



Notice of a meeting of Cabinet

Tuesday, 12 July 2022
6.00 pm
Council Chamber - Municipal Offices

Membership	
Councillors:	Rowena Hay, Peter Jeffries, Victoria Atherstone, Flo Clucas, Mike Collins, Iain Dobie, Martin Horwood, Alisha Lewis and Max Wilkinson

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Agenda

		SECTION 1 : PROCEDURAL MATTERS	
1.		APOLOGIES	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING Minutes of 5 th April meeting	(Pages 3 - 18)
4.		PUBLIC AND MEMBER QUESTIONS AND PETITIONS These must be received no later than 12 noon on Tuesday 5 th July.	(Pages 19 - 20)
		SECTION 2 :THE COUNCIL <i>There are no matters referred to the Cabinet by the Council</i>	

		<i>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	
		SECTION 6 : BRIEFING SESSION • Leader and Cabinet Members	
5.		FINANCIAL OUTTURN 2021/22 Report of the Cabinet Member Finance and Assets	(Pages 21 - 60)
6.		HOUSING, HOMELESSNESS & ROUGH SLEEPING STRATEGY 2018-23 - ACTION PLAN UPDATE 2022 Report of the Cabinet Member Housing	(Pages 61 - 100)
7.		STRONGER WORKING PARTNERSHIP PROGRAMME - PROGRESS REPORT Report of the Cabinet Member Housing	(Pages 101 - 116)
8.		CHELTENHAM CHRISTMAS ICE RINK Report of the Cabinet Member Economic Development, Culture, Tourism and Wellbeing	(Pages 117 - 204)
9.		LANSDOWN PLACE LANE CAR PARK Report of the Cabinet Member Finance and Assets	(Pages 205 - 210)
10.		CABINET APPOINTMENTS TO OUTSIDE BODIES Report of the Leader of the Council	(Pages 211 - 222)
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	

Contact Officer: Harry Mayo, Democracy Officer, 01242 264211
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Cabinet

Tuesday, 5th April, 2022
6.00 - 7.25 pm

Attendees

Councillors: Rowena Hay (Leader of the Council), Peter Jeffries (Deputy Leader and Cabinet Member Finance & Assets), Victoria Atherstone (Cabinet Member Culture, Wellbeing & Business), Flo Clucas (Cabinet Member Safety & Communities), Iain Dobie (Cabinet Member Waste & Recycling & Street Services), Martin Horwood (Cabinet Member Customer & Regulatory Services), Andrew McKinlay (Cabinet Member Cyber & Strategic Transport) and Max Wilkinson (Cabinet Member Climate Emergency)

Also in attendance: Judith Baker, Howard Norris, Gareth Edmundson, Harry Mayo, Tim Atkins, Gemma Bell, Richard Gibson, Darren Knight and Paul Minnis

Minutes

1. APOLOGIES

Apologies were received from the Cabinet Member Housing.

2. DECLARATIONS OF INTEREST

The Cabinet Member Customer and Regulatory Services declared a non-prejudicial interest in item 6 as Chair of the Neighbourhood Plan Working Group at Leckhampton with Warden Hill Parish Council.

3. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 1st March were approved and signed as a correct record.

4. PUBLIC AND MEMBER QUESTIONS AND PETITIONS

1.	Question from Councillor David Willingham to Cabinet Member Finance and Assets, Councillor Peter Jeffries
	On Friday 4 th June 2021, there was a major house fire at 168 Arle Road. Since that time, my constituents have had to suffer the burnt-out, boarded-up, roofless shell of the building blighting their street. I understand that the efforts of the council to get remedial action take via enforcement, including the service of a s215 notice have been unsuccessful, and that a Compulsory Purchase Order, which requires a Cabinet decision, is likely to be the only way to remediate this issue and get the property back into use. I note that currently there is nothing in the

	<p>Forward Plan about this matter.</p> <p>Could I please seek an assurance from the relevant Cabinet Member(s) that:</p> <p>a) Seeking a Compulsory Purchase Order for 168 Arle Road will be added to the Forward Plan if that is a prerequisite for making the decision?</p> <p>b) The legal and municipal processes to tackle this blight and dereliction will be expedited by the Council?</p>
	Response from Cabinet Member
	<p>I can confirm that the Council's enforcement team has successfully taken action regarding this property, ensuring that any immediate danger to public safety has been removed and that the building is now secured against unauthorised entry.</p> <p>Some details of the case are of a personal and confidential nature and therefore, cannot be shared in an open public response to Cllr Willingham's question.</p> <p>I would also advise that enforcement team capacity has recently been impacted by staff Covid cases and available resources are currently being diverted in dealing with inspections of properties to assess their suitability for occupation by Ukrainian guests.</p> <p>Compulsory purchase is not a quick process and is generally only used as a last resort option. However, I am able to confirm that:</p> <ul style="list-style-type: none"> a) officers are actively assessing the option of compulsory purchase in relation to 168 Arle Road and if appropriate, a report regarding this will be listed on the Forward Plan and brought forward to Cabinet, most likely in June of this year; b) relevant statutory procedures will be followed in order to optimise the likelihood of the authority successfully securing ownership of the property, which should facilitate its renovation and reoccupation.
	Supplementary question
	<p>Thank you for your response and for the enforcement actions undertaken, which will make a difference for the constituents affected by this issue. I know this is a complex legal process and I urge Cabinet to keep pushing for remediation to occur, whether by compulsory purchase or any other methods within the council's control, such as carrying out works in default and issuing a charge against the property.</p>
	Response from Cabinet Member
	<p>Thank you for your supplementary question. As noted in my initial response, there are aspects of this case we cannot talk about here for data protection reasons, but we understand the complexities you are</p>

	referring to and will support you in moving this forward along with officers.
2.	Question from Councillor David Willingham to Cabinet Member Customer and Regulatory Services, Councillor Martin Horwood
	<p>In the written answer to council on 21st June 2021 about correcting the naming error of “Yarnold Terrace” (which is currently wrongly recorded on some computer systems as “Yarnolds Terrace” with an extra ‘s’). The answer states “<i>Whilst it does appear to be a simple correction, the name as recorded with an ‘s’ cannot legally be changed without consulting all the residents.</i>” However, on page 49 of the cabinet report it states “<i>Under Section 18 of the Towns Improvement Act the local authority can alter the name and numbers of any street without consent of the ratepayers.</i>”</p> <p>Could the Cabinet Member please ask officers to clarify which of these is correct?</p>
	Response from Cabinet Member
	<p>Thank you Cllr Willingham for your question.</p> <p>Further to my previous answer to you on this matter, you are correct that under Section 18 of the Towns Improvement Act the local authority can alter the name and numbers of any street without consent of the ratepayers. It is not a legal requirement to consult, but it is our policy to do so.</p> <p>We are very conscious that any change can lead to quite an administrative burden for the owners it affects. With this in mind and in the context of your second question on this matter, I have proposed some additional wording to help clarify.</p>
3.	Question from Councillor David Willingham to Cabinet Member Customer and Regulatory Services, Councillor Martin Horwood
	<p>Q) Would the Cabinet Member please consider amending the draft “Street Naming and Numbering Policy and Guidance” to include an explicit data correction policy for example by making the following modifications:</p> <p>a) In the bullet list of the “Renaming and renumbering of streets” section add a fourth bullet as follows:</p> <ul style="list-style-type: none"> • There is evidence of a data error suggesting that the street name is incorrectly recorded on computer systems <p>b) Before the “Freeholders” section add a section entitled “Data correction policy” either with or without the optional section, as follows:</p> <p>Data correction policy</p> <p>With the large quantity of street naming data held by the council, it is possible that occasional errors, such as minor differences between the</p>

	<p>names held on computer systems and those shown on nameplates will be discovered. In cases where such data errors are advised and evidenced to the council, the council will seek to investigate and correct these as soon as possible.</p> <p><optional>When such corrections are made, the council will write to affected dwellings to inform them that the correction is being made.</optional></p>
	<p>Response from Cabinet Member</p>
	<p>Thank you Cllr Willingham for your careful review of the Cabinet report presented. As noted in my response above, I have proposed an amendment to the policy as below, the wording reflects any changes being reasonable and proportionate for those it affects.</p> <p>Renaming and renumbering of streets</p> <p>Under Section 18 of the Towns Improvement Act, the local authority can alter the name and numbers of any street without consent of the ratepayers. However, this policy builds in engagement where appropriate.</p> <p>Renaming or renumbering Streets will be considered for the following reasons:</p> <ol style="list-style-type: none"> 1. A minimum of two thirds of the owners of the street or relevant part of the street submit a request 2. In the interests of public or highway safety 3. If there is evidence of a serious problem due to similar names or the location of a property in a street 4. There is evidence of a data error suggesting that the street name is incorrectly recorded on computer systems. Should this have occurred the councils will follow best practice and undertake consultation with owners of the properties affected. <p>I would note that it is unusual for there to be street data errors, as the data is synchronised with Highways at Gloucestershire County Council – any spelling errors stop the monthly street health check reports running successfully and any mis-matches are generally corrected within days. Spelling errors on street nameplates can be reviewed as and when reported. We cannot update or change any street name data without consultation with Highways. Street nameplate replacements are not covered by this policy. However, that aside, whilst it may appear to be a simple change, the work involved by the residents to ensure all their records are updated could be a significant task for each of them individually, which is why resident engagement is important in this case.</p>
4.	<p>Question from Councillor David Willingham to Cabinet Member Customer and Regulatory Services, Councillor Martin Horwood</p>
	<p>Could I please get an assurance that if the above is not included that a suitable form words will be added to this policy to ensure that data errors in street naming records can be expeditiously corrected where such</p>

	errors are reported and evidenced to the Council?
	Response from Cabinet Member
	Please see my response above which clarifies this point by the addition of point 4.
	Supplementary question
	Would the Cabinet Member be able to facilitate meetings on this topic with CBH and others, as a road having two names is not helpful? I am keen to get this solved one way or another, and would suggest that deleting an S from data would be considerably easier than replacing a name plate which has been in place for many years, ever since the road was dedicated in honour of the deceased alderman Yarnold.
	Response from Cabinet Member
	Thank you for your attention to detail, which has led to a number of proposed amendments to the policy which will be discussed later, and for your assiduousness on behalf of residents. On the CBH question, the answer is a straightforward yes.
5.	Question from Councillor David Willingham to Cabinet Member Customer and Regulatory Services, Councillor Martin Horwood
	Could the Cabinet Member ask officers to advise me when they expect to have corrected the naming error affecting "Yarnold Terrace"?
	Response from Cabinet Member
	Officers have advised me that you have been updated on this matter. I will however ask officers to highlight the questions you have raised again with Cheltenham Borough Homes as the relevant landlord on the matter. I would also reiterate the likely impact on residents of the administrative tasks required, should any future change be made.
6.	Question from Councillor David Willingham to Cabinet Member Customer and Regulatory Services, Councillor Martin Horwood
	Would the Cabinet Member please review the consultation sections which currently say "ward/parish council" (page 47) and "Parish/Ward Councils" (page 48) and consider changing them so that the Parish Council (if any), the Neighbourhood Forum (if any), Borough Councillors for the affected Ward and County Councillors for the affected Electoral Division are all consulted on such proposals?
	Response from Cabinet Member
	Thank you Cllr Willingham for highlighting that point, which makes sense. I am happy to accommodate the minor amendment.
7.	Question from Councillor David Willingham to Cabinet Member Customer and Regulatory Services, Councillor Martin Horwood

	Would the Cabinet Member please ask officers to consider adding a section clarifying how communities can go about getting currently unnamed paths given names so that they are easier for the emergency services to locate in the case of emergencies or incidents?
	Response from Cabinet Member
	<p>Thank you for this question that has required some clarification with Legal colleagues. The definition of a street is not within the Public Health Act 1925. The definition is contained in the Highways Act 1980.</p> <p>Under this legislations a street means the whole or any part of any of the following, irrespective of whether it is a thoroughfare—</p> <p>(a) any highway, road, lane, footway, alley or passage,</p> <p>(b) any square or court, and</p> <p>(c) any land laid out as a way whether it is for the time being formed as a way or not.</p> <p>Where a street passes over a bridge or through a tunnel, references in this Part to the street include that bridge or tunnel.”</p> <p>Relating this then back to your point of unmade paths The street naming policy relates to our regulatory responsibilities. If unnamed paths fall into any of the definitions in (a) to (c) above, then they will fall within our current policy. If they do not fall within the above definitions then they are not subject to the policy.</p> <p>In practical terms we consider that this is more appropriately addressed via Gloucestershire Highways under the National Street Gazetteer, so I have tasked officers to clarify the legal position in regards to this and engage with County Highways. Officers will advise accordingly.</p>
8.	Question from Councillor David Willingham to Cabinet Member Customer and Regulatory Services, Councillor Martin Horwood
	As a minor point, but one that could lead to delays in an emergency: would the Cabinet Member ask officers to consider whether the numbering policy should contain details of how the council deals with triskaidekaphobia? E.g. whether the council permits the house number 13 to be omitted or renumbered in new developments, and if so how it should be numbered. For example, “New properties shall be numbered sequentially or odd/even, the number 13 may not be omitted”, or alternatively “New properties shall be numbered sequentially or odd/even, the number 13 may be replaced with 12a (sequential numbering) or 11a (odd/even numbering).”
	Response from Cabinet Member
	We include the number 13 on new numbering. A developer/applicant would need to specifically request that the number be dropped/changed. It is not considered at this time that a change to the policy is required.

5. COMMUNITY INFRASTRUCTURE LEVY GOVERNANCE & SECTION 106 ENGAGEMENT

The Cabinet Member Customer and Regulatory Services presented the report, noting that it would be voted on at June Council. The proposed new governance arrangements covered all aspects of the Community Infrastructure Levy (CIL) developer contributions, and proposed a scheme for greater transparency in the handling of Section 106 agreements.

He noted that the council was currently allowed to charge up to 5% for admin, which was then pooled, but in the new arrangements they could vote to retain some of it as Cheltenham administration costs if the amount of CIL money grew sufficiently to enable that. Further to this, he noted the 15% or 25% neighbourhood allocation that went to parish councils (depending on whether they had a Neighbourhood Plan) and that governance arrangements had been added for the element of this allocation that was from unparished areas. It suggested a process whereby a panel of seven elected members ideally reflecting a political balance would prioritise projects for the benefit of the community.

The report also outlined governance arrangements for the larger and more complicated strategic allocation pot, which constituted about 70-80% of CIL monies. The current arrangement was to pool that with other Joint Core Strategy (JCS) authorities, so the process had to be compatible with that going forward. The report made a concrete commitment for this council to vote on the final CIL allocation, taking the form of an infrastructure list, comprising both the shared element and uniquely Cheltenham elements.

The government had also published a memorandum of understanding which outlined good practice in deciding how much was pooled and how much was not, which Council would also vote on in June. He added that the arrangements for a strategic CIL board would be determined at JCS level. Finally, the report outlined governance arrangements for the handling of S106 agreements between the council and developers. While S106 agreements were a legal requirement, so the council's ability to influence the process was limited, it was proposed that Members would be obligated to suggest possible candidates for S106 funds in their wards, and for case officers to notify the relevant ward Members early in the process so they had the opportunity to input into it. He emphasised that they had taken a belt and braces approach throughout to cover every possible eventuality, and aimed to ensure a democratic, safe and accountable process.

The Leader added that she had recently attended a Joint Core Strategy Member Liaison Working Group, and noted that its name was due to change to the Joint Strategic Plan.

The Cabinet Member Safety and Communities asked about the implications for funding in wards that were divided between parished and non-parished areas. The Cabinet Member Customer and Regulatory Services responded that 70-80% of CIL money from any area would go into the strategic pool to benefit the community as a whole, which included non-parished areas. While the 15% or 25% neighbourhood allocation automatically went to the parish council in a parished area, in an unparished area it would from now on be overseen by the

elected neighbourhood panel, and anyone would be free to bid into this. Officers would take into account the parish status of areas to ensure fair allocation of funds.

The Cabinet Member Safety and Communities asked about developments which crossed the border, for example into Tewkesbury. The Cabinet Member Customer and Regulatory Services responded that if it were outside Cheltenham, then the relevant neighbourhood allocation would not come to the borough. This demonstrated the importance of collaborative working with Tewkesbury and Gloucester to ensure that benefits were shared. He was happy to confirm any technicalities with officers and get back to her outside of the meeting.

The Cabinet Member Culture, Wellbeing and Business asked when the bid process for the neighbourhood panels would be opened. The Cabinet Member Customer and Regulatory Services responded that there was no exact timetable yet, but that he would consult officers about setting out a realistic timeline.

The Cabinet Member Finance and Assets thanked the Cabinet Member Customer and Regulatory Services for his work on this topic, and stressed the need to enable communities to support themselves.

The Leader moved to the vote, where it was unanimously:

RESOLVED THAT:

1. The percentage split of CIL, in accordance with the CIL Regulations as set out in Fig 1, be noted;
2. The governance approach for the strategic (non-neighbourhood) CIL monies be agreed, including the preparation of the Infrastructure List as set out at section 2 of this report, and engagement with Gloucester City Council and Tewkesbury Borough Council on any shared infrastructure spending, which ensures that the Cheltenham Cabinet and Council has final approval;
3. Collaborative work be undertaken with Gloucester and Tewkesbury Councils on developing a spending mechanism for any shared CIL spending to be agreed by Cheltenham Cabinet and Council;
4. The governance approach as set out at section 4 of this report in regard to the unparished neighbourhood element of CIL be agreed;
5. The Head of Planning, in consultation with the Cabinet portfolio holder and Head of Finance, undertake an annual review of the CIL administration element and for this spending to be agreed annually by Cabinet as part of the Infrastructure Statement Annual Report;
6. The proposal as set out in section 6 of this report to build enhanced transparency and engagement with ward members on S106 be agreed.

6. LOCAL DEVELOPMENT SCHEME

The Cabinet Member Customer and Regulatory Services presented the report, noting that the LDS was the public and official statement of what would constitute their local development plan. It was comprised of three tiers, with the lowest tier being the Neighbourhood Plans which Leckhampton and Hesters Way were currently putting together. In the middle sat the Cheltenham Plan, which was under review at the moment, while the top tier was the Joint Core Strategy (soon to be renamed the Joint Strategic Plan).

The Leader moved to the vote, where it was unanimously:

RESOLVED THAT:

1. The updated Local Development Scheme for Cheltenham Borough, attached to the report at Appendix 2, be adopted;
2. Authority be delegated to the Head of Planning, in consultation with the Leader of the Council and the Cabinet Member Customer and Regulatory Services, to prepare the Local Development Scheme for publication.

7. STREET NAMING AND NUMBERING - REVIEW OF POLICY

The Cabinet Member Customer and Regulatory Services presented the report, noting that the council was responsible for the naming and numbering of all streets in Cheltenham, and that the policy behind this needed to be refreshed. He thanked Tracey Birkinshaw and Charlotte Harber for their hard work in ensuring that the policy was built on best practice.

He proposed two amendments to the policy and recommendations before Cabinet. The first related to recommendation 1, which asked Cabinet to review paragraph 1.7 of the report and consider whether exceptional circumstances could be taken into account when naming streets after living individuals. The earlier policy required that they wait until 20 years had passed after the individual's name, and for the consent of the next of kin to be sought. He suggested that, in exceptional circumstances, Cabinet should have the option to name streets after living individuals.

The second amendment related to the member questions submitted by Cllr. Willingham regarding the policy, and would enable the council to correct data errors on computer systems more easily.

The Leader moved to the vote, where it was unanimously:

RESOLVED THAT:

1. Paragraph 1.7 of this report be reviewed, and Members consider whether very exceptional circumstances should be inserted into the policy;
 - a) In the event of Cabinet deciding that it should be inserted, to add 'Exceptions to this will need to be approved by Cabinet' after 'Streets should not be named after living individuals';
2. Taking into account recommendations 1 and 1a above, the draft Street Naming and Numbering Policy as provided at Appendix 2 of this report, with any amendments arising, be approved;

3. Authority be delegated to the Director of Planning, in consultation with the Cabinet Member Customer and Regulatory Services, to make any minor changes to the policy should further best practice emerge.

8. UBICO BUSINESS PLAN 2022/23

The Leader of the Council presented the report, noting that Ubico had recently given a presentation to Members on their business plan where they had responded to queries.

The Leader moved to the vote, where it was unanimously:

RESOLVED THAT:

1. The Ubico 2022/2023 Business Plan be noted;
2. It be noted that the Leader of the Council, as shareholder representative, proposes to sign the written resolution to approve the Ubico 2022/2023 Business Plan in due course.

9. PUBLICA GROUP (SUPPORT) LTD BUSINESS PLAN 2022-25

The Leader of the Council presented the report, noting that while it was in her gift to sign off on the plan, she was bringing it to Cabinet to ensure transparency and allow Members to ask questions of her and the Managing Director.

Jan Britton (Managing Director, Publica) added that it was a requirement of Publica's articles of association that the shareholders (the leaders of the four councils) annually agreed its business plan. As part of this, the business plan was brought before scrutiny committees and to Cabinet prior to asking the Leader to approve it. He thanked CBC's Overview and Scrutiny Committee for their questions and comments, which had particularly focused on Publica's employees and had been kept in mind when amending the business plan.

The Leader moved to the vote, where it was unanimously:

RESOLVED THAT:

1. The Publica Business Plan 2022-25 be recommended to be approved by the Leader, as the Council's Shareholder Representative for Publica Group (Support) Ltd, subject to any comments Cabinet makes and subject to any minor amendments that might arise from the final stages of consultation with the Shareholder Councils and/or general editing.

10. DISCRETIONARY BUSINESS RATES RELIEFS AND COUNCIL TAX ENERGY REBATE

The Cabinet Member Finance and Assets presented the report, which related to four business rate reliefs and a discretionary energy rebate payment. The first three business rate reliefs were temporary schemes related to retail, hospitality and leisure properties, and sought to support small businesses. The fourth related to the Covid-19 Additional Relief Fund, supporting businesses which had been ineligible for the previous round of funding. The council had received funding of £2.583m for this scheme, which needed to be targeted at the businesses most impacted.

He added that the council also had been allocated £162,450 as part of the Discretionary Energy Rebate scheme. This equated to just over 1,000 payments of £150 to residents who were energy bill payers but not eligible for the main government scheme. Funding was limited, so the priority was to support vulnerable residents and those on low incomes or means-tested benefits.

The Leader added that this was welcome news for the retail and hospitality sector, which had suffered significantly during the Covid crisis.

The Leader moved to the vote, where it was unanimously:

RESOLVED THAT:

1. The Business Rates Retail, Hospitality and Leisure Relief Scheme and the Extension of Transitional Relief and Supporting Small Business Relief Scheme for 2022/23 as detailed in appendix 2 be approved;
2. The COVID-19 Additional Relief Fund (CARF) Scheme as detailed in appendix 3 be approved;
3. The Executive Director Finance and Assets be authorised, in consultation with the Cabinet Member Finance and Assets, to determine levels of relief for the COVID-19 Additional Relief Fund (CARF) scheme;
4. The Head of Revenues and Benefits be authorised, in consultation with the Cabinet Member Finance and Assets, to implement any changes to the reliefs detailed in appendix 2 and 3 as required by Government or to ensure the successful operation of the schemes;
5. Decisions relating to the application of these reliefs be delegated to the Head of Revenues and Benefits and officers in the Business Rates team due to the volume of cases. In the case of a dispute, reconsideration is to be made by the Executive Director Finance and Assets;
6. The Executive Director Finance and Assets be authorised, in consultation with the Cabinet Member Finance and Assets, to determine a Discretionary Council Tax Energy Rebate Scheme.

11. APPROPRIATION OF ASSETS BETWEEN THE GENERAL FUND AND HOUSING REVENUE ACCOUNT

The Cabinet Member Finance and Assets presented the report, noting that the Housing Revenue Account (HRA) was a ring-fenced account within the General Fund which primarily contained income arising from the housing authority's landlord functions. Back in 2020, the government issued revised guidance regarding what could and could not be charged into an authority's HRA. The properties concerned were generally shops and other commercial premises such as banks, where there was no longer any connection with the local authority's housing. He noted that this would go towards the savings target identified in 2022/23 budget proposals, and removed the risks associated with commercial properties from the HRA. He added that two properties would also be incorporated into the HRA as a result of the proposals, one of which (9 Grasmere Road) had been bequeathed to the council in 2021.

The Cabinet Member Culture, Wellbeing and Business praised this as a logical approach which should benefit all parties.

The Leader moved to the vote, where it was unanimously:

RESOLVED THAT:

1. The appropriation of assets between the Housing Revenue Account (HRA) and the General Fund (GF) as set out in Appendix 2, be approved, with effect from 1st April 2022.

12. A CULTURAL STRATEGY FOR CHELTENHAM

The Cabinet Member Culture, Wellbeing and Business presented the report, thanking the members of the Culture Board and Richard Gibson for their invaluable input throughout the process of drawing together the draft strategy. In producing the draft strategy, they had consulted widely with cultural partners and key stakeholders across the town, who had endorsed its assessment of Cheltenham as a place with powerful cultural and heritage assets that needed to be celebrated and nurtured. They now had a new cultural vision for the town, which was that Cheltenham was a vibrant place and cultural destination, where a fusion of arts, digital and heritage innovation fostered creative and inclusive communities where everyone had a chance to thrive.

She was excited about the potential interface between cyber and cultural provision, and wanted to ensure that culture and creativity played their part in securing economic growth for the town. The Culture Board recognised that Cheltenham needed to improve its performance in terms of talent attraction and retention, particularly with regard to young graduates and entrepreneurs. Their vision of fusing cyber, arts and heritage was both credible with local residents and appealing to the outside world. Realising the benefits of local talent skills development and wider creative industries would be a critical measure of the strategy's success.

The draft strategy also sought to address the long-term issue of embedded inequalities across the town and its communities. The impact of child poverty needed to be recognised, as was the need to ensure that cultural provision and venues were as accessible as possible to the local community. Cheltenham needed to lead the way in facilitating the interaction of creative, cultural and digital innovation that built on and celebrated our culture and heritage.

To meet this vision, the Board agreed six key themes to provide focus: opportunities to fuse heritage, cultural and digital assets, improving the life chances for young people, building inclusive and creative communities, nurturing grassroots creative talent and ambitions, supporting the visitor economy and the wider place brand, and meeting the climate change challenge.

In addition to this, there were six big ideas to help achieve this vision. They would forge partnerships and collaborate across the heritage, cultural and digital sectors, focus on using culture and creativity to improve life chances, promote equity of opportunity, celebrate and nurture communities, work to drive the visitor economy, and use culture, creativity and innovation to contribute to Cheltenham Zero and address climate change. Cabinet was asked to endorse the draft strategy and support the Culture Board to carry out a program of wider consultation so that the strategy could be finalised and signed off by July 2022.

The Cabinet Member Climate Emergency added that it was good to see Cheltenham Zero playing an integral role in the strategy.

The Leader added that a lot of hard work had gone into formulating the strategy, with proper consultation having been undertaken with input from all interested parties.

The Leader moved to the vote, where it was unanimously:

RESOLVED THAT:

1. The draft strategy be endorsed;
2. The Cheltenham Culture Board be supported to carry out a programme of consultation on the strategy in order that it be signed off by July 2022.

13. BRIEFING FROM CABINET MEMBERS

The Cabinet Member Cyber and Strategic Transport noted that this was his last Cabinet meeting after 31 years as a councillor, and wished to put on record his thanks to Members and officers for their support, both past and present. The Leader thanked the Cabinet Member Cyber and Strategic Transport for his service, noting that he had been Leader when she was first elected, and that his knowledge and experience had been invaluable. The Cabinet Member Safety and Communities echoed this.

The Cabinet Member Safety and Communities reported that she had been approached by the LGA to take part in a new commission on culture and economy, and was looking forward to first meeting of this. The Large Enterprise Action Group had also met with schools in an event organised by the Cheltenham Education Partnership, with over 150 young people turning up to talk about key issues such as inequality. Finally, she reported that Bristol University was setting up a global centre for political renewal, and would run commissions over the next few years to look at how politics could serve people better, and she was looking forward to engaging with this.

The Cabinet Member Customer and Regulatory Services reported that the proposed revised policy for private hire vehicles (designed to align both their wheelchair accessible vehicles policy and emissions policy) was open for consultation and would also be considered by the Licensing Committee (Miscellaneous) on 6th April. He noted that the Cabinet Member Cyber and Strategic Transport had been an integral part of ensuring that this council pursued an ambitious WAV policy in his previous portfolio, and thanked him for this.

The Cabinet Member Culture, Wellbeing and Business reported that the Information Exchange modular pod in the High Street would be fully installed by the end of the week, offering an opportunity for cultural providers, local businesses and charities to promote their activities and offers. The pod could be either staffed or not staffed, and there would be a three month trial period to see how it went. She added that following on from a question from the Cabinet Member Safety and Communities at a previous meeting, the Parks team would put up advisory signs regarding 14 major allergies in five of the largest parks in the town over the next few months.

The Cabinet Member Waste, Recycling and Street Services reported that a significant step had been taken towards refurbishing the public toilets in Montpellier Gardens. The refurbished facility would include a changing facility for severely disabled people. Following on from Cabinet approval in principle last year, significant national funding for this redevelopment was secured, and subsequently a project board set up by CBC to aid its delivery met for the first time last week. There were similar facilities in three locations in the town already, namely at the Leisure Centre, Pittville Park and the High Street, but not in the southern town centre.

The Leader added that they were in the process of going through ward boundary changes, and had made a submission to the parliamentary boundary review. Hearings had been held in Gloucester recently, which several councillors attended. She hoped it would be an open and transparent process that ensured equal representation and benefitted residents.

Decisions of Cabinet Members

The Cabinet Member Finance and Assets reported that he had taken a decision on the 3rd March relating to the service and maintenance of fire alarm systems, fire safety equipment and an emergency lighting contract.

The Leader reported that she had taken an urgent decision on 16th March to agree to the proposed increases in hackney carriage fares, and emphasised the importance of supporting drivers in light of the substantial increase in the cost of fuel.

In the absence of the Cabinet Member Housing, the Leader reported that he had taken a decision on 22nd March to award grant funding of £9000 for 2022-23 to Gloucestershire Action of Refugees and Asylum Seekers (GARAS). GARAS did hugely important work and needed the support, especially considering the arrival of Ukrainian refugees.

The Cabinet Member Cyber and Strategic Transport reported that he had made two decisions to support the delivery of the Golden Valley development. On 24th March he had extended the appointment of Trouwers, while on 4th April he had extended a contract with Avison Young.

14. LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS

Members resolved to move into exempt session.

15. A PROPERTY MATTER (A)

The Cabinet Member Cyber and Strategic Transport presented the report, which related to a property matter.

The Leader moved to the vote, where it was unanimously:

RESOLVED THAT:

1. The recommendations be approved.

16. THE CHELTENHAM TRUST SPECIFICATION AND MANAGEMENT FEE FRAMEWORK REVIEW

The Cabinet Member Culture, Wellbeing and Business presented the report, which related to a variance of the council's management agreement with The Cheltenham Trust dated 30th September 2014, and a new specification to replace the current one.

RESOLVED THAT:

1. The recommendations be approved.

17. A PROPERTY MATTER (B)

The Cabinet Member Cyber and Strategic Transport presented the report, which related to a property matter.

The Leader moved to the vote, where it was unanimously:

RESOLVED THAT:

1. The recommendations be approved.

Chairman

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Member Questions (1 total)

1.	Question from Councillor Tabi Joy to Cabinet Member Customer & Regulatory Services, Councillor Martin Horwood
	<p>The council (and the public) should be aware that Cheltenham's Air Quality Action Plan expired in 2019. Questions chasing the preparation of the new AQAP have been asked at the January 2020 Cabinet; the February 2021 Council; the April 2021 Cabinet; and most recently at Cabinet in February 2022.</p> <p>At the Cabinet meeting on 15 February 2022, Cllr. Max Wilkinson said that the long-delayed new Air Quality Action Plan would be published before the end of March 2022.</p> <p>I can't see any reference to it on the council website: <u><i>When will the AQAP be published?</i></u></p>
	Response from Cabinet Member
	Add response here

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Cheltenham Borough Council
Cabinet – 12 July 2022
Council – 18 July 2022
Financial Outturn 2021/22

Accountable member	Councillor Peter Jeffries, Cabinet Member for Finance and Assets
Accountable officer	Gemma Bell, Director of Finance & Assets (Deputy s151 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 and sets out the General Fund and Housing Revenue Account (HRA) revenue and capital outturn position for 2021/22. The information contained within this report is being used to prepare the Council's Statement of Accounts for 2021/22.</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 30 September, on the treasury management activities and treasury management indicators for the previous financial year. This report also seeks to meet this requirement.</p>
Recommendations	<p>I 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 in delivering services in 2021/22, there was an underspend of £229,116 against the budget approved by Council on 21 February 2021 2. Notes £656,218 of carry forward approved by the Section 151 Officer under delegated powers at Appendix 5 and approves £48,500 of carry forward which require Member approval. 3. Approves the proposal for the use of the underspend after the carry forward requests outlined in Section 3 of this report and delegates authority to the Executive Director of Finance and Assets in consultation with the Lead Member for Finance and Assets to ensure the underspend is used in line with this

proposal in Section 2.8.

4. Notes the annual treasury management report at Appendix 7 and note the actual 2021/22 prudential and treasury indicators.
5. Notes the capital programme outturn position as detailed in Section 6 and Appendix 8, approve the carry forward of unspent budgets into 2022/23 and the inclusion of two new projects in the 2022/23 capital programme with a funding commitment of £50k.
6. Notes the year end position in respect of Section 106 and CIL agreements and partnership funding agreements at Appendix 9.
7. Notes the outturn position in respect of collection rates for council tax and non-domestic rates for 2021/22 in Appendix 10.
8. Receives the financial outturn performance position for the Housing Revenue Account for 2021/22 in Appendix 11 and approves the carry forward of capital budgets in 2022/23 as set out in Appendix 12.

Financial implications	As detailed throughout this report. Contact officer: Gemma Bell, gemma.bell@cheltenham.gov.uk, 01242 264124
Legal implications	None directly arising from the report recommendations. Contact: One Legal E-mail: legal.services@onelegal.org.uk Tel no: 01684 272691
HR implications (including learning and organisational development)	<i>None directly arising from the report recommendations.</i> 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 Plan, including the climate change and net zero carbon priorities.
Environmental and climate change implications	

1. Background

- 1.1 On 21 February 2021, Council approved the budget for 2021/22, including setting the Council Tax. The 2021/22 approved budget identified efficiency savings and additional income of £0.4m. The Council have continued to face unprecedented financial challenges over the last 12 months in supporting the boroughs emergence and beginning of the recovery from the Covid-19 pandemic. This is in addition to the ten years of austerity and year on year cuts to the Council's

Government funding.

