GRANTS									
CGG001	Private Sector Decent Homes Grant (PSDH)		(262,959.48)		20,000.00		(242,959.48)		
CGR001	Disabled Facilities Grant (DFG)		-	(433,585.48)	433,585.48		-		
CGR002	MHCLG - LA Parks Improvement Funding		-	(18,385.00)			(18,385.00)		
CGR003	DCLG Council Tax Support/new burdens		(220,571.00)		43,860.00		(176,711.00)		
			(483,530.48)	(451,970.48)	497,445.48	-	(438,055.48)		
PARTNERSHIP FUNDING									
PAR015	GCC Pedestrian Wayfinding		(22,348.55)		22,348.55		-		
PAR017	Friends of Winston Churchill Memorial Gardens		(5,000.00)		5,000.00		-		
PAR024	Changing Places re accessible toilets		-	(88,343.15)	88,343.15		-		
PAR023	Glos CC re Sports & Play Hub phase 1		-	(25,000.00)	25,000.00		-		
PAR025	Public Realm Improvements		-	(330,000.00)	330,000.00		-		
PAR026	Sport England re Sports & Play Hub phase 1		-	(184,480.00)	184,480.00		-		
			(27,348.55)	(627,823.15)	655,171.70	-	-		
TOTAL CAPITAL GRANTS & PARTNERSHIP FUNDING (BAL100)			(510,879.03)	(1,079,793.63)	1,152,617.18	-	(438,055.48)		
TOTAL CAPITAL GRANTS UNAPPLIED			(3,272,911.54)	(1,086,793.63)	1,184,502.18	4,518.33	(3,170,684.66)		

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Council Tax and Business Rates
Collection Rates 2018-19

Council Tax 2018/19

Current Year Charges - 2018/19			
Monitoring Period	% Collected at 31.03.2019	2018/19 Target	The yearend collection rate of 98.32% is above the target and is an excellent achievement
	98.32%	98.30%	
Comparison with 2017/2018	% Collected at 31.03.2018		
	98.30%		

Previous Years Charges Outstanding in 2018/19			
Monitoring Period	Amount outstanding at 31.03.2019	Target 31.03.2019	The arrears outstanding have not quite reduced to the target level. We are continuing to collect balances due and are working with council tax payers having difficulty in paying
	£1,206,270	£1,145,000	
Comparison with 2017/2018	Amount outstanding at 31.03.2018		
	£1,146,742		

Business Rates 2018/19

Current Year Charges - 2018/19			
Monitoring Period	% Collected at 31.03.2019	2018/19 Target	The yearend collection rate of 98.83% is above the target and is an excellent achievement
	98.83%	98.80%	
Comparison with 2017/2018	% Collected at 31.03.2018		
	98.74%		

Previous Years Charges Outstanding in 2018/19			
Monitoring Period	Amount outstanding at 31.03.2019	2018/19 Target	The arrears outstanding have reduced to below the yearend target level
	£540,658	£570,000	
Comparison with 2017/2018	Amount outstanding at 31.03.2018		
	£613,964		

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Cheltenham Borough Council: Aged Debt Report - as at 1 April 2019																	
			No. Outstanding Invoices	Value of Invoices in Payment Plans	Value of Invoices with Halted Recovery *	Value of Invoices with Legal	Value of Invoices awaiting Credit Notes **	Value of Invoices for Write Off ****	Customer Credits ***	Not Due	0-30 Days	1-3 Mths	3-6 Mths	6 mth - 1 Yr	1 - 2 Yrs	2 Yrs+	Total
Cost centre manager	CostC	CostC (T)															
Dominic Stead	ADB101 Total	Cheltenham Municipal Offices	1	-	-	-	-	-	-	5,052.95	-	-	-	-	-	-	5,052.95
Dominic Stead	ADB103 Total	Cheltenham Depot	5	-	-	-	-	-	-	44,603.00	-	-	-	-	-	12.48	44,615.48
Garrie Dowling-Burrage	ADB104 Total	Miscellaneous Operational Properties	29	6281.3	518.34	0	0	0	0	7270.83	0	5501.19	375.64	0	0	0	19947.3
Paul Jones	BAL100 Total	General Fund Balance Sheet	26	0.26	3.74	3,991.00	-	-	-	-	-	-	-	-	-	360.00	2,234.14
Rob Hainsworth	CCM001 Total	Cemetery, Crematorium and Churchyards	123	-	852.50	-	-	-	-	53,101.01	48,184.00	3,537.00	4,362.00	-	4,797.00	-	114,833.51
Richard Gibson	COM101 Total	Oakley Resource Centre	6	220.00	-	-	-	-	-	10,472.00	1,750.00	-	-	-	-	-	12,442.00
Richard Gibson	COM103 Total	St. Margaret's Hall	1	-	-	-	-	-	-	202.50	-	-	-	-	-	-	202.50
Mike Redman	CPK001 Total	Car Parks - Off Street Operations	3	-	-	-	-	-	-	-	-	1,200.00	-	5,241.60	-	-	6,441.60
Mark Sheldon	CUL003 Total	World War 1 Commemoration Projects	1	-	-	-	-	-	-	2,005.56	-	-	-	-	-	-	2,005.56
Dominic Stead	FIE040 Total	Income and Expenditure on Investment Proproties	26	17448.35	0	0	0	0	0	7466.67	319490.3	44630.4	0	284.29	845.15	0	390165.16
Richard Gibson	GBD001 Total	Community Welfare Grants	2	-	-	-	-	-	-	1,000.00	-	-	-	270.00	-	-	1,270.00
Sarah Didcote	HLD170 Total	Cheltenham Trust Intercompany Account	2	-	-	-	-	-	-	13,973.51	-	9,257.12	-	-	-	-	23,230.63
Mark Nelson	HOS004 Total	Housing Standards	8	-	1,240.20	875.30	-	-	-	-	-	-	-	-	-	-	2,115.50
Jayne Gilpin	LTC111 Total	Business Improvement District Administration	1	-	512.24	-	-	-	-	-	-	-	-	-	-	-	512.24
AN Other	NDC001 Total	Non Distributed Costs	2	-	-	-	-	-	-	998.33	-	-	-	-	-	-	998.33
Adam Reynolds	OPS001 Total	Parks & Gardens Operations	7	1,401.50	-	-	-	-	-	-	22,366.90	-	-	-	-	-	23,768.40
Adam Reynolds	OPS002 Total	Sports & Open Spaces Operations	20	6300.89	0	1720.15	0	0	0	416.66	3375	834.91	0	0	0	0	12647.61
Adam Reynolds	OPS004 Total	Allotments	145	-	422.89	-	-	-	-	-	-	6,973.93	-	-	777.05	45.00	8,218.87
Adam Reynolds	OPS101 Total	Arle Road Nursery Operations	2	-	170.07	-	-	-	-	-	-	-	-	1,090.81	-	-	1,260.88
Sarah Clark	REG001 Total	Environmental Health General	5	3,355.00	3,311.62	-	-	693.00	-	-	-	203.98	-	-	-	-	7,563.60
Louis Krog	REG002 Total	Licensing	28	-	-	-	360.00	-	-	3,851.50	1,464.39	50.00	-	-	-	-	5,725.89
Mark Nelson	REG003 Total	Animal Control	1	-	-	320.00	-	-	-	-	-	-	-	-	-	-	320.00
Sarah Clark	REG013 Total	Polution Control	1	-	-	-	-	-	-	-	-	-	-	79.00	-	-	79.00
Mark Nelson	REG018 Total	Pest Control	4	-	-	75.00	-	-	-	150.00	200.00	-	-	-	-	-	425.00
Sarah Didcote	REG019 Total	Public Conveniences	1	-	-	-	-	-	-	18,000.00	-	-	-	-	-	-	18,000.00
Karen Watson	RYC008 Total	Bulking Facility	17	-	3,405.24	3,132.72	-	-	-	30,942.86	43,931.81	-	32,667.37	-	-	-	114,080.00
Martin Stacey	SPP001 Total	Supporting People	2	174.31	0	0	0	0	0	0	0	0	0	0	0	0	174.31
Chris Morrall	SPP002 Total	Community Alarms	1813	169291.18	363.05	0	29.16	0	0	2308.84	0	0	14.53	0	0	0	172006.76
Mark Nelson	STC011 Total	Abandoned Vehicles	9	-	96.00	2,144.00	-	-	-	-	130.00	-	-	-	-	-	2,370.00
Dominic Stead	SUP025 Total	Property Services	1	-	-	-	-	-	-	12,180.00	-	-	-	-	-	-	12,180.00
Paul Jones	SUP106 Total	Publica Business Support Contract	1	-	-	-	-	-	-	22,830.60	-	-	-	-	-	-	22,830.60
Sarah Didcote	TOU002 Total	Tourist / Vistor Information Centre	1	-	-	-	-	-	-	-	-	3,600.00	-	-	-	-	3,600.00
Karen Watson	TRW001 Total	Trade Waste	633	87551.83	204.75	944.91	0	0	0	312.7	83476.45	919.75	1074.7	398.7	37.8	0	174921.59
Karen Watson	WST001 Total	Household Waste	1	-	-	-	-	-	-	-	1,020.00	-	-	-	-	-	1,020.00
	Grand Total		2928	292,024.62	11,100.64	13,203.08	389.16	693.00	-	6,589.14	237,139.52	525,388.85	76,708.28	38,494.24	7,364.40	6,457.00	1,202,791.13
Cost centre manager	CostC	CostC (T)															
Matt Ward	HRA100 Total	Repairs and Maintenance	521	72300.35	55729.54	6803.44	0	2783.19	0	8686.91	4292.5	11194.41	6986.35	20982.16	19835.91	26993.39	236588.15
Matt Ward	HRA110 Total	Supervision and Management	1	-	-	-	-	-	-	-	-	-	-	-	-	461.61	461.61
Matt Ward	HRA210 Total	Non-dwelling Rents	140	10335.72	440.5	10	30	0	0	6130	28679.65	0	0	514.24	190	355.5	46685.61
Matt Ward	HRA221 Total	Service Charges to Leaseholders	552	220377.5	46332.9	1331.55	845.79	0	0	31716.88	15998.43	8333.44	4085.91	35174	46190.21	47515.89	457902.5
Matt Ward	HRA235 Total	HRA Other Income	6	-	-	-	-	-	-	-	-	-	-	-	-	120.00	120.00
	Grand Total		1220	303,013.57	102,502.94	8,144.99	875.79	2,783.19	-	46,533.79	48,970.58	19,527.85	11,072.26	56,670.40	66,216.12	75,446.39	741,757.87
Grand Total			4,148	595,038	113,604	21,348	1,265	3,476	-	6,589	283,673	574,359	96,236	49,567	64,035	72,673	1,944,549
Previous month's position			1,937	339,736.01	95,700.96	21,031.47	874.95	9,453.62	-	29,803.43	406,260.24	331,512.93	198,837.32	65,837.73	64,109.63	73,163.79	1,654,815.78
* 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