- 1.2** The national restrictions which were in place, across the country or locally here in Cheltenham, created a huge amount of financial uncertainty which continued in 2021/22. With the emergence of the Omicron variant over the winter, the uncertainty continued to impact customer behaviour which had a financial impact on our commercial income and on the town's economy. Only at the point that changes to customer behaviour and the way our services are accessed has started to be understood, we are now faced with the most significant cost of living crisis in a generation.
- 1.3** This report draws together the financial outturn position for 2021/22 for the General Fund against the budget approved on 21 February 2021. It also summarises the Housing Revenue Account (HRA) revenue and capital budgets, details reserve movements and summarises requests for carry forward of budgets approved by the Section 151 Officer under delegated powers.

2. General Fund Revenue Outturn 2021/22

- 2.1** The outturn position at 31 March 2022 reports an under spend of £229,116 against the revised budget approved by Full Council on 21 February 2022. A summary of the General Fund outturn position by service is contained in Appendix 2 and 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 2021/22.
- 2.2** Whilst this is a pleasing outturn position it should be noted that considerable financial resources have been required to support the emergence from the pandemic. The revised budget included Government grant income support of £540k to support our COVID-19 response and £551k of grant to compensate for lost income in quarter one of the year.
- 2.3** Following the end of the Government's Income Compensation on 30 June 2021, income generated from fees and charges recovered slower than anticipated and in October 2021 a budget monitoring report was presented to Council which forecast an overspend of £1,044k against the budget approved in February 2021. Of this overspend, £817k related to income streams such as car parking forecasted to be significantly below budgeted levels.
- 2.4** Action was taken by Officers and Members to implement a savings strategy in the 2022/23 Medium Term Financial Strategy which reduced the council's reliance on some of these income streams and provide greater stability in post pandemic years. During this time, and due to initiatives such as the Christmas events hosted by the council and the Cheltenham BID over the winter, income began to recover and at February 2022 the revised budget reported the overspend reducing to £556k. Continued improvement in income streams along with prudent financial management has resulted in a significant improvement in the council's financial position at outturn.
- 2.5** At the point that changes to customer behaviour and the way our services are accessed began to be understood, we are now faced with the most significant cost of living crisis in a generation. Since the 2021/22 revised budget was presented, inflation has increased from 6.2% to 9.1% and interest rates have been subject to three Bank of England increases.
- 2.6** It is expected that throughout 2022/23, inflation will continue to increase to 11% by the autumn of 2022 leading to spiralling wages, energy and other costs. At the date of this report, the unbudgeted pressures we expect through 2022/23 include:
- Based on energy usage across our portfolio at April 2022, an estimated additional £400-500k of spend on gas and electricity **above** our base budget;
 - Based on the current and predicted interest rates, an estimated additional £200k of spend on the cost of our temporary borrowing **above** our base budget;
 - Based on current communications on the national pay award, up to an estimated additional £900k pressure on staffing costs across the council and our partner

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organisations **above** our base budget assumptions;

- Based on current predictions on inflation rising to 11%, an estimated additional £300-400k on other operational costs based on outturn spend in 2021/22 **above** our base budget.
- This reaches a total of £1.8m-£2m pressure above our base budget.

2.7 These pressures are in addition to the £1.507m of savings which were approved by Full Council as part of the 2022/23 budget and pose a once in a generation challenge to officers and members in order that the council can continue to deliver our core services for residents and communities.

Use of the underspend

2.8 At the date of this report, it is not clear for what period these financial pressures will continue and this creates huge uncertainty when taking decisions which require additional financial resources. It is therefore highly recommended that the majority of the under spend reported in the 2021/22 budget is used to support general balances. This will provide the Council, and the 2022/23 budget, with additional resilience to support inflationary pressures in the year and beyond. An assessment of the optimum level of reserves has been included in Section 7 which summarises the potential reliance the council may have on these balances in 2022/23.

2.9 The council also recognise that the cost of living emergency which was tabled as a Motion in Full Council on 20 June 2022 has also impacted our residents and communities. In the 2020/21 we committed £250k to supporting the economic recovery of our borough and this has been used to improve the Clarence Fountain area of the town centre, support the delivery of the ice rink in Imperial Gardens and been used to launch a Jubilee Community Fund for residents to commemorate the Queen's Jubilee.

2.10 In 2022, we recognise that a different approach is needed to support residents and communities whilst also ensuring that the council protects sufficient resources to manage the increased costs of delivering our own services. With this in mind, £60,000 of the reported underspend will be committed to supporting Cheltenham food networks.

	Amount £
Support to the Cheltenham food network	£60,000
Contribution to General Balances	£169,116
Total	£229,116

2.11 Work is also ongoing to determine other mechanisms available to the council to support our residents and communities in the most effective way to target those with the greatest need and support them through the financial challenges they may be facing.

3. Budget carry forward requests

3.1 At the year end, a number of budget holders requested 'carry forward' of unspent budgets. Requests fall into two categories and have been dealt with as follows:

- Some requests are in respect of goods and services ordered but not received by 31 March 2022.
- 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.

- 4.2. 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 £656,218, for which expenditure is in line with the original approved purpose, is contained in Appendix 5.
- 4.3. A list of carry forward budgets totalling £48,500 which require member approval, for which expenditure has previously been carried forward or where the purpose of the expenditure is different to the original approved purpose is also contained in Appendix 5.
- 4.4. In accordance with the Service Reporting Code of Practice (SeRCOP), a transfer was made to a 'carry forward' reserve in 2021/22 (Appendix 6) and transfers will be made from the 'carry forward' reserve in 2022/23 to the appropriate cost centres in order that members and officers have a clear indication of the total budget, including carry forwards, available for 2022/23.

4. Treasury Management / Prudential Indicators

- 4.1 Treasury Management in Local Government is governed by the CIPFA Code of Practice on Treasury Management in the Public Services. This Council has adopted the code and complies with its requirements, one of which is the receipt by Cabinet and Council of an Annual Review Report after the financial year end. The detailed treasury report, as approved by the Treasury Management Panel at its meeting on 27 June 2022, is attached at Appendix 7.

5. Business Rates Retention Scheme (BRRS)

- 5.1 One of the key documents in the budget setting process is the estimate of business rates yield which is reported in the National Non Domestic Rates return (NNDR1) which is submitted to the Department for Levelling Up, Housing and Communities (DLUHC). The NNDR1 return was submitted to DLUHC by the deadline of 31 January 2021 and the budget was based on the figures within that return.
- 5.2 The table below reflects the actual performance against the revised budget with an overall variance for the year of £58,517 when taking into account the Gloucestershire Business Rates pooling arrangement.

	2021/22 Original Budget £	2021/22 Revised Budget £	2021/22 Actual £	2021/22 Variance £
Retained business rates	21,944,973	17,041,206	16,974,939	(66,267)
Tariff payable to government	(19,244,897)	(19,244,897)	(19,244,897)	-
Grant to compensate for government decisions	1,417,489	6,790,945	6,781,745	(9,200)
Estimated levy payable to government after Pool surplus/deficit	(91,537)	(388,286)	(349,309)	38,977
Net retained business rates	4,026,028	4,198,968	4,162,478	(36,490)
Less Baseline Funding (target level of net retained rates)	(2,841,443)	(2,841,443)	(2,841,443)	
Net surplus on business rates against baseline funding	1,184,585	1,357,525	1,321,035	(36,490)
Deficit adjustment re 2019/20	(128,170)	(128,170)	(128,170)	-

Deficit adjustment re 2020/21	(13,966,426)	(13,966,426)	(13,966,426)	-
Deficit Adjustment re 2021/22	-	4,903,767	4,970,034	66,267
One-off adjustments re previous years' deficits	(14,094,596)	(9,190,829)	(9,124,562)	66,267
Net retained business rates (after one-off deficit adjustments & LIGS)	(10,068,568)	(4,991,861)	(4,962,084)	29,777
Transfer to/(from) BRR earmarked reserve	13,810,279	8,762,782	8,791,522	28,740
Net income included in outturn	3,741,711	3,770,921	3,829,438	58,517

5.3 A transfer of £9.1m has been made from the Business Rates Retention (BRR) earmarked reserve at year end as per revised budget agreed at February 2022 Full Council.

5.4 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 created a need for this Council to develop a long-term strategy which was 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.

5.5 The impact on business rates from COVID-19 and the implications for the economy, are matters that will challenge the medium term financial strategy. It was therefore, critical that the Council implemented a targeted approach to supporting businesses throughout the pandemic and our approach is further articulated in Section 9 below.

6. Capital Outturn 2021/22

6.1 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 2022/23 requested by officers.

6.2 Since the approval of the 2022/23 budget in February 2022, funding for two new projects has been requested. These projects had previously been discussed as part of the 2022/23 budget setting process but at the time of approval, the resource requirement had not been confirmed. The projects are outlined below and it is proposed that these will be funded from capital receipts:

- Naunton Park - Contribution of £25,000 to pathways and drainage work in the park
- The Burrows – Contribution of £25,000 to the construction of a storage building in the park to support Leckhampton Rovers to maintain the newly developed site

7. Reserves and Section 151 Officer Advice

7.1 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 2021/22 are set out in the outturn performance position schedules at Appendix 2 and 3.

7.2 Appendix 6 also details the reserves held by the Council, states their purpose and indicates the balance at 31 March 2022. In setting the budget for 2022/23 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 as we emerge from the COVID-19 pandemic.

- 7.3** In assessing the adequacy of reserves and balances for 2021/22 the Section 151 Officer used a risk based approach to assess the appropriate level of general balances which calculated the optimum level to be £1.416m. At the year end, the General Fund Balance stands at £1.378m and therefore is below the optimum level recommended by the Section 151 Officer at year end – an impact of the pressures experienced through 2021/22 as the economy re-opened and we began the recovery from the pandemic.
- 7.4** Accepting that the long-term impact from COVID-19 could leave the Council exposed without clear decision-making in delivering a balanced budget, the level of reserves is lower than optimal at year end and action has been taken in the 2022/23 budget to increase the robustness of the reserves through a transfer of £2.189m to general balances. This brings the expected general balance reserve to £3.567m.
- 7.5** With the cost of living emergency increasing financial pressures on the Council, as part of this outturn the Deputy Section 151 Officer has re-assessed the optimum level of general balances to be £3.256m. This assessment includes new assumptions for increase in inflation, interest rates, and savings delivery. Although our forecast general balance is above this level, this only provides a contingency of 9% against these assumptions.
- 7.6** Members will need to be mindful that there may be an expectation to further strengthen these reserves in order that the Council is robustly covered against further financial pressures which may emerge through recovery or future changes to local government financial support. With diminishing central government support in the form of direct grant and New Homes Bonus, uncertainty over the long term impact of the cost of living crisis, and the impact on individual's ability to pay council tax or business rates, it may be the case that that some difficult choices need to be made in respect of service provision.
- 7.7** Members should acknowledge that using the under spend against the 2021/22 budget to further support general balances will increase the Council's resilience to the financial pressures we may face through 2022/23 as inflation and interest rates are both forecast to increase. It is also recommended that the long term sustainability of the costs and funding associated with delivery of new projects are considered and reviewed before commitments are made to ensure the scarce resources available are able to generate the maximum value.

8. Section 106 receipts

- 8.1** A position statement in respect of the activity of Section 106 receipts is contained in Appendix 9.
- 8.2** The following summarises the activity in respect of Section 106 for 2021/22, compared to 2020/21.

	2020/21	2021/22
Balance of unused Section 106 receipts	2,529,368	1,685,456
Net additional receipts in year	39,637	18,237
Receipts used to finance projects in year	(883,549)	(520,988)
Balance outstanding at year end	1,685,456	1,182,704

9. Council tax and business rates collection and support

- 9.1** 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 2022.
- 9.2** It is encouraging to see that the collection rate for Council Tax has increased from 97.53% in 2020/21 to 98.31% in 2021/22. It is even more pleasing to note that the collection rate for Business Rates has recovered from 90.72% to 97.43% in the same period. Not only does this surplus the target of 93% for 2021/22 but also brings the rate of collection back in line with pre pandemic levels.
- 9.3** This recovery stems from the work of the business rates team who have worked tirelessly to distribute over £100m of support to over 1,000 Cheltenham businesses over the last two years. The Council's targeted approach through the use of its discretionary grants scheme will ensure those businesses that support the leisure, tourism and hospitality sector are around for many years to come.

10. Housing Revenue Account (HRA)

HRA Income and Expenditure

- 10.1** The HRA revised forecast for 2021/22 (based on performance to December 2021) anticipated an operating surplus of £985,800 for the year, which after appropriating revenue contributions to capital of £985,800, would leave a balance of £1,500,000 in revenue reserves at 31 March 2022.
- 10.2** The outturn statement at Appendix 11 shows a net reduction of £159,900 in the operating surplus to £825,900 for the year. Revenue contributions to capital were reduced to £2,200 leaving a balance of £2,323,700 in revenue reserves at year end.
- 10.3** An explanation of variances exceeding £50,000 is shown below:

Detail	Forecast £'000	Actual £'000	Variation £'000
General & Special Management – additional corporate recharges and abortive fees on potential new build schemes that could not proceed.	2,283	2,486	(214)
Bad Debts – income recovery above target	292	160	132
Service Charges – reduced charges to leaseholders	912	858	(54)
Other variations less than £50,000 - net			(24)
Decrease in Operating Surplus			(160)

Major Repairs Reserve

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

HRA Capital Programme

- 10.5** Actual expenditure for the year was £14,065,600, an under spend of £1,757,200 compared with the forecast of £15,822,800.
- 10.6** The programme includes projects where expenditure plans span more than one financial year 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 are controlled at both contract and project level.
- 10.7** Significant project variations from forecast (exceeding £250,000) are shown below:-

Project	Forecast	Actual	Variation
	£'000	£'000	£'000
Major void refurbishment – increased proportion of higher value void work	680	991	(311)
Window & Door replacement – contractor delayed by staff shortages	953	621	332
Warden Call Upgrade – contract will commence in 2022/23	400	0	400
Acquisitions – additional opportunities to repurchase stock	3,097	3,687	(590)
New Build Schemes – primarily due to potential Section106 developer led schemes being cancelled or delayed	5,457	3,849	1,608
Other net variances			318
Total variance to forecast			1,757

10.8 Changes to the projected financing of the capital programme have arisen from the reduction in overall spend (£1.757m.) and the availability of additional capital receipts.

10.9 Delays in three capital projects require the carry forward of unspent budget to complete outstanding works in 2022/23: -

Window & Door replacement £500,000

Sheltered Accommodation £115,000

Sustainability Works £60,000

11. Conclusion

12.1. The outturn position for 2021/22 demonstrates that even with the financial planning decisions taken by Officers and Members over the last two years, we are still facing significant uncertainty and volatility in managing the resources available to the Council to deliver services to our residents and communities.

12.2. Although the pandemic has still had a significant financial impact on the Authority, the income compensation and Government grants received have helped somewhat to mitigate this and avoid the Authority having to make damaging cuts to our service delivery.

12.3. The proposal for the use of the remaining under spend to support general balances will be used to provide the Council with resilience through a cost of living crisis where inflation is expected to reach the highest rate for 40 years. Available resources will also be reviewed to enable the Council to support the most vulnerable residents in our town through the financial pressures they will also be facing.

12.4. The long term impact of the pandemic and the extent of the cost of living crisis on our resources will continue to be closely monitored and reported to Members throughout 2022/23 together with frequent and proactive review of reserves to ensure the Council has robust arrangements in place to respond to any future impacts on our funding or resources.

12. Consultation

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

Report author	Contact officer: Gemma Bell, Director of Finance & Assets gemma.bell@cheltenham.gov.uk, 01242 264 124
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. HRA Operating account 12. HRA Capital programme and Major Repairs Reserve
Background information	<ol style="list-style-type: none"> 1. Section 25 Report – Council 21 February 2021 2. Final Budget Proposals for 2021/22 – Council 21 February 2021

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 implement 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 Medium Term Financial Strategy includes savings targets and funding strategies to ensure we continue to work towards financial sustainability whilst delivering the council's corporate priorities.	Ongoing	ED Finance and Assets	01/09/2010
CR105	If the Budget Strategy (Support) Reserve is not suitably resourced the use of General Balances will be required resulting in them falling below the minimum required level as recommended by the Section 151 Officer in the council's Medium Term Financial Strategy.	ED Finance and Assets	01/04/2016	5	4	20	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 2021/22 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	ED Finance and Assets	14/09/12	5	4	20	Accept & Monitor	The Council joined the Gloucestershire pool to share the risk of fluctuations in business rates revenues retained by	Ongoing	ED Finance and Assets	

	and the constrained ability to grow the business rates in the town then the MTFS budget gap may increase.							the Council. The Gloucestershire S151 Officers continue to monitor business rates income projections and the performance and membership of the pool / pilot. Work with Members, the BID and using recovery funding to ensure Cheltenham protects and supports businesses in the town.			
1.03	Income generated through sales, fees and charges may be reduced in future periods resulting in gaps in the funding required to support service delivery.	ED Finance and Assets	15/12/10	4	4	16	Reduce	Robust forecasting is applied in preparing budgets taking into account previous income targets, collection rates and prevailing economic conditions. Professional judgement is used in the setting / delivery of income targets. Greater focus on cost control and income generation will be prioritised to mitigate the risk of income fluctuations.	Ongoing	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	ED Finance and Assets	13/12/10	5	3	15	Reduce	Regular review of the assumptions through the quarterly monitoring process. Being proactive in responding to	Ongoing	ED Finance and Assets	

	likely to be increased volatility around future funding streams.							Government consultations on changes to funding.			
New corporate risk	If government support to compensate the Council for the impact of COVID-19 is insufficient, greater reliance will be placed on the use of reserves, service reduction and asset sales.	ED Finance and Assets	23/03/2020	5	5	25	Reduce	<p>A recovery budget was approved by Council in November 2020 which included changes and funding proposals to bridge the forecast £2m budget gap caused by COVID-19.</p> <p>Work programmes are underway to implement the key changes to activity such as asset sales to secure the Council's future financial sustainability.</p>	Ongoing	ED Finance and Assets	

APPENDIX 2: GENERAL FUND REVENUE OUTTURN 2021/22

	A 2021/22 Current Budget	B 2021/22 Outturn per Ledger	overspend / (underspend) before adjustments
	£	£	£
Chief Executive	1,650,879	1,711,751	60,872
Finance & Assets Directorate	7,875,746	8,044,517	168,771
People & Change Directorate	4,096,553	3,758,292	(338,261)
Place & Growth Directorate	6,985,599	6,996,346	10,747
	20,608,777	20,510,906	(97,871)
Capital Charges	(3,833,984)	(3,835,728)	(1,744)
Interest and Investment Income	(2,404,410)	(2,343,700)	60,710
Use of balances and reserves - Appendix 6	(8,905,850)	(8,905,850)	-
NET BUDGET	5,464,533	5,425,627	(38,906)
Deduct:			
New Homes Bonus	(747,091)	(747,091)	-
National Non-Domestic Rate - 2019/20 surplus / deficit	128,170	128,170	-
National Non-Domestic Rate - 2020/21 surplus / deficit	13,966,426	13,966,426	-
Collection Fund Surplus/deficit Contribution	23,400	23,392	(8)
S31 NDR compensation grant	(6,756,488)	(6,773,462)	(16,974)
Other Government Grants	(284,000)	(352,162)	(68,162)
National Non-Domestic Rate	(2,368,559)	(2,350,766)	17,793
NET SPEND FUNDED BY COUNCIL TAX	(9,413,999)	(9,413,999)	0
TOTAL INCOME	(5,452,141)	(5,519,492)	(67,351)

KEY

- A - Revised budget approved by Full Council in February 2022
B - Outturn net expenditure before year end adjustments
C - Operational transfers to / (from) reserves approved by the Chief Finance Officer under delegated powers - Appendix 6
D - Use of s106 receipts approved by the Section 151 Officer under delegated powers - Appendix 9
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

C	C	D	E	F	G	H	
Trf to / (from) Programme Mtce Reserve Appendix 6 £	Trf to / (from) Other Reserves Appendix 6 £	Use of s106 Receipts Appendix 9 £	Use of Capital Receipts £	C/F requests approved by S151 Officer Appendix 5 £	Variance net of S151 c/f approvals £	C/F requests to be approved Members Appendix 5 £	Variance net of all c/f requests £
	(50,000)				10,872		10,872
(9,022)	(28,357)			49,000	180,392	5,500	185,892
	53,926			15,000	(269,335)	20,000	(249,335)
10,527	30,500	(254,248)	(620,000)	592,718	(229,756)	23,000	(206,756)
1,505	6,069	(254,248)	(620,000)	656,718	(307,827)	48,500	(259,327)
					(1,744)		(1,744)
32,697					93,407		93,407
	5,899				5,899		5,899
34,202	11,968	(254,248)	(620,000)	656,718	(210,266)	48,500	(161,766)
							(8)
							(16,974)
							(68,162)
							17,793
							0
NET OVER/(UNDER) SPEND							(229,116)

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APPENDIX 3 - GENERAL FUND REVENUE OUTTURN 2021/22

		Current Budget	Actual Spend	(Under)/		Planned Maintenance	s106 Funded	Capital Receipt	Other Reserves	Adjusted
		2021/22	2021/22	Overspend	Carry Forward	Reserve	£	funded	£	(Under)/Overspend
		£	£	£	£	£	£	£	£	£
COR001	Corporate Management	661,485	791,268	129,783					(50,000)	79,783
ELE001	Registration of Electors	80,690	54,224	(26,466)						(26,466)
ELE002	District Elections	148,000	75,525	(72,475)						(72,475)
ELE003	Elections Support/Overheads	148,360	123,147	(25,213)						(25,213)
ELE004	Parliamentary Elections	-	(716)	(716)						(716)
ELE005	Parish Elections	-	(2,980)	(2,980)						(2,980)
ELE006	County Elections	-	(5,137)	(5,137)						(5,137)
ELE008	Police & Crime Commissioner Elections	-	(14,885)	(14,885)						(14,885)
ELE010	Individual Electoral Registration	-	1,063	1,063						1,063
SUP004	Legal	422,630	502,251	79,621						79,621
SUP007	Committee Services	189,714	187,991	(1,723)						(1,723)
1CEKEC	Chief Executive	1,650,879	1,711,751	60,872	-	-	-	-	50,000.00	10,872
ADB101	Cheltenham Municipal Offices	410,180	446,849	36,669		(77,095)				(40,426)
ADB103	Cheltenham Depot	138,258	239,411	101,154		18,809				119,963
ADB104	Miscellaneous Operational Properties	(65,860)	(82,684)	(16,823)		(740)				(17,563)
AIR101	Gloucestershire Airport	(30,000)	(10,029)	19,971						19,971
APP001	Apprentices	75,000	40,283	(34,717)	34,000					(717)
COM103	St. Margaret's Hall	15,418	15,404	(14)						(14)
COR006	Treasury Management	107,750	96,475	(11,275)						(11,275)
COR105	Corporate Resources	166,707	196,000	29,293					(28,357)	936
COV019	Corona Virus	(1,107,026)	(1,107,026)	-						-
COV021	COVID Management	-	0.10	0.10						0.10
CUL002	War Memorials	4,600	3,703	(897)						(897)
CUL112	Town Hall Repairs & Maintenance	320,801	354,735	33,934		(1,596)				32,338
CUL113	Pittville Pump Room Repairs & Maintena	371,150	378,207	7,057		21,825				28,882
CUL117	Art Gallery & Museum Repairs & Maint	627,837	616,843	(10,994)	5,500	10,391				4,897
ECD101	Xmas in Cheltenham	45,300	45,200	(100)						(100)
HAV001	Housing Advances	-	(435)	(435)						(435)
NDC001	Non Distributed Costs	134,015	157,332	23,317						23,317
OPS111	Arls Road Nursery Repairs Maintenance	-	(5,141)	(5,141)						(5,141)
OPS121	Parks & Gardens Repairs & Maintenance	19,000	11,218	(7,782)		10,000				2,218
OPS122	Sports & Open Spaces Repairs & Maint	39,900	38,124	(1,776)		(26,903)				(28,679)
REC111	Recreation Centre Repairs & Maintenan	851,864	849,852	(2,012)		4,337				2,325
REC112	Prince of Wales Stadium Repairs & Maint	145,400	156,809	11,409						11,409
REG019	Public Conveniences	182,633	140,830	(41,803)						(41,803)
REG119	Public Conveniences R&M	59,750	39,355	(20,395)	15,000	31,950				26,555
SUP009	Accountancy	307,307	311,695	4,388						4,388
SUP010	Internal Audit	105,080	105,074	(6)						(6)
SUP011	Creditors	(15,480)	(15,571)	(91)						(91)
SUP012	Debtors	2,950	4,677	1,727						1,727
SUP025	Property Services	457,060	470,210	13,150						13,150
SUP033	Central Purchasing	1,300	856	(444)						(444)
SUP035	Insurances	234,670	257,573	22,903						22,903
SUP038	Pensions Backfunding	2,982,600	3,002,506	19,906						19,906
SUP105	Corporate Fraud Unit	60,800	60,505	(295)						(295)
SUP106	Publica Business Support Contract	1,092,735	1,091,628	(1,107)						(1,107)
TMR101	CBC Highways works	134,048	134,048	-						-
2HINAA	Finance & Assets Directorate	7,875,746	8,044,516	168,771	54,500	(9,022)	-	-	(28,357)	185,892
ADB102	Custodians	17,504	11,989	(5,515)						(5,515)
COM001	Community Development	21,625	21,992	367						367
COM101	Oakley Resource Centre	25,693	29,111	3,417						3,417
COM102	Springbank Resource Centre	69,667	69,667	-						-
COM104	Big Local Project	-	-	-						-
COR003	Corporate Policy Making	227,150	202,626	(24,524)						(24,524)
CPK002	Car Park Income Collection	23,076	7,681	(15,395)						(15,395)
CSM001	Cultural - Service Management and Supp	835,920	802,212	(33,708)	15,000					(18,708)
CUL108	Everyman Theatre	306,300	306,300	-						-
CUL109	Playhouse Theatre	55,700	55,700	-						-
DRM001	Democratic Representation and Manager	356,890	314,499	(42,391)	20,000					(22,391)
DRM009	Civic Expenses	12,780	9,623	(3,157)						(3,157)
DRM010	Civic Car	8,300	6,268	(2,032)						(2,032)
DRM011	Twinning Expenses	38,550	36,622	(1,928)						(1,928)
DRM012	Civic Events	17,000	8,185	(8,815)						(8,815)
EMP001	Emergency Planning	20,750	24,525	3,775						3,775
GBD001	Community Welfare Grants	134,650	126,837	(7,813)						(7,813)
GBD002	No Child Left Behind	-	0.25	0.25						(0)
GBD103	SLA Single Advice Contract	81,600	80,900	(700)						(700)
HBA001	Housing Benefit Administration	82,008	56,507	(25,501)						(25,501)
HBP001	Rent Allowances	93,117	60,585	(32,532)						(32,532)
HBP002	Rent Rebates	(29,722)	(28,469)	1,253						1,253
LTC001	Council Tax Collection	434,300	383,212	(51,088)						(51,088)
LTC002	Council Tax Support Administration	(88,014)	(166,764)	(78,750)					53,926	(24,824)
LTC011	NDRR Collection	(73,188)	(121,467)	(48,279)						(48,279)
LTC012	NDRR Discretionary Relief	0	(36,133)	(36,133)						(36,133)
LTC101	Revenues & Benefits Overheads	137,310	130,518	(6,792)						(6,792)
LTC111	Business Improvement District Administ	0	(14,251)	(14,251)						(14,251)
SUP003	Human Resources	8,810	6,424	(2,386)						(2,386)
SUP005	ICT	148,872	197,465	48,593						48,593
SUP006	Telephones	53,500	46,103	(7,397)						(7,397)
SUP008	Reception/Customer Services	367,182	354,248	(12,934)						(12,934)
SUP013	Payroll	100	840	740						740
SUP014	Cashiers	66,800	31,888	(34,912)						(34,912)
SUP018	Press & PR/Communications	148,970	162,766	13,796						13,796
SUP019	Health & Safety	7,000	4,573	(2,427)						(2,427)
SUP020	Training & Development	27,256	37,281	10,025						10,025
SUP022	Printing Services	34,600	27,974	(6,626)						(6,626)
SUP024	Postal Services	7,700	7,123	(577)						(577)
SUP036	Project Management	338,950	377,975	39,025						39,025
SUP037	Equal Opportunities	-	-	-						-
SUP103	Business Support Services	130,340	128,188	(2,152)						(2,152)
SUP107	Modernisation	(52,492)	(2,529)	49,963						49,963
3PEOP	People & Change Directorate	4,096,554	3,758,293	(338,261)	35,000	-	-	-	53,926	(249,335)
BUC001	Building Control - Fee Earning Work	(130,178)	(193,851)	(63,673)						(63,673)
BUC004	Land Charges	(134,772)	(118,003)	16,769						16,769
CCC001	Climate Change	53,000	99,563	46,563						46,563
CCM001	Cemetery, Crematorium and Churchyards	(812,676)	(634,469)	178,207						178,207
CCM111	Cemetery & Crematorium Repairs & Mair	21,400	57,078	35,678		(1,408)				34,270
CCR001	Community Safety (Crime Reduction)	12,600	22,891	10,291						10,291
CCT001	CCTV	75,504	64,054	(11,450)						(11,450)
CPK001	Car Parks - Off Street Operations	(1,626,366)	(1,581,096)	45,271						45,271
CPK101	Car Parks - Off Street R&M	154,500	197,506	43,006		11,935				54,941
CSG001	Community Safety (Safety Services)	(7,800)	(2,028)	5,772						5,772
DEV001	Development Control - Applications	336,777	285,009	(51,768)						(51,768)
DEV003	Development Control - Enforcement	89,400	92,845	3,445						3,445
DEV004	Development Advice	(54,771)	(17,162)	37,609						37,609
ECD001	Economic Development	124,500	33,235	(91,266)	66,550					(24,716)
ECD002	Markets	-	-	-						-
ESR001	Highways Agency Verges & Trees	64,079	45,776	(18,303)						(18,303)
FLD001	Flood Defence and Land Drainage	89,072	89,176	104						104
FRM101	Flood Risk Management	148,870	69,739	(79,131)					30,500	(48,631)
HOM001	Homelessness	592,356	151,471	(440,885)	393,349					(47,536)
HOS001	Housing Strategy	-	24,281	24,281						24,281
HOS004	Housing Standards	265,375	172,079	(93,296)						(93,296)
HOS100	JCS Affordable Housing Capacity Funding	-	-	-						-
OPS001	Parks & Gardens Operations	940,419	849,091	(91,328)						(91,328)
OPS002	Sports & Open Spaces Operations	1,035,964	966,613	(69,351)						(69,351)
OPS004	Allotments	(4,390)	4,843	9,233						9,233
OPS101	Arls Road Nursery Operations	-	364	364						364
PLP001	Planning Policy	17,215	6,141	(11,074)						(11,074)
PLP006	Trees	13,300	25,739	12,439						12,439
PLP102	Development Task Force	1,300	-	(1,300)						(1,300)
PLP103	Cheltenham Strategic partnership	2,000	-	(2,000)						(2,000)
PLP104	Joint Core Strategy - CBC Contribution	60,000	60,000	0.01						0.01
PLP105	Cyber Business Park	-	741,429	741,429	132,819		(254,248)	(620,000)		-
PUT101	Royal Well Bus Node	28,790	26,957	(1,833)						(1,833)
PUT102	Shoptmobility	5,900	6,509	609						609
REG001	Environmental Health General	583,871	535,526	(48,345)						(48,345)
REG002	Licensing	(143,753)	(193,867)	(50,114)						(50,114)
REG003	Animal Control	13,600	2,915	(10,685)						(10,685)
REG012	Air Quality	32,000	24,573	(7,427)						(7,427)
REG013	Pollution Control	-	-	-						-
REG014	Contaminated Land	-	(1,786)	(1,786)						(1,786)
REG016	Food Safety	-	(1,846)	(1,846)						(1,846)
REG018	Pest Control	67,461	49,386	(18,075)						(18,075)
REG020	Water Sampling	500	-	(500)						(500)
REG025	Neighbourhood Team	88,374	131,715	43,341						43,341
RYC002	Green Waste	(211,959)	(309,200)	(97,241)						(97,241)
RYC004	Recycling Centres	319,458	291,979	(27,479)						(27,479)
RYC005	Bring Sites	134,892	124,559	(10,333)						(10,333)
RYC006	Recycling Collection Schemes	2,203,119	2,182,978	(20,141)						(20,141)
RYC007	Waste & Recycling - Marketing & Manag	232,191	199,808	(32,383)						(32,383)

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Appendix 4: 2021/22 SERVICE BUDGET VARIANCE ANALYSIS (above £50,000)

Ref	Over/(under)spend (Net of VAT)	Cost Centre	Cost Centre Name	Explanation
CHIEF EXECUTIVE DIRECTORATE				
CE1	-72,475	ELE002	District Elections	The underspend is due to the fact that the elections in May 2021 were combined with the County Council and PCC elections as well as a Parish election in Leckhampton Ward which resulted in venue, staff and some stationery costs being shared.
CE2	79,621	SUP004	Legal	In September 2021, an Interim Monitoring Officer was appointed to replace the previous Monitoring Officer provided through One Legal who had moved to a permanent role at Tewksbury Borough Council. The overspend relates to increased cost of the Interim arrangement and has been reported to Cabinet previously as an overspend in the 2021/22 budget monitoring reports. The market for Monitoring Officers with the relevant skills and experience is extremely competitive and commands a corresponding fee.
CE3	79,783	COR001	Corporate Management	Of the overspend, there are £50k of court costs in respect of a litigation case and £30k of staffing cost overspend where the contingency wasn't met as a full contingent of senior staff were in post for the full year.
FINANCE & ASSETS DIRECTORATE				
FA1	119,963	ADB103	Cheltenham Depot	The Cheltenham Depot on Swindon Road is approaching the end of its useful life and requires significant reactive repairs work to ensure it continues to support Ubico operations. The overspend relates to £86k on reactive repairs and £24k on electrical works to ensure it remains health and safety compliant whilst still in use.
FA2	126,312	FIE040	Income and Expenditure on Investment Properties and Changes in Their Fair Value	The overspend on the investment property budget relates to a set of service charge invoices which should have been issued by the service provider in 2020/21. The Council were not notified of these bills which include electricity and reactive repairs which we would not have had prior sight of to raise an accrual. Work is ongoing with the contractor to improve communications and avoid a similar scenario in future years.
PEOPLE AND CHANGE DIRECTORATE				
PC1	-51,088	LTC001	Council Tax Collection	Part is salary underspend for a vacant post plus court income which were greater than budgeted for.
TOTAL PLACE & GROWTH DIRECTORATE				
PG1	-63,673	BUC001	Building Control - Fee Earning Work	The underspend on this budget is due to an increase in building control activity and increased profile of the team which has helped to surplus the income target by over £50k.
PG2	178,207	CCM001	Cemetery, Crematorium and Churchyards	Income from cremation fees and sale of other goods down £60k, this includes sale of purchased goods but cost of sales has remained high overspending by £45k, electricity overspent by £15k, grounds maintenance £15k, operational materials by £26k, other smaller overspends on areas such as tree work, pest control make up the remaining £18k
PG3	-51,768	DEV001	Development Control - Applications	The underspend relates mainly to income generated from planning applications which was £45k above the base budget. This indicates that activity has increased back to pre pandemic levels.
PG4	-93,296	HOS004	Housing Standards	The majority of the underspend relates to staffing costs, underspending by £60k against the base budget as the service has had some turnover and has been carrying vacancies during the year when recruitment was difficult. The remaining £30k relates to income generated from HMO licencing. This is a three year cycle and in the 2021/22 revised budget £59k was put aside into an equalisation reserve to manage future variations in income.
PG5	-91,328	OPS001	Parks & Gardens Operations	There is a £48k underspend on the Ubico contract and a £23k increase in direct income which relates to the contribution received on the Honeybourne line works bringing the outturn above base budget, there is also a £24k underspend on staffing costs.
PG6	-69,351	OPS002	Sports & Open Spaces Operations	There is a £58k underspend on the Ubico contract and an increase of £27k in direct rental income as more local teams and communities sought regular outdoor group activities.
PG7	-50,114	REG002	Licencing	A vacant post has been carried in year as recruitment activity has been difficult which accounts for £37k of the underspend. The remaining £11k was a result of the income surpassing the base budget target as businesses reopened and may changed their operations to include new activity which required additional licences to be issued by the Council.
PG8	-97,241	RYC002	Green Waste	The underspend was due to an increase in green waste charges from February 2022 generating £25k more income than budget and Ubico contract cost for green waste was £69k less than budget.
PG9	149,639	RYC008	Bulking Facility	The overspend is due to a combination of higher Ubico running costs than budgeted plus lower materials sales income due to volatility of prices.
PG10	-62,695	SUP040	Regulatory and Environmental Services	The underspend is due to £55k of the salary budget which has not been utilised in year as the service was undergoing change and vacancies have been carried in year as the business model has been reviewed.
PG11	80,967	WST001	Household Waste	The overspend relates to receptacle purchases which were higher than budgeted (£17k) and Ubico actual costs higher than budgeted (fuel etc) £80k.
PG12	54,941	CPK101	Car Parks - Off Street R&M	This overspend relates to £14k spend repairing vandalism at Town Centre East, £12k of planned maintenance not undertaken because of other reactive priorities, £10k of other reactives at Town Centre East above the usual activity, £6k on other electricals work at Town Centre East and £9k of drain cleaning work across our car parks which was required for health and safety reasons

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Appendix 5 - Reserves Statement 2021/22 2022/23

Appendix 6 - Reserves Statement 2021/22

		<u>1st April</u> <u>2021</u> £	<u>2021/22</u> <u>Movement</u> <u>Revenue</u> £	<u>2021/22</u> <u>Movement</u> <u>Capital</u> £	<u>Proposals</u> <u>to support</u> <u>2021/22 Budget</u>	<u>31st March</u> <u>2022</u> £	<u>2022/23</u> <u>Movement</u> <u>Revenue</u> £	<u>2022/23</u> <u>Movement</u> <u>Capital</u> £	<u>31st March</u> <u>2023</u> £
<u>EARMARKED RESERVES</u>									
	<u>Other</u>								
RES002	Pension & Restructuring Reserve	(292,328)	37,968		28,357	(226,003)	(250,000)		(476,003)
RES003	Economic Development & Tourism Reserve	(4,200)				(4,200)			(4,200)
RES006	Cultural Development Reserve	0				0			0
RES008	House Survey Reserve	(5,616)				(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	0			(30,500)	(30,500)			(30,500)
RES010	Flood Alleviation Reserve	0							
RES014	GF Insurance Reserve	(77,106)				(77,106)			(77,106)
RES016	Joint Core Strategy Reserve	(127,780)				(127,780)			(127,780)
RES018	Civic Pride Reserve	0				0			0
RES020	Ubico Reserve	(54,000)				(54,000)			(54,000)
RES022	Homelessness Reserve	(41,100)				(41,100)			(41,100)
RES023	Transport Green Initiatives Reserve	(33,825)				(33,825)			(33,825)
RES024	New Initiatives reserve	(336,623)			85,154	(251,469)		94,846	(156,623)
RES025	Budget Strategy (Support) Reserve	(227,411)	(293,000)		337,335	(183,076)	(339,032)		(522,108)
RES026	Social Housing Marketing Assessment (SHMA) Reserve	(39,034)	(2,500)			(41,534)	(2,500)		(44,034)
RES028	Green Economic Recovery and Investment Funding Reserve	(250,000)				(250,000)			(250,000)
RES029	Council Tax Claim Reserve	0			(53,926)	(53,926)			(53,926)
		(1,497,389)				(1,388,501)			(1,885,187)
<u>Repairs & Renewals Reserves</u>									
RES201	Commuted Maintenance Reserve	(60,863)	12,172			(48,691)	12,172		(36,519)
RES204	I.T. Repairs & Renewals Reserve	(117,200)	(50,000)			(167,200)	(50,000)		(217,200)
RES206	Delta Place Reserve	(474,792)	(100,000)	200,000		(374,792)	(100,000)	200,000	(274,792)
RES205	Property Repairs & Renewals Reserve	(809,670)	102,000		(34,202)	(741,872)	102,000		(639,872)
		(1,462,525)				(1,332,555)			(1,168,383)
<u>Equalisation Reserves</u>									
RES101	Rent Allowances Equalisation	(131,431)				(131,431)			(131,431)
RES102	Planning Appeals Equalisation	(76,612)				(76,612)			(76,612)
RES105	Local Plan Equalisation	(9,795)				(9,795)			(9,795)
RES106	Elections Equalisation	(249,687)	62,900			(186,787)	62,900		(123,887)
RES107	Car Parking Equalisation	(269,341)				(269,341)			(269,341)
RES108	Business Rates Retention Equalisation	(14,770,745)	8,785,623			(5,985,122)	5,308,695		(676,427)
RES109	Cemetery income Equalisation reserve	(126,369)				(126,369)			(126,369)
RES110	HMO Licenses Equalisation	0			(58,667)	(58,667)	29,333		(29,334)
		(15,633,980)				(6,844,124)			(1,443,196)
<u>Reserves for commitments</u>									
RES301	Carry Forwards Reserve	(609,355)	609,355		(705,218)	(705,218)	705,218		0
<u>CAPITAL</u>									
RES402	Capital Reserve - GF	(143,403)	(200,000)	50,000	50,000	(243,403)	(200,000)	200,000	(243,403)
TOTAL EARMARKED RESERVES		(19,346,652)				(10,190,801)			(4,740,169)
<u>GENERAL FUND BALANCE</u>									
B8000 -	General Balance - RR	(1,212,778)	(543,574)		374,458	(1,381,894)	(2,189,023)		(3,570,917)
B8240		(1,212,778)				(1,200,386)			(1,502,529)
TOTAL GENERAL FUND RESERVES AND BALANCES		(20,559,430)	8,420,944	250,000	(7,209)	(11,391,187)	3,089,763	494,846	(6,242,698)

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Appendix 5: 2021/22 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	34,000	R1000	APP001	N/A	Allocation of the base budget for apprenticeship salaries which was unspent in 2021/22 as the scheme was not launched until September 2021.	34,000		
2	5,500	R2083	CUL117	LES001	Work scoped to replace a humidifier in the Art Gallery as part of improvement work to support the Cheltenham Trust to obtain accreditation.			5,500
3	15,000	R2004	REG119	CON002	Work scoped but subject to contractor delays to deep clean and repair Bath Terrace public toilets.		15,000	
	54,500	TOTAL FINANCE AND ASSETS DIRECTORATE				34,000	15,000	5,500
4	15,000	R1000	CSM001	N/A	Unspent budget for documentation officers commissioned as part of the Museum Collection review which was not spent in 2021/22 due to project delays caused by COVID-19.		15,000	
5	20,000	R1652	DRM001	N/A	Unspent carry forward for previous year to deliver Member training following the recent Local Elections.			20,000
	35,000	TOTAL PEOPLE AND CHANGE DIRECTORATE				-	15,000	20,000
6	55,800	R1100	ECD001	N/A	Budget for economic development resource which will be used to fund resource to deliver this activity as part of the Golden Valley programme team in 2022/23	55,800		
7	132,819	R9090	PLP105	N/A	The approved budget for the Golden Valley programme which was unspent in 2021/22. To be carried forward to fund activity in 2022/23.	132,819		
8	393,349	R6280	HOM001	HGR024	Homelessness Grants rules changed in 2021/22 in that current year grant needs to fund current year expenditure (usually Homelessness operate a year behind). So the accounting for homelessness needed to "flip" and rather than having a big grant carry forward, we have a large legacy balance which will act as a buffer in case next years' allocation doesn't cover the planned work.	393,349		
9	10,750	R4400	ECD001	NA	Delayed procurement of Key sector evidence, now on procurement portal and will be paid from ECD001 and GCC SEDF funding to Cyber.		10,750	
10	23,000	R4010	URB101	N/A	Budget from 2021/22 to be carried forward to cover maintenance within the town centre.			23,000
	615,718	TOTAL PLACE & GROWTH DIRECTORATE				581,968	10,750	23,000
	705,218	TOTAL CARRY FORWARD REQUESTS				615,968	40,750	48,500

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Treasury Management Outturn Report 2021/22

1. Introduction

1.1 In February 2011 this Council 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.

1.2 The continuing economic recovery from coronavirus pandemic, together with the war in Ukraine, higher inflation, and higher interest rates were major issues over the period.

1.3 UK CPI was 0.7% in March 2021 but thereafter began to steadily increase. Initially driven by energy price effects and by inflation in sectors such as retail and hospitality that were re-opening after the pandemic lockdowns, inflation then was believed to be temporary. Thereafter price rises slowly became more widespread, as a combination of rising global costs and strong demand was exacerbated by supply shortages and transport dislocations. The surge in wholesale gas and electricity prices led to elevated inflation expectations. CPI for February 2022 registered 6.2% year on year, up from 5.5% in the previous month and the highest reading in the National Statistic series.

1.4 Having increased Bank Rate from 0.10% to 0.25% in December, the Bank of England hiked it further to 0.50% in February and 0.75% in March. At the meeting in February, the Monetary Policy Committee (MPC) voted unanimously to start reducing the stock of its asset purchase scheme by ceasing to reinvest the proceeds from maturing bonds as well as starting a programme of selling its corporate bonds.

2. Main Points

2.1 Investment and borrowing interest for 2021/22 have produced a net surplus of £25,361 against the revised budget.

2.2 Pooled Funds have returned dividends that were budgeted at the start of the financial year, and starting against lower capital values returned 3.67% against the £7m invested in this area.

2.3 The capital values of the Pooled Funds realised gains of over £732k for 2021/22.

2.4 The Council had debt of £176.073m as at 31st March 2022 at an average rate of 2.20%.

2.5 All treasury prudential indicators were within their permitted limits for 2021/22.

3. Local Context

3.1 On 31st March 2022, the Authority had net borrowing of £152.866m arising from its revenue and capital income and expenditure, a decrease on 2020/21 of £4.066m. 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.

3.2 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 2022 and the year-on-year change is shown in table 1 below.

Table 1: Treasury Management Summary

	31.3.21 Balance £m	2021/22 Movement £m	31.3.22 Balance £m	31.3.22 Rate %
Long-term borrowing	115.220	4.466	119.686	3.17
Short-term borrowing	58.500	(2.500)	56.000	0.15
Total borrowing	173.720	1.966	175.686	2.20
Long-term investments	8.633	3.767	12.400	2.64
Short-term investments	1.215	(1.215)	0	-
Cash and cash equivalents	6.940	3.480	10.420	0.48
Total investments	16.788	6.032	22.820	1.74
Net borrowing	156.932	(4.066)	152.866	

3.3 Borrowing Activity as at 31st March 2022, the Authority held £175.686m of loans, an increase of £1.966m on the previous year. The Council back in February 2021 was forecasting to borrow up to £6.7mm in respect of asset purchases for the Housing Revenue Account (HRA) and new build. £6m was borrowed from the PWLB in July 2021 to fund this.

Table 2: Borrowing Position

	31.3.21 Balance £m	2021/22 Movement £m	31.3.22 Balance £m	31.3.22 Rate %
Public Works Loan Board	99.320	4.466	103.786	3.09
Banks (LOBO)	7.000	0	7.000	4.24
Banks (fixed-term)	8.900	0	8.900	3.82
Local authorities (short-term)	58.500	(2.500)	56.000	0.15
Total borrowing	173.720	1.966	175.686	2.20

3.4 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.

4. Investment Activity

4.1 The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2021/22, the Authority's investment balance ranged between £8.5m and £34m due to timing differences between income and expenditure. The year-end investment position and the year-on-year change in show in table 3 below.

Table 3: Investment Position (Treasury Investments)

	31.3.21 Balance £m	2021/22 Movement £m	31.3.22 Balance £m	Interest Rate %
Banks & Building Societies	0	0	0	-
Government (inc. Local Authorities)	0	0	0	-
MMF's/Call Accounts	6.940	3.480	10.420	0.48
Pooled Funds	7.000	0	7.000	2.64
Other Investments	2.848	2.6305	5.478	2.18
Total Investments	34.034	(17.246)	22.898	1.74

4.2 £7m of the Authority's investments are held in externally managed strategic pooled (bond, equity, multi-asset and property) funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. These funds generated a total return of £257,050 ([3.67%]), and gained in capital value by £732,791, which is treated as an unrealised capital gain.

4.3 In the nine months to December 2021, improved market sentiment was reflected in equity, property and multi-asset fund valuations and, in turn, in the capital values of the Authority's property, equity and multi-asset income funds in the Authority's portfolio. In the January-March quarter in 2022, the two dominant themes were tighter UK and US monetary policy and higher interest rates, and the military invasion of Ukraine by Russia in February, the latter triggering significant volatility and uncertainty in financial markets.

4.4 In light of Russia's invasion, Arlingclose contacted the fund managers of our MMF's and strategic funds and confirmed no direct exposure to Russian or Belarusian assets had been identified.

Table 4: Current Pooled Funds

Fund Manager	Investment	Capital Value as at 31st March 2021	Capital Value as at 31st March 2022	Dividends Received 2021/22	2021/22 Gain/(Loss)	Gain/(Loss) v Original Investment
	£	£	£	£	£	£
CCLA Property Fund	3,000,000	2,754,951	3,238,505	103,860	483,554	238,505
Schroders Income Maximiser Fund	2,000,000	1,457,039	1,614,650	103,805	157,611	(385,350)
CCLA Diversified Income Fund	2,000,000	1,977,147	2,068,773	49,386	91,626	68,773
Total –current Funds	7,000,000	6,189,137	6,921,928	276,175	732,791	(78,072)

4.5 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. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives is regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three to five-year period total returns will exceed cash interest rates.

5. Financial Implications

5.1 The outturn for debt interest paid in 2021/22 was £3.832 million (2.37%) on an average debt portfolio of £162.013 million against a budgeted £3.843 million. A surplus of £3,095 was recorded for the financial year after taking into account the re-imbursement of £1.862m for the debt associated to the HRA for 2021/22.

5.2 The outturn for investment income received in 2021/22 was £300k which equates to a 1.67% return (20/21 – 1.78%) on an average investment portfolio of £20.413 million against a budgeted £292k on an average investment portfolio of £16.728 million at an average interest rate of 1.95%. The General Fund reimbursed the HRA £24k for revenue balances held within investment balances during 2021/22. A General Fund surplus of £11,804 was made for investment income.

5.3 Net loans and investments budget for 2021/22 which also includes leasing and third party loans repayments, was a budgeted cost of £1.359m but made an actual cost return of £1.332m, a surplus of £25k. See table 5 below for a breakdown.

Table 5 – Borrowing and Investment Costs

Borrowing Costs	2021/22 Original £	2021/22 Revised £	2021/22 Actual £	Variance (surplus)/loss £
Temp Borrowing	123,200	70,000	48,824	(21,176)
LT Borrowing	3,702,900	3,773,160	3,783,581	10,421
HRA Share	(1,776,800)	(1,869,960)	(1,862,300)	7,660
Total GF Cost	2,049,300	1,973,200	1,970,105	(3,095)
Investment Income	2021/22 Original £	2021/22 Revised £	2021/22 Actual £	Variance (Act v Rev) £
Pooled Funds	260,700	260,700	257,051	3,649
Short term/call	28,500	31,554	42,057	(10,503)
3 rd Party Loans	304,300	301,246	312,158	(10,912)
HRA Share	(23,300)	(29,300)	(24,800)	(4,500)
Total GF Income	570,200	564,200	586,466	(22,266)
NET COST (Saving)	1,479,100	1,462,200	1,383,190	(25,361)

6. Compliance Report

6.1 The Council can confirm that it has complied with its Prudential Indicators for 2021/22, which was set in March 2021 as part of the Council's Treasury Management Strategy and Capital 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 2021/22. 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

	2021/22 Maximum £m	31.3.22 Actual £m	2021/22 Operational Boundary £m	2021/22 Authorised Limit £m	Complied
Borrowing	179.684	175.686	307	317	✓

6.2 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 2020/21.

7. Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

7.1 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:

Table 7 Maturity structure of borrowing

	31.3.22 Actual	Actual Debt Due	Upper Limit	Lower Limit	Complied
Under 12 months	34.17%	£60.041m	50%	0%	✓
12 months and within 24 months	2.85%	£5.012m	50%	0%	✓

24 months and within 5 years	2.45%	£4.312m	100%	0%	✓
5 years and within 10 years	11.17%	£19.632m	100%	0%	✓
10 years and above	49.36%	£86.689m	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. The actual maturity percentages for 31st March 2022 are calculated on the debt outstanding of £175.686m.

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:

Table 8 Principal invested over 364 days

	2020/21	2021/22	2022/23
Actual principal invested beyond year end	7m	7m	7m
Limit on principal invested beyond year end	10m	10m	10m
Complied	✓	✓	✓

Appendix 8 - The Capital Programme

							For the Final Budget Proposal			
Code	Directorate / Scheme	Scheme Description	Total Scheme Budget	Revised Budget 2021/22 £	Actual Spend 2021/22 £	Variance 2021/22	Forecast Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £
	FINANCE & ASSET MANAGEMENT									
	Property Services									
CAP516	Gloucestershire Airport Limited	Runway repairs	7,500,000	3,930,000	2,300,000	(1,630,000)	5,200,000	-	-	-
CAP515	Minster Innovation Exchange	20,000 sq ft purpose-built commercial space adjacent to the Minster	5,657,539	5,325,445	3,607,254	(1,718,191)	1,718,191	-	-	-
CAP522	Electric Vehicle Charging Points	Infrastructure to support the delivery of EV charging points	75,000	-	-	-	75,000	-	-	-
CAP518	Refurbishment of the Reception	Refurbishment of the Reception in advance of re-opening	125,000				125,000			
		Provide for new public toilet provision at Sandford Park	150,000	-	-	-	150,000	-	-	-
CAP208	Clarence Fountain	Refurbishing the Clarence Fountain area in line with Green Economic Recovery and Investment strategy outlined in the 2020/21 outturn report.	95,000	95,000	-	(95,000)	95,000	-	-	-
		To improve public toilet provision in the town.	100,000	-	-	-	100,000	-	-	-
CAP517	Imperial Gardens Railing Restoration	The restoration of the Imperial Gardens Railing to be funded by external resources and project managed by CBC. £100k	100,000	50,000	-	(50,000)	50,000	-	-	-
				9,400,445	5,907,254	(3,493,191)	7,513,191	-	-	-
	PEOPLE & CHANGE									
	ICT									
CAP030	Carbon Neutral agenda	Seed funding to deliver the actions needed, as outlined in the report to Full Council in October 2019, to facilitate the Council's ambition to become carbon neutral by 2030.	350,000	209,000	17,984	(191,016)	332,016	-	-	-
		Public Sector Decarbonisation Scheme	382,600	382,600	233,083	(149,517)	149,517			
CAP010	Digital Platform	Implementation and roll out of the new digital platform across the Council	180,000	-	85,154	85,154	94,846	100,000	-	-
CAP026	IT Infrastructure	5 year ICT infrastructure strategy	350,000	50,000	-	(50,000)	250,000			
CAP131	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	40,000	40,000	-	(40,000)	40,000		-	-
CAP135	Leisure Trust	Invest a sum of £1m to pump prime the commercial opportunities identified by The Cheltenham Trust (including investment which both sustains and grows income at the Town Hall);	1,000,000	375,000	125,345	(249,655)	650,000			
				1,056,600	461,566	(595,034)	1,516,379	100,000	-	-
	PLACE & GROWTH									
CAP306	In Cab Technology	The introduction of an In-Cab system would reduce the mileage required to be completed by Ubico, because it would guide the crew around their collection route and would largely eliminate mistakes.	200,000	50,000	-	(50,000)	200,000	-	-	-
CAP601/2/3	Crematorium Scheme - new chapels	Construction of new chapels	-	-	10,803	10,803	-	-	-	-
CAP606	Crematorium Scheme - existing chapel	Redevelopment of existing chapel	285,000	20,000	-	(20,000)	285,000	-	-	-
CAP607	The Burrows Improvement Project	Forward funding for the Leckhampton playing field works.	866,000	584,000	567,841	(16,159)	298,159	-	-	-
CAP204	Public Realm Investment - Grosvenor Street Car Park	Improving linkages to the High Street, signage and decoration.	115,500	115,500	-	(115,500)	115,500	-	-	-
CAP201	CCTV	Additional CCTV in order to improve shopping areas and reduce fear of crime	141,500	10,000	36,720	26,720	104,781	-	-	-
CAP205/6/7	Public Realm Improvements - High Street Phase 2	Public Realm in the Strand / Cambray	412,914	12,000		(12,000)	412,914	-	-	-
CAP129	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	243,951	389,682	145,731	-	-	-	-
CAP507	Changing Places	Two changing room accessible toilets in the town centre	42,185	-	-	-	42,185	-	-	-
	Housing									
CAP221	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	471,333	(28,667)	500,000	500,000	500,000	500,000
CAP223	H&S, vacant property & renovation grants	Assistance available under the council's Housing Renewal Policy	206,400	-	-	-	206,400	-	-	-
CAP224	Warm & Well	A Gloucestershire-wide project to promote home energy efficiency, particularly targeted at those with health problems		18,400	-	(18,400)	18,400	18,400	18,400	18,400
CAP227	Housing Delivery	Enabling the delivery of Private Rented Sector (PRS) Housing through Cheltenham Borough Homes	13,500,000	-	-	-	4,500,000	4,500,000	4,500,000	-
CAP228	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	-	-	-
CAP101	Parks and Gardens									
CAP101	Clyde Scooter Skate Park	Developer Contributions	-	-	197	197	50,000	-	-	-
CAP102	Play Area Enhancement	we are tendering one large playground improvement contract. Both will be committed this year, but paid for in next financial year.	146,300	22,500	22,500	-	123,800	-	-	-
CAP501	The Burrows Improvement - phase two	Contribution to the works required to build the storage room for Leckhampton Rovers	25,000				25,000			
		Contribution to pathways and drainage work	25,000				25,000			
CAP133	Allotments	Allotment Enhancements - new toilets, path surfacing, fencing, signage, and other improvements to infra-structure.	161,000	-	-	-	161,000	-	-	-
CAP133	Replacement Parks & Gardens Vehicles	Replacement vehicles for parks and gardens	40,800	40,800	-	(40,800)	-	-	-	-
CAP301	Waste & Recycling									
		Vehicles and recycling equipment and receptacles		992,389	316,519	(675,870)	1,710,795	1,300,000	-	-
				2,609,540	1,815,594	(793,946)	9,031,679	6,318,400	5,018,400	518,400
	TOTAL CAPITAL PROGRAMME			13,066,585	8,184,414	(4,882,171)	18,061,249	6,418,400	5,018,400	518,400
Funded by:										
General Fund Capital Receipts				2,218,140	932,127	(1,286,013)	4,702,990	1,300,000		
Capital Reserve					-	-		100,000		
Revenue Reserve				95,000	85,154	(9,846)	414,846			
Prudential Borrowing				5,997,901	2,649,710	(3,348,191)	11,418,191	4,500,000	4,500,000	
Partner Funding				3,854,544	3,788,385	(66,159)	807,305			
Capital Grant or Contribution				382,600	233,083	(149,517)	149,517			
Better Care Fund				518,400	471,333	(47,067)	518,400	518,400	518,400	518,400
s106 Funding					24,623	24,623	50,000			
Other Revenue Reserves										
Total				13,066,585	8,184,414	(4,882,171)	18,061,249	6,418,400	5,018,400	518,400

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APPENDIX 9 - CAPITAL GRANTS AND CONTRIBUTIONS 2021/22

Detail	Contributions	YEAR of receipt	Balance @ 1/4/21 £	Receipts/ Refunds in year £	Amounts Applied to fund Cap expend £	Transferred to Revenue £	Grants & Contributions @ 31/3/22 £
RECEIPTS IN ADVANCE							
SECTION 106 / PARTNERSHIP FUNDING							
Short Term							
DEV002	Berkeley Homes - Thirlestaine Hall	14/15	(233,246.08)			233,246.08	-
B6261 CAPITAL			(233,246.08)	-	-	233,246.08	-
Long Term							
DEV005	High St, Brewery phase 3 - affordable housing	17/18	(47,332.00)			7,253.92	(40,078.08)
DEV008	Newland Homes Prestbury Road - affordable housing	20/21	(39,637.20)				(39,637.20)
B7410 CAPITAL			(86,969.20)	-	-	7,253.92	(79,715.28)
DEV403	Cold Pool Lane Grounds Maintenance	11/12	(53,303.83)				(53,303.83)
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			(595,354.94)	-	-	240,500.00	(354,854.94)
CAPITAL GRANTS UNAPPLIED							
SECTION 106							
Housing Enabling (affordable housing)							
DEV004	Pegasus Life - John Dower House	16/17	(470,550.00)				(470,550.00)
DEV007	Moss Construction - Hatherley Lane and Leckhampton Road	17/18	(392,006.56)			254,248.00	(137,758.56)
			(862,556.56)	-	-	254,248.00	(608,308.56)
Public Art							
DEV101	Dunalley St-Public Art	10/11	(4,250.00)				(4,250.00)
DEV102	Rosemullion-Public Art	07/08	(1,340.57)				(1,340.57)
DEV103	75-79 Rowanfield Road-Public Art	08/09	(5,342.50)				(5,342.50)
DEV106	12/13 Hatherley Lane (B&Q) - Public Art	12/13	(32,371.67)				(32,371.67)
DEV107	Devon Avenue - Public Art	12/13	(1,414.96)				(1,414.96)
DEV110	Spirax Sarco St Georges Road	13/14	(6,500.00)				(6,500.00)
DEV111	Public Art - Midwinter site	14/15	(50,000.00)				(50,000.00)
DEV112	Wayfinding - University Pittville Campus	14/15	(25,683.00)		24,425.95		(1,257.05)
DEV113	Taylors Yard, Gloucester Road - Public Art	17/18	(30,000.00)				(30,000.00)
			(156,902.70)	-	24,425.95	-	(132,476.75)
PlaySpaces							
DEV201	S106 Playspace-Adult/Youth		(48,413.45)	(18,237.00)	(2,151.94)		(68,802.39)
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	-
DEV262	S106 Playarea - Priors Farm	10/11	(85.50)			85.50	-
DEV263	S106 Playarea - Queen Elizabeth II	11/12	(28.00)			28.00	-
DEV267	S106 Playarea - St. Peters/Chelt Walk	17/18	(10,261.35)				(10,261.35)
DEV277	S106 Playarea - Starve Hall Farm	17/18	(196.61)		196.61		0.00
DEV303	131 Old Bath Road Playspace	19/20	(2,151.94)		2,151.94		-
			(62,641.10)	(18,237.00)	196.61	1,617.75	(79,063.74)
Other							
DEV302	Former Gas Club flood defence maintenance contribution	18/19	(8,000.00)	-			(8,000.00)
			(8,000.00)	-	-	-	(8,000.00)
Section 106 Totals - Capital Grants Unapplied (BAL101)			(1,090,100.36)	(18,237.00)	24,622.56	255,865.75	(827,849.05)
TOTAL Section 106			(1,685,455.30)	(18,237.00)	24,622.56	496,365.75	(1,182,703.99)
COMMUNITY INFRASTRUCTURE LEVY (CIL)							
CIL001	Community Infrastructure Levies		(710,916.66)	(1,617,902.58)			(2,328,819.24)
Total Community Infrastructure Levy			(710,916.66)	(710,916.66)	-	-	(2,328,819.24)
TOTAL SECTION 106 and CIL			(2,396,371.96)	(729,153.66)	24,622.56	496,365.75	(3,511,523.23)

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Council Tax and Business Rates Collection Rates 2019-20

Appendix

Appendix 10 - Council Tax and NNDR Monitoring

Council Tax 2021/22

Current year council tax charges - 2021/22			
Monitoring Period	% Collected at 31/03/2022	2021/22 Yearend Target	The yearend collection rate is above the target and we are continuing to work with council tax payers struggling to pay.
	98.31%	98.20%	
Comparison with 2020/21	As at 31/03/2021	As at 31/03/2021	
	97.53%	97.53%	

Previous year's council tax charges outstanding in 2021/22			
Monitoring Period	Amount outstanding at 31/03/2022	2021/22 Yearend Target	The arrears outstanding have not quite reduced to the target level. We continue to collect balances due and are working with council tax payers having difficulty in paying
	£2,034,315	£2,300,000	
Comparison with 2020/21	As at 31/03/2021	Amount o/s 31/03/2021	
	£1,849,396	£1,849,396	

Business Rates 2021/22

Current year business rate charges - 2021/22			
Monitoring Period	% Collected at 31/03/2022	2021/22 Yearend Target	The yearend collection rate is above the target and we are continuing to work with business rate payers struggling to pay
	97.43%	93.00%	
Comparison with 2020/21	As at 31/03/2021	% Collected 31/03/2021	
	90.72%	90.72%	

Previous year's business rates arrears outstanding in 2021/22			
Monitoring Period	Amount outstanding at 31/03/2022	2021/22 Yearend Target	The arrears outstanding have not quite reduced to the target level. We continue to collect balances due and are working with business rate payers struggling to pay
	£1,005,952	£1,000,000	
Comparison with 2020/21	Amount outstanding at 31/03/2021	Amount outstanding at 31/03/2021	
	£714,019	£714,019	

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Appendix 11 - HRA Operating Account

	2021/22	
	Forecast £	Actual £
EXPENDITURE		
General & Special Management	2,283,200	2,497,000
ALMO Management Fee	5,503,000	5,503,000
Rents, Rates, Taxes and Other Charges	89,600	120,200
Repairs & Maintenance	4,738,900	4,699,500
Provision for Bad Debts	292,000	159,700
Interest Payable	1,877,700	1,864,400
Depreciation & Impairment of Dwellings	5,056,300	5,056,300
Depreciation of Other Assets	276,600	313,300
Debt Management Expenses	89,100	86,900
TOTAL	20,206,400	20,300,300
INCOME		
Dwelling Rents	19,506,200	19,496,400
Non Dwelling Rents	499,300	496,400
Charges for Services and Facilities	912,400	858,500
Feed in Tariff from PV Installations	245,000	250,100
TOTAL	21,162,900	21,101,400
NET INCOME FROM SERVICES	956,500	801,100
Interest Receivable	29,300	24,800
NET OPERATING SURPLUS	985,800	825,900
Appropriations		
Revenue Contributions to Capital	-985,800	-2,200
Net Increase in Reserves	0	823,700
Revenue Reserve brought forward	1,500,000	1,500,000
Revenue Reserve carried forward	1,500,000	2,323,700

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Appendix 12 - HRA Capital programme and Major Repairs Reserve

MAJOR REPAIRS RESERVE

	2021/22	
	Forecast £	Actual £
Balance brought forward	0	0
Depreciation of Dwellings	5,056,300	5,056,300
Depreciation of Other Assets	276,600	311,800
	5,332,900	5,368,100
Utilised to fund Capital Programme	-5,332,900	-5,368,100
Balance carried forward	0	0

HRA CAPITAL PROGRAMME

	2021/22	
	Forecast £	Actual £
EXPENDITURE		
EXISTING STOCK		
Property Improvements & Major Repairs	7,180,800	6,387,500
Adaptions for the Disabled	550,000	534,100
Repurchase of Shared Ownership Dwellings	92,000	82,500
	7,822,800	7,004,100
NEW BUILD & ACQUISITIONS	8,000,000	7,061,500
TOTAL	15,822,800	14,065,600
FINANCING		
Capital Receipts	1,211,000	2,251,700
HRA Revenue Contribution	985,800	2,200
Leaseholder & Other Contributions	300,000	221,600
Major Repairs Reserve	5,332,900	5,368,100
Grants & Shared Ownership Sales	1,320,300	1,238,000
Borrowing	6,672,800	4,984,000
TOTAL	15,822,800	14,065,600

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Cheltenham Borough Council
Cabinet – 12th July 2022
Housing, Homelessness & Rough Sleeping Strategy 2018-23
Action Plan Update 2022

Accountable member	Councillor Victoria Atherstone, Cabinet Member for Housing
Accountable officer	Martin Stacy, Housing Strategy & Partnerships Manager
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The Council's Housing, Homelessness & Rough Sleeping Strategy 2018-23 was approved by Cabinet in July 2018. This is a five year strategy that sets out both our vision and priorities in order to achieve our outcomes that are: 1) Increasing the provision of affordable housing 2) Making best use of existing housing and improving our neighbourhoods 3) Tackling Homelessness and Rough Sleeping and 4) Improving the health and wellbeing of our communities.</p> <p>This strategy is a living document. For this reason we are updating our action plan annually to reflect the challenges and opportunities that have arisen, and will continue to arise, since the strategy was published.</p> <p>Our updated action plan is at Appendix 2 of this report.</p>
Recommendations	<p>Cabinet:</p> <p>Approves the Housing, Homelessness & Rough Sleeping Strategy Action Plan Update for 2022</p>

Financial implications	<p>None as a direct result of this report.</p> <p>Contact officer: Andy Taylor andrew.taylor@cheltenham.gov.uk, 01242 264186</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 an emphasis on early intervention and the prevention of homelessness. Authorities must 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. 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: vikki.fennell@onelegal.org.uk, 01684 272015</p>
HR implications (including learning and organisational development)	<p>None as a direct result of this report</p>
Key risks	<p>Please see Risk Register – Appendix 1</p>
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’, as well as 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 and Rough Sleeping Strategy 2018-23 was approved by Cabinet in July 2018. This is a five year strategy that sets out both our vision and priorities in order to achieve our outcomes.
- 1.2** This strategy is a living document. For this reason we will continue to update our 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.
- 1.3** Whilst we must look forward, this report also provides us with an opportunity to look back at some of our most notable achievements during the fourth year of our strategy. These are summarised below:

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

2.1 Outcome 1 – Increasing the provision of affordable housing.

- 2.1.1** 71 new affordable homes were provided during 2021/22, 43 of which were delivered across 3 schemes (9 homes at Bouncers Lane, Oakley; 7 homes at Brockhampton Lane, Swindon Village; and 27 homes at Monkscroft Villas, Hesters Way). The remaining 28 affordable homes were created through the conversion of market homes into affordable housing (mainly through the acquisition of homes previously sold through Right to Buy). In total 49 of our affordable homes (i.e. 69%) were delivered over and above what would have been delivered through market forces alone. This 'additionality' – a key aim of our housing strategy - is made up of 44 (out of 62) new Cheltenham Borough Council (CBC) homes delivered via Cheltenham Borough Homes (CBH), along with a further 5 (out of 9) new affordable homes provided by Bromford, with the help of Homes England grant funding.
- 2.1.2** We are also continuing to identify new sites for the delivery of more CBC-owned affordable housing across the Borough. We currently have a pipeline of c.366 affordable homes to be delivered. This includes schemes in contract, committed sites, our acquisitions programme and sites with a higher probability of progressing, and does not include any further speculative sites

which we are also continuing to progress. Taking these into account, we are confident that we will reach our pipeline target of 500 affordable homes by the end of this year.