	2018/19	
	Forecast	Actual
	£	£
<u>EXPENDITURE</u>		
General & Special Management	2,240,700	2,230,827
ALMO Management Fee	5,144,000	5,154,455
Rents, Rates, Taxes and Other Charges	49,000	63,005
Repairs & Maintenance	3,781,400	3,863,920
Provision for Bad Debts	296,000	129,619
Interest Payable	1,684,700	1,697,825
Depreciation & Impairment of Dwellings	4,460,900	4,460,936
Depreciation of Other Assets	295,300	287,845
Debt Management Expenses	81,600	81,600
TOTAL	<u>18,033,600</u>	<u>17,970,031</u>
<u>INCOME</u>		
Dwelling Rents	18,555,000	18,554,921
Non Dwelling Rents	472,700	487,360
Charges for Services and Facilities	843,100	849,475
Supporting People Grant	35,000	34,629
Feed in Tariff from PV Installations	232,000	238,036
TOTAL	<u>20,137,800</u>	<u>20,164,419</u>
NET INCOME FROM SERVICES	2,104,200	2,194,388
Interest Receivable	169,000	167,822
NET OPERATING SURPLUS	<u>2,273,200</u>	<u>2,362,209</u>
<u>Appropriations</u>		
Revenue Contributions to Capital	<u>-2,089,500</u>	<u>-2,138,543</u>
Net Increase/(Decrease) in reserves	183,700	223,666
Revenue Reserve brought forward	8,601,500	8,601,500
Revenue Reserve carried forward	<u>8,785,200</u>	<u>8,825,166</u>

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MAJOR REPAIRS RESERVE

	2018/19	
	Forecast	Actual
	£	£
Balance brought forward	-	-
Depreciation of Dwellings	4,460,900	4,431,592
Depreciation of Other Assets	295,300	315,641
	<u>4,756,200</u>	<u>4,747,233</u>
Utilised to fund Capital Programme	-4,756,200	-4,747,233
Balance carried forward	<u>-</u>	<u>-</u>

HRA CAPITAL PROGRAMME

	2018/19		2019/20
	Forecast	Actual	Revised
	£	£	£
<u>EXPENDITURE</u>			
EXISTING STOCK			
Property Improvements & Major Repairs	6,913,300	6,788,227	9,123,100
Adaptions for the Disabled	400,000	435,181	400,000
Environmental Works (Tenant Selection)	10,000	-	10,000
Repurchase of Shared Ownership Dwellings	50,000	59,250	50,000
	<u>7,373,300</u>	<u>7,282,658</u>	<u>9,583,100</u>
NEW BUILD & ACQUISITIONS	2,402,000	2,196,577	7,631,000
TOTAL	<u>9,775,300</u>	<u>9,479,235</u>	<u>17,214,100</u>
<u>FINANCING</u>			
Capital Receipts	2,629,600	2,349,775	2,593,000
HRA Revenue Contribution	2,089,500	2,138,543	8,886,300
Leaseholder & Other Contributions	300,000	243,684	300,000
Major Repairs Reserve	4,756,200	4,747,233	4,825,400
Borrowing			609,400
TOTAL	<u>9,775,300</u>	<u>9,479,235</u>	<u>17,214,100</u>

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Cheltenham Borough Council

Cabinet – 9 July 2019

The Future of Public Convenience Provision

Accountable member	Cabinet Member Clean and Green Environment, Councillor Chris Coleman
Accountable officer	Director of Projects, Mark Sheldon
Ward(s) affected	Park, Lansdown, Pittville, College, All Saints
Key Decision	Yes
Executive summary	This report identifies opportunities and recommendations for improvements to the future of public conveniences in the town centre. It discusses alternative partnership initiatives that will increase the choice of amenities available to the public, potential cost savings and capital generation realised from rationalisation of the current stock.
Recommendations	<p>That Cabinet resolves to:</p> <ol style="list-style-type: none"> 1. Adopt the proposed strategy to guide future decision making with regard to public conveniences set out in paragraph [5] 2. Undertake a consultation exercise in respect of option 3, set out in section 4, and to report back to AMWG, O&S and cabinet with the outcomes and recommended way forward.
Financial implications	<p>As detailed in report and appendices.</p> <p>Contact Officer: Jon Whitlock, Financial Officer</p> <p>Email: Jon.Whitlock@publicagroup.uk</p> <p>Tel: 01242 264354</p>

Legal implications	<p>Cheltenham Council has power (but not a duty) under section 87 of the Public Health Act 1936 (as amended) to provide public conveniences, but is not obliged to do so. Where the authority provides such conveniences, regard must be had to the needs of disabled persons, and provision must be made so far as practicable and reasonable to meet those needs (s5 of the Chronically Sick and Disabled Persons Act 1970).</p> <p>If it chooses to exercise this power, it also has power to enter into agreements with third parties to achieve the outcomes, either under the Local Government Act 1972 or the Localism Act 2011.</p> <p>When deciding whether or not to close the existing public conveniences (and to proceed with any changes), the authority needs to be satisfied that it has discharged its consultation duties imposed by section 3(2) of the Local Government Act 1999 (as updated by revised Best Value Guidance Statutory Guidance of March 2015) and has had regard to its duties under the Equality Act 2010. In terms of the Equality Act 2010 the Council has to bear in mind its wider Public Sector Equality Duty (PSED) when proposing service changes i.e. the duty to: (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this (Equality) Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.” (‘protected characteristics’ are: Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.) Again, in practical terms, the PSED requires any consultation regarding service change to be at the earliest opportunity, with persons possessing a protected characteristic who may be affected, be clear who it may affect and how, and give them the opportunity to express their views. The authority needs to be satisfied that meaningful consultation has taken place in accordance with the PSED. It would be important to consider whether the provision of such services by third parties, as an alternative to the Council’s provision, would satisfy the Council’s duty.</p> <p>With regard to any infrastructure changes involving works, the authority needs to comply with the Contract Rules and procurement law.</p> <p>Contact Officer: Shirin Wotherspoon, Head of Law (Commercial)</p> <p>Email: shirin.wotherspoon@teWKesbury.gov.uk</p> <p>Tel: 01684 272017</p>
HR implications (including learning and organisational development)	<p>There are no direct HR implications identified in the report.</p> <p>Contact officer: Carmel Togher, HR Business Partner</p> <p>Email: carmel.togher@cheltenham.gov.uk</p> <p>Tel: 01242 775215</p>
Key risks	<p>That Cheltenham Borough Council is unable to develop a commercial partnership with suitable businesses to provide the number of fit for purpose facilities to replace those public facilities identified for closure.</p> <p>That the proposals are viewed as being detrimental to Cheltenham’s amenity provision, by the public</p>

Corporate and community plan Implications	<p style="text-align: center;">Page 209</p> <p>The project supports the Place Strategy vision to be a place where our people, communities and environment thrives. Providing improved access to a greater number of well-maintained toilet facilities and investing in improvements to council owned facilities will contribute to improving the town centre and providing strong healthy inclusive communities.</p> <p>The project also contributes to our principles within the Corporate Plan to <i>"be commercially focused where needed and become financially self-sufficient to ensure we can continue to achieve value for money for the taxpayer"</i>.</p>
Environmental and climate change implications	<p>Reduction in use of energy and water on sites recommended to be closed.</p>
Property/Asset Implications	<p>Dependant on the delivery timescale for this scheme there may be resource availability issues within the Property team to undertake the activity proposed within this report.</p> <p>Contact Officer: Garrie Dowling, Senior Property Surveyor</p> <p>Email: gary.dowling@cheltenham.gov.uk</p> <p>Tel: 01242 264394</p>

1. Background

1.1 Property Services have been asked to review the public convenience facilities within the Town Centre. This report will consider their current condition and opportunities improved access to better facilities for all residents and visitors and for potential cost savings and revenue income, realised from further rationalisation of the stock and alternative initiatives that could realise potential revenue income from the assets.

1.2 The public convenience assets currently in operation are:

- Bath Terrace -
- Imperial Gardens
- Montpellier Gardens
- Pittville Park
- Royal Well
- Sandford Park

The following assets are not currently operational:

- Ambrose Street
- Town centre East

2. Rationale

2.1 The overall public convenience amenity serving residents and visitors is below standard as a result of the poor condition of some of the toilets. The majority of the facilities are in need of major refurbishment which will put substantial pressure on the planned maintenance budgets over the next ten years. Operationally, these facilities are also expensive to run, and while desirable, in terms of public amenity they will continue to be a costly obligation on the Council's budgets.

Many towns and cities across the country have looked at alternative approaches to public toilet provision through successful community partnership schemes enabling public access to facilities within commercial premises. This has resulted in access to a greater number of well-maintained and more accessible facilities.

2.2 The high level assessment of the eight public conveniences, under Section 3.0, gives an overview of each property's condition and additional commentary on status and other considerations. This will assist in developing a strategy for the future provision of public conveniences in the borough.

2.3 There are commercial development opportunities that present themselves for a number of the public conveniences within the Town centre.

2.4 An additional consideration of this review is the cost of maintaining the new 'Changing Places' accessible toilet at Pittville Park. There is a commitment to off-set these costs by making savings elsewhere.

2.5 The review focuses on a number of options, namely:

- **Option 1** – Retain and invest in the facilities currently operational
- **Option 2** – Close all facilities and seek a community partnership initiative to provide public access to alternative facilities
- **Option 3** – Retain selective facilities and seek a community partnership initiative to provide public access to alternative facilities
- **Option 4** - Retain and invest in the facilities currently operational and introduce charging

2.6 The review includes the following information which may assist the Cabinet members in making decisions on a strategy for future provision of public conveniences.