2.1.3 At present, we are expecting to allocate approximately £17m from the Housing Revenue Account on new affordable homes for 2022/23, and we are projecting further investment of c.£50m over the following 2 years to March 2025.

2.1.4 All this is in addition to the exciting new opportunities currently underway in West Cheltenham's proposed Cyber Park/Golden Valley Development, which will see the provision of over 3,000 new homes (of which 35% will be affordable homes) alongside a new cyber innovation hub. Please see the following link for more information:

<https://www.goldenvalleyuk.com/>

2.1.5 Our plans to significantly increase the delivery of affordable housing in the Borough are part of a wider £180m CBC housing investment plan that will see the provision of both private rented and market homes throughout the town. As part of this plan, CBH have now acquired, refurbished and let 13 high quality homes in the private rented sector at St George's Place in the town centre, and are currently seeking new opportunities to increase our provision of privately rented homes across the Borough.

In addition, CBC is investing in new net zero carbon homes. Planning has now been granted at 320 Swindon Road for 24 highly energy efficient new homes, with other schemes controlled by the Council coming forward for development in 2022/23 and beyond also meeting this aspiration and achieving a cleaner, greener sustainable environment. Please see link below for further details on our Swindon Road initiative:

<https://www.cbh.org/2021/11/23/green-light-for-new-homes-at-320-swindon-road/>

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

2.2.1 During the last 12 months, we have improved the safety of over 847 households in the private sector in Cheltenham. Three long term empty homes have also been brought back into use as a result of direct action taken by CBC's Enforcement Team. Going forward, the restructure of the Private Sector Housing Team and the appointment of a Team Leader within Planning Enforcement means that CBC is now in a better position to explore options for the use of Compulsory Purchase Orders, with the aim of bringing the most difficult properties back into use.

2.2.2 In addition, the county-wide, jointly commissioned Warm & Well scheme (which provides free, impartial home energy efficiency advice to fight fuel poverty throughout Gloucestershire) undertook 88 energy efficiency measures across 70 properties in Cheltenham, leading to estimated lifetime savings of 1,871 tonnes of carbon: the equivalent of making 533 Cheltenham homes carbon neutral for a year. With the current energy and cost of living crisis, we expect to see an increase in the number of calls to the service asking for advice on how to reduce their energy bills. Please see below a link to the Warm & Well scheme:

<https://warmandwell.co.uk/>

2.2.3 Despite the pandemic, which has significantly impacted the sector, CBH have also ensured that 549 doors (including fire, standard and balcony doors) were installed in 2021-22. The impact on contractors' abilities to deliver, due to materials availability and difficulties recruiting and retaining adequate resources, means that the programme will continue through 2022-23, with full completion expected by March 2023. For the same reasons, it is anticipated that our window replacement programme will now be completed by March next year. Nevertheless, improvement programmes over 2021-22 have so far contributed to a further uplift in the SAP rating of our homes (SAP stands for Standard Assessment Procedure, and is the methodology used by the government to assess and compare the energy and environmental performance of dwellings, and provides a rating figure of between 1 and 100). Our SAP rating is now 73.02, compared with 72.02 in 2019, and exceeding the average SAP rating of 69 for Local Authority housing stock.

2.2.4 Following a successful bid earlier this year to Wave 1 of the government's Social Housing Decarbonisation Fund Demonstrator Project, CBC (via CBH) secured approximately £780k grant

funding. This funding will support the implementation of 'fabric first' measures, such as improved insulation, to reduce energy demand for eligible homes and to improve these homes to at least SAP C (i.e. a SAP rating of between 69 and 80). 59 homes are expected to benefit from this initiative, which will be implemented over 2022/23. Looking forward, we plan to submit further grant funding applications as opportunities from government become available. (It is anticipated that Wave 2 of the government's funding programme will be announced during the Summer 2022.)

2.2.5 Supporting households to downsize from large CBC homes is a key part of our housing strategy, as this helps to release these homes for larger families. Over the last 12 months, CBH have enabled 26 households to downsize from family-sized CBC accommodation, via Cheltenham's Help to Move Scheme. (This scheme provides practical support and assistance to enable older people to move home.) Of the 26 homes that became available for re-letting, half were either 3 or 4 bedroom family homes. In total, 30 unused bedrooms were freed-up for larger families under this initiative.

2.3 Outcome 3 – Tackling Homelessness and Rough Sleeping

2.3.1 2021/22 has continued to be a challenging year for tackling rough sleeping and homelessness, following the Covid pandemic. We have also felt the impact of international affairs, both in Afghanistan and in Ukraine. Cheltenham is proud to be a town of sanctuary, and we continue to resource all that is necessary to help displaced families feel welcomed and settled in their new homes and communities. We are also mindful of the potential risks of homelessness arising from breakdown in relationships as a result of the government's Ukrainian Sponsorship Scheme. Already we are beginning to see relationships breaking down, which is being managed, where possible, by re-matching Guests to new Sponsors, though it is highly likely that homelessness referrals to the Housing Options Service will rise during 2022/23 as Sponsor-Guest arrangements come to an end. In the meantime we continue to work with GARAS (Gloucestershire Action for Refugees and Asylum Seekers) who are helping to support Guests in their new homes and communities.

2.3.2 Alongside our efforts to welcome Afghan and Ukrainian families to settle into our Borough, we also continue our focus on reducing rough sleeping. The measures required to end rough sleeping are complex, requiring significant collaboration with partners across the county. Over the past 12 months we have reviewed and strengthened our partnership arrangements, with Cheltenham's Housing Strategy & Partnership Manager now leading the county-wide Programme Management Partnership, involving District Authorities, the County Council, the Police and Crime commission and Health. This partnership is responsible for the commissioning, monitoring and the review of all our jointly-commissioned rough sleeping services.

2.3.3 This year the government announced there would be a 3 year funding bid opportunity to support the delivery of rough sleeping services from July 2022 (the Rough Sleeping Initiative 2022-25 (RSI)). Districts submitted a joint bid for approximately £2.9m over the next 3 years. At the time of writing, public announcement by the government of the funding awards was imminent. If we are successful, this funding will enable key services for rough sleepers to be commissioned across the county through to March 2025, providing much needed certainty for commissioners and providers alike. Specifically, it would ensure the following:

- Partners are able to maintain our existing Somewhere Safe to Stay Hub in Cheltenham. Essentially this hub is our immediate off the street offer for rough sleepers (including those who would otherwise become rough sleepers) and is therefore a critical part of our pathway to support rough sleepers into independent accommodation.
- Extension of our jointly commissioned Assertive Outreach Service. District Authorities across the county currently jointly commission an Assertive Outreach Service to help rough sleepers take up offers of accommodation and to access relevant support services. The additional RSI funding allocation would enable districts to continue to bolster the provision of this service.
- Expansion of our Enhanced Housing Support Service to support our housing-led Initiative. Cheltenham has already made available 6 properties from our council-owned stock to be used to support this initiative, which essentially is about providing self-contained

accommodation to rough sleepers with very complex needs - but with enhanced housing support attached to help ensure that tenancies are sustained. Enhanced Housing Support services are currently jointly commissioned by the partnership, and this funding would enable us to expand this service further, by increasing our provision of housing-led council-owned accommodation from 6 to 12.

- The creation of a new Multiple Disadvantage Team. This would be made up of a team of specialist officers with expertise in Mental Health, Drug and Alcohol services and Adult Social Care. They would support rough sleepers residing in our hub, our housing-led accommodation, and other forms of temporary accommodation across the county. Their purpose would be to provide professional/clinical support services with a view to promoting tenancy sustainment and independent living, whilst also referring clients into mainstream services where appropriate.
- Provision within Cheltenham of an ACE-led trauma-informed post and an Intensive Tenancy Management post. Alongside our county-wide initiatives, Cheltenham would also provide for an ACE-led, trauma-informed post (i.e. based upon Adverse Childhood Experience principals), plus an Intensive Tenancy Management post, to complement the above Enhanced Housing Support Service. These posts would be specific to Cheltenham and would be managed by CBH. They would focus on working with the 6 ex-rough sleepers who have been accommodated within our housing-led properties, and they would then expand their work to include the next 6 rough sleepers, as and when suitable properties become available to accommodate them.
- The ACE trauma-informed post would be a part-time post, focussing on helping tenants to better understand past traumas. Research has shown that traumas experienced at childhood can impact on behaviours in adulthood. The more traumas experienced, the greater the risk that this will impact on future behaviours. Traumas can range from physical and emotional abuse and neglect, through to types of household dysfunction, such as substance abuse within the family home, etc. This ACE-led, trauma-informed post would be centred upon building trust, and seeking to understand what has happened to the individual,

rather than judging current behaviour; and, whilst acknowledging these challenges, focussing on the strengths, assets, dreams and ambitions of the individual. This would be with a view to increasing their resilience, so that they are better able to cope when challenging situations arise. The intention is to guide them into making more positive life choices; giving them a sense of purpose and meaning that will equip them to lead more fulfilling lives. This could include, for example, helping them into education, training and/or employment.

- The Intensive Tenancy Management post would provide additional resource to focus on managing any anti-social behaviour issues, and any other breaches of tenancy conditions that may arise as a result of housing rough sleepers with highly complex needs in our council homes. This would include identifying potential safeguarding issues and ensuring that harm is prevented, both to those individuals concerned and to the community more generally. Our learning from implementing our first pilot of 6 housing-led properties is that this dedicated resource is required to ensure that issues are dealt with as swiftly as possible, and that neighbouring communities are supported where needed. Ultimately, our aim is to ensure that rough sleepers with complex needs, and who are accommodated within our housing-led properties, are given every opportunity for their tenancies to succeed.

2.3.4 With regards to our wider homelessness services, CBH's Housing Options Service has continued to remain effective in preventing and relieving homelessness across the Borough. In 21/22 there were 216 households whose homelessness was either prevented or relieved. This compares with 145 households during 2017/18 (prior to the implementation of the Homelessness Reduction Act and CBC's Housing, Homelessness & Rough Sleeping Strategy).

2.3.5 Cheltenham's Housing Options Service is one of the few homelessness services that also includes a much valued Benefits and Money Adviser. During the last 12 months alone, our Adviser has generated an additional £1.4m income for low-income households as a direct result of her involvement in supporting residents to resolve their benefits issues.

2.3.6 Finally, this year we recommissioned our Advice and Inclusion Service. North & West

Gloucestershire Citizens Advice were successful in securing the contract for this new service.

From April 2022, they began providing debt, benefits, financial inclusion and housing rights advice to Cheltenham residents on behalf of CBC. This is a 3 year contract, with the option to extend for a further 2 years, subject to relevant funding remaining available.

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

Significant work has been undertaken by CBC and our partners, including CBH, to help improve the health and wellbeing of our communities and to support independent living. Here are a few highlights:

- 2.4.1** CBH have continued to do well in tackling antisocial behaviour (ASB) – with all 68 cases being successfully resolved during 21/22. In addition, CBH's Employment Initiatives Service has enabled 127 people to access training locally, and helped a further 93 people into work over the same period.
- 2.4.2** Working with our partners in Health and Social Care, we have been supportive of their implementation of a new Home-Sharing Scheme. This scheme brings together older people who have spare rooms, with people who need affordable accommodation and who are happy to chat and lend a hand if needed. The scheme is still in its early stages, but initial feedback remains very positive, with 5 households matched across the county as a whole, and with a further 3 expected over the next few months.
- 2.4.3** Partners also remain committed to investing in improvements to the Borough's park homes. Through the use of the county-wide Better Care Fund, Health and Social Care partners have enabled a further 24 park homes to be insulated this year in Cheltenham.
- 2.4.4** In addition, CBC's Lifeline Alarm service has carried out 173 new installations over the last 12 months, taking the total number of customers to 1,036 across Cheltenham. This is an important service which supports our housing strategy as it contributes to our aims of supporting independent living.

- 2.4.5** CBC has also continued to work collaboratively with our partners across the county to develop greater consistency in the delivery of Disabled Facilities Grant (DFG) services. 64 major DFG adaptations were delivered this year in Cheltenham, plus a further 10 discretionary grants, enabling disabled or frail people to remain in their homes.
- 2.4.6** Finally, and in addition to our work to support households under the Ukrainian Sponsorship Scheme and households fleeing Afghanistan, we are continuing to work with partners to increase the provision of homes for asylum seekers and refugees within the Borough. In November 2020, CBC took the decision to increase the number of homes that will be sourced by UK Visas and Immigration (UKVI) as part of the Asylum Dispersal Scheme to accommodate approximately 50 people, and procurement for additional properties is currently underway. This number has not yet been reached, largely due to the challenges UKVI are experiencing in securing private rented accommodation in the area. However, we expect this position to change, in light of the government's recently announced plans to overhaul their current approach so that there is a fairer distribution of asylum seekers across the country.

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 2022/23 and beyond in order to support our strategy. Highlights include:
- Creation of an overarching CBC Housing Investment Strategy (incorporating private rented sector and market homes delivery to help support our regeneration aspirations and carbon neutral agenda);
 - Continued focus on firming up our pipeline of up to 500 affordable homes over the next few years;
 - West Cheltenham/Cyber Park – progression with the Golden Valley project that will lead to the creation of a new cyber innovation hub and over 3,000 new homes;
 - A review of the affordable housing (and associated) policies within the Joint Core Strategy, as part of the Joint Strategic Plan review – and to create a new Affordable Housing Supplementary Planning Document to support CBC's policy position;

- Creation of a new 'First Homes' Supplementary Planning Document in order to provide greater clarity to developers on our expectation around the delivery of the government's new affordable housing product;
- A new suite of Community Investment Plans, created jointly between CBC and CBH, for our Borough;
- Implementation of a 'fabric-first' approach to our Council-owned homes, beginning with improvements to 59 of our homes through the use of the government's Social Housing Decarbonisation Fund. Preparation will also be underway to ensure the council is ready to bid for additional grant funding under wave 2 of the government's programme, which is expected to be launched in the summer;
- The joint commissioning of a county-wide housing condition survey to ensure CBC (and districts across the county) are up to date on the condition of homes in the private sector. This will then help to inform CBC's future priorities in this area;
- Implementation of our tackling rough sleeping plan following our successful bid for RSI grant funding;
- Working with partners across the county to support the delivery of the County Council's Domestic Abuse Strategy, which will include a review of our provision of places of safety for survivors of domestic abuse.

4. Reasons for recommendations

4.1 It is important that our strategy remains a living document by way of annual updates to our action plan. Issues around housing, both nationally and locally, will continue to emerge; and so the activities that support these outcomes need to be responsive and flexible to meet new challenges and embrace emerging opportunities as they arise. For instance, nationally, a number of key announcements have been made over the last 12 months. These include:

- A Renters Reform Bill. The government have announced it will seek to drive up standards and improve security of tenure in the private rented sector. In particular, it plans to abolish Section 21 evictions (i.e. the ability for landlords to terminate tenancies without giving any reason) so that tenants are better able to remain in their homes and communities. The Bill

will also strengthen landlords' grounds for repossession, making it easier for them to evict tenants who are wilfully not paying rent, or who are repeatedly engaging in anti-social behaviour.

- A Social Housing Regulation Bill. Tenants in social housing will also benefit from major reforms to the sector, with the Bill proposing to make all registered social housing providers subject to a tough new regulatory regime, whereby failing social landlords will face unlimited fines if they fail to meet the required standards.
- A Levelling up and Regeneration Bill. Proposals in this Bill include the introduction of a single levy which is intended to replace much of the developer contributions via the current s.106 agreements. At present it is unclear the extent to which the new proposals will affect the delivery of affordable housing via these s.106 agreements, which currently represent a significant proportion of affordable housing provision across the Borough.
- Proposals have also recently been announced that the government intends to extend its Right to Buy Scheme to include housing association tenants. The details of scheme are due to be firmed up over the next few months.

4.2 The above examples illustrate the complexity and breadth of 'housing' – sometimes a decision taken in one area can have unintended consequences in another. As such, national policy will continue to evolve.

5. Alternative options considered

5.1 To agree not to update the Housing & Homelessness Strategy 2018-23 action plan. It is proposed this option is rejected for the reasons given above. Our action plan needs to remain 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 CBC 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 action plan supports this priority.

7. Consultation and feedback

- 7.1 This action plan has been updated in collaboration with key officers within CBC, CBH and our other 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 our 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 2022
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	31.5.22	3	4	12	Reduce	Ongoing annual review and monitoring of the Housing, Homelessness & Rough Sleeping Strategy, as approved by Cabinet.	12.7.22	Martin Stacy	
Explanatory notes Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) Control - Either: Reduce / Accept / Transfer to 3rd party / Close											

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Housing, Homelessness & Rough Sleeping Strategy 2018-23



Action Plan Update 2022

Outcome 1: Increasing the provision of affordable housing

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD/ PARTNERSHIPS
We will use our 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	Pipeline of potential 106 acquisitions and land led schemes identified	Ongoing through 2022/23 and beyond	Housing Strategy & Partnerships Manager and Cheltenham Borough Homes via the following partnership arrangements:
	Emerging overarching CBC Housing Investment Plan to inform priorities for delivery of new homes	2022/23	Cabinet Member Working Group Strategic Housing Delivery Group
	Target 65 Private Rented Homes delivered or in pipeline (CBH are currently reflecting on the reality of the strong market conditions we are experiencing locally to ensure we are well placed to meet this target)	Ongoing	
	Delivery target of 107 affordable homes, of which it is anticipated that 78 will be 'additionality'	2022/23	
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	Regular review and allocation during 2022/23	Housing Strategy & Partnerships Manager Cheltenham Borough Homes Other Registered Providers

We will ensure that appropriate governance arrangements are in place to enable delivery	Cabinet Approval of any changes to CBC-CBH Management Agreement and Articles of Association, if required.	Summer 2022	Housing Strategy & Partnerships Manager
	Review/clarify roles and responsibilities across CBC-CBH to support agility	2022/23	Cheltenham Borough Homes
We will actively monitor development and show how CBC is delivering against housing requirement targets.	Via annual housing monitoring report	Winter 2022	Planning Policy
We will undertake a new Joint Strategic Plan Housing Review	Draft Plan (reg.18)	Spring 2023	Planning Policy
	Pre-Submission (reg. 19)	Autumn 2023	Tewkesbury Borough Council
	Submission to Secretary of State	Spring 2024	Gloucester City Council
	Adoption	2025	
We will provide training to Members on planning, and identify other engagement activities which will be carried out on an annual basis	Timetable agreed Delivery of activities	Ongoing	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	Review as needed in light of future acquisition programme	Ongoing	Housing Strategy & Partnerships Manager
			Property Services Cheltenham Borough Homes
We will increase transparency for developers regarding our expectations over the delivery of	Affordable Housing Supplementary Planning Document:		Affordable Housing Partnership (CBC leading)

affordable homes, thereby speeding up the negotiation process on s106 agreements	Consultation Adoption – full council	2022/23	Housing Strategy & Enabling Head of Planning
	First Homes Supplementary Planning Document Consultation Adoption – full council	Summer 2022 Autumn 2022	
We will co-create a joint workplan with the recently refreshed and recruited Affordable Housing Partnership of Preferred Providers	Work plan agreed with Preferred Providers and LAs within the JCS area, to include:	Complete	Affordable Housing Partnership (CBC leading)
	<ul style="list-style-type: none"> - Update to the JCS precedent s.106 agreement - Update to the JCS precedent s.106 Guidance Notes - Agree 6 monthly monitoring arrangements re preferred Provider outcomes 	Complete Summer 2022 Summer 2022	

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	Data collection completed and commencement of St Peter's Ward survey	currently on hold pending outcome of county –wide House Condition Survey 22/23	Enforcement Manager

carried out, and to ensure that the management standards meet the regulatory requirements	Prepare for St Pauls Ward Survey and associated data collection in connection with article 4 direction requirements.	August 2022 (commence) March 2023 (complete)	Enforcement Manager
We will jointly commission a county-wide housing condition survey	Specification agreed Procurement/tender Contract with successful provider and implementation	March 2023	Enforcement Manager
We will investigate whether CBC can adopt nationally described space standard for all new dwellings	Adopt as part of the Joint Strategic Plan	2025	Planning Policy
We will reduce the number of households with Health & Safety Hazards by identifying properties and ensure appropriate action is taken	We will aim to increase the safety of more than 600 households during 2022/23	March 2022	Enforcement Manager
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 2022/2023.	Ongoing	Enforcement Manager
We will reduce the number of empty homes in the Borough	We will establish joint protocol arrangements with CBH over the potential acquisition of long term empty homes for use as affordable housing.	2022/23	Enforcement Manager
	We will review internal resourcing with a view to increasing our focus on reducing the number of long term empty homes.	Complete	Enforcement Manager
		Ongoing	Enforcement Manager

	Options for use of Compulsory Purchase Orders (CPOs) will continue to be explored on bringing the most difficult properties back into use in conjunction with formalised negotiation procedures.		
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 2023	Enforcement Manager
We will install new more thermally efficient windows and doors throughout all of our council homes	Completion of door renewal programme Completion of window replacement programme	March 2023 March 2022	Cheltenham Borough Homes – Head of Technical & Investment Services
We will improve the energy performance of our council homes	c. 1000 remaining homes to have boilers replaced. 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 We will undertake a pilot 'deep retrofit' of 2 low energy performing council homes as part of our successful bid for grant funding under the Social Housing	March 2023 Ongoing Summer 2022	Cheltenham Borough Homes – Head of Technical & Investment Services Cheltenham Borough Homes – Head of Technical & Investment Services

	Decarbonisation Fund Demonstrator Project . Valuable learning from this pilot will be used to inform future projects for decarbonising homes.		
	We will progress with our first carbon neutral 'pilot' scheme to redevelop a former garage site (providing 4 new council-owned affordable homes)	2022/23	Cheltenham Borough Homes Head of Development
	We will implement Wave 1 of the Social Housing Decarbonisation Project, improving the energy efficiencies of 50-60 council-owned homes	2022-23	Cheltenham Borough Homes – Head of Technical & Investment Services
	Preparation for Wave 2 of the Social Housing Decarbonisation Grant funding bid.	2022-23	Cheltenham Borough Homes – Head of Technical & Investment Services
	We will develop a Carbon Reduction Action Plan as part of CBC's declared climate emergency.	Options Appraisal complete with a fabric first approach being taken, in line with Government funding programmes	Cheltenham Borough Homes – Head of Technical & Investment Services
	SAP rating target 73	Spring 2023	
	All homes will have a minimum SAP rating of 60	Spring 2024	

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 options of our council homes.	Re-testing following installation of new QL Housing Management system	Summer 2022	Cheltenham Borough Homes – Head of Technical & Investment Services
We will maintain compliance with the Decent Homes Standard and consider potential options for the remaining non-traditional builds with a view to progressing with the most appropriate solutions	Identified as part of Capital Investment Programme % of dwellings deemed non-decent target: 0.25%	Ongoing Spring 2023	Cheltenham Borough Homes – Head of Technical & Investment Services
We will undertake improvements to selected sheltered housing dwellings following outcome of commissioning review	Implementation of a new warden call system Implement a programme for the upgrade of communal finishes on remaining schemes – including the creation of two new community hubs at Popes Close in the town centre, and at Coopers Court, Charlton Kings	Winter 2023 2022/23	Cheltenham Borough Homes – Head of Technical & Investment Services
We will implement our Help to Move Scheme to incentivise downsizing	Implement following review of successful pilot during 2020/21	Ongoing	Cheltenham Borough Homes – Head of Housing Services

Outcome 3A - Tackling Homelessness

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD/ PARTNERSHIPS
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We will work with partners to ensure the Ukraine Sponsorship Scheme is implemented effectively	Implementation of a consistent county-wide approach to the Sponsor 'thank you' payments initiative,	Spring/Summer 2022	Housing Strategy & Partnerships Manager
	Review the above	2022/23	Head of Revenue & Benefits
	Development and implementation of a re-matching scheme in the event of failed placements	Spring/Summer 2022	District Authority Leads
			Gloucestershire County Council
			Housing Strategy & Enabling Officer
			Housing Options Team
We will continue to work with CBH's Housing Options Team, and partners across the county, to keep under review emerging pressures and identify potential solutions to any increase in homelessness linked to COVID-19	Regular analysis of needs via relevant partnerships	2022/23	Housing Strategy & Partnerships Manager
	Potential allocation/reallocation of funding, as required		CBH – Housing Options Team
			District Authorities across Gloucestershire
			Gloucestershire County Council
			Public Health
We will work with CBH's Housing Options Team to ensure any additional MHCLG funding opportunities are directed into homelessness prevention initiatives	Agree new funding arrangements	2022	Housing Strategy & Partnerships Manager
	Target: 40 homelessness acceptances 240 positive homelessness prevention and reliefs	2022/23	CBH - Housing Options Team
	20 households in Temporary Accommodation (of which no more than 5 will be in B&B).	31 st March 2022	

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	Complete but will keep open for potential further review during 2022/23	Housing Strategy & Partnerships Manager/Housing Strategy & Enabling Accommodation Based Support Providers 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 (2021-24)	Housing Strategy & Enabling
Gloucestershire Nightstop will pilot a “Supported Lodgings” scheme that will provide safe, supported, settled accommodation placements in the homes of trained and vetted Landlord Providers	Monitor, review and Consider future long-term delivery options following outcomes of the ‘supported lodgings pilot’s scheme.	2022 - 23	Gloucestershire Nightstop
Gloucestershire Nightstop will pilot a ‘peer befriending’ project that will provide mentoring and peer support to young people experiencing homelessness.	Monitor, review and consider future long-term delivery options following outcomes of the ‘peer befriending’ pilot scheme.	Autumn 2023	Gloucestershire Nightstop
Gloucestershire Nightstop will pilot a ‘day stop’ service that will provide intensive support and a ‘safe space’ during the day for a set number of young people who are homeless or at risk of homelessness.	Monitor, review and consider future long-term delivery options following outcomes of the ‘day stop’ pilot scheme.	Autumn 2023	Gloucestershire Nightstop
We will monitor Cheltenham Borough Homes’ delivery of the council’s Housing Options Service to	Quarterly performance and finance meetings	Ongoing	Housing Strategy & Enabling Housing Strategy & Partnerships Manager

ensure it is supporting key outcomes and increase its transparency/accountability	Agreed reporting format for dissemination to agencies within the council's Housing & Support Forum	Complete and now ongoing	CBH - Housing Options Team Housing & Support Forum
We will monitor Citizens' Advice delivery of our Advice & Inclusion Service	Quarterly performance meetings	Ongoing	Housing Strategy & Enabling Housing Strategy & Partnerships Manager Citizens' Advice
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 Housing Revenue Account to top up Discretionary Housing Payments for our council tenants	Regular review of spend against budget	Ongoing	s.151 officer/ Head of Revenues and Benefits Housing Strategy & Enabling 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 Clarity of offer via updated Homeseeker Plus Policy	Summer 2022 Complete	CBH – Housing Options Team District Authorities Gloucestershire County Council Homeseeker Management Board

	Review of working practices generally – via Task & Finish Group, reporting into county-wide Strategic Housing Partnership	Summer 2022	Strategic Housing Partnership
We will review emergency accommodation provision for the homeless (standards and location)	Consideration and potential implementation of new options with a view to improving standards and increasing choice	Complete	CBH Housing Options Team
We will ensure we remain compliant 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 Annual review of Domestic Abuse Policy	Ongoing 2022/23	CBH – Community Services CBH – Community Services
We will work with Housing Options and other partners to ensure delivery of the MHCLG 2020-2021 funding 'to support victims of DA and their children within safe accommodation'	Quarterly monitoring outcomes of 2 county-wide Domestic Abuse Interventions Officers (2 year fixed term posts) sitting within Cheltenham's Housing Options Team	2022/24	CBH – Housing Options Team Housing Strategy & Enabling Gloucestershire County Council District Authorities
We will support the implementation of the new Domestic Abuse Strategy via the development of new partnership and commissioning arrangements	New Partnership arrangements in place across county Agreement on district based commissioning arrangements, including a review of 'places of safety' provision and retaining our commitment to funding target hardening and sanctuary schemes	Complete 2022/23	Housing Strategy & Enabling Gloucestershire County Council District Authorities CBH – Housing Options Team
We will continue to work with ex-offenders who are homeless to help explore alternative housing solutions balancing risks and taking	Keep under review existing pathways and explore potential for a jointly funded county-wide role to work alongside probation and	2022/23	CBH – Housing Option Team

account of the needs of the local area	prison services and housing for clients being released from prison		
We will build positive relations with quality care mental health services to support a joined-up approach to safeguarding.		Ongoing	CBH – Community Services
We will work with voluntary agencies via our Housing & Support Forum and involve people with lived experience in the forum to help shape future service delivery.	Identification of potential recruits to the Housing & Support Forum	2022/23	Housing Strategy & Enabling Housing & Support Forum
We will implement the new county homelessness partnerships to plan for and to support the delivery of housing and homelessness services	Terms of References agreed Partnerships in place and reporting mechanisms established Review of Partnerships	Spring/Summer 2021 Autumn 2021	Housing Strategy & Partnerships Manager District Partners
Cheltenham Housing Aid Centre will seek to identify other partnerships that may benefit from the life skill workshops	Secure key partners	2022/23 and ongoing	CHAC/Other potential users of the service.
Cheltenham Housing Aid Centre will write and deliver a training programme for professionals to increase their housing knowledge.	Deliver training to professionals.	October 2023	CHAC and key professionals in need of housing advice training.
Cheltenham Housing Aid Centre will actively seek funding to provide specialist housing advice to vulnerable people.	Funding opportunities identified	Spring 2023	CHAC

Outcome 3B – Tackling Rough Sleeping

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD/ PARTNERSHIPS
<p>We will work collaboratively with partners to ensure previously awarded funding is implemented effectively across the borough, by reviewing outcomes. This includes the rolling out of additional funding and (re)commissioning of the following services:</p> <p>Recommissioning of Cheltenham's Somewhere safe to stay hub;</p> <p>Decommissioning of Housing Navigator Service and embedding this service within Housing Options Teams;</p> <p>We will monitor and review the effectiveness of the newly commissioned Assertive Outreach services to support rough sleepers into accommodation</p>	<p>New contract in place and new practices agreed across Housing Options Services</p> <p>Monthly partnership meetings to review performance/monitor outcomes for above services</p> <p>Target: Rough sleeper estimate/count: 3 or under</p>	<p>Summer/Autumn 2022</p> <p>Summer/Autumn 2022</p> <p>Quarterly Partnership review meetings</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>County-wide housing partnerships</p> <p>CBH Housing Options Team</p> <p>Housing Strategy & Partnerships Manager</p> <p>Programme Management Group (county-wide, CBC the lead)</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>2022/23</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 the 2021/22 (severe weather emergency protocol) and agree any necessary adjustments ahead of winter 2022/23	<p>Approach to winter 2022/23 SWEP agreed</p> <p>To review the potential to incorporate feedback about Homeless Link recommendations.</p> <p>To review the potential for a summer section to be added</p>	Autumn 2022	<p>Housing Strategy & Enabling</p> <p>District Authorities</p>
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 2022	<p>Housing Strategy & Enabling</p> <p>District authorities</p> <p>P3</p>
We will support the implementation of Billy Chip, in line with Council's motion in March 2021	<p>Include BA Hope foundation/relevant partners within Cheltenham's Housing & Support Forum for the sharing of new ideas</p> <p>Increase Billy Chip's profile by providing space on the council's website listing venues and other relevant information</p>	<p>Ongoing</p> <p>Reviewing timing in light of restrictions associated with covid-19</p>	Housing Strategy & Enabling
We will review the implementation of the 6 CBC-owned Housing Led dwellings that have been provided for rough sleepers who have complex needs.	Pathways and opportunities explored via partnership meetings and complex case cell.	2022/23	<p>CBH</p> <p>P3</p> <p>Housing Strategy & Enabling Officer</p> <p>Housing Strategy & Partnerships Manager</p>

We will extend our housing led initiative by a further 6 CBC-owned dwellings			
<p>We will complete a review of evictions from and barriers to access to supported accommodation in Gloucestershire to understand drivers of eviction and identify unmet needs.</p> <p>We will develop a protocol for managing evictions: including early identification of housing risk; decision-making/expectations around when evictions are necessary and when alternative/stabilisation interventions may be taken.</p>	To ensure there are minimal unplanned evictions from supported accommodation in Gloucestershire; and where evictions do take place a clear multi-agency approach to resolving homelessness is in place within 24 hours.	Autumn 2023	<p>Gloucestershire County Council</p> <p>Partnership Team</p> <p>Housing Strategy & Enabling</p> <p>Gloucestershire County Council</p> <p>CBH- Housing Options</p> <p>Housing Strategy & Enabling</p>
We will review support provided by Community Based Support to understand whether enhancement/additional provision is needed to respond to drivers of loss of accommodation (including in PRS) and/or will be as RSI funding for related services withdrawn.		2023-24	<p>Gloucestershire County Council</p> <p>Housing Partnership Team</p> <p>Housing Strategy & Enabling</p>
We will trial and review of a county-wide Offending Histories/Housing Officer position	To ensure that no individual will be released from prisons or custody suites without a Housing pathway in place which responds to the barriers created by their offending history.	2023-24	Housing Partnership Team

We will assess level of demand and future delivery options: including ongoing-funding.			
<p>We will review current preventative roles to assess whether existing expertise and staffing are appropriate to prevent inappropriate discharge from hospital.</p> <p>We will assess common ongoing health needs of rough sleeper discharges and current access.</p> <p>We will develop a clear protocol to manage hospital discharge.</p>	To ensure that no individual will be released from Gloucestershire hospitals or other health settings without a Housing pathway in place with support to respond to any ongoing health needs which are likely to jeopardise sustainment of accommodation.	2023-24	<p>District Authorities and County Council</p> <p>Clinical Commissioning Group/health</p> <p>County-wide housing partnerships</p> <p>Housing Strategy & Enabling</p>
We will ensure we have a proportionate and sustainable “off the street” offer in Cheltenham which can provide immediate shelter to rough sleepers entering the streets.	Recommissioning of a local hub, subject to successful RSI funding award.	Autumn 2022	<p>Housing Strategy & Enabling</p> <p>District Authorities and County Council</p> <p>County-wide housing partnerships</p> <p>PM (Programme Management) Group</p>
We will trial a countywide dedicated Multiple Disadvantage and Homelessness Outreach Team (MDT) to respond to non-Housing needs in a multi-disciplinary way	<p>Spec design</p> <p>New service in place</p>	2022-23	<p>Housing Strategy & Enabling</p> <p>District Authorities and County Council</p>

<p>without constraints of mainstream service assessment thresholds, settings etc.</p> <p>This is to ensure individuals in housing crisis alongside other forms of multiple disadvantage can access suitable professional support and interventions specialised in their needs</p>			<p>County-wide housing partnerships</p> <p>PM (Programme Management) Group</p>
<p>We will monitor the NSAP portfolio and referrals via referral panel.</p>	<p>Maintain our existing “Next Steps” accommodation portfolio as an option for individuals with a mixture of support needs.</p>	<p>2022-23</p>	<p>Housing Strategy & Enabling</p> <p>District Authorities and County Council</p> <p>County-wide housing partnerships</p> <p>PM (Programme Management) Group</p>
<p>We will ensure that a review of “Complex Needs” is delivered with clear identification of gaps in provision and supporting a clear strategic narrative on our commitment to this cohort.</p> <p>We will transition to clearer District leadership of multi-agency case management of rough sleepers with clear mandate/definition of role and upskilling or training as required.</p>		<p>2022-24 (to be agreed across partnership)</p>	<p>Gloucestershire County Council</p> <p>Housing Strategy & Enabling</p> <p>District Authorities</p> <p>CBH – Housing Options Team</p> <p>County-wide housing partnerships</p> <p>PM (Programme Management) Group</p>

<p>We will develop options for stronger multi-agency case management/single assessment and information sharing process to ensure whole of system approach in every case.</p> <p>We will assess successes/failures of the Complex Case Cell as an effective group for agreeing multi-agency actions</p>			
<p>We will review our new county-wide housing partnership governance structures following end of first year in current model.</p> <p>We will identify any key indicators or data from outside joint-commissioned services required to monitor whole of pathway.</p> <p>We will consider START and other referral panels as pathway into accommodation / support options.</p>		<p>2022-23</p> <p>2022-23</p> <p>2022-24 (to be agreed across the partnership)</p>	<p>PM (Programme Management) Group</p> <p>Housing Strategy & Enabling</p> <p>District Authorities & County Council</p> <p>County-wide housing partnerships</p>

Outcome 4 – Improving the health and wellbeing of our communities

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD (in bold) / PARTNERSHIPS
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We will ensure that future communities established on the strategic urban extensions are cohesive and sustainable.	We will review the potential inclusion of new Preferred Providers to the JCS Affordable Housing Partnership	Ongoing, as needed	Housing Strategy & Partnerships Manager Tewkesbury & Gloucester District Authorities Preferred Registered Providers
We will review viability options for the potential regeneration of homes in the west of Cheltenham	Development & Regeneration Strategy (sitting within the council's overarching Housing Investment Plan) Scoping work to inform proposals for potential investment, including community development/engagement in priority areas	2022/23 2022/23 (and beyond)	Housing Strategy & Partnerships Manager Cheltenham Borough Homes: Technical & Investment; Community Services and Development
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 and updated	Ongoing	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 Affordable Housing Supplementary Planning Document	2022/23	Housing Strategy & Enabling Planning Policy
We will implement a suite of initiatives for our tenants to: - reduce social isolation and improve overall health & wellbeing,	A new set of Community Investment Plans will be developed collaboratively between CBC and CBH	2022/23	CBH – Community Services CBC – Strategy & Engagement Manager

<ul style="list-style-type: none"> - 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 			
<p>We will be the district housing representative on the Gloucestershire Mental Health and Wellbeing Partnership Board. This will support the implementation and awareness of the Gloucestershire Mental Health & Wellbeing Strategies and action plans including the Mental Health Crisis Care Concordat and the Gloucestershire Suicide Prevention Action Plan.</p>	Regular review of outcomes	Quarterly Partnership Meetings	<p>Housing Strategy & Enabling</p> <p>Gloucestershire County Council</p> <p>District Authorities</p>
<p>We will continue to review arrangements with UK Visas and Immigration (UKVI) to source private rented accommodation in Cheltenham for asylum seekers</p>	<p>Agree any changes to number of households being accommodated will be supported by Cabinet Member – Housing, subject to any changes made by the Home Office in terms of its intended roll-out of dispersal areas to all local authorities</p> <p>Review protocols arrangements as needed, following the government's intended roll-out.</p>	<p>2022/23</p> <p>2022/23</p>	<p>Housing Strategy & Enabling</p> <p>UKVI</p> <p>GARAS</p>

We will review grant funding arrangements for GARAS to support both refugees and asylum seekers living in Cheltenham	Officer decision published, in consultation with Cabinet Member – Housing 6 monthly monitoring	Spring 2022	Housing Strategy & Enabling
We will examine measures to reduce furniture poverty	Asset Mapping & gap analysis Improve access to household essential items and funding for people experiencing furniture poverty. Influencing policy – working with social housing providers to look at ways their policies and practice can reduce furniture poverty	Complete 2022/23	CHAC and members of the core group which inc Barnwood Trust, GCC, CBC, P3). Housing Strategy & Enabling Furniture Poverty Group Housing Providers Housing & Support Forum
We will promote awareness and take up of the council's Lifeline Alarm Service	Range of promotion initiatives implemented throughout the year. Move current paper based customer data file to a new digital platform.	Ongoing 2024	Enforcement Manager Enforcement Manager
We will promote the awareness and uptake of assistive technology to help improve the wellbeing, safety and independence of residents in Cheltenham	Upgrade existing customers from Lifeline 400 units to new digitally compatible units in preparation to the digital switch over.	Complete	Enforcement Manager
We will work with key partners on a developing a range of initiatives that supports independent living	Evaluation of county-wide Frailty Housing Officer (with a view to	Complete	Gloucestershire County Council/health

	quantifying savings to health and social care system)		Gloucestershire County Council/health CBH – Community Services
	We (CBH) will continue to work with CCG to source psychological interventions to address complex trauma	Ongoing	
	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	2022-24	Gloucestershire County Council/health District Authorities Lead Commissioner – Housing Services Planning Policy
	We will continue to promote the Home sharing scheme, where an older person can share their house with a young person in return for 10 hours of support a week, with a view to increasing the number of pairs during 2020/21.	Ongoing	Gloucestershire county council/health District Authorities
	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.	2022/23 (and ongoing)	Gloucestershire county council/health District Authorities

	We will consult with residents and implement a range of enhancements to create additional older peoples' community hubs within two of CBC's sheltered housing schemes, following a successful bid for Better Care Funding	Complete (Works now being implemented as detailed on page 8 under Outcome 2 – Making best use of housing)	Housing Strategy & Partnerships Manager Head of Communities – CBH
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 Develop and approved list of surveyors and contractors	Ongoing 2022/23	District Authorities Gloucestershire county council/health
We will invest in improvements to the stock of park homes in the county, including Cheltenham	Insulate a further 20 homes within Cheltenham using the additional DFG funds agreed by the DFG forum.	2022/23	District councils, County council, Health, Severn Wye Energy Agency
We will increase support for people receiving treatment for cancer re benefits advice	Ongoing funding and monitoring outcomes of a CAB adviser in Cheltenham General Hospital	2022/23	District councils, County council, Health, CAB

Cheltenham Borough Council**Cabinet – 12th July 2022****Stronger Working Partnership Programme – Progress Report**

Accountable member	Cllr. Victoria Atherstone, Cabinet Member Housing
Accountable officer	Gareth Edmundson, Chief Executive
Key/Significant Decision	No
Executive summary	<p>Cheltenham Borough Council (CBC) and Cheltenham Borough Homes (CBH) has enjoyed a long and successful partnership. During this time tenant and customer satisfaction remains high and CBC's housing stock of 5000 properties are well maintained through CBH and have benefited from consistent investment to maintain homes to a high standard.</p> <p>CBC has a pioneering ambition for Cheltenham Borough which includes the delivery of the Golden Valley Development. This development is expected to provide up to 600 social and affordable homes and forms part of CBC's wider commitment to invest up to £180m to deliver new homes across Cheltenham. The previous impact of the global pandemic followed by rising inflation and a cost of living crisis poses a real threat to Cheltenham's communities. Pushing many more individuals and families into poverty will reduce overall health and wellbeing and increase long term health conditions that will place even more pressure on health and care services.</p> <p>In the context of these challenges, it is critical that the partnership between CBC and CBH continues to evolve so that we are in the strongest position to support tenants, customers and the wider community.</p> <p>In 2020, CBC undertook a review of housing services and commissioned a report by Campbell Tickell which provided a series of recommendations that presented opportunities as to how the partnership between CBC and CBH could be strengthened and adapted so that both organisations could maximise the potential benefits of closer working. Ultimately the overarching goal by working more closely together is to enhance the collective capacity and ability to deliver for Cheltenham's communities while also driving efficiencies and improved value for money.</p> <p>The final Campbell Tickell Report was agreed by Cabinet in January 2021 and a programme of work was developed setting out outcomes that implement the proposed opportunities, savings, efficiencies and the 'art of the possible' through stronger partnership working. A further update was provided to Cabinet in November 2021 with progress made on the recommendations agreed.</p> <p>The purpose of this report is to inform Cabinet on the continued progress made in relation to the housing Stronger Partnership programme since November 2021.</p> <p>Key outcomes of the programme, which has cemented the strong strategic working relationship between CBC and CBH, include the following:</p>

- Working collaboratively, CBC and CBH are on target for delivering the £300k budgeted savings target for the General Fund. Approximately £184k has been identified relating to the appropriation of assets and approximately £50k relating to office accommodation.
- CBH is responsible for delivering £487k of savings to the HRA by the end of 2023/24, of which £109k has been delivered in 2021/22, £200k on target to be delivered in 2022/23, and a further £178k to be identified in 2023/24 which will be included in the 2023/24 budget process.
- Alongside the £487k of savings, based on recent benchmarking data, CBH continues to expand and improve their high-quality housing services at median cost (5 out of 6 cost per property indicators are now better than the median).
- Significant progress has been made in relation to the Management Agreement which has been comprehensively reviewed collaboratively, and now incorporates principles, actions and outcomes from the programme and has brought it in line with those of other CBC Partners. This is a major step forward to re-set the strategic relationship between the two organisations and will be formally signed off in Summer 2022.
- CBC and CBH have agreed a shared communications and marketing service with the subsequent team structure supporting the requirements of the 'one point of contact' asked for by key stakeholders. This team will have a pool of skilled professionals who are specialists in their areas with the resilience to deliver a proactive service to meet CBC and CBH's business needs and aspirations. The new Communications and Marketing Manager has been appointed to post and the teams are working on a transition plan to move towards implementation of the new structure and a co-delivered service within the next couple of months.

CBC and CBH continue to work collaboratively across multiple workstreams:

- The Climate Pathway has been developed and agreed with a subsequent strategy and aligned action plan being drawn up to support and drive the key objectives. CBC and CBH jointly recognise that the housing stock is a critical part of the Climate Pathway and is therefore a key priority for 2022 onwards to reduce its carbon footprint.
- Exploration of opportunities for greater collaboration around ICT provision and services and therefore efficiencies and synergies will commence following the appointment of CBH's Executive Director (Finance & Resources).
- Staffing resources will focus on embedding the shared service plan for communications and marketing. As a result, exploring options for a shared HR partnership across the two organisations will be paused and form part of wider discussions between the joint executive of CBC and CBH and for part of future priority setting and business planning.
- Actions from the Procurement workstream are being implemented and changes made to relevant processes within teams in both organisations.
- The broad purpose of the Community Development & Investment alignment workstream is to adopt a stronger collaborative approach to these areas that ensures optimum use of resources across the partnership. Whilst CBC and CBH community teams continue to meet on

a regular operational basis, due to other priorities, work has been delayed on developing the new strategy and action plan referred to in our previous report. As part of the strategy, a protocol will be developed so that there is early CBC involvement and input into CBH Community Investment Plans. The strengthening of the partnership will also include having arrangements in place to ensure CBH is both operationally and strategically aligned to support the Council's wider community development and place shaping agenda for Cheltenham.

- The housing supply workstream has confirmed CBH's role in affordable housing delivery, regeneration of existing homes where required, and management of PRS homes. Finalisation of the Housing Investment Plan will now be taken forwards, following the approval of the Asset Management Strategy, reflecting the shared ambition to increase affordable housing delivery.

Following the success of the programme to date, and further developing our shared values, culture and vision, it is important that CBC and CBH now continue with a shared commitment to delivering continuous improvement and to identify and capitalise on future opportunities that deliver for residents and customers. To achieve this it is important that a shared endeavour to strengthen the CBC/CBH partnership forms a central part of each organisations' organisational culture. To achieve this ambition, a shared organisational culture project will be undertaken to help support, strengthen and embed a shared ethos of partnership working.

Going forward, both organisations will use annual business planning and priority settings processes to ensure that further strengthened partnership initiatives forms part of CBC/CBH work plans and that stronger partnership programme principles, recommendations, actions and ethos will remain part of CBC and CBH for the longer-term.

Undertaking a business planning approach in this way will ensure that resources and capacity are prioritised and targeted to ensure that actions are deliverable, do not outstrip the resources of either organisation do not suffer delay.

Recommendations

1. **Cabinet notes the positive progress on outcomes made on the recommendations from the Strategic Housing Review Cabinet Report January 2021**
2. **To drive ongoing continuous improvement and to capitalise on further opportunities to strengthen the successful CBC/CBH partnership in the short, medium and long term, Cabinet agrees that:**
 - a. **the Strengthened Partnership Programme, including existing and future actions and projects will be embedded within business planning and priority setting between CBC/CBH as set out in section 6 .**
 - b. **That CBC and CBH will undertake a shared project to drive continuous improvement in organisational culture to further embed and foster the ethos of partnership working and encourage shared values and behaviours that will deliver future positive change and success that**

will improve services and value for money for residents, tenants and customers.

Financial implications	<p>As contained in the report.</p> <p>Contact officer: Gemma Bell E-mail: gemma.bell@cheltenham.gov.uk Tel no: 01242 264365</p>
Legal implications	<p>None directly arising from this report but Legal advice and support will be provided to support the activities identified.</p> <p>Contact: One Legal E-mail: legal.servies@onelegal.org.uk Tel no: 01684 272691</p>
HR implications (including learning and organisational development)	<p>As the progress continues on the shared Communications service, HR advice and guidance will be sought. HR will ensure consultation with employees & Trade Unions occurs.</p> <p>Contact officer: Clare Jones Email: clare.jones@publicagroup.uk</p>
Key risks	<p>Outlined in Appendix 1</p>
Corporate and community plan Implications	<p>The proposals within this report aim to strengthen and expedite the delivery of a range of priorities found within CBC's Place Vision, Corporate Plan and Covid-19 Recovery Strategy.</p>
Environmental and climate change implications	<p>The Campbell Tickell report includes a number of recommendations that will have a positive impact on reducing carbon emissions and tackling climate change. These have been embedded into the collaborative Carbon Net Zero work that is ongoing between CBC and CBH.</p>

1. Background

- 1.1** As reported in November 2021, an independent strategic review carried out by leading social housing specialists, Campbell Tickell (CT), recommended that CBC retain CBH as the housing service delivery model, and it should take the opportunity to re-set its strategic and operational alignment to strengthen the partnership between the two organisations. Moving to a 'hand-holding' position and joined-up approach with sharing of resources would reduce areas of duplication, decrease costs and ensure value for money, whilst having the potential to realise wider benefits for Cheltenham Borough in a post-Covid environment.
- 1.2** As a result, CBC and CBH jointly developed a programme of work in early 2021. The programme focused on the delivery of eleven outcomes that implement opportunities and the 'art of the possible' in partnership working, whilst delivering efficiencies, savings and maintaining the quality of services for residents. Five of these outcomes are jointly owned, five are owned by CBH and one by CBC. [See Appendix 2 for these outcomes]. The delivery of some of these have been enabled through the joint workstream reviews as set out below.

2. Progress

2.1 CBC/CBH Jointly Owned Outcomes

2.2 Deliver £300k of annual savings for the General Fund by the end of 2023/24

Additional income or savings in excess of £200k have already been identified for the General Fund (GF) through the Stronger Working Partnership programme. The additional income relates to commercial assets that currently sit within the HRA which can be transferred to the GF as well as CBH sharing space within the municipal offices and rent reviews at existing offices. The municipal office space will give CBH a town centre presence and also act as a catalyst for closer integrated processes and more face to face working between CBC and CBH teams. A timeline is currently being discussed between CBH and CBC officers.

Additional opportunities for income and savings are being considered by CBC and CBH to be able to meet the budgeted net savings figure of £300k included in the recently approved 2022/23 budget.

2.3 Management Agreement and HRA Business Plan

Significant progress has been made in relation to the revision of the Management Agreement which has now been comprehensively reviewed collaboratively and agreed in principle by CBC and CBH officers. Changes made capture principles, actions and outcomes from the Stronger Partnership programme and, in doing so, have also brought the Agreement in line with those of other CBC Partners and will be brought to Cabinet in the Summer following CBH Board review and approval.

- 2.3.1** The review and update of the HRA Business Plan has also commenced including stakeholder consultation ready for the next budget cycle.

2.4 Strategic Alignment

The Housing Outcomes Framework – as described in our previous report – and meetings protocol provide the governance framework under which CBH operates to realise the delivery of the shared housing and communities goals for Cheltenham Borough. The other key component of 'strategic alignment' is the shared culture between CBC and CBH which is built around Cheltenham – *where everyone thrives* - and the two organisations will continue to commit to working closely together now and in the future to build on the progress made so far.

2.5 Net Zero 2030

The Climate Pathway has been developed and agreed with a subsequent strategy and aligned action plan being drawn up to support and drive the key objectives. CBC and CBH jointly recognise that the housing stock is a critical part of its Climate Pathway and is therefore a key priority for 2022

onwards to reduce the carbon footprint. CBH's strategy for existing stock, new supply and CBH operations have been incorporated into CBC's Climate Pathway. CBH have recently secured £800k as part of the Social Housing Decarbonisation Fund Wave 1 funding.

- 2.5.1** CBC and CBH teams have worked collaboratively throughout this process and are meeting regularly to agree priorities and allocation of resources to enable delivery of actions, and to ensure teams work closely together so that there is no duplication of effort or lost opportunities for this priority area. In response to the Climate Pathway, governance monitoring processes will report on progress for key stakeholders.

3 Workstream Reviews

3.1 Shared Service – Communications and Marketing

Significant positive progress has been made under this workstream, which includes the development of a detailed business case setting out the scope, critical success factors, considered options, benefits and financial implications for a shared service. Both organisations are committed to the benefits that will be realised from a shared communications and marketing service across the partnership.

- 3.1.1** The subsequent team structure fully supports the requirements of a shared service model: it is the 'one point of contact' asked for by key stakeholders, has the leadership and management capacity to plan, agree and allocate shared resources, with a pool of skilled professionals who are specialists in their areas with the resilience to deliver a proactive service to meet CBC and CBH's business needs and aspirations. The new Communications and Marketing Manager has been appointed and the teams are now working on a transition plan to move towards implementation of the new structure and co-delivered services within the next couple of months. Whilst sharing of services between Councils and their ALMOs is not a new way of working for the sector, this move presents a lot of opportunity and possibility for both organisations to further improve communications with residents, tenants and leaseholders.

3.2 ICT

CBC and CBH will be working together to explore deliverables and outcomes for greater collaboration around ICT provision and services considering potential efficiencies and synergies. This will commence once CBH's new Executive Director (finance & Resources) is in place. It is expected that this could lead to opportunities on shared infrastructure and applications as well as achieving economies of scale, which would increase resilience, partnership collaboration and value for money.

3.3 Procurement

Following on from the previous progress report, CBC and CBH have identified areas that can be made more efficient. Steps have been taken to ensure that agreed actions are being implemented and changes made to relevant processes within teams in both organisations. Actions leading from this workstream have moved into 'Business As Usual' (BAU) and day-to-day operations.

3.4 Community Development & Investment Alignment

The broad purpose of this workstream was to adopt a stronger collaborative approach to community development & investment to ensure optimum use of resources across the partnership. Whilst CBC and CBH community teams continue to meet on a regular operational basis, due to other priorities, work has been delayed on developing the new strategy and action plan referred to in our previous report. As part of the strategy, a protocol will be developed so that there is early CBC involvement and input into CBH Community Investment Plans. The strengthening of the partnership will also include having arrangements in place to ensure CBH is both operationally and strategically aligned to support the Council's wider community development and place shaping agenda for Cheltenham.

3.5 HR

- 3.5.1** The objective of this workstream was to consider the potential opportunity for a shared service provision for HR & Organisational Development or the sharing of transactional elements of the HRA service. An initial meeting and review has taken place between the two organisations.
- 3.5.2** The Joint Programme team have reviewed resources required to deliver programme priorities while maintain service delivery within both organisations. As a result, exploring options for a shared HR partnership across the two organisations will be paused and will form part of future discussions on business planning and priority setting between CBC and CBH as set out in section 6. It is important that this, together with other potential shared priorities and opportunities that have been identified within the Programme are not lost so going forward it will form a key part of existing Joint Executive meetings between CBC and CBH which will allow the Administration to continue to discuss current and future priorities in partnership with CBH and review progress on the delivery of business plan priorities and projects.

3.6 Housing Supply

- 3.6.1** The housing supply workstream has confirmed CBH's role in affordable housing delivery, regeneration of existing homes where required, and management of PRS homes. Finalisation of the Housing Investment Plan will now be taken forwards, following the approval of the Asset Management Strategy, reflecting the shared ambition to increase affordable housing delivery.

3.7 Publica

As both CBC and CBH receive a range of support services from our partner Publica, they will continue to be fully involved in any future proposed changes.

4. CBH Owned Outcomes

The five agreed CBH owned programme outcomes are noted in Appendix 2.

The majority of these outcomes are covered by the current CBH delivery plan, delivery of the Social Housing White Paper over the next 3-5 years, continuous focus and annual reporting on Value for Money and future plans and budgets.

4.1 Deliver £487k of HRA Savings

An indicative savings profile for the £487k of HRA savings was included in the Cabinet report in November 2021. Year 1 savings of £109k were delivered in the 2021/22 budget through savings and efficiencies. The £200k of savings required for Year 2 have been finalised and are now within the approved budget for 2022/23. Work will continue over the coming 18 months to identify and deliver the remaining £178k of savings for 2023/24.

4.2 High quality services

- 4.2.1** High quality service delivery is monitored through the use of third-party benchmarking data covering performance and satisfaction from Housemark for the core housing services provided by CBH. Costs are similarly monitored through benchmarked cost per property (CPP) measures.
- 4.2.2** The most recent full year performance and satisfaction benchmarks show that all 15 high level strategic measures are either in quartile 1 (Q1) or quartile 2 (Q2) demonstrating high quality services are being delivered. These are forecast to be maintained or improved based on the targets set for 2022/23.
- 4.2.3** The approved budget for 2022/23 which includes year 1 and 2 of the £487k of savings noted above demonstrates a movement towards the median or better (Q2 or above) cost point for agreed CPP

measures. Of the 6 agreed CPP measures 5 are now forecast to be in Q2 (previously only 3) with 1 remaining in Q3 (previously 3). Further identified savings in year 3 are expected to move this final CPP measure towards the median point.

4.3 Customer service and engagement strategy

- 4.3.1** The Social Housing White Paper (SHWP) has fundamentally changed the way landlords are expected to engage with tenants. CBH have always valued tenant engagement highly and are responding with opportunities to further enhance the quality of engagement across all tenures providing community engagement and sustainability, the shaping and influencing of services and responding to information and insight.
- 4.3.2** CBH are delivering the key themes from the SHWP through ensuring tenants voices are heard, that colleagues are truly listening and acting on what customers say and are ensuring customer voices can impact and shape services. CBH's commitment to enabling this is demonstrated by substantially improving the quality of existing mechanisms, alongside creating a new approach to delivering action into the business through investment in transformation and developing a culture of listening and acting throughout the organisation.
- 4.3.3** CBH contributed to the consultation exercise held by the Regulator in March 2022 on the new suite of Tenant Satisfaction Measures (TSMs) which are due to be released at the end of the Summer. This process involved engagement from the wider tenant population, the tenant Scrutiny Panel, CBH Board and the Lead Commissioner for Housing Services. CBH will adapt internal processes for data collection on the TSMs in preparation for April 2023.
- 4.3.4** An annual update on the Social Housing White Paper will be prepared for CBH Board and shared with the Lead Commissioner for Housing Services.

4.4 CBH Delivery Plan 2020-23

- 4.4.1** Within the 3 aims of the CBH delivery plan 11 priorities are identified which will support the delivery of the goals within CBC's Housing Outcomes Framework.
- 4.4.2** Year 2 delivery (2021/2022) was within the ongoing context of an increasingly challenging operating environment due to Covid-19 and Brexit. Notwithstanding this, there has been significant progress against objectives and achievements made within each of the 11 delivery plan priorities.
- 4.4.3** An end of year 2 delivery report along with progress on the key measures of success was presented to CBH Board in April 2022. Highlights include further progress with the completion of the first PRS properties, expansion of Housing First Pathway, growth of the ACEs programme, significant community investment across our communities, delivery of properties to Afghan families and maintenance of rent arrears performance throughout.
- 4.4.4** The current Business Plan and its priorities will be superseded by the new 5 year update to the 30 year Business Plan which will commence from April 2023.

4.5 Additional income

CBH has identified and supported a number of opportunities for additional income during 2020/21 and 2021/22, including;

- 13 Private Rented Sector homes at 24 St Georges Place have been completed with 12 reserved or let with the remaining progressing tenancy checks.
- £24,000 of external funding granted to support the Housing First Pathway which has supported 5 tenants, who were rough sleepers, to sustain tenancies through intensive tenancy management support.
- £40,000 grant awarded as part of the Social Housing Decarbonisation Demonstrator Fund to carry out 'deep retrofitting' works at two CBC homes with a view to significantly reducing the carbon impact of the properties.

- £800,000 of Social Housing Decarbonisation Fund Wave 1 funding to deliver improvement works to 59 properties in support of CBC's aim to be Net Zero by 2030 and delivering lower energy bills for customers. Planning is now taking place for an application for Wave 2 funding grant which is due for release later in 2022.
- £18,000 received from the Rough Sleeper Initiative funding to pilot an ACEs (Adverse Childhood Experiences) trauma informed intensive approach with Housing First tenants. There have been positive outcomes to date and further funding will enable this approach to continue in the new financial year as noted in the bullet below.
- £35,000 per year for two years included in a bid awaiting confirmation of award (due in July 2022) for external funding from the Rough Sleeper Initiative to expand our Housing First Pathway work. This bid is 50% of the total funding required, and if successful will be match funded by the HRA.

Additional opportunities are being explored with other partners which if successful will enable CBH to further expand and enhance services in the future.

5. Monitoring and Reporting

- 5.1** As noted in our previous report, the monitoring of delivery and progress against the 5 CBH owned outcomes is carried out by the CBH Board and within existing governance processes. CBC scrutiny is undertaken by the Lead Commissioner for Housing Services. There are a range of reports to support CBH owned outcomes and work is currently underway to streamline these.

6. Embedding the Stronger Partnership Programme

- 6.1** This report has highlighted significant progress in delivering the Stronger Working Partnership Programme. Both the efficiencies and savings generated, progress on sharing services and collaborative working combined with updates to core documents such as the Management Agreement will ultimately translate to tangible benefits for Cheltenham's communities and CBH tenants and customers. However, it is imperative that both CBC and CBH work to embed a shared commitment and ethos of an ever stronger partnership as part of the organisational culture.

Shared Organisational Culture Project

- 6.2** To maintain the delivery of the Stronger Partnership Programme, harness current and future opportunities and to achieve continuous improvement, it is important that both organisations take practical steps to encourage and embed the shared values and behaviours that will ensure that the ethos of delivering change through partnership and collaboration becomes part of how CBC and CBH work together. To achieve this, a shared organisational culture project will be developed across CBC/CBH in order to encourage and foster positive shared values and behaviours that will provide the strongest platform from which to identify and deliver future opportunities, drive change and, ultimately, improve services and value for money for residents, tenants and customers.

Business Plan

- 6.3** In the coming months CBC and CBH will be working in partnership to agree a 5 year update to the 30 year business plan which will be presented to Council for agreement in early 2023. This provides a key opportunity to discuss and agree priorities which may include further initiatives and opportunities to strengthen the CBC/CBH partnership. The annual review and monitoring of the delivery of business plan priorities and outcomes provides a further mechanism to adapt, evolve and embed areas of work to strengthen CBC/CBH partnership.

Capacity and resources

- 6.4** The Stronger Working Partnership Programme has made significant progress but all organisations must continually match existing capacity and resources against transformation projects while also

maintaining a high standard of service delivery. In addition, changes to policy, for example, the publication of the Social Housing White Paper may also place additional capacity demands on both CBC and CBH. To mitigate potential risks relating to lack of capacity, the business planning process to set priorities and existing mechanisms within the CBC/CBH governance via Joint Executive Meetings or through regular partnership meetings with lead officers will allow CBC/CBH to ensure that projects and workload is phased and managed to prevent resources being overstretched.

- 6.5** CBH has approved a new approach and an increase in resource to support the business to further deliver transformation and continuous improvement. This will be delivered through a mechanism and approach to genuinely listen to and act on ideas to ensure that CBH continues to deliver great services and support to its customers in these most challenging of times.
- 6.6** This focus on transformation does not change what CBH is delivering through our shared priorities, rather it focuses on how these are delivered and how CBH makes the best and most efficient use of its resources (people, processes and partnerships). The challenge is to increase capacity, automation, digitalisation of services, colleague engagement and empowerment, mobile working, and quality and use of data in decision making and resource allocation
- 6.7** The investment of extra resource from CBH should prove a positive support to continue to deliver ongoing continuous improvement, the delivery of priorities within the business plan and support the ongoing commitment to a stronger partnership.

Report authors	Corry Ravenscroft, Darren Knight, Gareth Edmundson – CBC Louisa Foster louisa.foster@cbh.org , Stafford Cruse Stafford.cruse@cbh.org , Emma Wall emma.wall@cbh.org , Steve Slater steve.slater@cbh.org - CBH
Appendices	1. Risk Assessment 2. Shared Housing Outcomes
Background information	None

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Risk Matrix - CBC/CBH Stronger Partnership Programme

The risk			Original risk score					Current risk score		
Risk ref.	Risk description	Risk Owner	Impact 1-5	Likeli-hood 1-6	Score	Controls	Date Completed	Impact 1-5	Likeli-hood 1-6	Score
Register subsection name										
1	If we do not have the 'buy-in' to the programme objectives from CBC/CBH colleagues, then there will be resistance and low motivation to drive change & morale may be low	GE/DK/SS	5	4	20	Governance in place to ensure decisions can be taken; close working & good communication between partners, with objective mind-set; strong, clear steer from Joint Programme Board.	Under-way & on-going	5	3	15
2	If there is a business continuity issue, eg. another wave of COVID, impact of cost of living, cyber attack etc, then this will lead to a loss of resources, disruption and delay to the delivery of the programme	GE/DK/SS	4	4	16	Ongoing business continuity and operational response groups established which have the capability to respond to pressures; remote working established to ensure key meetings can take place, close working & communication between CBC & CBH.	Under-way & on-going	3	2	6
3	If the programme does not realise efficiencies, then this will impact negatively on the sustainability of CBC's financial position	GE/DK/SS	3	3	9	Monitoring of the delivery of agreed efficiencies & re-investment between CBC/CBH via Finance Workstream & programme governance	Under-way & on-going	3	2	6
4	If we do not have sufficient resources to work on the programme, as well as competing priorities in respective organisations, then this will lead to delays & loss of efficiencies	GE/DK/SS	3	3	9	Appropriate governance in place: joint programme board; project board & workstream groups with clear managing & monitoring of progress in place. This will enable early detection of delay & for action to be taken to resolve issues & barriers	Under-way & on-going	3	2	6
5	If the programme fails to deliver on the predicted improved outcomes & realisation of benefits, then this will lead to services to key stakeholders, including tenants, residents, communities & customers being impacted negatively	GE/DK/SS	3	3	9	Appropriate governance in place: joint programme board; project board & workstream groups with clear managing & monitoring of progress in place. This will enable early detection of delay & for action to be taken to resolve issues & barriers	Under-way & on-going	3	2	6

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Appendix 2 - Delivery of shared housing outcomes via CBH Delivery Plan to 2023

The document below demonstrates how CBH Delivery Plan Priorities map to the Housing Outcomes Framework goals and measures of success

CBH Business Plan		Achieving carbon neutrality by 2030	Building and maintaining homes that support strong, sustainable communities	Modern, efficient services that meet the needs of our residents	Housing Outcomes Framework measures of success
CBH Aim	Priority				
Great Homes	Increase the supply of new homes				<ul style="list-style-type: none"> Number of new, high-quality homes delivered Regeneration schemes and strong new communities delivered Reduction in homelessness Increased income delivered
	Develop a Cheltenham Quality Standard				<ul style="list-style-type: none"> Maintaining and increasing tenant/resident satisfaction Improvement in wellbeing of residents Regeneration schemes and strong new communities delivered
	Develop a Carbon Neutral approach				<ul style="list-style-type: none"> Maintaining and increasing tenant/resident satisfaction Improvement in wellbeing of residents Balanced budgets & financially self sufficient Delivering social value from investments and partnering
Stronger Communities	Enhance our customer service and engagement				<ul style="list-style-type: none"> Maintaining and increasing tenant/resident satisfaction Increase in online and digital transactions
	Help Customers and neighbourhoods to thrive				<ul style="list-style-type: none"> Delivering social value from investments and partnering Improvement in wellbeing of residents People helped into work and training
	Partnership working				<ul style="list-style-type: none"> Delivering social value from investments and partnering Improvement in wellbeing of residents Increase income delivered Balanced budgets & financially self sufficient
	Reduce homelessness and rough sleeping				<ul style="list-style-type: none"> Reduction in homelessness Improvement in wellbeing of residents
Inspired People	Deliver on our People Plan to 2023				<ul style="list-style-type: none"> Employee satisfaction and engagement Efficiency savings delivered
	Embed our Sense of Purpose				<ul style="list-style-type: none"> Maintaining and increasing tenant/resident satisfaction Employee satisfaction and engagement
	Deliver our Accommodation Strategy				<ul style="list-style-type: none"> Employee satisfaction and engagement Efficiency savings delivered Balanced budgets & financially self sufficient
	Service Improvement Programme				<ul style="list-style-type: none"> Maintaining and increasing tenant/resident satisfaction Efficiency savings delivered Increase in online and digital transactions Balanced budgets & financially self sufficient
Robust financial planning and monitoring framework					<ul style="list-style-type: none"> Balanced budgets & financially self sufficient Increase income delivered

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Cheltenham Borough Council
Cabinet – 12th July 2022
Cheltenham Christmas Ice Rink

Accountable member	Cllr Max Wilkinson, Cabinet Member for Economic Development, Culture, Tourism and Wellbeing
Accountable officer	Tracey Birkinshaw, Director of Communities and Economic Development
Ward(s) affected	All
Key/Significant Decision	Yes
Executive summary	<p>Cheltenham Borough Council led the delivery of the town's Christmas ice rink in 2021. It welcomed over 43,000 skaters, making a significant contribution to Cheltenham's festive offering and providing a much needed boost to town centre footfall and trading after such a challenging period. Spending in the town from the ice rink and Christmas Market totalled £14m. The ice rink itself covered its costs and made a small £5k surplus. It received significant positive public support and the Marketing Cheltenham Team have been working on a small number of areas identified for improvement arising from the 2022 installation, reported to Cabinet on 1st March 2022. This report summarises this at section 6, but does not repeat the earlier report,</p> <p><i>The focus of this report is the financial case and the decision making for this.</i></p> <p>In March, Cabinet noted the significant success of the ice rink and agreed that the Council should seek to provide a further temporary ice rink in Cheltenham for the 2022 Christmas period. This agreement was subject to:</p> <ul style="list-style-type: none"> a) a fully costed business case; b) securing the necessary planning consents; c) procuring an operator; d) the final commitment being brought back to Cabinet for approval (this report). <p>This paper therefore sets out the costed business case and financial implications for the ice rink.</p>
Recommendations	<p>That Cabinet</p> <ol style="list-style-type: none"> Approves, in advance of planning permission being considered by the Planning Committee on (anticipated 18 August 2022), and noting the costs and risks set out in this report, for Cheltenham Borough Council to lead the delivery of an Ice Rink in Cheltenham for the 2022 Christmas period; Approves a total potential financial commitment as set out in section 2.22 of this report alongside the income targets;

3. Notes that officers are progressing procurement and delegates appointment of a contractor to provide the Ice Rink to the Director of Communities and Economic Development, including agreeing the terms of the contract and entrance fees in consultation with Director of Finance and Assets and the Cabinet Member for Economic Development, Culture, Tourism and Wellbeing.