3. Information on Current Status

Name	Location	Condition	Comments
3.1 Bath Terrace	Bath Terrace car park off Bath Road	Satisfactory	<ul style="list-style-type: none"> • There is currently a legal agreement in place with a representative of Bath Rd Traders Association that would need to be investigated • Commercial potential (additional car parking or commercial premises)
3.2 Imperial Gardens	Town Hall, Imperial Square	Poor	<ul style="list-style-type: none"> • Services Imperial Park garden bar and park users as well as general public. • Is part of fabric of Town Hall listed building • Opportunity to transfer responsibility to The Cheltenham Trust
3.3 Montpellier Gardens	Off Montpellier Walk	Good	<ul style="list-style-type: none"> • Basic refurbishment in 2004/2005 was part funded by HLF grant. • Adjacent to popular childrens' play area, tennis courts and refreshment kiosk. • Well used
3.4 Pittville Park	Off Evesham Road	Good	<ul style="list-style-type: none"> • Substantial refurbishment in 2005 • Adjacent to play area, refreshment kiosk and recently developed Changing Places accessible toilet facility. • Well used
3.5 Royal Well	Rear of Municipal Offices, Royal Well	Poor	<ul style="list-style-type: none"> • Within the footprint of the Municipal Offices so would be impacted by proposals for the building. • Opposite the bus station and consequently well used. • Alternative provision exists at bus station

3.6 Sandford Park	Off College Road	Poor	Page 211' The facility design is extremely basic and no longer fit for purpose. <ul style="list-style-type: none"> • Open only during the summer months
3.7 Ambrose Street	Adjacent to Bowling Green	Closed	<ul style="list-style-type: none"> • Commercial potential
3.8 Town Centre East	Under TCE car park	Closed	<ul style="list-style-type: none"> • Opportunity to use as storage facility • Commercial potential

4. Options Analysis

4.1 Option 1

Retain and invest in the facilities currently operational:

Continue to support the existing facilities from the Planned Maintenance reserve and include all necessary refurbishments in the ten year Planned Maintenance Programme (PMP). To keep the remaining six public conveniences open will cost the council an annualised net cost of approximately £320,300 p.a. over the next ten years. Currently there is no revenue income from these assets to off-set these costs.

4.2 Option 2

Close all facilities and seek a community partnership initiative to provide public access to alternative facilities:

Move to a similar strategy as adopted by other councils e.g. Gloucester City Council, (**Appendix A**) whereby the council could embark on a community partnership scheme with local businesses throughout the town. This initiative would provide the public with accessible toilets in convenient locations across the town, whereby the participating businesses would agree to let members of the public use their toilet facilities during normal working hours without the need to make a purchase from the business.

This would require negotiation and agreement with Cheltenham's business community but there could be a potential saving to the MTFS over the next ten years of up to £204,000 p.a., this would also relieve pressure on the Planned Maintenance reserve by approximately £102,300 p.a. This will be dependent on the cost of potential partnership grants or contributions to participating businesses. Some initial discussion with Cheltenham BID on community partnership for Cheltenham town has been undertaken by CBC's Business Transformation team and a proposal summary is included in **Appendix D**.

4.3 Option 3

Retain selective facilities and seek a community partnership initiative to provide public access to additional facilities:

Undertake negotiations to develop a community partnership scheme, as detailed in 4.2 and undertake a selection process to retain certain facilities, and invest where necessary, based on ability, or lack of, to provide suitable alternatives. The end result should provide an overall improvement to the current level of public convenience facilities within the town.

This option will enable the Property team to investigate revenue generation from disposal or commercial opportunity from the redundant amenities.

Potential Opportunities

Asset	Opportunity
Bath Terrace	Consider offering up for commercial venture, leasing to Bath Traders Association under a full repairing lease or demolish and turn into parking spaces and cultivate community partnership additional facilities nearby.
Imperial Gardens	Propose to discuss transfer of all operational liabilities to the Cheltenham Trust and cultivate community partnership additional facilities nearby.
Montpellier Gardens	Retain to support parks activities and review cleaning contract

Pittville Park	Retain to support parks and review cleaning contract
Royal Well	Premises to be included in potential redevelopment of the Municipal Offices, Cultivate community partnership additional facilities nearby.
Sandford Park	Potential to relocate and redevelop facilities to support park activities (including increases in events), and review cleaning contract. Include additional commercial potential within redevelopment plans
Ambrose Street	Offer up for commercial venture and cultivate community partnership additional facilities nearby.
Town Centre East	Offer up for commercial venture or as storage facility for Ubico and cultivate community partnership additional facilities nearby.

This would require negotiation and agreement with Cheltenham's business community but could deliver an annual MTFS saving of £77,000 and reduction of £62,500 expenditure from the property maintenance reserve which may result from the potential transfer of responsibility for some toilets to third parties or the closure of toilets as a result of the implementation of a successful community partnership scheme, following consultation.

These figures have excluded any additional revenue from commercial opportunities. A separate piece of work would need to be undertaken to understand those financial benefits

4.4 Option 4

Retain and invest in all facilities and introduce charging:

This is essentially the same as Option 1 but in order to deliver savings there has been an investigation into the viability of generating revenue via a pay-to-use initiative. For the purposes of this report a simple usage appraisal has been carried out and details are to be found in **Appendix C**.

Based on our observations on usage and a charge of 20 pence, which appears to be the optimum charge, CBC could generate gross revenue of c£38k p.a. However, cash collection, processing and other lifecycle costs could be up to £24k p.a., leaving a net profit of £14k p.a. to go toward MTFS.

Capital outlay of £85k would be recovered in approximately a six year period, and following years would potentially see an operational cost reduction of 6%/£14k p.a. on the annual revenue costs. This option could deliver a potential saving to the property maintenance reserve and MTFS over the next ten years of up to £5,500 p.a.

5. Reasons for recommendations

In reviewing the current status and future opportunities presented from our public convenience amenity, the project team makes the following recommendations:-

- Adopt the following strategy to guide future decision making with regard to public conveniences

"As part of Cheltenham Borough Council's strategy to be a place where everyone thrives, the Council will make best endeavours to ensure that daytime access to a toilet provision is available to members of the public within the town centre and its major public open spaces, and that the provision is clean and safe to use."

- Undertake a consultation exercise in respect of option 3, that is to retain selective facilities and seek a community partnership initiative to provide public access to additional facilities,
- Report back to cabinet with the outcomes and recommended way forward that is likely to include;-
 - Development of a community partnership scheme allowing public access to public conveniences in commercial premises where it is beneficial for the community.
 - Implementation of asset investment and rationalisation in line with potential opportunities detailed in Option 3 (4.3).

- o Delivery of a communication Page 213 pages and informs the public and stakeholders on the project proposals in a timely manner.
- o Consideration of wayfinding signage requirements

6. Costs & Funding

Summary of operational costs and capital investment requirements

The detailed breakdown of costs can be found in **Appendix B**.

6.1 As noted in Option 3, the financial summary above does not include any potential to generate additional income through commercialisation or disposal of any redundant facilities. This report proposes that this be undertaken as a separate piece of work utilising specific skills of the Property team, in parallel with the progression of this project.

	Annual Revenue Net Cost	10 Year Refurbishment Costs (PMP)	New Capital Expenditure	Total 10 Year Cost	Annualised Net Cost for comparative purposes (10years)	Overall Annual Saving compared to current state	GF MTFS Saving	Relieved PRM pressure
Option 1 (Current)	£218,000	£1,023,000	£0	£3,203,000	£320,300	£0	£0	£0
Option 2	£14,000	£0	£0	£140,000	£14,000	-£306,300	-£204,000	-£102,300
Option 3	£141,000	£398,000	£0	£1,808,000	£180,800	-£139,500	-£77,000	-£62,500
Option 4	£204,000	£1,023,000	£85,000	£3,148,000	£314,800	-£5,500	-£14,000	£0

Notes/Assumptions

- Please note that refurbishment costs quoted are indicative only.
- All Property Services management and resourcing costs are excluded.
- Income for Option 4 is estimated on a small amount of research, based on 20p charge
- Current cleaning costs from Ubico are all savings if all public conveniences close
- Allocation of costs between the different WC's is based on Ubico's costs
- Normal Revenue Operating costs are currently within existing budgets, however note that the budget for 19/20 isn't the full cost of public conveniences. (some costs are attributed to Parks and Gardens through the Ubico contract)

7. Consultation and feedback

7.1 As one of the project objectives is to improve the current public convenience provision there has been no public consultation at this point. However, the council must be mindful of its wider Public Sector Equality Duty (PSED) when proposing service changes and to that end will consult partner groups on the Community Partnership Initiative opportunities to ensure they are fit for purpose for all residents and visitors.

7.2 Cheltenham BID manager has provided feedback on the findings and proposals, specifically the Community Partnership Initiative, and this has been encompassed within this report.

7.3 CBC Participation & Engagement Team Leader has commented on the Equality Impact Assessment (Appendix F)

- a. Previous consultation specific to those with complex disabilities was undertaken as part of the CBC Changing Places project and has been reviewed as background to this project
- b. The Research and Government guidance (March 2008 and November 2008) encouraging local authorities to provide better access and better quality toilets, provides useful information when considering Community Partnership Toilet Schemes

7.4 The councils Asset Management Working Group was consulted on 13th June and feedback on recommendations was generally positive. There was some discussion on the need to consider the following –

- Visitor experience impact from Closure of Bath Terrace WC (to include in consultation)
- Bath Terrace traders response to Closure of Bath Terrace WC (to include in consultation)
- Royal Well bus/ coach station operatives (to include in consultation)
- Homeless, look into including the YMCA/YWCA into the Community partnership Initiative
- General wayfinding signage round town

7.5 A report was put together following a discussion with the Regeneration and Economic Development officer at Gloucester City Council, in 2017, on their Community Partnership Initiative. (Appendix A)

8. Performance management –monitoring and review

8.1 This project will follow the principles of Prince 2 project management.

8.2 The business case in this report will provide the benchmark for measuring the financial benefits over the following 10 years

8.3 The success of the project will be monitored as part of the councils standard performance management strategy

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Appendices	A. Gloucester City Council Community Partnership Initiative B. Detailed breakdown of operational costs and capital investment C. Pay-by-use initiative and detailed costings D. Cheltenham Borough Council Community Partnership Initiative proposals E. Risk Assessment F. Equality Impact Assessment
Background information	https://webarchive.nationalarchives.gov.uk/20120920031420/http://www.communities.gov.uk/documents/localgovernment/pdf/1064520.pdf https://webarchive.nationalarchives.gov.uk/20120920031546/http://www.communities.gov.uk/documents/localgovernment/pdf/713772.pdf

Appendix A

<http://www.visitgloucester.co.uk/explore/tourist-information-centre/community-toilet-scheme>

Background

The scheme has been in place between 6-8 years and all public toilets have been closed in the town except for the facility located in the new bus station.