Financial implications	<p>CBC will be required to enter into a contract with an ice rink operator, whilst incurring other direct costs to support the successful delivery of the event. This will mean a potential total financial commitment of up to £350,000.</p> <p>In the 2022/23 budget, a sum of £350,000 has been identified in Marketing Cheltenham's operational budget for the creation/contribution towards an event in Cheltenham in 2022/23. There is also an income target of £395,000 for the event which generates a net contribution of £45,000 to support the wider activities of Marketing Cheltenham during the year.</p> <p>The budget projections were generated from event information from 2021. Ongoing financial monitoring support will be provided to project officers to ensure that timely and informed decisions can be made to maximise the financial success of the event.</p> <p>Contact officer: Gemma Bell, Director of Finance and Assets, Gemma.Bell@cheltenham.gov.uk</p>
Legal implications	<p>Section 145 of the Local Government Act 1972 grants a wide power to local authorities to provide entertainment. The powers also permits the charging of admission fees and the setting aside of areas of parks or 'pleasure grounds' for that purpose.</p> <p>This type of service will fall within the 'light-touch regime' which means that it does not meet the threshold of £663,540 (inc. VAT) to be competitively tendered via the Find a Tender Service (replacement for OJEU). However, the Council will need to follow its contract rules, which does require a competitive tendering process.</p> <p>Contact officer: One Legal: legalservices@onelegal.org.uk</p>
HR implications (including learning and organisational development)	<p>There are no HR implications to be considered</p> <p>Contact officer: Clare Jones, clare.jones@publicagroup.uk</p>
Key risks	<p>See risk assessment attached as Appendix 1</p>
Corporate and community plan Implications	<p>Through Cheltenham Borough Council's Recovery Strategy and the Cheltenham Economic Recovery Task Force, supporting the reopening, reinvention and revitalisation of the town centre has been identified as a clear strategic priority in helping to drive the town's economic recovery.</p> <p>Creating more compelling reasons for people to come into the town, including a wider range of experiences that are able to stimulate increased footfall – such as a Christmas ice rink - have been recognised as an important way of achieving this. This is further reinforced in the Council's interim events strategy.</p> <p>Contact officer: Tracey Birkinshaw, Director of Community and Economic Development, Tracey.Birkinshaw@cheltenham.gov.uk</p>

<p>Environmental and climate change implications</p>	<p>By its very nature, at times an ice rink inevitably requires a relatively high power supply to maintain the temperature and integrity of the ice. As set out in the risk assessment, any environmental impact from the use of an ancillary power supply will be minimised where possible through the use of an eco/hybrid or bio-fuel generator(s). In response to the Council's own commitment and response to the climate emergency, the installation of an additional, permanent power supply into this and other event sites remains a priority. A project is underway to assess how a fixed power infrastructure can be delivered.</p> <p>Learnings from the 2021 event will be applied, including the implementation of robust and effective noise mitigation measures, reduced impact of light spill/pollution affecting residential areas and improved site dressing and aesthetics.</p> <p>Once again, the provision of additional bins will be budgeted for in the event plan with additional recycling and collection services in and around the rink.</p> <p>Alternative travel and access plans will also be put in place, including joint communications outputs with stagecoach for local bus and P&R services including potential ticket incentives.</p> <p>Contact officer: Tracey Birkinshaw, Director of Community and Economic Development, Tracey.Birkinshaw@cheltenham.gov.uk</p>
<p>Property/Asset Implications</p>	<p>The ice rink will be located on Council land. A licence application may be required by the operator setting out the conditions of using this land. This would include repair of any damage to the land once the ice rink and infrastructure is removed.</p> <p>As part of any licence application, the operator would be required to complete a full risk assessment, method statement and provide evidence that Public Liability Insurance was in place for the event.</p> <p>Should this responsibility fall to Marketing Cheltenham as the organiser on behalf of the Council, there will need to be sufficient budget and resource included in the financials to cover these requirements.</p> <p>Contact officer: Gemma Bell, Director of Finance and Assets, Gemma.Bell@cheltenham.gov.uk</p>

1. Background

- 1.1 As noted in the reports relating to the delivery of the Ice Rink in 2021, Cheltenham has long aspired to host an ice rink as part of its Christmas offering, supported by the positive public response. This aspiration was realised in 2021 following the Council's decision (Cabinet, 14 September 2021) to take on the organisation, delivery and financial underwriting of an ice rink in Imperial Gardens.
- 1.2 The ice rink, located in Imperial Gardens, ran for 45 days and welcomed over 43,000 skaters, making a significant contribution to Cheltenham's festive offering and providing a much needed boost to town centre footfall and trading after such a challenging period arising from the Covid-19 pandemic. Spending in the town from the ice rink and Christmas Market totalled £14m. The rink itself covered its costs and made a small £5k surplus.
- 1.3 In March, Cabinet (1 March 2022) noted the success of this event and agreed that the Council should seek to provide a further temporary ice rink in Cheltenham for the 2022 Christmas period. This agreement was subject to:
- a) a fully costed business case;
 - b) securing the necessary planning consents;
 - c) procuring an operator;
 - d) the final commitment being brought back to Cabinet for approval.
- 1.4 This paper therefore deals with point d) of the above and sets out the costed business case and financial implications for the ice rink and a recommendation that, in advance of planning permission being approved, the Council agrees to lead its delivery and facilitate the financials in line with this business case. Should Cabinet wish to review in more detail the assessment of the 2021 ice rink, the March Cabinet report is listed as a background document to this report for information and the 2021 Christmas Survey and Economic Impact Report provided at appendix 2 of this report.

2. Reasons for recommendations

Business Case - Strategic

- 2.1 Following on from the challenges of the Covid-19 pandemic over the past two years – and the now increasingly challenging economic climate, just as in 2021, the 2022 Christmas period will be a hugely important trading period for businesses in the town. Returning and ice rink to Cheltenham as a central feature to its Christmas offering, has the potential to again be a major driver of footfall and an opportunity to significantly enhance and elevate the town's seasonal offer, play a vital role in supporting its economic recovery and positioning Cheltenham proactively against its competitors within the visitor economy both locally and regionally.
- 2.2 As reported in the March 2022 paper to Cabinet, an evaluation and economic impact report into both the ice rink and Christmas Market in 2021 (see appendix 2) confirmed that these events played a significant part in helping to drive increased visitors, footfall and custom into the town itself:
- Of the estimated 280,000 visits to Cheltenham that these events generated, 31% were from visitors (non-residents/locals) and 69% from locals.
 - Of those visiting the ice rink, 83% said visiting the ice rink was the main reason for visiting the town on that day (29% for the Christmas Market). However, other than visiting the ice

rink or Christmas Market, a significant 68% of respondents also went shopping in town and 69% bought something to eat or drink in the town.

- There is strong evidence that the ice rink and market also helped to drive footfall into other parts of the town. 90% of respondents to the evaluation survey visited the Promenade/Montpellier areas of the town; 75% the High Street; 29% The Suffolks, Tivoli or Bath Road and 28% Pittville.

2.3 In total, it is estimated that visits associated with the ice rink and market generated **a total spend of £14m in Cheltenham**, with £3.3m of this spend estimated to be additional and only occurred due to the presence of either the Ice Rink or the Market.

2.4 **Local business turnover** as a result of the total additional associated spending at the market was estimated at **approximately £4.3m**.

2.5 It's also important to recognise the role the ice rink played in giving back to the community. The ice rink provided a unique opportunity to engage young people and families from across the borough and wider county. In 2021, a partnership with the Council's flagship community initiative No Child Left Behind, meant that more than 500 of our most vulnerable families were able to enjoy free or discounted ice skating and were able to experience this spectacular event.

2.6 All of the above outcomes and benefits were also achieved against a backdrop of a still-cautious public, with the emergence of the Omicron variant during November and into December 2021, perhaps inevitably having some impact on consumer confidence and participation in such events.

2.7 The strategic rationale for a return of an ice rink in 2022 is therefore based on the same principle premise:

- to support the town's economic recovery, in particular the retail and hospitality businesses worst hit by the pandemic;
- to drive incremental footfall and spending in the town and to ensure that Cheltenham remains competitive at this critical time of year;
- to help position Cheltenham regionally and nationally as a destination of choice and drive continued investment.

2.8 Despite the ongoing challenges of the pandemic, the 2021 ice rink proved that such an investment by the Council can bring significant benefits to the town. There is every reason to believe therefore that a repeat in 2022 with, we hope, fewer Covid-risks, would be an even bigger success for the town, local businesses and our community. In writing this report we have reached out to the wider business community and reflections are provided at appendix 3.

2.9 A commitment from the Council to deliver an ice rink as a key event in our festival calendar remains aligned to its Corporate Plan and its wider place and economic growth ambitions. Supporting the revitalisation of the town centre has been identified as a clear strategic priority in helping to drive the town's economic recovery. Creating more compelling reasons for people to come into the town, including a wider range of experiences that are able to stimulate increased footfall – such as a Christmas ice rink - have been recognised as an important way of achieving this.

2.10 The Council's Events Strategy and more recent Cultural Strategy also support these ambitions and recognise the importance of building on the quality and scale of Cheltenham's already renowned festivals and events programme.

2.11 Any approval to proceed with an ice rink in 2022 will be subject to securing planning permission. Cabinet should be assured therefore that, as reported in March, lessons learned from the delivery

of the ice rink in 2021 have and will continue to be acted upon to further mitigate risk and any impact on nearby residential areas from noise and light. Early engagement with the Councils planning team has already taken place and feedback is being incorporated into the planning application that will be submitted.

- 2.12** It is recognised that the use of a diesel generator as the principal source of power for the rink runs counter to the Council's climate commitments. The current absence of sufficient electrical power supply to Imperial Gardens and our other town centre and garden/park event sites means that the use of ancillary power source(s) will invariably be required at present for our larger events. However, we have been clear with our requirements when considering prospective ice rink operators – that standard diesel generators will not be an acceptable source of power for the ice rink in 2022 and only those proposals that will work with the Council to deliver alternative and lower impact power solutions will be considered. Beyond this, the infrastructure investment required to install sufficiently up-rated fixed power supplies to our main events sites is now being further progressed as a priority, although such is the scale and complexity of this project, it will not be delivered this year and is targeted for 2023 delivery.
- 2.13** As a reference point for future monitoring the ice rink last year used a total of 44,530 litres of diesel equating to 117.51 tonnes CO₂e. Based on our declared emissions in 2020-21 of 5,070 tonnes CO₂e, the ice rink generators therefore increased the councils organisational emissions by 2.32%. This figure related to the diesel use only and does not include other emissions associated with the event, such as travel to and from the ice rink. This was calculated as a percentage of CBC emissions, not borough wide emission as the fuel was directly consumed by a CBC procured activity.
- 2.14** For 2022, alongside refining our procurement processes, we will also be investigating assessing our carbon impact via online tools, such as the TRACE reporting tool, this would enable the council to assess impacts beyond fuel consumption as noted in the illustration below.



- 2.15** Through Marketing Cheltenham, an ongoing and constructive dialogue has been maintained with local residents and Environmental Health Officers on these matters and it is our commitment to continue this. Feedback from this is being fed into the 2022 planning application.
- 2.16** Subject to Cabinet's approval of this business case and funding commitment, it is the intention that planning permission the ice rink will be considered at the 18 August 2022 Planning Committee.

Business Case – Financial

- 2.17** As set out in 2021, the nature of temporary ice rinks, or any event installations of this nature, are that they are inherently high-cost - yet equally offer the potential for high return through the revenue generated by ticket sales. Inevitably however, the costs are almost entirely fixed, whilst the income from ticket sales cannot be guaranteed. Therein lies the financial risk.

- 2.18** The table below summarises the actual costs and income from the ice rink in 2021 together with the projected costs and income for 2022. As previously reported, in 2021 the ice rink returned a small surplus to the Council of £5,378 for reinvestment in future events. Whilst costs were higher than originally forecast in 2021 (in-part due to the short lead-in time and the costs of impact mitigation), the overall end position of a break-even/small surplus was consistent with the business case and financial projections.
- 2.19** The costs for 2022 forecast a modest saving on 2021. This is, in-part, based on the fact that unlike in 2021, the Council will conduct its own procurement and contract negotiations – and thus some savings are anticipated. Equally, some of the areas of expenditure in 2021 will not need to be repeated to the same scale (e.g. branding and design work). We will also look at wider commercialisation of activities that support the ice rink event as noted below.
- 2.20** Nevertheless, given the prevailing economic climate and potential for higher supply chain costs in some areas, it is also sensible to budget for operating costs that remain close to those of 2021. Whilst the procurement of an ice rink operator is ongoing at the time of writing – and therefore final costs are awaited - total net costs are projected to be in the region of £325,000 to £350,000 in 2022.
- 2.21** Relative to 2021, income is forecast to increase from a conservative estimate of 3% up to a potential high of 15% (assuming a similar rink capacity and operating days/times to 2021). This is attributable to higher revenues from ticket sales (increased off-peak, group and schools packages rather than higher ticket prices). Given the economic climate, it is proposed that, where possible, ticket prices will be kept at 2021 levels, with additional off-peak savings.
- 2.22** Additional revenue is also predicted from both sponsorship and advertising. With the success of 2021 as a foundation, which now proves the concept, and with a much longer lead-in time, Marketing Cheltenham are in a far stronger position to secure a greater level of corporate sponsorship and advertising packages, hence a projected 29% increase in revenue from this area.
- 2.23** Finally, a clear recommendation from 2021 was the need and opportunity to have an on-site catering concession (hot drinks and snacks) for both skaters and spectators. This catering concession will be subject to its own tender opportunity following the selection of the ice rink operator and setting of the site plan. Based on similar catering concessions with a captive footfall of 40,000+ we are anticipating this to provide a return to the Council of a sum in the region of £5,000 to £10,000.
- 2.24** Total income for 2022 is therefore projected to be in the region of £395,000 to £440,000, resulting in a forecast surplus of between £45,000 and £90,000 for reinvestment.

Costs	2021 (Actual) £	2022 (low Forecast) £	2022 (High Forecast) £
Rink hire, structures, operation and staffing (3 rd party operator)	-292,502	-250,000	-275,000
Other event delivery costs (toilets, security, noise mitigation, marketing etc)	-86,320	-75,000	-75,000
Total Costs	-378,822	-325,000	-350,000
Income			
Ticket Sales and Skate Aids	360,900	360,000 -	400,000

Sponsorship & Advertising	23,300	30,000	30,000
F&B concession	0	5,000	10,000
Total Income	384,200	395,000	440,000
Surplus/Deficit	5,378	45,000	90,000

All figures exclusive of VAT

3. Alternative options considered

- 3.1** As proven in 2021, a seasonal event of this nature is an incredibly effective way of attracting people into the town and generating additional footfall and spend. When combined with Cheltenham's Christmas Market (led by Cheltenham BID, in close collaboration with Marketing Cheltenham) there are therefore few alternatives that could generate this level of sustained visitation and footfall.
- 3.2** Delivery of at least two commercial events annually (one in 2022/23) also forms part of the agreed business model for the Council's Marketing Cheltenham unit. By passing up the opportunity to host such an event, or to simply outsource this, would fail to deliver on this objective.
- 3.3** In terms of its location, the evaluation from 2021 highlighted the importance of the ice rink being located close to town – and the incremental footfall and spend that this generated. The location of Imperial Gardens makes it a particularly effective at driving footfall to other parts of the town, as was again seen in the results from 2021, referred to earlier. Whilst Cheltenham's interim Events Strategy recognises the need for investment in additional event sites beyond Imperial and Montpellier Gardens, there is currently no suitable alternative space close to the town centre for an event of this size and nature - nor would a more peripheral location generate the same footfall and expenditure into the town.

4. How this initiative contributes to the corporate plan

- 4.1** As stated earlier, a commitment such as this from the Council to deliver an ice rink again in 2022 remains aligned to its Corporate Plan and its wider place and economic growth ambitions. Supporting the revitalisation of the town centre has been identified as a clear strategic priority in helping to drive the town's economic recovery. Creating more compelling reasons for people to come into the town, including a wider range of experiences that are able to stimulate increased footfall – such as a Christmas ice rink - have been recognised as an important way of achieving this.

5. Consultation and feedback

- 5.1** A full evaluation report, including both lessons learned and economic impact was presented to Cabinet on 1 March 2022. This resulted in the in-principle decision to approve the progression of ice rink plans for 2022, subject to subsequent approval of the full business case (this paper) and planning permission being secured.
- 5.2** As stated earlier, there has continued to be an open and constructive dialogue with residents on matters relating to events in Imperial Gardens and the potential of a return of the ice rink. Similarly, consultation and dialogue is ongoing across multiple departments of the Council (Planning, Property, Environmental Health, Climate Change) to ensure that events are delivered in the most sustainable form possible and are cognisant of the Council's commitment to move away from ancillary sources of electrical power at these principal event sites.
- 5.3** Should the ice rink progress to delivery, Marketing Cheltenham will continue to work alongside

colleagues to engage with the local community and with businesses in collaboration with Cheltenham BID.

6. Performance management – monitoring and review

- 6.1 Commercial and operating terms are currently being reviewed as part of the procurement of an ice rink operator in consultation with One Legal. These terms will include performance expectations with appropriate review and monitoring procedures in place.
- 6.2 Through our Event Management team, a new method of environmental impact measurement and monitoring will be carried out throughout the life of the event, in consultation with the Council's Environmental Services and Climate Change teams.
- 6.3 As in 2021, a full evaluation survey and economic impact report will be commissioned to assess the wider impact of the ice rink.

Report author	Contact officer: Director of Communities and Economic Development tracey.birkinshaw@cheltenham.gov.uk
Appendices	<ul style="list-style-type: none"> 1. Risk Assessment 2. 2021 Christmas Survey and Economic Impact Report 3. Supporting Statements from local businesses
Background information	<p>1st March Cabinet report – Christmas Ice Rink</p> <p>https://democracy.cheltenham.gov.uk/documents/s39537/2022_03_01_christmas%20ice%20rink_report.pdf</p>

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	Financial – Potential exposure to financial loss should costs exceed income from ticket sales and sponsorship.	Director of Finance and Assets	May 2022	3	3	12	Reduce	<p>Ensure sufficient lead-time to secure sponsorship and to maximise commercial opportunities.</p> <p>Continue to invest in effective marketing and sales strategy, with sufficient lead-time to maximise ticket sales.</p> <p>Rink will be an all-weather structure with a roof and will therefore continue to operate during spells of poor weather.</p> <p>Limited scope for Covid-related insurance for an event of this nature, however, CBC will need to agree the position with the rink operator about payment of costs should the event need to be cancelled at any stage before</p>	Dec 22	Head of Place Marketing & Inward Investment	Transfer to Clearview if recommendation to support

								or during the event - although there will inevitably be some costs to that point that will be lost and refunds on tickets sold will be necessary.			
2	Reputational – Should the rink go ahead, there is the potential that local residents/ community and businesses in/around Imperial Gardens will be negatively impacted	Director of Community & Economic Development	May 22	3	3	9	Reduce	Ongoing liaison with Planning and Env Health teams and consultees, including local residents and ward councillors. Noise, light, visual impact, traffic and anti-social behaviour impact mitigations to be built into operator contract and implemented where required and able. Neighbouring businesses to be engaged in collaborative package/value-add opportunities.	Dec 22	Head of Place Marketing & Inward Investment	Transfer to Clearview if recommendation to support
3	Reputational – After the success of 2021, the ice rink does not return in 2022 resulting in a negative public and business reaction and potential reputational damage to CBC	Director of Community & Economic Development	May 22	3	2	6	Reduce	Communications and messaging will need to explain decisions in light of the risks but with commitment to alternative event/support and wider Christmas offering.	July 22	Head of Place Marketing & Inward Investment	Close post Cabinet meeting

4	Environmental – requirement for generators due to insufficient power supply; additional waste and additional pressure on local roads/traffic; potential damage/impact on Gardens and flower beds	Director of Community & Economic Development	May 22	3	3	9	Reduce	<p>Use of generators to be minimised and conditional on them being eco-friendly/hybrid/bio-fuel type.</p> <p>Following learnings from 2021, fully tested and verified noise mitigation measures will be implemented.</p> <p>Provision of additional bins, recycling and collection services will be budgeted for.</p> <p>Alternative travel and access plans will be put in place, including joint comms with stagecoach for local bus and P&R services including potential ticket incentives.</p> <p>Budget for reinstatement of any damaged ground/ flower beds will again be built into the budget</p>	Nov 22	Head of Place Marketing & Inward Investment	Transfer to Clearview if recommendation to support
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

Cheltenham Christmas Survey 2021

Final Report

Produced for and on behalf of Marketing Cheltenham by
The South West Research Company Ltd.

May 2022



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Appendices



Cheltenham Christmas Survey 2021

Key Findings & Conclusions

**VISIT
CHELTENHAM**
THE FESTIVAL
TOWN

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Key Findings

This report presents the findings of an online survey amongst visitors to Cheltenham over the Christmas period between the 18th November 2021 to the 2nd January 2022. It was commissioned by Marketing Cheltenham and undertaken by The South West Research Company Ltd. Marketing Cheltenham (Cheltenham Borough Council) and Cheltenham Business Improvement District wished to commission the survey to better understand the profile of visitors to Cheltenham, their trip behaviours and their economic impact in particular relation to key events over the 2021 Christmas period when investment was made in a significantly enhanced Christmas offering in the town including a new Christmas Market and Christmas Ice Rink.

In order to evaluate the impact of this enhanced Christmas offer (and these specific investments in particular) in terms of visitation, satisfaction levels and spend, they commissioned the visitor survey to capture this learning and to help inform their future plans and interventions going forward. The survey was conducted online using Marketing Cheltenham's direct email database (c. 20,000 known visitors to the town) which included many people who had visited the Cheltenham Ice Rink, along with promoting the survey link on their high-profile social media channels. An email containing the survey link was sent out by Marketing Cheltenham to their database from the 25th January and promoted on their social media channels and the survey remained live until Sunday 13th February 2022. A total of 649 useable online survey responses were submitted by the closing date including 628 respondents who had visited Cheltenham during the Christmas period 2021. 21 respondents had not visited the town during this period and these respondents were re-directed a question within the survey asking why this was the case.

The key findings from the research are as follows:

Estimating the economic impact

- Overall, 43,600 visits were made to the Ice Rink and an estimated 237,700 visits to the Christmas Market. More than one visit was made to the Ice Rink by 24% of people and 61% of visitors to the Christmas Market visited on more than one occasion.
- Of the total visiting either the Ice Rink and/or the Christmas Market 105,100 visits were influenced to visit the town by the presence of one or more of the attractions (36,200 Ice Rink and 68,900 Christmas Market visitors).
- Residents/people working in Cheltenham accounted for 69% of influenced visits (72,500 visits), day visitors to the town accounted for 28% of influenced visits (29,400 visits) and staying visitors 3% of influenced visits (3,200 visits).
- A total of £14m spend was associated with all visits to either the Ice Rink or Market. This is all spend in Cheltenham connected to those attending either the Ice Rink and/or the Christmas Market. So spend at either of the attractions and elsewhere in Cheltenham for all visitor types and including the full length of stay in the city for staying visitors.
- A total of £3.3m of this spend was estimated to be additional and only occurred due to the presence of either the Ice Rink or the Market.
- Local business turnover as a result of the total additional associated spending at the market was estimated at approximately £4.3m.

Key Findings

Visitor profile

- 60% of all survey respondents were aged 35-54 years including 32% aged 35-44 years and 28% aged 45-54 years. 16% were aged 25-34 years and 8% in each case were aged 16-24 years or 55-64 years. Just 6% were aged 65+ years.
- 79% of all survey respondents were female and 19% were male.
- 100% of survey respondents were UK residents. 69% of these lived in Cheltenham itself and a further 22% lived elsewhere in the wider South West region. 8% of all survey respondents were UK residents who lived elsewhere outside the South West region.
- 83% of all visitors were in paid employed/self employed. 8% were retired, 3% were in full-time education and 2% were at home/with children. 1% were unemployed/redundant.
- Based on the occupation of the chief income earner in their household, the largest proportion of visitors were classified in the highest, AB, socio economic group (47%) followed by 28% categorised as C1's. The proportion classified as C2s was 14% and DEs 11%.
- 48% of visitors had visited Cheltenham as part of an immediate family group (husband/wife/partner/children) whilst 25% had done so as part of couple (husband/wife/partner). 21% had visited as part of a mixed group of family and friends and 16% in each case as a group of friends and/or extended family group (grandparents/other relatives). 11% had visited the town alone, 3% as part of another group type and 1% as part of an educational group.
- 69% of respondents had visited Cheltenham over the Christmas period with children in their party. 31% had done so in an adult only group.
- The average group size was 4.78 people (1.87 children and 2.91 adults).

Characteristics of visits

- 69% of respondents who had visited Cheltenham over the Christmas period were local residents of Cheltenham or working in the town. 28% were visiting for the day from their own homes and 3% were staying overnight in Cheltenham away from their own homes.
- The average duration of stay in Cheltenham amongst staying visitors was 2.59 nights.
- 98% of all visitors were on a repeat visit to Cheltenham and just 2% were first time visitors to the town.
- The average dwell time in Cheltenham during a visit over the Christmas period was calculated at 3.86 hours for all visitors equating to 3 hours 52 minutes.
- 85% of all respondents had visited Cheltenham Ice Rink and a slightly lower proportion, 69%, had visited the Christmas Market. 1% of all respondents had not visited either of these.

Key Findings

Characteristics of visits continued

- 76% of all those visiting Cheltenham Ice Rink had done so just once over the Christmas period. 24% had visited the Ice Rink 2 or more times.
- 39% of all those visiting the Christmas Market had done so just once over the Christmas period. 61% had visited the Christmas Market 2 or more times.
- 83% of all those who had visited Cheltenham Ice Rink during their visit to the town said it had been the main reason for their visit compared with 29% who said the same for the Christmas Market.
- Those respondents who had not visited the Ice Rink were asked whether there was any particular reason why they didn't visit the Ice Rink during their visit to the town. A wide range of different responses were provided with not being able to skate/not liking ice skating being the main factor mentioned along with some respondents who mentioned Covid-19 and a lack of time during their visit.
- Those respondents who had not visited the Christmas Market were asked whether there was any particular reason why they didn't visit the Christmas Market during their visit to the town. A wide range of different responses were provided with a lack of time/being too busy being the main factor mentioned along with some respondents who mentioned the Christmas Market had finished/was not on, it being too crowded/busy and not of interest to them.
- 9% of all respondents said visiting the Ice Rink or Christmas Market was not the main reason for their visit to Cheltenham. 24% of these respondents said they were visiting as part of a special shopping trip and 18% as part of a regular/ household shopping trip. 15% said they worked or studied in the city, 9% were visiting friend or relatives and 5% as part of a leisure/holiday trip.
- 69% of visitors indicated that they had been eating/drinking out during their visit to Cheltenham whilst 68% had been shopping in the town outside of the Ice Rink/Christmas Market. 39% had socialised/met with their friends or relatives whilst visiting Cheltenham. Less than 10% of visitors in each case had watched the pantomime, attended the Christmas lights switch on, been sightseeing/visiting attractions or gone to the races (9%, 8%, 7% and 4% respectively).
- Car/van etc. (68%) was the most popular form of transport used to travel to Cheltenham. A further 6% of visitors also travelled by road on a scheduled bus service (6%). Around a quarter of visitors had walked from home, 2% had arrived on the train, 2% by bicycle and 1% by another method of transport.
- 55% of respondents who had arrived in the city by car/van etc. had used a town centre car park. 4% had used the park and ride and 42% said they had not used either a town centre car park or the park and ride.
- 90% had visited The Promenade and Montpellier area, 75% the High Street area, 29% The Suffolks, Tivoli and Bath Road area and 28% the Pittville area.

Key Findings

Marketing

- 20% of visitors were prompted to visit Cheltenham from a previous visit and/or 19% from Visit Cheltenham social media e.g. Facebook/Twitter/Instagram etc. 11% had been recommended to visit the town and the same proportion were prompted to visit via the www.visitcheltenham.com website. 10% had seen other/general social media posts about visiting Cheltenham and 6% had seen some form of online advertising for the town. 2% had received an E-Newsletter from Visit Cheltenham and 1% in each case had been prompted to visit from another website(s), a magazine/brochure article, an article in the local paper or from a poster.
- Overall recall was highest for the main Christmas campaign art work for Cheltenham with 75% recognising it. This was followed by 67% who recognised the www.visitcheltenham.com/christmas page on the website and 30% who recognised the Cheltenham Christmas video image.
- In terms of influence on the decision to visit, this was highest amongst those respondents who recalled the video (56% influenced to visit as a result of seeing the video) followed by the Christmas page on the www.visitcheltenham.com website (36% influenced to visit after seeing it) and lastly the main campaign art work which influenced 33% of those who had seen it to visit Cheltenham.

Visitor expenditure

- All visitors attending the ice ring spent an average of £9.94 per person, with all visitors attending the Christmas Market spending an average of £9.25 per person.
- All visitors spend elsewhere in Cheltenham was £34.74 per person.
- Staying visitors spent a further £42.65 per person per night on their accommodation.

Visitors' opinions – Ice Rink

- With the exception of having 'space to skate', on the whole visitor satisfaction levels with each of the aspects of their experience of going ice skating whilst in Cheltenham over the Christmas period were good to very good. 4 of the 10 indicators explored by the survey about the Ice Rink received an average score of 4.04 or more. The highest average scores were for the location of the Ice Rink (4.58), ease of booking (4.43), ease of access (4.42) and overall enjoyment of visit (4.04).
- 6 indicators received an average score of less than 4.00 with space to skate receiving the lowest satisfaction score at 3.16 followed by COVID safety measures (3.61), quality of skates and equipment (3.84), quality of the ice (3.86), welcome and customer service provided by staff (3.89) and overall atmosphere (3.93).

Key Findings

Visitors' opinions – Christmas Market

- On the whole visitor satisfaction levels with each of the aspects of their experience of going to Cheltenham Christmas Market were good to very good. 4 of the 11 indicators explored by the survey about the Christmas Market received an average score of 4.14 or more. The highest average scores were for the ease of access (4.32), location of the Christmas Market (4.30), customer service provided by the stall holders (4.19) and site decoration, lighting etc. (4.14).
- 7 indicators received an average score of less than 4.00 with the range of stalls receiving the lowest satisfaction score at 3.45 followed by range of catering stalls (3.66), quality of goods and products on sale (3.72), quality of catering stalls (3.76), COVID safety measures (3.81), overall enjoyment of visit (3.87) and overall atmosphere (3.90).

Visitors' opinions – Cheltenham overall

- With the exception of the value for money of car parking and the availability of public toilets, on the whole visitor satisfaction levels with each of aspects of their experience of visiting Cheltenham over the Christmas period were good to very good. 7 of the 13 indicators explored by the survey about visiting the town overall received an average score of 4.02 or more. The highest average scores were for the range and quality of the places to eat and drink (4.56 and 4.53 respectively), overall enjoyment of visit (4.29), general atmosphere (4.27), quality of the shopping environment (4.19), range of shops (4.18) and ease of getting to Cheltenham (4.02).
- 6 indicators received an average score of less than 4.00 with the value for money of car parking and the availability of public toilets receiving the lowest satisfaction scores at 2.86 and 2.88 respectively followed by the cleanliness of the public toilets (3.26), availability of car parking and uniqueness of the shopping environment (3.71 each) and the cleanliness of the streets (3.84).
- Cheltenham achieved a recommendation score of +46% amongst all visitors.
- 59% of all visitors to Cheltenham over the Christmas period 2021 said they had considered visiting (25%) or had visited (34%) other destinations over the same period.
- Those respondents who had considered visiting other destination(s) only were asked if they chose to visit Cheltenham in direct preference to this/these other destinations(s). 60% said they had. A wide range of town and cities destinations had been considered, along with attractions and other activities. Gloucester, Bristol, Bath and Birmingham were the main destination responses named.

Key Findings

Non-visitors (due to the low sample size the results to follow in this section should be interpreted with caution)

- 3% of all respondents who took part in the online survey said they had not visited Cheltenham over the Christmas period 2021 (21 respondents).
- When asked why they had not visited, 29% in each case said it was too far from their home/accommodation and/or that they will visit again in the future having been to the town before (6 respondents in each case). 24% said it was because of the Covid-19 pandemic (5 respondents). 10% in each case said they went to other destination(s) instead, they had a lack of money/available finances, they were not interested and/or they lacked their own transport to travel to Cheltenham (2 respondents in each case).
- The other destination(s) visited instead were Gloucester, Hereford, Worcester (1 respondent) and the Malvern Winter Glow (1 respondent). Both the respondents who said they had visited these other destinations said they had chosen them in direct preference to Cheltenham.

Conclusions

It's hard to draw too many conclusions from this first year of an enhanced Christmas product in Cheltenham town centre with the events taking place during a Covid affected period and, in particular, when a new variant of the infection was on the rise in the UK. It's likely that this would have changed many peoples plans and habits in the run up to Christmas and, as such, the visitor profile could have seen far more visitors from further afield than it did during 2021. Until such time as a normal year occurs we won't know how true a reflection the visitor profile witnessed in 2021 actually is and whilst the findings of this study suggest that the Ice Rink and Market largely just attracted the local residents, a normal year could well see increased staying and day visitor numbers naturally without the need for them to be actively targeted more than they were in 2021.

What is clear from the survey findings is that both the Ice Rink and the Christmas Market were a success in influencing visits and new money into the town centre during the Christmas period during challenging times and as such they both had a positive impact.

The feedback on both attractions from survey respondents certainly suggests that they were well received and by and large well run, providing quality additions to the Christmas experience in the town. Visitor satisfaction was healthy across most of the factors tested although as always there is room for improvement and the findings of this report should be used in the planning for future years to improve not only the Ice Rink and Christmas Market, but also those aspects of the town centre generally for which satisfaction was lowest.

It is recommended that future research into the Christmas offering in the town will allow for any initiatives implemented as a result of this report to be monitored to ensure any additional monies invested are wisely spent. It's also important to see how the visitor profile changes in the future when there are no restrictions in place in the UK to truly gauge the impact of such offerings, test the success of marketing and establish the 'normal' economic impact levels that could be achieved.

Cheltenham Christmas Survey 2021

Introduction

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Background & methodology

This report presents the findings of an online survey amongst visitors to Cheltenham over the Christmas period between the 18th November 2021 to the 2nd January 2022. It was commissioned by Marketing Cheltenham and undertaken by The South West Research Company Ltd.

Marketing Cheltenham (Cheltenham Borough Council) and Cheltenham Business Improvement District wished to commission the survey to better understand the profile of visitors to Cheltenham, their trip behaviours and their economic impact in particular relation to key events over the 2021 Christmas period. In response to the Covid-19 pandemic and continued efforts to support the town's economic recovery, Cheltenham Borough Council (via its Marketing Cheltenham department) and Cheltenham Business Improvement District collectively invested in a significantly enhanced Christmas offering in Cheltenham in 2021 including a new Christmas Market and Christmas Ice Rink.

In order to evaluate the impact of this enhanced Christmas offer (and these specific investments in particular) in terms of visitation, satisfaction levels and spend, they commissioned the visitor survey to capture this learning and to help inform their future plans and interventions going forward.

The survey was conducted online using Marketing Cheltenham's direct email database (c. 20,000 known visitors to the town) which included many people who had visited the Cheltenham Ice Rink, along with promoting the survey link on their high-profile social media channels.

An email containing the survey link was sent out by Marketing Cheltenham to their database from the 25th January and promoted on their social media channels and the survey remained live until Sunday 13th February 2022.

A total of 649 useable online survey responses were submitted by the closing date including 628 respondents who had visited Cheltenham during the Christmas period 2021. 21 respondents had not visited the town during this period and these respondents were re-directed to a question within the survey asking why this was the case.

The main results in the pages to follow are therefore based on the sample of 628 respondents who had visited Cheltenham over the Christmas period 2021 between the 18th November 2021 to the 2nd January 2022.

Research objectives

The key objectives of the survey were as follows:

- To provide a profile of visitors to Cheltenham town centre in the lead up to and over the 2021 Christmas period.
- To highlight principle drivers relating to these visits to Cheltenham.
- To understand the decision-making process, including alternative consideration sets, and information sources pre and during the trip.
- To explore visit/trip characteristics, including transport use and activities undertaken.
- To measure effectiveness of current marketing activities.
- To identify satisfaction levels and service/product gaps.
- To measure the economic impact of visitors over the Christmas period and the influence/attribution to key events (Christmas Market, Christmas Ice Rink).

For the purposes of the research and analysis, in the pages to follow the sample of respondents visiting Cheltenham over the Christmas period 2021 have been categorised into the following categories:

- **Residents** – local residents of Cheltenham or those who work in the town– a total sample of 431 respondents.
- **Non-residents** – visitors to Cheltenham who lived outside the town and who were visiting for the day (176 respondents) or as part of an overnight staying trip staying overnight in the town (21 respondents) – a total sample of 197 respondents.

The results to follow in this report refer to the total 628 respondents who had visited Cheltenham over the Christmas period 2021 cross-tabulated by the residents/non-residents segments as detailed above where valuable and useful to do so in the report for the purposes of interpreting the survey findings.

Cheltenham Christmas Survey 2021

Estimating Economic Impact

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Approximately 105,000 visits to Cheltenham were influenced by the Ice Rink and/or Christmas Market

- Overall, 43,600 visits were made to the Ice Rink and an estimated 237,700 visits to the Christmas Market. The term visits is used rather than people as a person could visit on more than one occasion. Indeed, more than one visit was made to the Ice Rink by 24% of people and 61% of visitors to the Christmas Market visited on more than one occasion. These figures are estimated from local data provided for Ice Rink ticket sales, Cheltenham town centre footfall data, population and transportation usage in the town alongside survey data.
- Of the total visiting either the Ice Rink and/or the Christmas Market 105,100 visits were influenced to visit the town by the presence of one or more of the attractions (36,200 Ice Rink and 68,900 Christmas Market visitors).
- Residents/people working in Cheltenham accounted for 69% of influenced visits (72,500 visits), day visitors to the town accounted for 28% of visits (29,400 visits) and staying visitors 3% of visits (3,200 visits). Staying visitors stayed for an average of 2.59 nights in the town.

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Attendee counts by type	Ice Rink visitors	Ice Rink main reason for visit to Cheltenham	Christmas Market visitors	Christmas Market main reason for visit to Cheltenham	Combined main reason (Ice Rink and/or Christmas Market)
All visitors	43,600	36,200	237,700	68,900	105,100
Resident/work in Cheltenham	30,100	24,900	164,000	47,600	72,500
Staying visitor	1,300	1,100	7,100	2,100	3,200
Day visitor	12,200	10,100	66,500	19,300	29,400

Estimating the economic impact of the market

- To establish the additional monies brought into the local economy through the Ice Rink or Christmas Market, the face to face and online visitor surveys asked respondents if the Ice Rink or Christmas Market were the main reason for their choosing to visit Cheltenham.
- This report looks at visitor expenditure on two levels as shown below;
- **All associated spend** – This is all spend connected to those attending either the Ice Rink and/or the Christmas Market. So spend at either attraction and also away from them in the wider Cheltenham area for all visitor types and including the full length of stay in the town for staying visitors.
- **All additional associated spend** – This is all spend connected to those attending the market for whom the Ice Rink and/or Christmas Market was the main reason for their staying trip to Cheltenham or the main reason for their day visit to the town – these are classed as influenced visitors. This covers all spend at either attraction and also away from them in the wider Cheltenham area for all influenced visitor types and including the full length of stay in the town for influenced staying visitors.
- Further economic outputs contained within this chapter for business turnover and employment supported by visitor spend have been estimated using multipliers from the Cambridge Model.
- The Cambridge Model is a computer-based model developed to calculate estimates of the volume, value and economic impact of tourism on a County or District basis. It utilises a standard methodology capable of application throughout the UK and therefore offers the potential for direct comparisons with similar destinations throughout the country. The approach was the subject of independent validation (R.Vaughan, Bournemouth University) in December 1994. The Model was judged robust and the margins of error acceptable and in line with other modelling techniques.
- The multipliers used for this economic evaluation are the same as those used to calculate Cheltenham data for their Value of Tourism report in 2019 which was the last year unaffected by the Covid-19 pandemic and considered as normal trading conditions (for further details of the Cambridge Model see Appendix 3).

Estimating the economic impact of the market

- Further economic outputs contained within this chapter for business turnover and employment supported by visitor spend refer to the following terms which are explained below;

Total business turnover	Business turnover arises as a result of tourist spending, from the purchase of supplies and services locally by businesses in receipt of visitor spending and as a result of the spending of wages in businesses by employees whose jobs are directly or indirectly supported by tourism spending
Direct employment	Employment arising as a direct result of visitor expenditure
Indirect employment	Employment arising from the purchase of supplies and services by those in receipt of direct visitor expenditure
Induced Employment	Income induced employment arises from expenditure by employees whose jobs are supported by tourism spend
FTE's	Full time equivalent jobs

£14m was spent by all those visiting the Ice Rink or Market

All associated spend

- The spend figures contained within this section relate to the total number of visits to the Ice Rink or Christmas Market, whether influenced to visit by the presence of the attractions or not. This is all spend in Cheltenham connected to those attending either the Ice Rink and/or the Christmas Market. So spend at either of the attractions and elsewhere in Cheltenham for all visitor types and including the full length of stay in the city for staying visitors.

ALL ASSOCIATED SPEND	Ice Rink	Christmas Market	Shopping	Food & Drink	Entertainment	Travel & Transport	Total Excl. accommodation	Accommodation	TOTAL ACCOMMODATION
All visitors	£433,000	£2,199,000	£4,936,000	£4,294,000	£610,000	£580,000	£13,050,000	£932,000	£13,982,000
Resident/work in Cheltenham	£290,000	£1,088,000	£3,231,000	£2,708,000	£261,000	£204,000	£7,782,000	-	£7,782,000
Staying visitor	£19,000	£146,000	£416,000	£585,000	£173,000	£226,000	£1,566,000	£932,000	£2,497,000
Day visitor	£123,000	£964,000	£1,289,000	£1,001,000	£176,000	£150,000	£3,703,000	-	£3,703,000

£3.3m additional spend in Cheltenham occurred as a result of the Ice Rink or Market

All additional associated spend

- The spend figures contained within this section relate to the total number of the total number of visits to the Ice Rink or Christmas Market, that were influenced by the presence of the attractions in the town. This is all influenced spend connected to those attending either the Ice Rink and/or the Christmas Market. So spend at either of the attractions and elsewhere in Cheltenham for all influenced visitor types and including the full length of stay in the city for influenced staying visitors.

ALL ASSOCIATED SPEND	Ice Rink	Christmas Market	Shopping	Food & Drink	Entertainment	Travel & Transport	Total Excl. accommodation	Accommodation	TOTAL INCL. ACCOMM.
All visitors	£198,000	£442,000	£1,033,000	£928,000	£161,000	£165,000	£2,928,000	£348,000	£3,276,000
Resident/work in Cheltenham	£79,000	£108,000	£397,000	£335,000	£32,000	£25,000	£976,000	-	£976,000
Staying visitor	£16,000	£44,000	£155,000	£219,000	£64,000	£84,000	£583,000	£348,000	£931,000
Day visitor	£102,000	£290,000	£480,000	£375,000	£65,000	£56,000	£1,368,000	-	£1,368,000

Estimating business turnover & employment

In order to estimate the total business turnover and employment supported as a result of the Ice Rink and Christmas Market taking place in the town it was necessary to re-align the previous spend categories with those used within The Cambridge Model as shown in the tables below. A number of adjustments and assumptions were made including:

- The re-aligned Retail category includes 'Other shopping' spend plus 50% of the Christmas Market spend which is assumed to have been spent on goods.
- The re-aligned 'Catering' category includes 'Food & Drink' spend plus 50% of the Christmas Market spend which is assumed to have been spent on food and drink.
- The re-aligned 'Attractions' category includes 'Attractions and Entertainment' spend plus all Ice Rink spend.
- The day visitor spend category consists of all day visitor spending plus 33% of residents spend which is assumed to be additional with the remainder likely to have been displaced from elsewhere in the town.
- Based upon previous research it is assumed that 40% of travel and transport spend will take place at the origin of the trip rather than at the destination

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ALL ASSOCIATED SPEND – CAMBRIDGE MODEL GROUPINGS	ACCOMMODATION	RETAIL	CATERING	ATTRACTIONS	TRANSPORT	TOTAL
Staying	£932,000	£489,000	£658,000	£192,000	£226,000	£2,497,000
Day	£0	£5,546,000	£4,735,000	£850,000	£354,000	£11,485,000
TOTAL ASSOCIATED SPEND	£932,000	£6,035,000	£5,393,000	£1,043,000	£580,000	£13,982,000

ALL ADDITIONAL ASSOCIATED SPEND - CAMBRIDGE MODEL GROUPINGS	ACCOMMODATION	RETAIL	CATERING	ATTRACTIONS	TRANSPORT	TOTAL
Staying	£348,000	£177,000	£241,000	£80,000	£84,000	£931,000
Day	£0	£1,077,000	£909,000	£279,000	£81,000	£2,345,000
TOTAL ADDITIONAL ASSOCIATED SPEND	£348,000	£1,254,000	£1,150,000	£359,000	£165,000	£3,276,000

Local business turnover as a result of the total additional associated spending at the market was estimated at approximately £4.3m

LOCAL BUSINESS TURNOVER SUPPORTED BY VISITOR SPENDING		
	ALL ASSOCIATED SPEND	ALL ADDITIONAL ASSOCIATED SPEND
Direct	£13,750,000	£3,210,000
Supplier & income induced	£4,295,000	£1,054,000
Total	£18,045,000	£4,264,000

EMPLOYMENT SUPPORTED BY VISITOR SPENDING		
Full time equivalent	ALL ASSOCIATED SPEND	ALL ADDITIONAL ASSOCIATED SPEND
Direct	124	30
Indirect	46	11
Induced	21	5
Total	191	46
Estimated actual	ALL ASSOCIATED SPEND	ALL ADDITIONAL ASSOCIATED SPEND
Direct	184	44
Indirect	52	13
Induced	24	6
Total	260	63

Cheltenham Christmas Survey 2021

Visitor Profile

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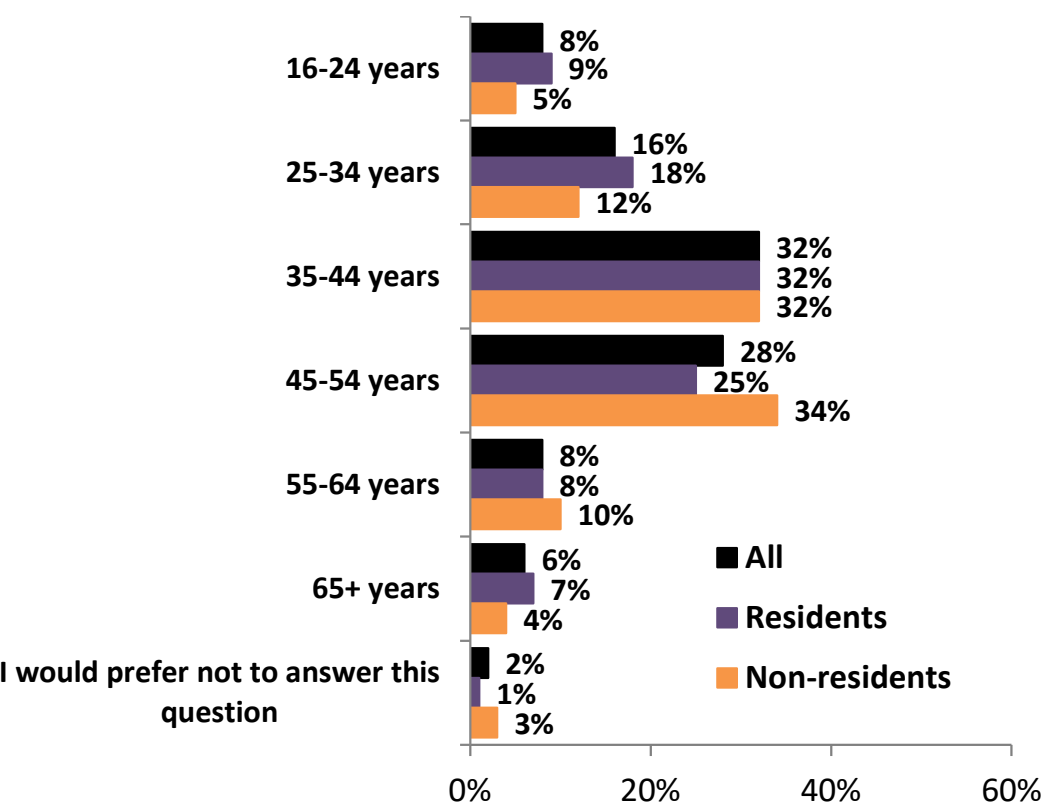
The largest proportion of survey respondents were aged 35 – 44 years. 79% were female.

60% of all survey respondents were aged 35-54 years including 32% aged 35-44 years and 28% aged 45-54 years. 16% were aged 25-34 years and 8% in each case were aged 16-24 years or 55-64 years. Just 6% were aged 65+ years. 2% preferred not to answer the question.

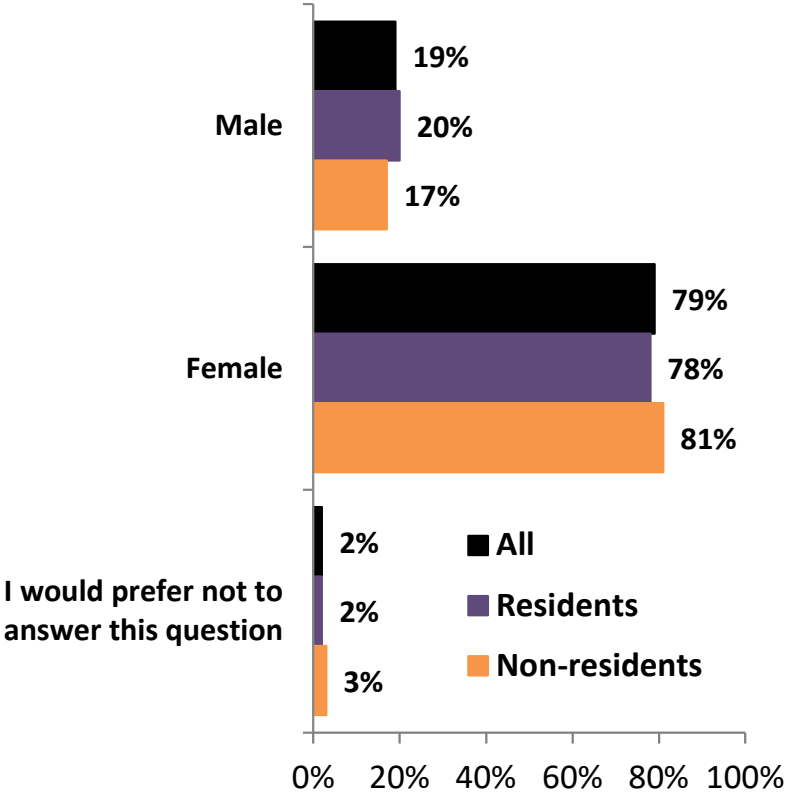
Non-residents had a slightly older profile than residents (48% aged 45+ years compared with 40%). 27% of residents were aged under 34 years compared with 17% of non-residents.

79% of all survey respondents were female and 19% were male. There was little variation in the results amongst residents and non-residents.

What age group are you in?



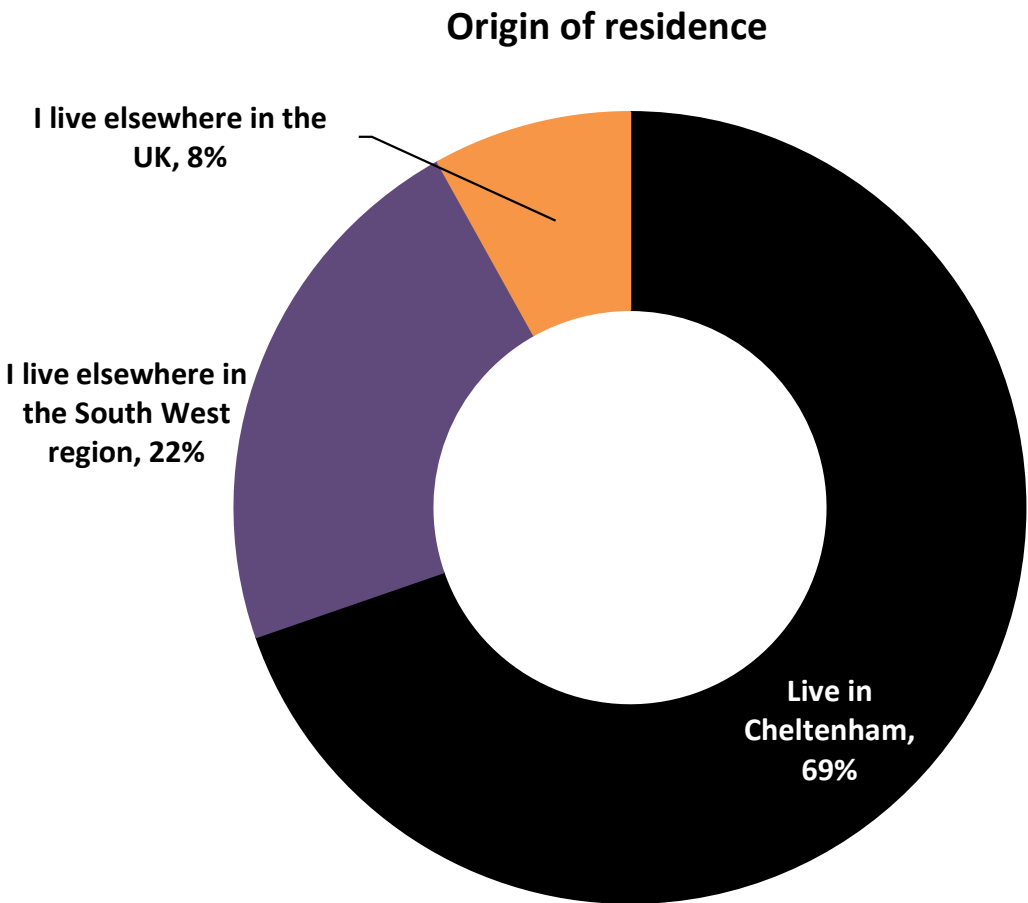
How would you describe your gender?



69% of all respondents were Cheltenham residents. 22% lived elsewhere in the South West region and 8% elsewhere in the UK.

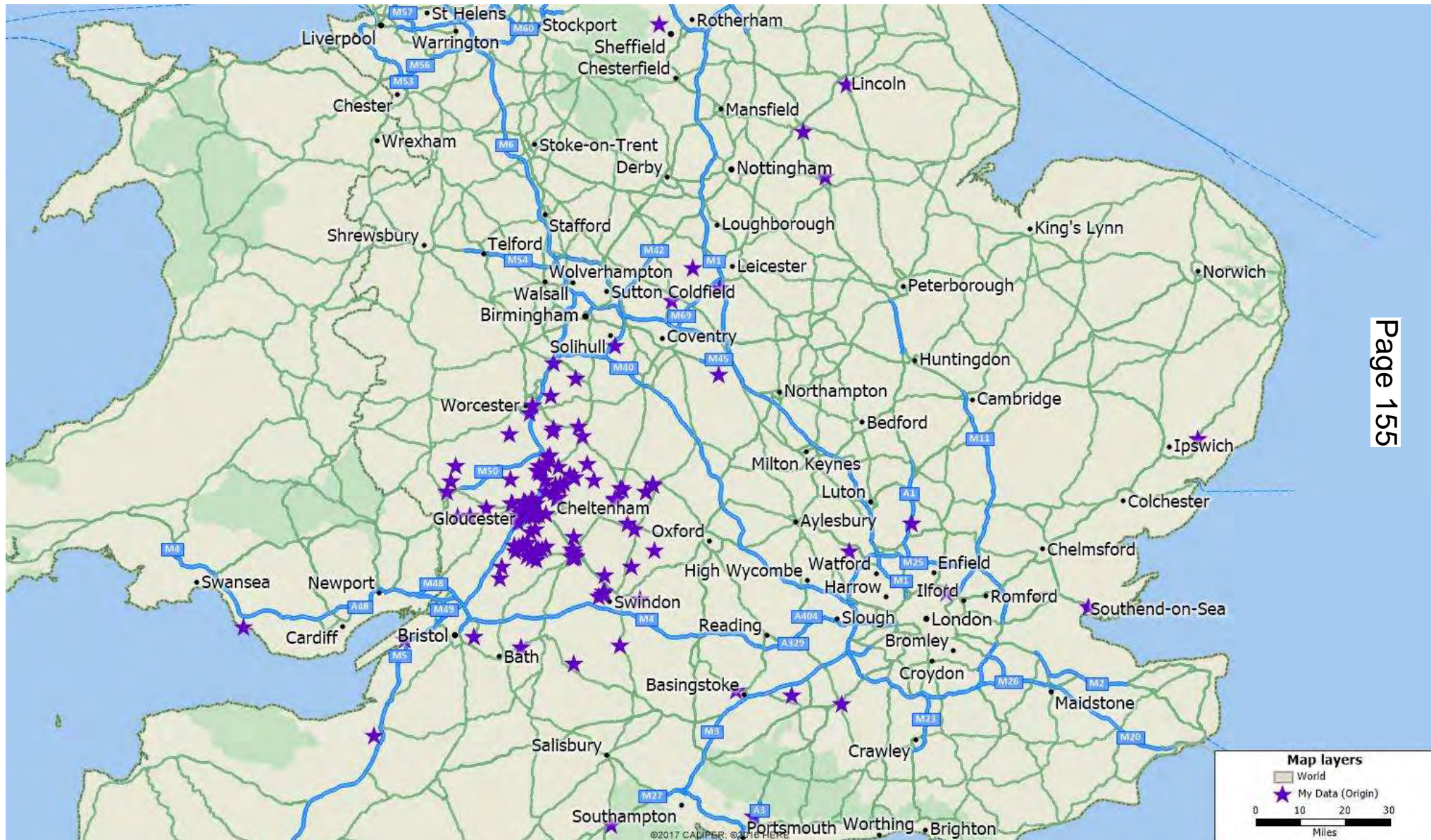
100% of survey respondents were UK residents. 69% of these lived in Cheltenham itself and a further 22% lived elsewhere in the wider South West region including 19.81% in who lived in the ‘GL’ Gloucester and 1.62% in the ‘SN’ Swindon postcode areas.

8% of all survey respondents were UK residents who lived elsewhere outside the South West region including 1.79% in the ‘WR’ Worcester postcode area, 1.14% in the ‘OX’ Oxford postcode area and 0.65% in each case in the ‘B’ Birmingham or the ‘HR’ Hereford postcode areas. The table below shows the postcode areas where 0.65% or more of respondents came from.



Postal area origin		% of all respondents
GL	Gloucester	19.81%
WR	Worcester	1.79%
SN	Swindon	1.62%
OX	Oxford	1.14%
B	Birmingham	0.65%
HR	Hereford	0.65%

Map showing home postcode locations of visitors to Cheltenham during the Christmas period 2021 excluding local residents.

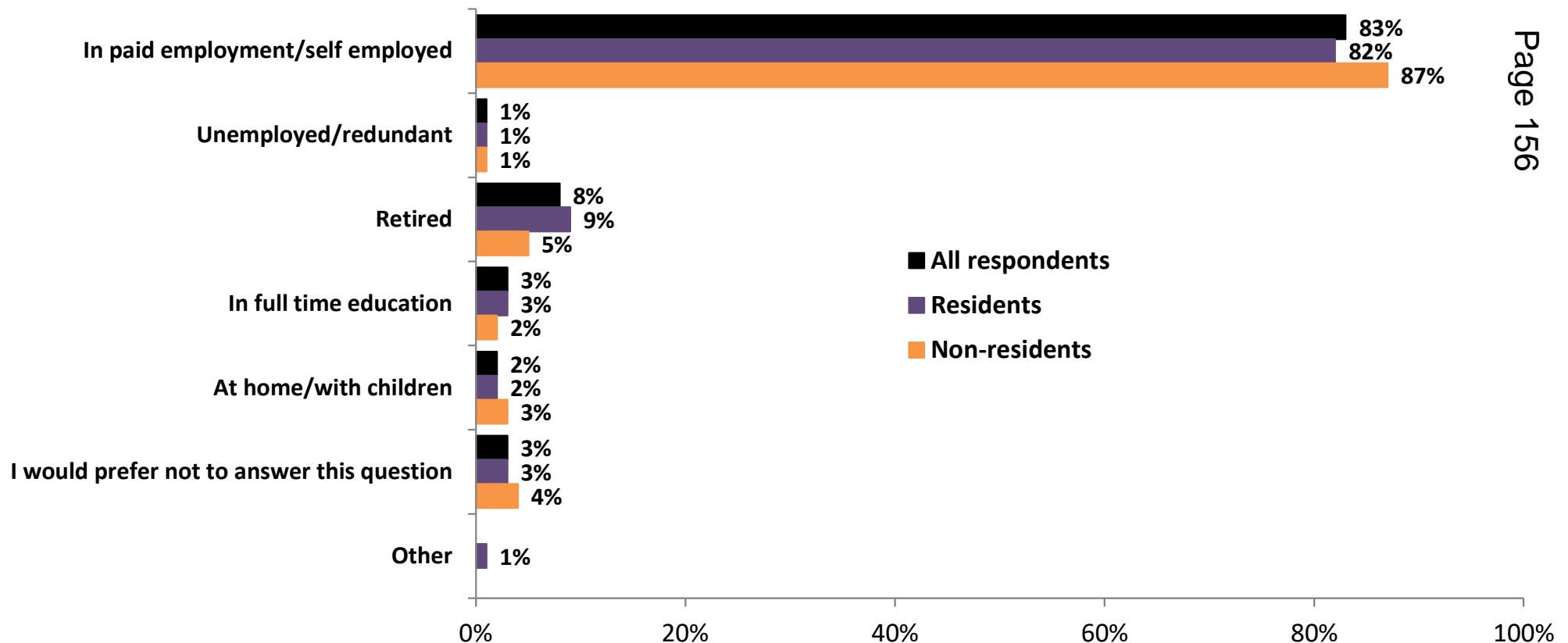


83% of visitors were in paid employment/self employed.

83% of all visitors were in paid employed/self employed. 8% were retired, 3% were in full-time education and 2% were at home/with children. 1% were unemployed/redundant and 3% preferred not to answer the question.

A slightly higher proportion of non-residents were in paid employment/self employed than residents and visitors overall (87% compared with 82% and 83% respectively) and a lower proportion were retired (5% compared with 9% and 8% of residents and visitors overall respectively).

Which of the following categories applies to the chief income earner in your household?

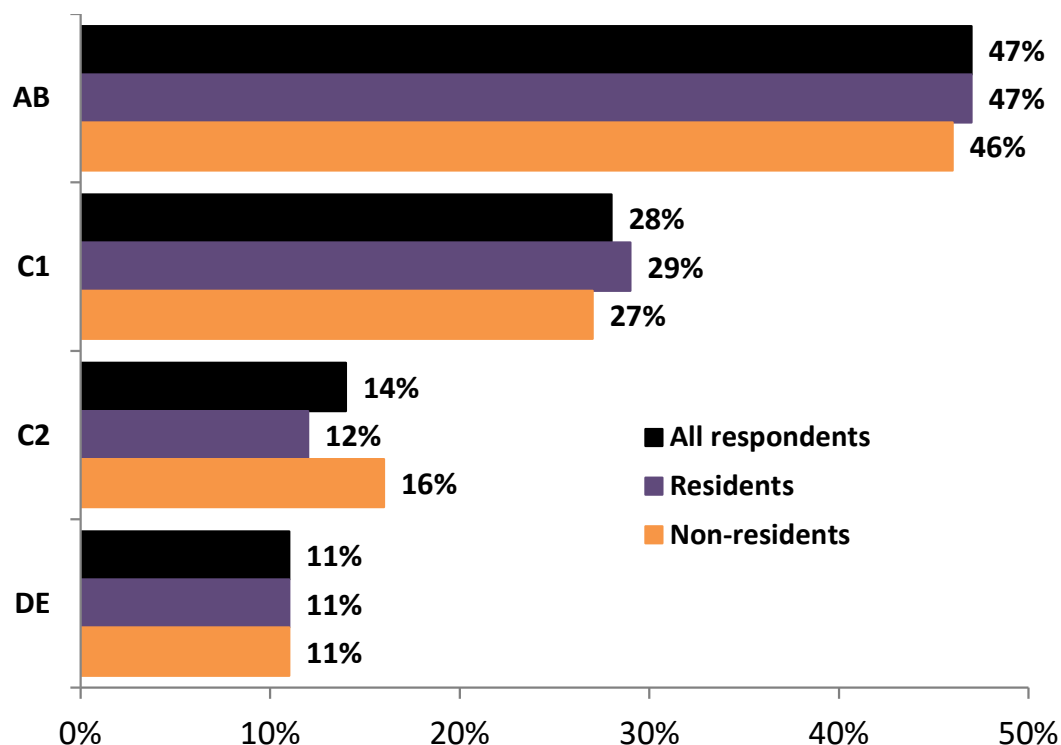


Socio economic group AB accounted for 47% of visitors to Cheltenham.

Based on the occupation of the chief income earner in their household, the largest proportion of visitors were classified in the highest, AB, socio economic group (47%, compared with approximately 22% of the UK population) followed by 28% categorised as C1's, compared with approximately 31% of the UK population. The proportion classified as C2s was 14% and DEs 11% (compared with approximately 21% and 26% of the UK population respectively).

A slightly higher proportion of residents of Cheltenham fell into socio economic group ABC1 (76%) compared with non-residents (73%).

Socio economic grade – based on the occupation of the chief income earner in household?



Social Grade	Description	% HRP population (UK)
AB	Higher & intermediate managerial, administrative, professional occupations	22.17
C1	Supervisory, clerical & junior managerial, administrative, professional occupations	30.84
C2	Skilled manual occupations	20.94
DE	Semi-skilled & unskilled manual occupations, Unemployed and lowest grade occupations	26.05

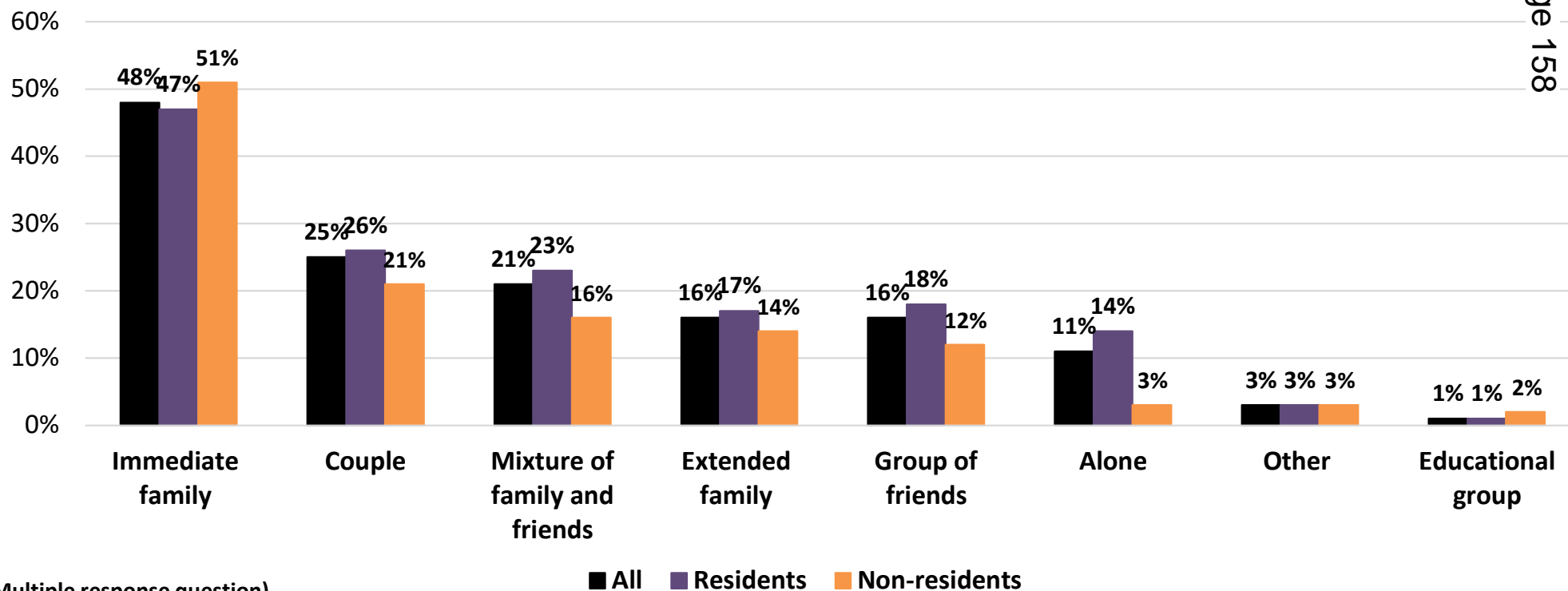
Immediate family groups made up almost half of all visitors.