Cost in set up

Required to dispose of the 99 year lease tenure on the toilets owned by Council

- Sold on to a private buyer, a café
- Some were demolished
- One is now a storage unit for contractor
- Materials required: signs, stickers, promotion (newspapers, door to door, centre 'tell, radio)
- Mini campaigns, "tourists" annotated maps kept at TIC

The Commercial Partners

There were originally 15 partners which has been reduced to 11, of which 6 are commercial partners paid £600 per year; 4 sites are council owned and Debenhams do not accept any payment. The partners are:

- G1 Leisure Centre (CC owned, managed by Aspire)
- Gloucester Guildhall (CC owned)
- Gloucester Folk Museum (CC owned)
- Gloucester City Museum (CC owned)
- Warehouse Climbing Centre
- Debenhams
- Eastgate Shopping Centre
- Poppins Restaurant (near to bus station)
- The New Inn [Pub - Part of the RelaxInnz]
- Robert Raikes [Pub - Samuel Smiths Brewery]
- The Imperial Inn [Pub - Brains SA, Draught Bass]

Pay-to-Use Facilities

The bus station redevelopment includes 6 toilets with coin operated doors (2 female, 2 male, 1 baby change and 1 disabled). The footfall through the bus station is approximately 10m which includes those accessing the train station as well.

No feasibility study was carried out as the pay as you go toilets have been included in the wider Kings Quarter redevelopment, to offset the capital cost and discourage vandalism. The political decision to charge 20p instead of 30p considered that people would only need one coin and there were no other pay as you go toilets in the city. There will be a change machine available on site. The site will have also have an attendant, which will be an additional cost of 1fte to the cleaning contract. However the site will be leased to Stagecoach who will have responsibility to maintain the services.

Note: Community Partnership Initiatives in Poole, Oxford, City of London, Cardiff, Wealden and Penzance were also reviewed as part of the research undertaken.

Appendix B

Detailed breakdown of operational costs and capital investment

Existing Costs

	Bath Terrace	Imperial Gardens	Montpellier Gardens	Pittville Park	Langford Places Pittville Park	Royal Well	Sandford Park	Ambrose Street	Town Centre East	Total
Ubico Costs	£7,428	£29,254	£35,787	£45,707		£35,206	£14,176			£167,557
Utilities - Electricity	£458	£1,803	£2,206	£2,817		£2,170	£874			£10,327
Utilities - Water	£294	£1,158	£1,417	£1,810		£1,394	£561			£6,634
Utilities - Sewerage & Drainage	£335	£1,319	£1,614	£2,061		£1,588	£639			£7,556
Compliance	£167	£756	£357	£508	£2,500	£364	£52			£4,704
Maintenance	£5,706	£4,446	£7,816	£6,603	£600	£8,336	£1,432			£34,939
Business Rates	£2,470	£1,656	£2,928			£1,646				£8,700
Contribution		-£14,600								-£14,600
Current Revenue Running Costs	£ 16,859	£ 25,793	£ 52,124	£ 59,505	£ 3,100	£ 50,703	£ 17,734			£225,817
Refurbishment Due	2021	Overdue	2024	2025		Overdue	Overdue			

Realigned cost breakdown

Option 1	Bath Terrace	Imperial Gardens	Montpellier Gardens	Pittville Park	Changing Places Pittville Park	Royal Well	Sandford Park	Ambrose Street	Town Centre East		Total
Current Revenue Running Costs	£ 16,859	£ 25,793	£ 52,124	£ 59,505	£ 3,100	£ 50,703	£ 17,734	£ -	£ -		£ 225,817
New Revenue Costs Yr 1	£ 16,859	£ 25,793	£ 52,124	£ 59,505	£ 3,100	£ 50,703	£ 17,734	£ -	£ -		£ 225,817
Annual Saving NNDR Yr2-10	-£ 2,470	-£ 1,656	-£ 2,928	£ -	£ -	-£ 1,646	£ -	£ -	£ -		-£ 8,700
NEW Revenue Saving Yr2-10	£ 14,389	£ 24,137	£ 49,196	£ 59,505	£ 3,100	£ 49,057	£ 17,734	£ -	£ -		£ 217,117
Referbishment costs next 10 years	£ 200,000	£ 200,000	£ 250,000	£ 60,000		£ 225,000	£ 88,000	£ -	£ -		£1,023,000

[illegible][illegible]

Appendix C

Option 4 Pay-by-use initiative and detailed costings

Included below are some high-level costing which have assisted in making a decision on whether or not to pursue a pay-to-use initiative further and commission external expertise to report on the adaptability of CBC's remaining public conveniences, management costs and revenue potential.

This would need to be evidenced through a comprehensive operational study and options appraisal in order to collect empirical data on use and capital outlay required.

A similar study was commissioned by Gloucester City Council in 2014 and the report is a useful insight to the complexities of a wide-ranging bespoke optional appraisal. The study is included in Appendix A for reference.

Use data study

For the purpose of this report and in order to assimilate some basic cost information, Property Services carried out a series of brief observations on use for each of the six assets.

Review of usage

The count was based on two half-hourly observations made mid-week, one morning and one afternoon. The analysis below serves as a test-bed only and used as an example of what is possible and not what is probable. It is strongly advised that a more detailed study is undertaken on how often the conveniences are used to better inform use data as extrapolated in the study. This may require installation of automatic step-counters at each location to provide records obtained over a much wider period of time to give more reliable footfall figures for each location.

An assumed charging rate of 20 pence has been used for the purpose of the following analysis as market research has suggested this is a reasonable rate.

Use data calculations (Count based on two half-hourly observations mid-week am and pm)

Criteria							
Opening times (winter):	8	x	6 months	=	1456	hrs	
Opening times (summer):	10	x	6 months	=	1820	hrs	
Ave opening time:	3276	/	365	=		9	hrs
Opening days:	6	x	52	=	day x weeks	312	days
Assumed charging rate:	20	pence		=		0.2	pence
Property	Count	x	Uses/day	x	Uses/year	x	Revenue
Bath Terrace WC							
Male	11	x	99	x	30,888	x	£6,177
Female	5	x	45	x	14,040	x	£2,808
Disabled	0	x	0	x	0	x	£0
Imperial Gardens WC							
Male	8	x	72	x	22,464	x	£4,493
Female	1	x	9	x	2,808	x	£562
Disabled	0	x	0	x	0	x	£0
Montpellier Gardens WC							
Male	8	x	72	x	22,464	x	£4,493
Female	4	x	36	x	11,232	x	£2,246
Disabled	0	x	0	x	0	x	£0
Pittville Park WC							
Male	4	x	36	x	11,232	x	£2,246
Female	9	x	81	x	25,272	x	£5,054
Disabled	2	x	18	x	5,616	x	£1,123

Royal Well WC	Page 219							
Male	10	x	90	x	28,080	X	£5,616	
Female	3	x	27	x	8,424	X	£1,685	
Disabled	0	x	0	x	0	X	£0	
Sandford Park WC								
Male	1	x	9	x	2,808	x	£562	
Female	2	x	18	x	5,616	x	£1,123	
Total Potential Annual Revenue:							£38,188	

Consider further, factors that may affect use:

- Locations e.g. parks and gardens, car parks, taxi rank, bus station etc.
- Human nature re charging and rather not pay
- All the facilities are communal (no single use WCs e.g. pods), therefore prone to vandalism, tailgating, propping doors open etc.
- No on-site supervision

Operational calculations and payback

The following table gives an indication of predicted benefits of implementing a pay-to-use initiative and the likely effect on future operational costs. We have included indicative cost information from CBC Support Services team regarding the coin collection and processing operations which will be additional to existing operational costs. Also included are the obvious additional servicing and maintenance costs together with other life-cycle costs associated with the new coin-operated doors.

Following on is the capital outlay and pay-back calculation which in turn is off-set against predicted operational costs less anticipated annual revenue income which in turn reduces the existing operational costs overall. Daily coin collection and process costs were extrapolated from existing cash collections overheads for car parks.

Property Services have made enquiries with two suppliers of coin-operated doors. Supply costs together with associated builders work alterations to doorways have an average cost per unit (door) of £5,000.00 and the potential number of doors to be upgraded is 17, ergo $17 \times 5,000 = £85,000$ capital outlay.

Capital costs and pay-back

Revenue			
Potential annual revenue from pay-to-use	based on use data	£	38,188.00
Less annual operational costs:			
Daily coin collection & process	£50.00 x (6 x 52)	£	15,600.00
Specialist door servicing & maintenance		£	5,100.00
Other life-cycle costs (replacement etc.)		£	3,400.00
Residual:			
		£	14,088.00
Implement pay-to-use initiative			
Capital costs:	Year 1	£	85,000.00
Pay back from pay-to-use revenue in years:	Year 6		6
Off-set against current operational costs:	Year 7	£	225,200.00
Annual revenue income:		£	14,088.00
Reduced operational costs:			
		£	211,112.00

Appendix D

Cheltenham Borough Council Community Partnership Initiative proposals

Proposal

It is proposed to use the same model as Gloucester City Council and work with Cheltenham's Business Improvement District (BID) to assist with promoting the scheme. The project proposes £500 per annum per business would be offered to incentivise participation in the Cheltenham scheme.

Navigation/Signposting Tools

The following communication tools could be used:

- BID website

- CBC website
- Google Maps
- Wayfinding signage

Potential Partners

The following businesses have been identified as potential partners who, depending upon the outcome of consultation, we would propose to approach initially:

Town Centre

- John Lewis
- Marks & Spencer
- Cavendish House
- Regent Arcade Shopping Center
- MacDonald's
- Cheltenham Trust
- Weatherspoons
- The Brewery
- Municipal Offices
- Premier Inn
- Copa
- Whittle Tap
- Old Courthouse
- Costa
- Starbucks
- Swan
- Restoration
- YMCA/YWCA

Montpellier

- Queens Hotel
- Brasserie Blanc
- 131
- Montpellier Lodge
- The Quadrangle (Swallow Bakery)

Lower High Street

- Grove St Community Centre
- One Stop
- Frog & Fiddle
- Bottle of Sauce

Bath Road

- Norwood Arms PH
- Exmouth Arms PH
- The Bath Tavern
- Weatherspoons

Note: This would not preclude other businesses from being considered

The risk				Original risk score (impact x likelihood)			Managing risk					
Risk ref.	Risk description	Risk	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register	Risk Status
		Owner										
1.01	If Cheltenham Borough Council is unable to develop a community partnership with suitable businesses to provide fit for purpose facilities then there will be a reduction in the number of public conveniences that are currently available.	MS	29/05	4	3	12	Reduce	Engagement with Cheltenham BID to support the initiative will assist with developing partnerships. Plan to approach more businesses that required to increase options Consult with partners to understand detailed requirements of our PSED	tbc	JS	N	open
1.02	If the proposals are determined to be detrimental to Cheltenham's amenity provision by residents then the reputation of the council will be damaged	MS	29/05	2	4	8	Reduce	Ensure that communications stress the benefits of the proposals to residents. Provide clear information about the toilets available as part of the community partnership on CBC website. Provide clear signage for businesses involved in the community partnership scheme.	tbc	Comms	N	Open
1.03	If the proposals are determined to be detrimental to Cheltenham's amenity provision by visitors then there could be a detrimental	MS	29/05	2	3	6	Reduce	Ensure that communications stress the benefits of the proposals to visitors. Share information with Marketing Cheltenham	tbc	Comms	N	open

	impact on tourism							Provide clear information about the toilets available as part of the community partnership on CBC and Visit Cheltenham websites. Provide clear signage for businesses involved in the community partnership scheme.				
1.04	If the proposals are determined to be detrimental to Cheltenham's amenity provision by those with specific needs then the council could be accused of being unsupportive to disadvantaged groups.	MS	29/05	3	3	9	Reduce	Consult with partners to ensure the community partnership initiative delivers facilities suitable for all residents and visitors and PSED is considered. Ensure that communications stress the benefits of the proposals to residents. Provide clear information about the toilets available as part of the community partnership initiative on CBC website. Provide clear wayfinding signage to businesses involved in the community partnership scheme. Engage with 3 rd sector organisations to ensure information is available to those groups with specific needs. Complete equality impact assessment	tbc	JS	N	Page 224 Of

1.05	If the costs of refurbishment of the retained toilets has been underestimated then the business case will not deliver the level of benefits identified in this document	PJ	29/05	3	3	9	Accept	Ensure refurbishment costs are competitive and design brief details cost effective requirements	tbc	Property	N	Open
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Explanatory notes

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

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

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

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

What is an equality impact assessment?

An equality impact assessment is an important part of our commitment to improving equality practice. The form will help us find out what impact or consequences our functions, policies, procedures and projects have on our citizens, employees and potential employees.

By undertaking an impact assessment, we are able to:

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

Impact assessment are required by law; The Race Relations Amendment Act, The Disability Discrimination Act and the amended Sex Discrimination Act all require local authorities to assess the impact of their functions, policies, projects and services, or the likely impact of any that are proposed, on equality.

However, our view is that we should be using the results of impact assessment to improve service delivery so that we become more accountable to the people that we serve.

Background

Name of service / policy / project and date	Improvements to the Future of Public Convenience Provision
Lead officer	Mark Sheldon, Director of Projects
Other people involved in completing this form	Jane Stovell, Project Manager Louise Forey, Participation and Engagement Team Leader

Step 1 - About the service / policy / project

What is the aim of the service / policy / project and what outcomes is it contributing to	<p>The project aim is to improve access to public conveniences for residents and visitors; to identify and generate cost savings to offset the additional costs of the providing the Changing Places facilities and realise the commercial potential from rationalisation of the public conveniences in the town centre; refurbish/replace the retained toilets and develop alternative partnership initiatives that will increase the choice of amenities available to the public.</p> <p>These outcomes contribute to enable our people, communities and environment to thrive. The project also contributes to our principles within the Corporate Plan to “be commercially focused where needed and become financially self-sufficient to ensure we can continue to achieve value for money for the taxpayer”.</p>
Who are the primary customers of the service / policy / project and how do they / will they benefit	<p>The public, both residents and visitor are the customers of this project.</p> <p>Providing public access to a greater number of well-maintained toilet facilities, with increased opening hours, and investing in improvements to council owned facilities will contribute to improving the town centre and providing strong healthy inclusive communities.</p>
How and where is the service / policy / project implemented	The scope of the project covers Cheltenham Town centre and central parks
What potential barriers might already exist to achieving these outcomes	Ability to develop community partnerships with businesses that would provide sufficient suitable accessible toilet facilities

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

What existing information and data do you have about your existing / potential customers e.g. Statistics, customer feedback, performance information	<p>A small survey was undertaken with regard to number of users of public toilets and results are found in Appendix C of Cabinet report.</p> <p>Previous consultation specific to those with complex disabilities was undertaken as part of the CBC Changing Places project.</p> <p>Research and Government guidance (March 2008 and November 2008) encouraging local authorities to provide better access and better quality toilets, provides useful information when considering Community Partnership Toilet Schemes –</p> <ul style="list-style-type: none"> • Promotion of scheme • Signage both external and within the business facility • Accessibility for those with disabilities • Consideration of the nature of the business (e.g. single women or people with specific religious beliefs may not be comfortable using a pub toilet)
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	<ul style="list-style-type: none"> • Range of businesses to meet needs at different times of the day • Improvements to poor quality facilities that attract anti-social activity
What does it tell you about who uses your service / policy and those that don't?	<ul style="list-style-type: none"> • Anyone may need to use a public toilet. • Some people are comfortable using public facilities within businesses whilst others feel they should only use these facilities if they are a customer of said business. • Some people feel vulnerable using council facilities due to perceived isolated environment or threat of anti-social behaviour. • Some people cut short their time spent in the town centre as do not feel comfortable using a public facility at all • Council facilities opening hours do not always support the business hours within the town.
What have you learnt about real barriers to your service from any consultation with customers and any stakeholder groups?	
If not, who do you have plans to consult with about the service / policy / project?	

Step 3 - Assessing Impact

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

Group	What are you already doing to benefit this group	What are you doing that might disadvantage this group	What could you do differently to benefit this group	No impact on this group
Ethnicity / Race			Ensure the community partnership scheme engages with a variety of businesses to provide choice for the user	
Sex			Ensure the community partnership scheme engages with a variety of businesses to provide choice for the user	

Gender Reassignment			Ensure the community partnership scheme engages with a variety of businesses to provide choice for the user	
Age			Ensure the community partnership scheme engages with a variety of businesses to provide choice and easy access for the user	
Disability			Ensure the community partnership scheme engages with a variety of businesses to provide choice and easy access for the user	
Religion or belief			Ensure the community partnership scheme engages with a variety of businesses to provide choice for the user	
Sexual orientation			Ensure the community partnership scheme engages with a variety of businesses to provide choice for the user	
Marriage and Civil Partnership			Ensure the community partnership scheme engages with a variety of businesses to provide choice for the user	
Pregnancy & Maternity			Ensure the community partnership scheme engages with a variety of businesses to provide choice and easy access for the user	
Other socially excluded groups or communities			Ensure the community partnership scheme engages with a variety of businesses to provide choice and easy access for the user	

Step 4 - what are the differences

Are any groups affected in different ways to others as a result of the service / policy / project?	Financially disadvantaged groups may be more likely to be impacted as may not have easy access to transport options which gives them greater mobility flexibility. This could result in these groups being more dependent on facilities within the town centre. People with disabilities that currently use the facilities may need to consider planning alternative pedestrian routes around the town to ensure ease of access to facilities in new locations.
Does your service / policy / project either directly or indirectly discriminate?	No
If yes, what can be done to improve this?	
Are there any other ways in which the service / project can help support priority communities in Cheltenham?	Promotion of the community partnership scheme needs to consider those who are visually impaired. Ensuring refurbishment of retained council facilities is undertaken in line with relevant Equality and Disability legislation.

Step 5 – taking things forward

What are the key actions to be carried out and how will they be resourced and monitored?	It is essential that the objectives of the Community Partnership Toilet Scheme are achieved and that the locations secured as part of the scheme are fit for purpose for all residents and visitors and successfully promoted through various channels, prior to implementing closure of existing facilities
Who will play a role in the decision-making process?	Propose to engage CBC community partnerships officers and partners to ensure no group is disadvantaged in decisions on the location and facilities on offer as part of the community partnership scheme.
What are your / the project's learning and development needs?	Discuss with partner groups the most appropriate way to promote the new facilities and ensure people are aware of the scheme.
How will you capture these actions in your service / project planning?	Captured as part of the project risks and individual considerations when determining locations and businesses to engage with as part of the Community Partnership Scheme

Cheltenham Borough Council

Cabinet – 9 July 2019

Review of the council's performance at end of 2018-19

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, performance indicators and outcomes set out in the interim 2018-19 action plan that was agreed by Council on 26th March 2018.</p> <p>The performance report is attached as appendix A</p>
Recommendations	Cabinet to note the review of performance in 2018-19

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 2018-19

Environmental and climate change implications	None identified as a result of this report
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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 interim [2018-19 action plan](#) that was agreed by Council on 26th March 2018.
- 1.3** The performance report is attached as appendix A.

2. End of year performance overview

- 2.1** In the 2018-19 interim action plan, we identified 90 milestones to track our progress. Out of these:
- 63 (70%) have been complete successfully within the financial year
 - 19 (21%) are green. 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 2019/20 corporate strategy and are on track to be delivered within this revised timescale.
 - 8 (9%) are red and were not completed by the end of the financial year.

2.2 The red milestones are as follows:

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
Facilitating the delivery of the UK cyber security centre.	Planning application receipt for UK Cyber Park	Expected June 2018	Tracey Crews	Red	Planning application submission cannot be controlled by CBC. Transport modelling underway for West Cheltenham, further delays to modelling due to change in GCC contract provider from Amey to WS Atkins. Model outputs scheduled Summer 2019.
West Cheltenham Pre Application engagement.	Submission of outline application	June 2018	Tracey Crews	Red	The application is still progressing albeit very slowly.
	Detailed application and determination	December 2018	Tracey Crews	Red	No dates confirmed
Develop a new vision and masterplan for Cheltenham Town Hall.	Report to cabinet to gain agreement to a preferred option for the masterplan	July 2018	Mark Sheldon	Red	External consultants (Focus) have developed 6 options for the redevelopment of the Town Hall including a phased approach to delivering the masterplan. However funding remains an issue which is affecting

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
					deliverability of options.
Explore opportunities to introduce contactless donation points to support homelessness charities.	Funding and terms agreed with facilitator/provider	Dec 2018	Martin Stacy	Red	Following a review of the costs and benefits, it was agreed not to pursue this project.
Deliver the organisational development programme to create a modern workplace with a sustainable future operating model. (Now known as the Modernisation Programme)	Conclude the review of the service management structure (phase 2)	March 2019	Ann Wolstencroft	Red	This will be undertaken once organisational design has been completed and model agreed
	Introduce wellbeing champions across the council	Sept 2018		Red	A staff wellbeing survey has now been completed and ELT are considering options for how best to support staff wellbeing which may include introducing wellbeing champions across the council.
Cemetery and Crematorium project.	Review options for the future use of the Victorian chapels and develop a plan for their future viability	Dec 2018	Mike Redman	Red	On hold pending identification of suitable resource to progress this. Will hopefully still be complete by end of 2019.

2.3 There has also been a number of significant projects delivered by the Council in the past 12 months, the cabinet members might want to reflect on.

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
Implement Phase 4 of Cheltenham Transport Plan – the trial closure of Boots corner and monitor the impact.	Boots Corner Trial starts	June 2018	Tim Atkins	Complete	The trial closure remains in progress – and has been extended until December 2019. There have been some recent changes to the trial to take on board feedback from traders and residents. Council in February assessed the impact of the scheme against its objectives of increasing modal shift to more sustainable forms of travel, reduction of traffic in the town centre, improved connectivity and increased footfall.
Organise a programme of events to mark the Centenary Commemorations of the end of World War 1.	Partnership events	April-Nov 2018	Mark Sheldon	Complete	The WW1 events were really successful; including the march with 1278 participants, the remembrance Sunday event at the war memorial, a projection on the front of the Muni, lighting of a beacon in Montpellier Gardens and a concert at the Town Hall. Programme of events generated a significant amount of positive public comments. Due to the success of the events; the programme has been submitted to APSE to be considered for an award.

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
A review of options for a step-change in the pace of the delivery of housing (including housing that is affordable) and a collective approach to reducing homelessness.	Key delivery mechanism confirmed and funding approach agree	Sept 2018	Tim Atkins	Complete	£100m funding package agreed at Council on 15.10.18; the funding will help CBH deliver c.500 new homes to meet needs in Cheltenham
Lead a partnership approach to safeguarding children and adults that will nurture and support those that are most vulnerable through strengths-based approaches.	Agreed partnership action plan for vulnerable young people	July 2018	Tracy Brown	Complete	Good progress is being made on the No Child Left Behind year of action – the plans received unanimous support from full council on 11 December. Since then, we have organised a range of events; over 3,000 children and their families attended the Childrens festival in May, we've informed over 400 professionals about child poverty and we have worked with local businesses to organise a careers fair.
Invest in Cheltenham's development to ensure long-term housing, employment and infrastructure needs are met. Ensure existing and new assets make a direct contribution towards service delivery, place-making and economic growth	Agreement to a revised Capital and Investment Strategy	Feb 2019	Paul Jones	Complete	Agreed by cabinet / council in February 2019. The new investment strategy underpins our commitment to being a commercial council. This commitment has been recognised by an award submission to the Municipal Journal for Best Commercial Council with the winners being announced in June 2019.
Cemetery and Crematorium project.	Open Cheltenham's new crematorium	May 2019	Mike Redman	Complete	The crematorium building was opened successfully on 4th March and within budget. The £8.5m redevelopment provides two new chapels with seating for 150 people and 75 people. The success of the project has formed the basis of an award submission to APSE annual awards.

2.4 There were also three significant projects that came to fruition in 2019/20 but where the majority of planning work was undertaken with the year 2018-19.

Deliver a community cycling event in 2018	Event	Sept 2018	Tracey Crews	Complete	This community-based event was delivered successfully on May 19 2019 with lots of support from local cycling clubs and around 500 people taking part. 140 children took part in the junior course
Lead a partnership approach to safeguarding children and adults that will nurture and support those that are most vulnerable through strengths-based approaches.	Agreed partnership action plan for vulnerable young people	July 2018	Tracy Brown	Complete	Good progress is being made on the No Child Left Behind year of action – the plans received unanimous support from full council on 11 December. Since then, we have organised a range of events; over 3,000 children and their families attended the Childrens festival in May, we've informed over 400 professionals about child poverty and we have worked with local businesses to organise a careers fair.

Invest in Cheltenham's development to ensure long-term housing, employment and infrastructure needs are met. Ensure existing and new assets make a direct contribution towards service delivery, place-making and economic growth	Agreement to a revised Capital and Investment Strategy	Feb 2019	Paul Jones	Complete	Agreed by cabinet / council in February 2019. The new investment strategy underpins our commitment to being a commercial council. This commitment has been recognised nationally when on 26 th June, CBC was awarded the title of Best Commercial Council at the Municipal Journal awards ceremony.
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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 1 July 2019.

3.2 Comments from the Committee will be reported verbally to Cabinet.

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 2018-19
Background information	2018-19 Interim Corporate Strategy action plan, Report to Council, 26 th March 2018
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
Explanatory notes Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) Control - Either: Reduce / Accept / Transfer to 3rd party / Close											

Businesses and their workforce thrive

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
Bring forward the Cheltenham Plan – the local development plan for Cheltenham which will include policies to support growth and protect the environment and contribute to the delivery of the Place Strategy.	Cheltenham Plan Examination	May 2018	Tracey Crews	Complete	Cheltenham Plan examination hearings completed on schedule. A draft Post Hearing Advice note has been submitted to the Council by the Inspector. Draft Main Modifications to the plan will be sent to the Inspector on 14th June. These will subsequently be presented at Council.
Facilitating the delivery of the UK cyber security centre.	Planning application receipt for UK Cyber Park	Expected June 2018	Tracey Crews	Red	Planning application submission cannot be controlled by CBC. Transport modelling underway for West Cheltenham, further delays to modelling due to change in GCC contract provider from Amey to WS Atkins. Model outputs scheduled Summer 2019.
Devise a clear action plan for delivery of economic development.	Economic Development Action Plan considered by cabinet	July 2018	Tracey Crews	On target against revised priority action	Work has been undertaken in preparing a draft economic development action plan in collaboration with Gloucestershire Local Economic Partnership, Cheltenham Chamber of Commerce, Cheltenham Bid, Gloucestershire University, Gloucestershire College, Employment and Skills Board, Cheltenham Development Task Force and lead portfolio members of the Cabinet. However, following this engagement it became clear that to successfully address our challenges and build upon our opportunities, we needed a leadership vehicle to help drive the economic growth agenda. In response to this it was agreed with the lead Cabinet portfolio holder to take a different approach and work with strategic businesses to establish a Cheltenham Growth Board as agreed by Cabinet on 14 May. The Growth Board will start develop a business plan by late 2019
Direct engagement with Employment and Skills Board, schools, colleges and University to consider practical actions to support priorities of Cheltenham Place Strategy and Economic Development Action Plan.	Agreed priorities with Learning and Skills Board	Sept 2018	Tracey Crews	On target against revised timescales	We are addressing this action in a number of ways: Through engagement via Gloucestershire Joint Economic Growth Committee and supporting preparation of the Gloucestershire Local Industrial Strategy that will identify joint learning and skills priorities which will be published Autumn 2019 Through positive engagement with local primary and secondary schools on the No Child Left Behind project including plans for a careers event in July 2019.

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
					Through positive engagement with the University on a range of shared projects including curricular, project based learning offers based on the existing and future portfolio of 'live' and extremely relevant projects.
West Cheltenham Pre Application engagement.	Submission of outline application	June 2018	Tracey Crews	Red	The application is still progressing albeit very slowly.
	Detailed application and determination	December 2018	Tracey Crews	Red	No dates confirmed
Growth Deal 3 funding Agreed to enable suitable access and delivery of transport capacity to facilitate the opening up of West Cheltenham JCS Strategic allocation.	GCC formally assume promoter role Full Business case approved Construction commences	2020/21	Jeremy Williamson	On target against revised timescales	GCC now formally project sponsor for West Cheltenham Transport Improvement Scheme. GCC currently progressing business cases to release LEP funds and in parallel finalising schemes and then tendering packages of work. Public share events are taking place in June 2019, with works for phase 1 being scheduled for Autumn 2020 .
Implement Phase 4 of Cheltenham Transport Plan – the trial closure of Boots corner and monitor the impact.	Boots Corner Trial starts	June 2018	Tim Atkins	Complete	The trial closure remains in progress – and has been extended until December 2019. There have been some recent changes to the trial to take on board feedback from traders and residents. Council in February assessed the impact of the scheme against its objectives of increasing modal shift to more sustainable forms of travel, reduction of traffic in the town centre, improved connectivity and increased footfall.
Commission consultants to support delivery of a borough wide transport plan – Connecting Cheltenham, with a focus on modal shift, accessibility and bus connectivity.	Procurement	March 2018	Ken Dale	Complete	Consultant 'Systra' appointed – action complete
	Report to Cabinet	December 2018	Ken Dale	On target against revised timescales	To be informed by consultant report. Awaiting consultants programme. Programme to be revised and new date identified for reporting to Cabinet. RAG rating green as we are on schedule in line with revised programme for delivery. Report to Cabinet proposed for September 2019
Keep the implementation of the car parking strategy under review.	Revised parking strategy action plan – Phase 1	September 2018	Mike Redman	Complete	Significant progress: Car parking prices reviewed and realigned, new traffic regulation order drafted, new parking machines with 'contactless' technology delivered and installed in most car parks, four more to be covered in Phase 2.

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q 4 R-A-G	Q4 commentary
					<p>New lighting commissioned through Property for three car parks, currently awaiting installation.</p> <p>Charging planned to be introduced in a number of currently 'free' car parks in Autumn 2019.</p> <p>New variable messaging signs showing space availability at Regent Arcade operational in Oriel Road.</p>
	Regent Arcade system upgrade	September 2018	Mike Redman	Complete	System went live 3 rd October, 2018 – some minor teething issues, but generally performing well, with improved management data availability.
Develop action plan and timetable for delivery of the Staff Green Travel Plan.	Parking Strategy - Phase 2 action plan agreed	March 2019	Mike Redman	Complete	<p>Phase 2 action plan now agreed by CMT and consultation on new parking orders underway.</p> <p>Discussions have taken place with GCC regarding the potential for CBC inclusion in an electric vehicle scheme, but this will require budget allocation for up-front investment in a number of vehicles and roll-out of the booking system which GCC already has in operation in Gloucester.</p> <p>Parking permit review in progress and wider staff 'green travel plan' objectives currently under review, having regard to the modernisation programme and future proposals for staff remuneration.</p>
	Report to Exec Leadership Team	March 2019	Mike Redman	Complete	Delayed due to competing work priorities – update report now scheduled for ELT by end of June 2019
Community Infrastructure Levy Examination and adoption.	Examination	May 2018	Tracey Crews	Complete	Examination concluded Summer 2018.
	Adoption	June 2018	Tracey Crews	Complete	Approved by Council 15 October 2018
Review of retailing across Gloucester, Cheltenham and Tewkesbury as part of the early review of the JCS.	Commission JCS retail review	March 2018	Jonathan Dibble	Complete	Commissioning of the JCS retail study completed and work now underway.
	Final version of retail evidence, including engagement and policy drafting	Spring 2019	Jonathan Dibble	On target against revised timescales	Work continuing on the retail study which is forecast to be complete by June, this work will then inform policy drafting and consultation with adoption in November 2019

Culture and creativity thrive

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 Commentary
Develop a coordinated approach to our events programme including exploring commercial opportunities.	Undertake infrastructure improvements	Dec 2018	Tracey Crews	On target against revised timescale	Lack of resource and priority level resulted in delay in delivery. Work currently focused on a simplified end to end process for event organisation, automation of event booking form, a single event database, guidance for event organisers, a charges matrix and a gazetteer detailing CBC site options. The Marketing Cheltenham Event manager is now in post and will be asked for input on proposals. Gazetteer delivery due Q2 2019 Process initiatives proposed for Q3 2019
Organise a programme of events to mark the Centenary Commemorations of the end of World War 1.	Programme of events published	March 2018	Mark Sheldon	Complete	Launched as planned; the programme set out 18 events and activities to be held in Cheltenham to commemorate the centenary of the end of WW1.
	WW1 Website launched	April 2018		Complete	The WW1 website cheltenhamremembers.org.uk was launched on 3 May 2018 and has proved highly popular
	Partnership events	April-Nov 2018		Complete	The events were really successful; including the march with 1278 participants, the remembrance Sunday event at the war memorial, a projection on the front of the Muni, lighting of a beacon in Montpellier Gardens and a concert at the Town Hall Programme of events generated a significant amount of positive public comments. Due to the success of the events; the programme has been submitted to APSE to be considered for an award.
	War memorial Interpretation Board installed	May 2018		Complete	Boards installed
Deliver a community cycling event in 2018	Project initiation	May 2018	Tracey Crews	Complete	Due to capacity issues in 2018, this activity was rescheduled for Spring 2019.
	Event	Sept 2018		Complete	This community-based event was delivered successfully on May 19 2019 with lots of support from local cycling clubs and around 500 people taking part. 140 children took part in the junior course
Develop a business case for a major cycling event for 2019	Bring forward the business case	Oct 2018	Tracey Crews	On target against revised timescale	Due to capacity issues in 2018, this activity was rescheduled for Autumn 2019. Initial work is underway with engagement with potential providers with the event to take place on 1 Sept 2019
Deliver the High Street East Public Realm project.	Delivery of phase 1	September 2018	Tracey Crews	Complete	Works completed in November 2018

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 Commentary
	Agreement of funding & of delivery programme for phase 2	September 2018		On target against revised timescale	<p>Delays in progress due to Central Government suspension of shared space projects. Agreement now reached with GCC to enable progression of phase 2.</p> <p>PID agreed for improvements to Strand / Cambray Place based on assumption of committed funding for this phase from GCC. Stakeholder Group re-established and project board in place to oversee Phase 2. An update was provided to O+S in June 2019.</p> <p>Preliminary works to assess ground conditions and constraints has now been commissioned. Detailed design work will take place in Summer 2019. Estimated delivery on-site will be late Autumn / early Winter 2019</p> <p>Visualisations of aspirations for Boots Corner being created to stimulate public discussion around future phases.</p>
Work towards more sustainable maintenance and planting practices.	Introduction of mixed public realm planting schemes (perennial & annual) to reflect new trends and sustainability	June 2018	Mark Sheldon	complete	As agreed by cabinet in Dec 2017. A new planting regime was implemented in a number of town centre locations delivering environmental and financial benefits.
Develop a new vision and masterplan for Cheltenham Town Hall.	Report to cabinet to gain agreement to a preferred option for the masterplan	July 2018	Mark Sheldon	Red	External consultants (Focus) have developed 6 options for the redevelopment of the Town Hall including a phased approach to delivering the masterplan. However funding remains an issue which is affecting deliverability of options.
Complete the Leisure-at redevelopment project to create a vibrant sport, fitness and play destination.	Complete Phase 1 redevelopment	May 2018	Mark Sheldon	Complete	The works were opened on 1 August, on schedule and slightly under budget. The splash-pad has been a great success and has helped leisure-at sustain high visitor numbers up to 2,000 customers per day.
	Complete phase 2 (splash-pad) redevelopment	Aug 2018		Complete	
Deliver an agreed approach to events and experiences.	Review of delivery via Tourism Partnership	Sept 2018	Tracey Crews	On target against revised timescale	<p>Limited progress due to limited staff resource; however, two new posts within Marketing Cheltenham will drive this action forward, Events Manager and Marketing Cheltenham manager.</p> <p>Events strategy to be presented to cabinet in Autumn 2019</p>
Bring forward options for the governance and operating model for marketing, promotion and events in Cheltenham	Options paper to cabinet	Sept 2018	Tracey Crews	On target against revised timescale	Best practice review continuing together with review of legal advice. Paper placed on hold in agreement with lead cabinet portfolio Member. This will be picked up again once Marketing Cheltenham

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 Commentary
					Manager is in post in mid-July. RAG rating shown as green to reflect that a new timetable will be agreed. Push back to 2019/20 – to be led by marketing Cheltenham manager when in post (mid July 2019).
	Business model options and recommendations to Cabinet	July 2018		On target against revised timescale	Date to be rescheduled in order to take account best practice from elsewhere and to allow for bedding in of new Marketing Cheltenham Manager (in post mid July 2019). Programme for route to cabinet to be reviewed. RAG rating shown as green to reflect that a new timetable will be agreed. Push back to 2019/20 – to be led by marketing Cheltenham manager when in post (mid July 2019).
Undertake a review of the Tourist Information Centre.	Implementation of preferred option	March 2019	Tracey Crews	On target against revised timescale	More work needed to assess and appraise options. Keen to come up with longer term strategy of a dispersed model of mix of physical information points supplemented by digital information provision. Push back to 2019/20 – to be led by marketing Cheltenham manager when in post (mid July 2019). RAG rating shown as green to reflect that a new timetable will be agreed

People and communities thrive

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 commentary
Commitment to working with Active Gloucestershire on delivering three Gloucestershire Moves projects in Cheltenham:	Review of year 1 approach to inform year 2	March 2019	Richard Gibson	Complete	Three liaison meetings have been held with Active Glos to oversee the delivery of these projects
Oakley health and wellbeing project as funding by the Gloucestershire Prevention and Self-Care Board.	Appointment of coordinator	April 2019	Richard Gibson	Complete	Coordinator now in post; she started on 20.8.18
	Implementation of projects	April 2019		On target against revised timescale	Due to the delayed start of the coordinator, there has been a slower start to the delivery of projects but now making good progress and will continue to February 2020 . As a result of the project, the centre is now very busy with a range of community activities including 9 weekly health and wellbeing sessions.
	Monitoring and evaluation	March 2019		On target against revised timescale	The evaluation element of the project is on track and will be completed by February 2020
Provide Changing Places accessible toilet facilities for people with complex disabilities.	Secure funding for two changing places facilities	April 2018	Mark Sheldon	Complete	Funding secured
	Provide Changing Places facility at Pittville park	May 2018		Complete	Opened on 10 August, the new facility has been very well received by disability user groups
	Provide Changing Places facility at a town centre location	July 2018		On target against revised timescale	Delay to delivery of second toilet due to plan to partner with Regent Arcade to deliver town centre location. Proposed completion Oct 2019
Collective action to protect and improve Cheltenham's air quality.	Feasibility study to inform future air quality measures e.g. clean air zone (subject to Defra funding	July 2018	Sarah Clark	Complete	Study completed. Feedback provided by DEFRA confirms that the study demonstrated the road link under Ministerial Direction is already in compliance.
	Review the Air Quality Management Area (AQMA) and associated Air Quality Action Plan (AQAP).	Dec 2019	Sarah Clark	On target against revised timescale	Detailed assessment of Cheltenham's air quality has been commissioned by Env Health. Awaiting the results in order to begin the AQMA revision process which will be completed by March 2020 .
A review of options for a step-change in the pace of the delivery of housing (including housing that is affordable) and a collective approach to reducing homelessness.	Key delivery mechanism confirmed and funding approach agreed	Sept 2018	Tim Atkins	Complete	£100m funding package agreed at Council on 15.10.18; the funding will help CBH deliver c.500 new homes to meet needs in Cheltenham
Housing and homelessness strategy 2018-2023; key outcomes and priorities will be identified and delivery will be supported by a detailed action plan for the year ahead	Consultation	April – May 2018	Martin Stacy	Complete	Wide consultation undertaken and feed into final draft of the strategy
	Consideration by Cabinet	Summer 2018		Complete	Strategy approved by cabinet in July
Review of the Estates Regeneration approach in West Cheltenham.	Consideration by Cabinet	Nov 2018	Martin Stacy	Complete	A masterplan of the potential regeneration of the area was submitted to Homes England in the summer 2018, and this was followed up with a briefing to Members via a Members Seminar on 11 th October . (This Members Seminar was considered to be the preferred key milestone as there is no decision to be made by cabinet at this time.)

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 commentary
					Next step is to consider viability options in more detail regarding the potential delivery of the first phase. Any future recommendations will be brought to cabinet for approval, where appropriate.
A review of the Severe Weather Protocol for rough sleepers	Initial discussions will be with district authority partners to consider whether county-wide alignment is possible	Dec 2018	Martin Stacy	Complete	Partners have agreed to adopt the Cheltenham Standard, which we piloted last winter. A deal has also been brokered to secure the use of YMCA premises in the event of SWEPP being triggered.
Explore opportunities to introduce contactless donation points to support homelessness charities.	Funding and terms agreed with facilitator/provider	Dec 2018	Martin Stacy	Red	Following a review of the costs and benefits, it was agreed not to pursue this project.
Ensure that safeguarding is embedded across all areas of the council's business for staff and elected members including; recruitment, training and awareness-raising, service delivery, policy development, procurement and communications.	Adopting quality assurance safeguarding framework across all our service areas.	June 2018	Tracy Brown	Complete	Quality framework now adopted via the internal safeguarding officer group
Lead a partnership approach to safeguarding children and adults that will nurture and support those that are most vulnerable through strengths-based approaches.	Agreed partnership action plan for vulnerable young people	July 2018	Tracy Brown	Complete	Good progress is being made on the No Child Left Behind year of action – the plans received unanimous support from full council on 11 December. Since then, we have organised a range of events; over 3,000 children and their families attended the Children's festival in May, we've informed over 400 professionals about child poverty and we have worked with local businesses to organise a careers fair.
Solace Implementation and Review (a partnership between Cheltenham Borough Council, Gloucester City Council and Gloucestershire Constabulary to prevent and address high and medium antisocial behaviour with partners and communities, with a particular focus on vulnerability and risk).	Briefings to Members, partners, staff and communities	July 2018	Sarah Clark	Complete	Co-ordinated and consistent briefings and messaging were produced by Solace Team Leader and released across CBC, Gloucester City and the police. This was supported by press releases and public roadshows. The Solace Team Leader produces monthly written updates on Solace work in Cheltenham and Gloucester which are incorporated in CBC Leaders' Briefings.
	Public launch of Solace	July 2018	Sarah Clark	Complete	This took place in May across Cheltenham and Gloucester.
Town Centre security: Co-create a town centre multi-agency engagement team that uses strength-based approaches to prevent and reduce antisocial behaviour and low-level crime (subject to funding)	Approval of Action Plan and Performance Framework	Sept 2018	Sarah Clark	Complete	Cabinet agreed action plan and associated funding at its meeting on 4 December
	Secure funding	Dec 2018	Mike Redman	Complete	Confirmation of funding has now been received from the following sources: <ul style="list-style-type: none"> - Cheltenham Business Improvement District - Cheltenham Borough Council - Late Night Levy

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 commentary
Town Centre CCTV	Town Centre CCTV upgrade to digital	March 2019	Louis Krog	On target against revised timescale	Contract now awarded for digital CCTV system and implementation will be carried out in June / July 2019
Facilitate a range of community building and celebration events to promote inclusion and reduce incidents of hate related crime	Midsummer Fiesta	July 2018	Richard Gibson	Complete	Successfully held on 7 th July 2018; despite clashing with the world cup semi-final, we still had around 5,000 people enjoying the day.
	World Mental Health Day	Oct 2018		Complete	The Heads Up Cheltenham team held a 'five steps to wellbeing' training session for Muni staff on 10.10.18, to highlight how we can all better take care of our mental and emotional wellbeing.
	Inter-faith	Nov 2018		Complete	Inter-faith event successfully held on 14.11.18; around 110 people attended this celebration of faith
	16 days of action	Nov 2018		Complete	Worked with the county DASV coordinator to support 16 days of action planning along the theme of "Bystander Intervention and engaging with employers: 'What would you do?'"
	Holocaust Memorial Day 2018	Jan 2019		Complete	HMD successfully held in the council chamber on 24 Jan; 100 people attended.
	International Women's Day	Mar 2019		Complete	£15k funding secured from GCC for the launch of a period poverty event that was launched on International Womens Day; 8 March 2019
Work through the Communities Partnership to facilitate delivery of projects in four communities;	Agreed action plan for the four geographic communities	November 2018	Richard Gibson / Tracy Brown	Complete	Action plans agreed for: <ul style="list-style-type: none"> • Oakley to tie in with the health and wellbeing project • The Moors – to tie in the work on criminal gangs • Hesters Way – to link with the Intensive Engagement work
Work through the Communities Partnership to facilitate delivery of projects to support priority communities of interest that are at risk of vulnerability and harm;	Agreed action plan for the four communities of interest	November 2018	Richard Gibson / Tracy Brown	Complete	Action plans agreed for: <ul style="list-style-type: none"> • Young people – via no child left behind • Families – working with Locality to develop a new model for Inspiring families • Hate Crime – staff sessions held in October • Older people – via the new Know your patch network
Bring forward an article 4 direction for St. Pauls that will remove permitted development rights for the conversion of single dwellings into HMOs	Article 4 issued	March 2019	Tracey Crews	Complete	Cabinet on 11 June agreed to give 12 months' prior notice of removing the C3 to C4 permitted development right through an Article 4(1) Direction.

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

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 commentary
Invest in Cheltenham's development to ensure long-term housing, employment and infrastructure needs are met. Ensure existing and new assets make a direct contribution towards service delivery, place-making and economic growth	Agreement to a revised Capital and Investment Strategy	Feb 2019	Paul Jones	Complete	Agreed by cabinet / council in February 2019. The new investment strategy underpins our commitment to being a commercial council. This commitment has been recognised nationally when on 26 th June, CBC was awarded the title of Best Commercial Council at the Municipal Journal awards ceremony.
Undertake a LGA Peer Challenge.	Prepare self-assessment	Sept 2018	Pat Pratley	Complete	The self-assessment was submitted on 29 th October
	Peer Review Team on-site	Nov 2018		Complete	The peer review team were on site in November 2018. They spent 4 days on-site and spoke to more than 100 people including a range of council staff together with councillors and external stakeholders. The team gathered information and views from more than 50 meetings, focus groups and phone calls, plus additional research and reading. They collectively spent more than 260 hours to determine findings
	Feedback	Dec 2018		Complete	The team presented their feedback on 16 th November; they concluded that we are an ambitious council complemented by a well-regarded political and managerial leadership. The report identified 8 priority recommendations.
Deliver the organisational development programme to create a modern workplace with a sustainable future operating model. (Now known as the Modernisation Programme)	People strategy - development and approval	Dec 2018	Ann Wolstencroft	Complete	Now complete
	Customer & Digital strategy – development and approval	Dec 2018		Complete	Now complete
	Organisational design blueprint – development and approval	Dec 2018		On target against revised timescale	This is now being undertaken during Q3 – Q4 19/20
	Conclude the review of the service management structure (phase 2)	March 2019		Red	This will be undertaken once organisational design has been completed and model agreed
	Introduce wellbeing champions across the council	Sept 2018		Red	A staff wellbeing survey has now been completed and ELT are considering options for how best to support staff wellbeing which may include introducing wellbeing champions across the council.
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).	Wider range of business support related services will be made available	Apr 2018	Sanjay Mistry	Complete	Updated Better Business for All support content is now on CBC website. Opportunities to launch value adding commercial services. Initial service to include advisory consultancy, followed by full blown account management.
	Review & evaluation of BBfA	Ongoing	Sanjay Mistry	Complete	Ongoing at both local and regional level.

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 commentary
	activities through partnership meetings				
Implement the Committee room sound system improvement project.	Report to cabinet on preferred option	April 2018	Rosalind Reeves	Complete	Cabinet in April agreed a budget of £66k to install a modernised sound system in the Council chamber and other committee rooms.
	Implementation of preferred option	Sept 2018		Complete	The system has now been implemented and reviewed following initial teething problems.
Ensure the council complies with the new General Data Protection Regulations (GDPR) coming into force in May 2018	Each service area to have developed and be implementing their actions plans	Mar 2019	Mark Sheldon	Complete	Completed on target. Each service has their own GDPR service plan, risks being managed through project team.
Waste & Recycling Review: <ul style="list-style-type: none"> Further route optimisation/balancing Contract and Financial Management reviews Waste Management Policy update Analysis of operating processes - CBC/Ubico/JWT 	Production of Project Initiation Documentation	March 2019	Karen Watson	On target against revised timescale	<p>More resource than expected was required to deliver a resolution to the waste transfer issues with GCC relating to Javelin Park. Work streams have been taken forward during 2018/19 however milestone dates have changed to better fit with resources and the government's newly published waste and resources strategy. In addition, the decision to leave the Joint Waste Committee has required the transition of work from the Joint Waste Team to CBC. The new CBC client team was established at the end of 2018/19 and a wider improvement programme is being developed to deliver the key priorities within the corporate strategy.</p> <p>Route optimisation and round balancing has taken place for recycling during 2018/19 following the new service launched in October 2017 and work is continuing with garden waste and refuse. As part of the new improvement programme, refuse and recycling is being reviewed to ensure that there is capacity in the fleet to deliver the service with the additional number of properties due to be built as well as introducing weekly recycling if possible. The environmental maintenance policy will be fully reviewed during 2019 however a short review during 2018/19 confirmed the policy was still fit for purpose. Process mapping for Ubico related services is nearly complete as part of the case for change work. A value for money review of the Ubico contract is planned during 2019. Improvements have been made on budget monitoring and management during 2018/19.</p>
Create place governance partnership and cultural partnership to help deliver the place vision. Continue support for the	New place and cultural partnerships in place	Sept 2018	Richard Gibson	Complete	New place governance group met for the first time in June 2018 and has met twice subsequently. The

Priority actions for CBC	Key milestones	dates	Lead Commissioner / Project Lead	Q4 R-A-G	Q4 commentary
Communities Partnership.					culture board has met throughout 2018/19; cabinet in May agreed a mandate for the board to lead the development of a cultural strategy for Cheltenham
The council will contribute to shaping the Gloucestershire 2050 Vision.	Facilitate a workshop with members	June 2018	Pat Pratley	Complete	Members' seminar held on 28 th June which then informed the debate at full council on 23 July.
Cemetery and Crematorium project.	Open Cheltenham's new crematorium	May 2019	Mike Redman	Complete	The crematorium building was opened successfully on 4 th March and within budget. The £8.5m redevelopment provides two new chapels with seating for 150 people and 75 people. The success of the project has formed the basis of an award submission to APSE annual awards.
	Review options for the future use of the Victorian chapels and develop a plan for their future viability	Dec 2018	Mike Redman		On hold pending identification of suitable resource to progress this. Will hopefully still be complete by end of 2019.
Progress the Accommodation Strategy (consolidation, refurbishment & sub-letting)	Progress update	March 2019	Mark Sheldon	Complete	Short term proposal to consolidate CBC occupation to facilitate subletting and longer term proposals have been prepared for ELT sign off
Progress the ambitious plans for the re-development of the Municipal Offices.	Progress update	March 2019	Mark Sheldon	Complete	Market response to brief for external consultancy support to understand the market potential of the MO being evaluated.
Depot Rationalisation project.	Determine the masterplan for optimum use of site	March 2019	Mark Sheldon	Complete	Strategic discussions are taking place with regard to the possible relocation of UBICO within the next 3 years.
Determine the future of the Arle Nursery site.	Consider long term future & viability	July 2018	Mark Sheldon	Complete	Cabinet agreed proposals to change planting regime in a number of locations and to the disposal of the site. Property now progressing this.

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