48% of visitors had visited Cheltenham as part of an immediate family group (husband/wife/partner/children) whilst 25% had done so as part of a couple (husband/wife/partner). 21% had visited as part of a mixed group of family and friends and 16% in each case as a group of friends and/or an extended family group (grandparents/other relatives).

11% had visited the town alone, 3% as part of another group type and 1% as part of an educational group.

Residents were slightly more likely than non-residents to have visited Cheltenham over the Christmas period in a couple or as part of a mixed group of family and friends, as part of an extended family group, with a group of friends or alone.

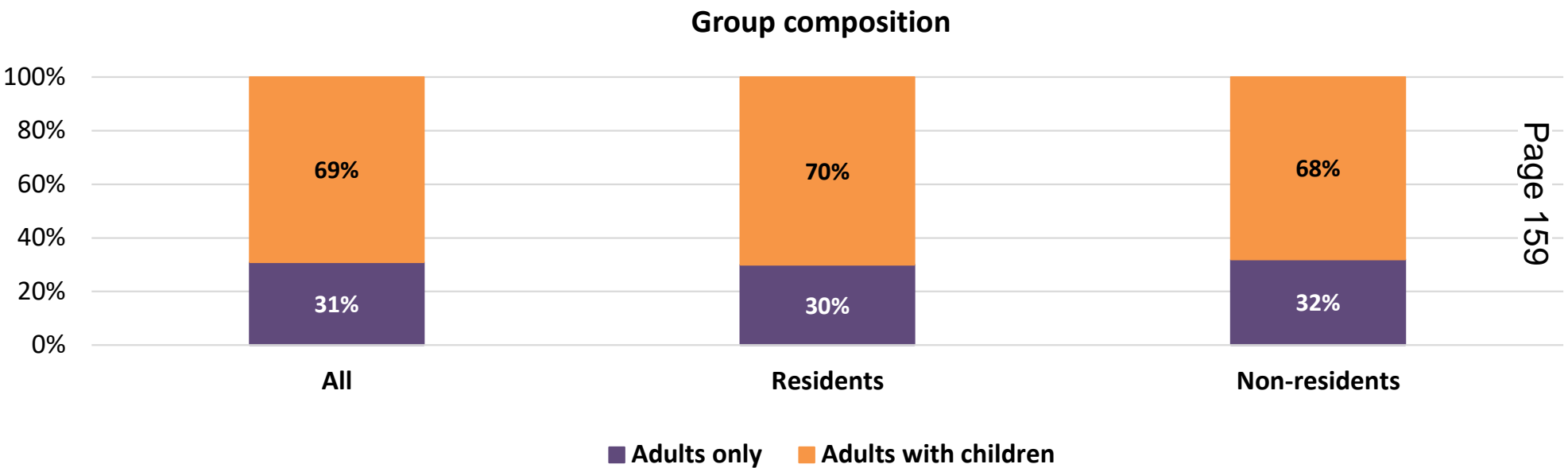
What sort of group did you visit with?



69% of respondents had visited with children. The average group size was 4.78 people.

69% of respondents had visited Cheltenham over the Christmas period with children in their party including 70% of residents and 68% of non-residents. 31% had done so in an adult only group (30% and 32% of residents and non-residents respectively).

The average group size was 4.78 people (1.87 children and 2.91 adults) increasing to 4.95 people amongst residents ((1.95 children and 2.99 adults) and decreasing to 4.47 people amongst non-residents ((1.71 children and 2.75 adults).



Average group size	ALL	Residents	Non-residents
Average adults (aged 16+ years)	2.91	2.99	2.75
Average children aged 0-5 years	0.33	0.38	0.24
Average children aged 6-10 years	0.77	0.85	0.61
Average children aged 11-15 years	0.77	0.72	0.86
Average total children	1.87	1.95	1.71
Total average group size	4.78	4.95	4.47

Cheltenham Christmas Survey 2021

Characteristics of Visits

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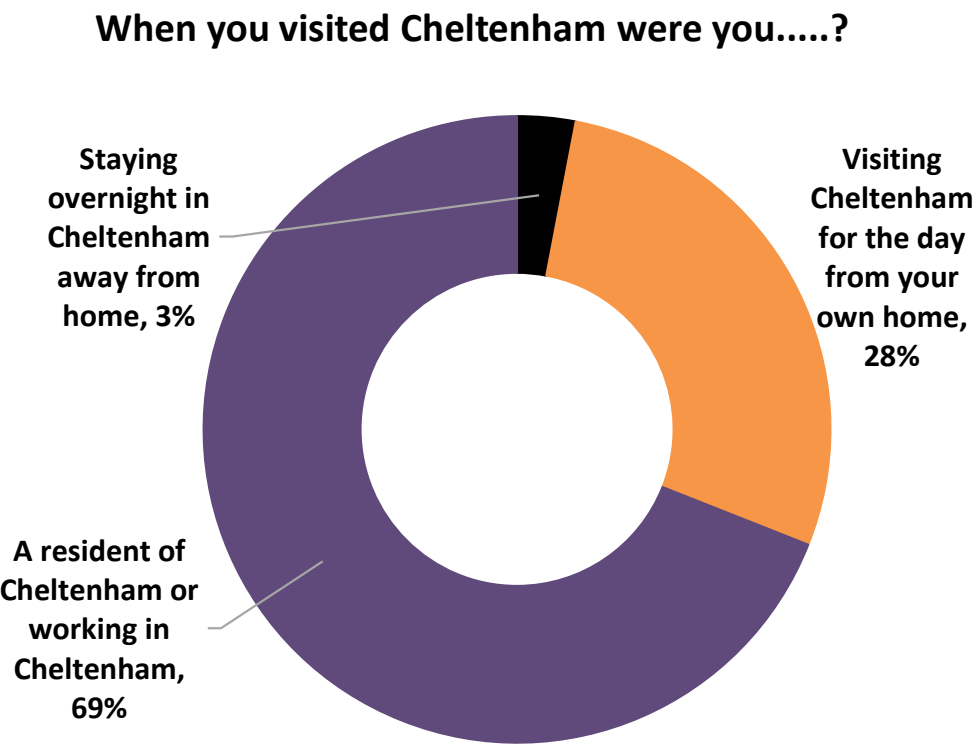


Residents made up the largest proportion of visitors.

69% of respondents who had visited Cheltenham over the Christmas period were local residents of Cheltenham or working in the town. 28% were visiting for the day from their own homes and 3% were staying overnight in Cheltenham away from their own homes. Three respondents were staying overnight outside of Cheltenham away from their own home including one respondent in each case who was staying in Bishops Cleeve, Gloucester and Swindon.

89% of non-residents were visiting the town for the day from their own home, 9% were staying overnight in Cheltenham and just 2% were visiting for the day from a holiday base outside the town.

The average duration of stay in Cheltenham amongst staying visitors was 2.59 nights.

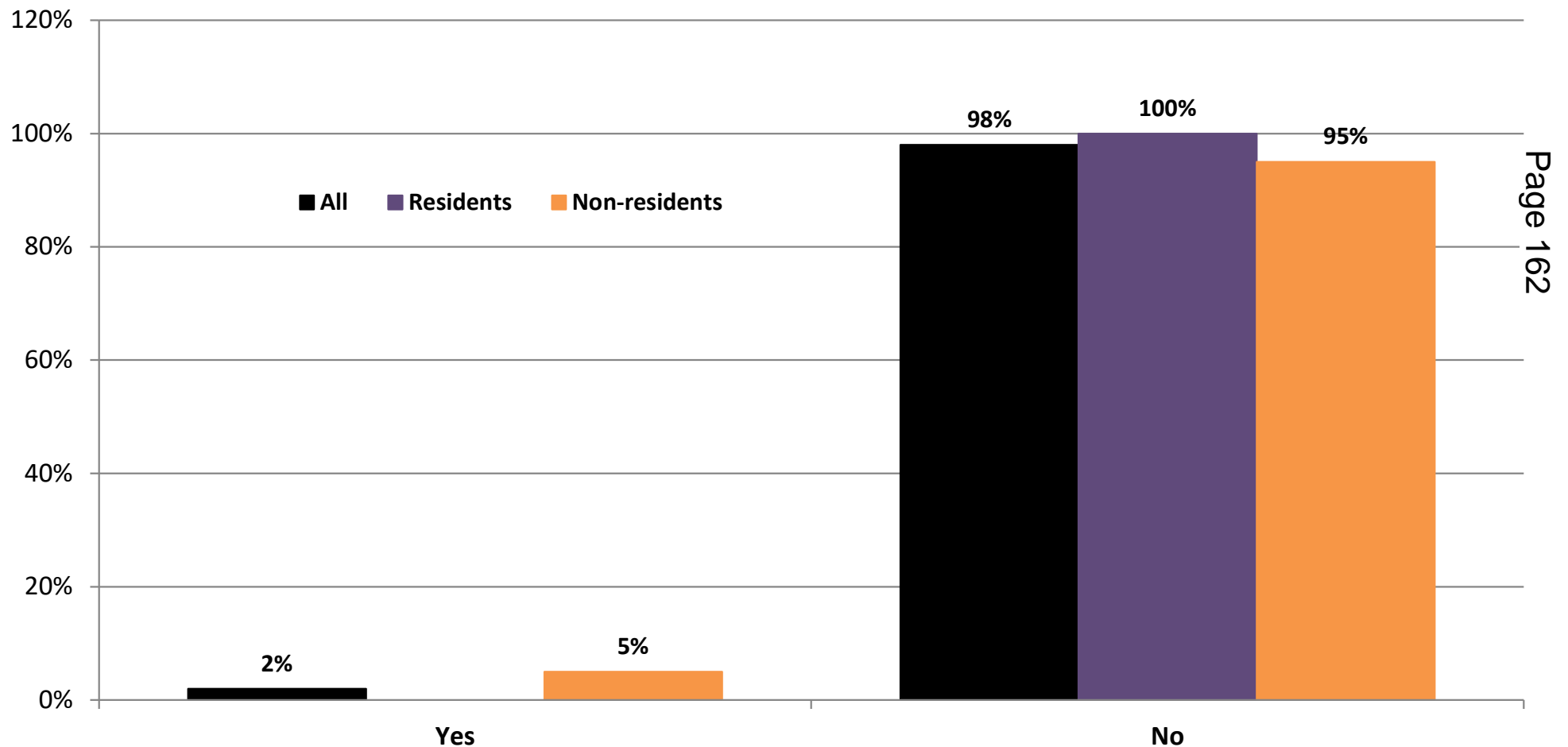


Visitor type	Residents	Non-reside
Staying overnight in Cheltenham away from home	-	9%
Staying overnight outside of Cheltenham away from your own home	-	2%
Visiting Cheltenham for the day from your own home	-	89%
A resident of Cheltenham or working in Cheltenham	100%	-

98% of all visitors had visited Cheltenham before.

98% of all visitors were on a repeat visit to Cheltenham and just 2% were first time visitors to the town including 5% of non-residents.

When you visited Cheltenham was it the first time you had ever visited the town?



Average dwell time in Cheltenham was 3 hours 52 minutes.

When asked how many hours they had spent in Cheltenham during their visit the average dwell time was calculated at 3.86 hours for all visitors equating to 3 hours 52 minutes. This reduced slightly to 3.66 hours for residents (3 hours 40 minutes) and increased slightly to 4.29 hours for non-residents (4 hours 17 minutes).

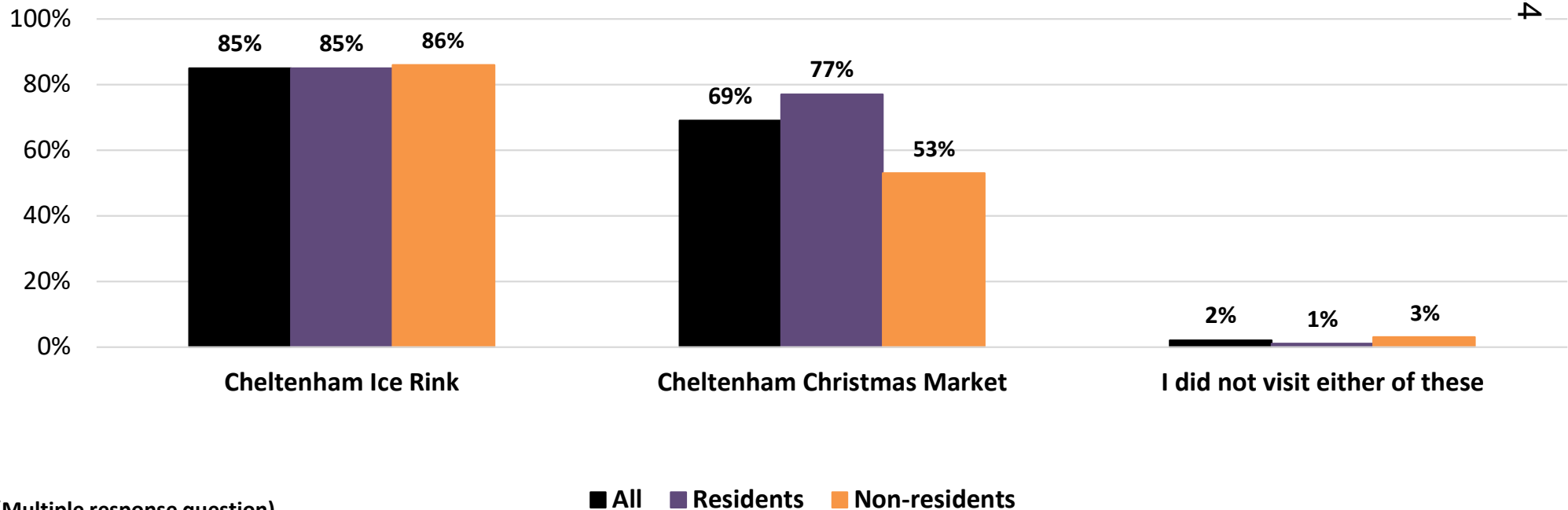
How many hours did you spend in Cheltenham during your visit?	
All	3.86 hours (3 hours 52 minutes)
Residents	3.66 (3 hours 40 minutes)
Non-residents	4.29 (4 hours 17 minutes)

85% of all respondents had visited the Ice Rink and 69% the Christmas Market in Cheltenham.

85% of all respondents had visited Cheltenham Ice Rink over the Christmas period 2021 between Thursday 18th November and Sunday 2nd January 2022 including 85% of residents and 86% of non-residents. A slightly lower proportion, 69%, had visited the Christmas Market including 77% of residents and 53% of non-residents.

1% of all respondents who had visited Cheltenham over the Christmas period 2021 had not visited either the Ice Rink or the Christmas Market including 1% of residents and 3% of non-residents.

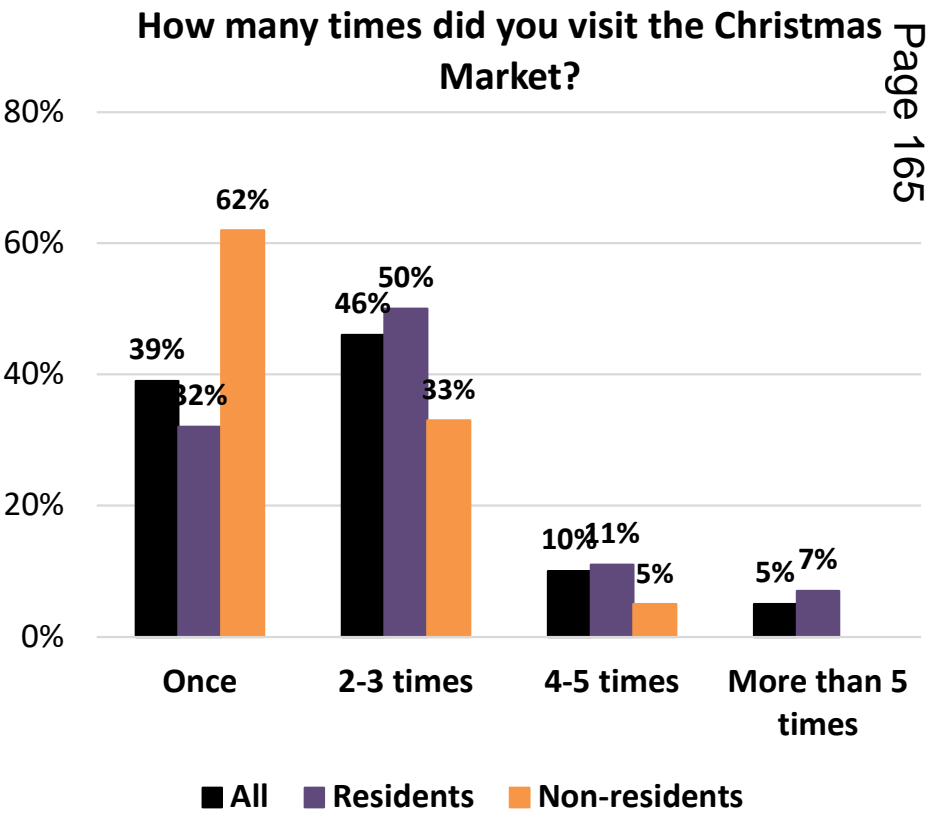
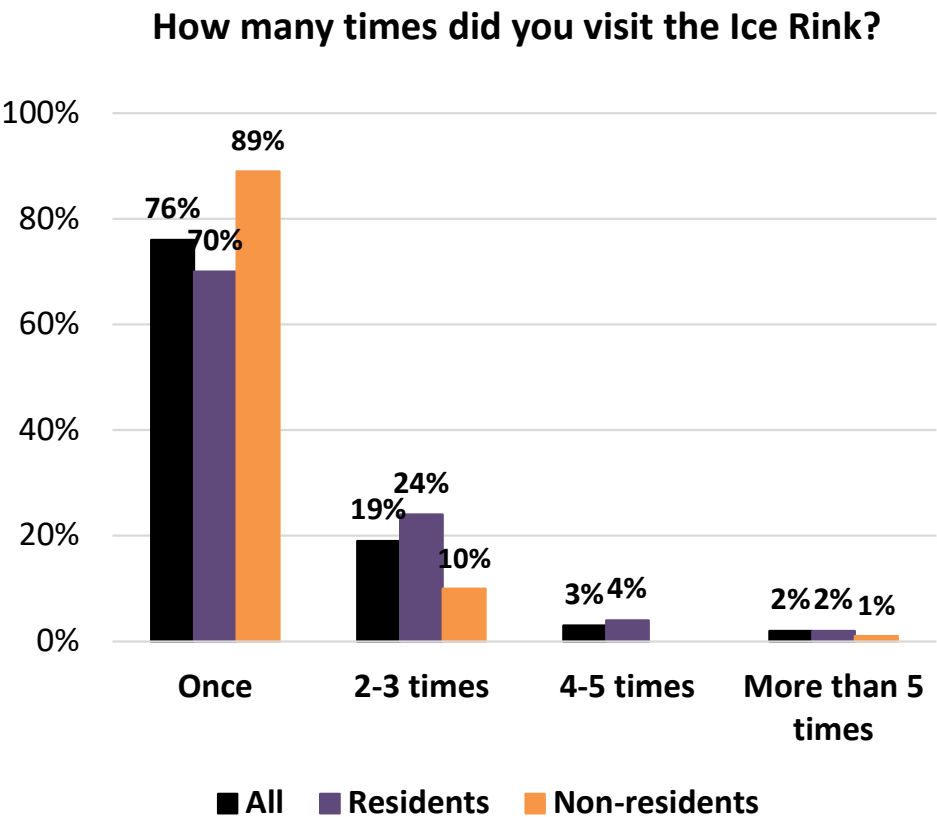
Did you visit either of the following taking place in Cheltenham town centre over the Christmas period 2021 between Thursday 18th November 2021 and Sunday 2nd January 2022?



Despite fewer respondents having visited the Christmas Market, those that had done so visited more frequently than those visiting the Ice Rink.

76% of all those who had visited Cheltenham Ice Rink had done so just once over the Christmas period including 70% of residents and 89% of non-residents. 24% had visited the Ice Rink 2 or more times including 30% of residents and just 11% of non-residents.

In contrast, only 39% of those who had visited the Christmas Market had done so just once including 32% of residents and 62% of non-residents and 61% had visited the Christmas Market 2 or more times (69% of residents and 38% of non-residents) including 46% 2-3 times, 10% 4-5 times and 5% more than 5 times.

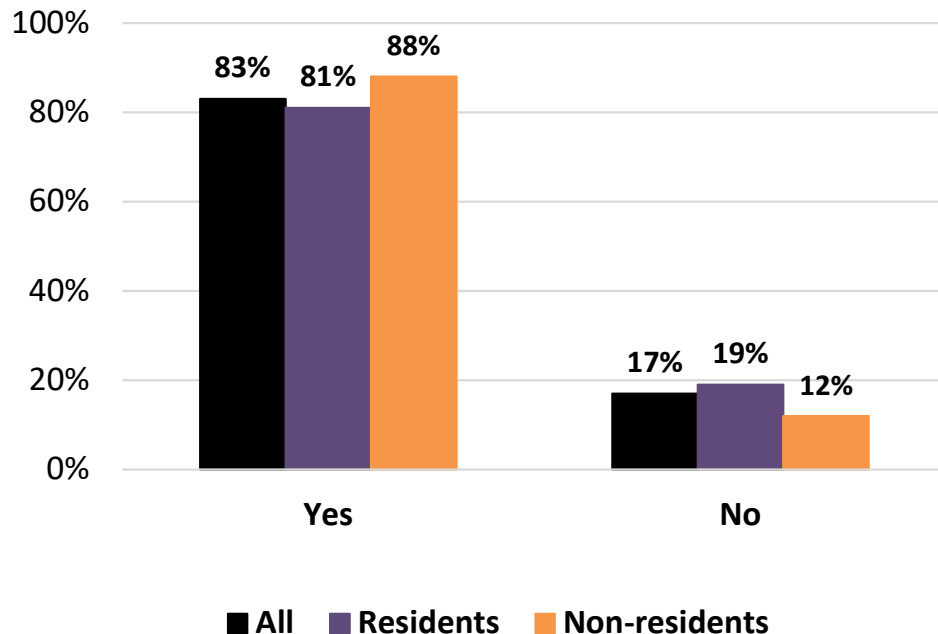


83% of those who had visited the Ice Rink said it was their main reason for visiting the town compared with just 29% who said the same about the Christmas Market.

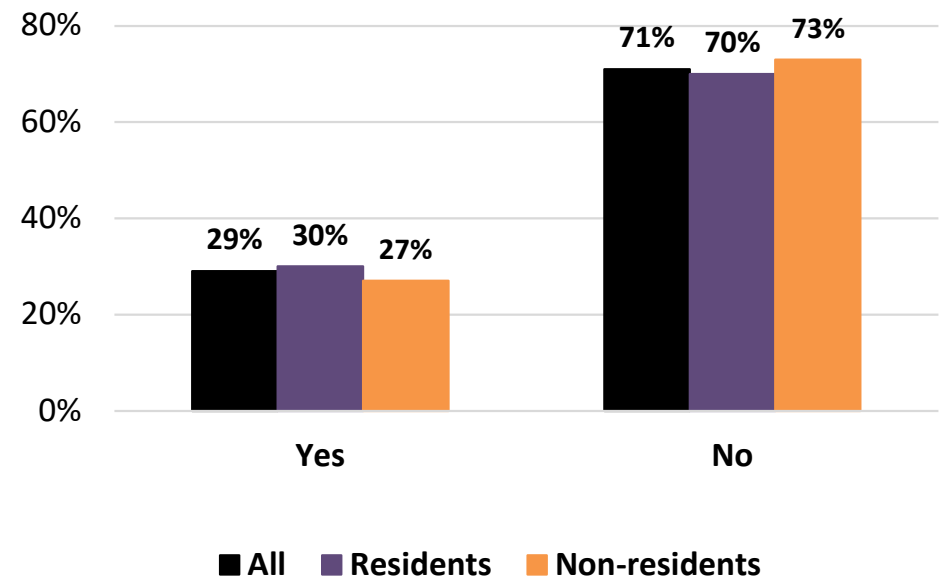
83% of all those who had visited Cheltenham Ice Rink during their visit to the town said it had been the main reason for their visit compared with 29% who said the same for the Christmas Market.

88% of non-residents said the Ice Rink had been the main reason for their visit to Cheltenham compared with 81% of residents and a slightly higher proportion of residents said the Christmas Market had been the main reason for their visit compared with non-residents (30% and 27% respectively).

Was visiting the Ice Rink the MAIN reason for you choosing to visit Cheltenham/come into the town on that occasion?



Was visiting the Christmas Market the MAIN reason for you choosing to visit Cheltenham/come into the town on that occasion?



Not being able to skate/not liking ice skating were the main reasons why visitors were deterred from visiting the Ice Rink during their visit.

Those respondents who had not visited the Ice Rink were asked whether there was any particular reason why they didn't visit the Ice Rink during their visit to the town. A wide range of different responses were provided with not being able to skate/not liking ice skating being the main factor mentioned along with some respondents who mentioned Covid-19 and a lack of time during their visit.

The word cloud below summarises this and the full list of responses can be found in the appendix which accompanies this report.



A lack of time/being too busy was the main reason why visitors were deterred from visiting the Christmas Market during their visit.

Those respondents who had not visited the Christmas Market were asked whether there was any particular reason why they didn't visit the Christmas Market during their visit to the town. A wide range of different responses were provided with a lack of time/being too busy being the main factor mentioned along with some respondents who mentioned the Christmas Market had finished/was not on, it being too crowded/busy and not of interest to them.

The word cloud below summarises this and the full list of responses can be found in the appendix which accompanies this report.



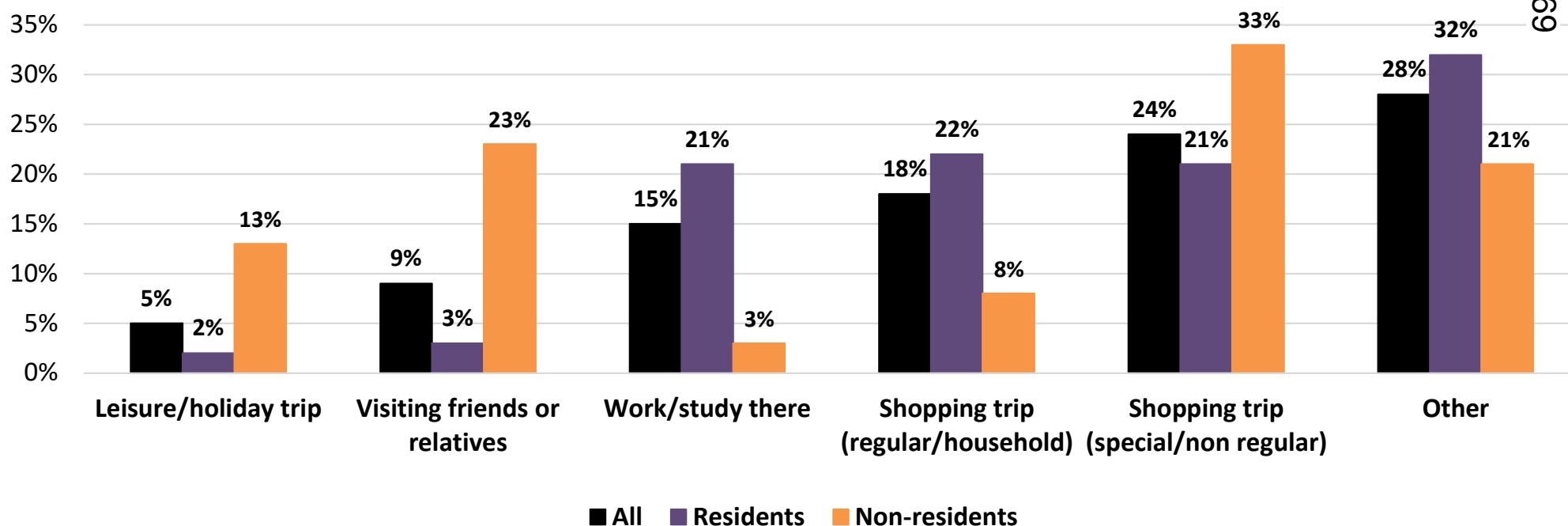
Shopping was the main motivation for those not visiting because of the Ice Rink or Christmas Market.

9% of all respondents said visiting the Ice Rink or Christmas Market was not the main reason for their visit to Cheltenham.

24% of these respondents said they were visiting as part of a special shopping trip (21% and 33% of residents and non-residents respectively) and 18% as part of a regular/ household shopping trip including 22% of residents and 8% of non-residents. 15% said they worked or studied in the city (21% and 3% of residents and non-residents respectively), 9% were visiting friend or relatives (3% and 23% of residents and non-residents respectively) and 5% as part of a leisure/holiday trip including 2% of residents and 13% of non-residents.

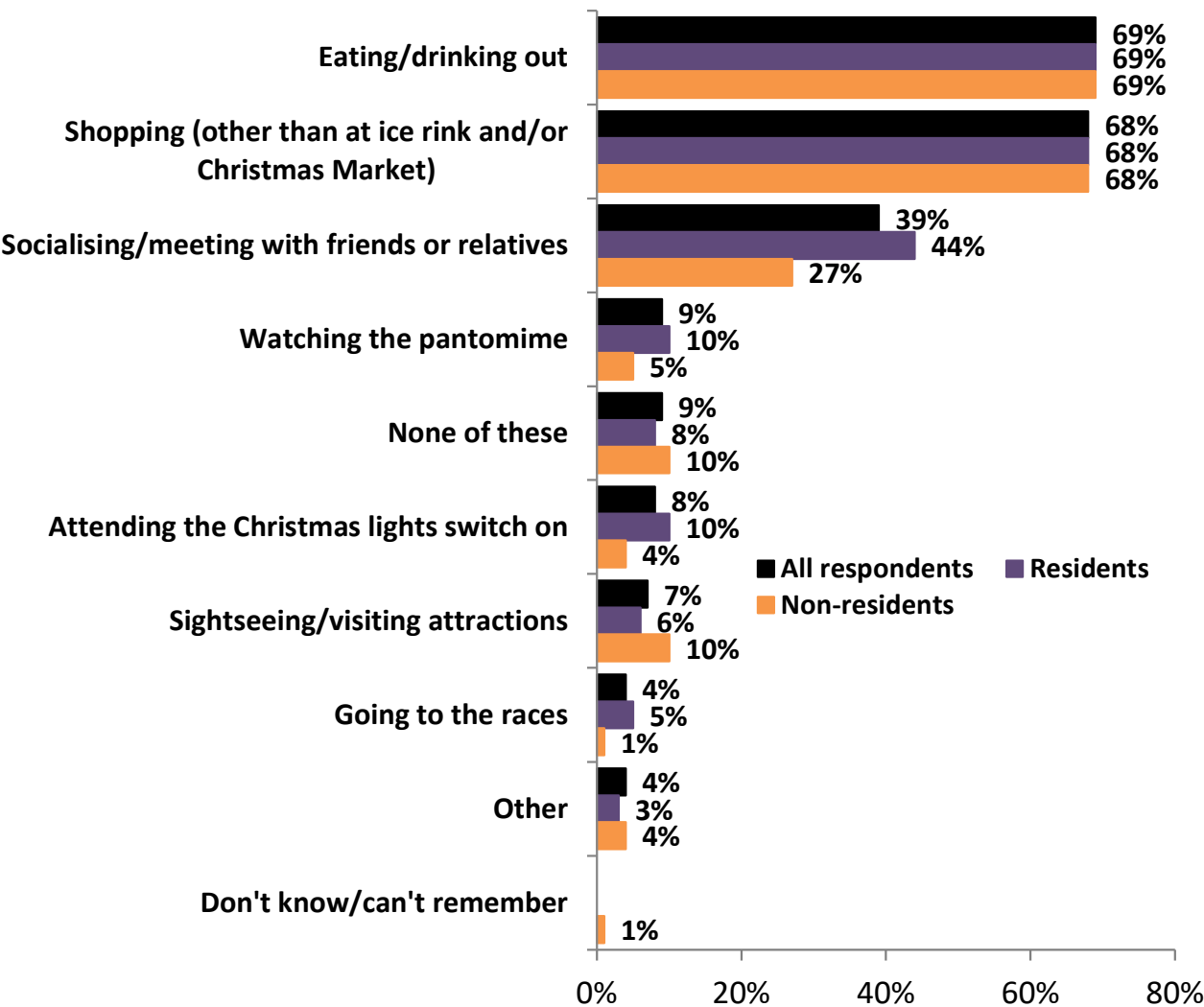
28% of respondents said they were visiting for another reason including the majority saying they are a resident of Cheltenham as well as other regular activities such as going to the bank, hairdressers etc.

What was your MAIN reason for visiting Cheltenham?



69% and 68% of visitors respectively had been eating/drinking out and shopping during their trip to Cheltenham.

Which, if any, of the following activities did you participate in during your visit to Cheltenham?



(Multiple response question)

69% of visitors indicated that they had been eating/drinking out during their visit to Cheltenham (same proportion for residents and non-residents) whilst 68% had been shopping in the town outside of the Ice Rink/Christmas Market (same proportion for residents and non-residents). 39% had socialised/met with their friends or relatives whilst visiting Cheltenham (44% and 27% of residents and non-residents respectively).

Less than 10% of visitors in each case had watched the pantomime, attended the Christmas lights switch on, been sightseeing/visiting attractions or gone to the races (9%, 8%, 7% and 4% respectively) with a higher proportion of residents rather than non-residents taking part in each of these activities with the exception of sightseeing/visiting attractions.

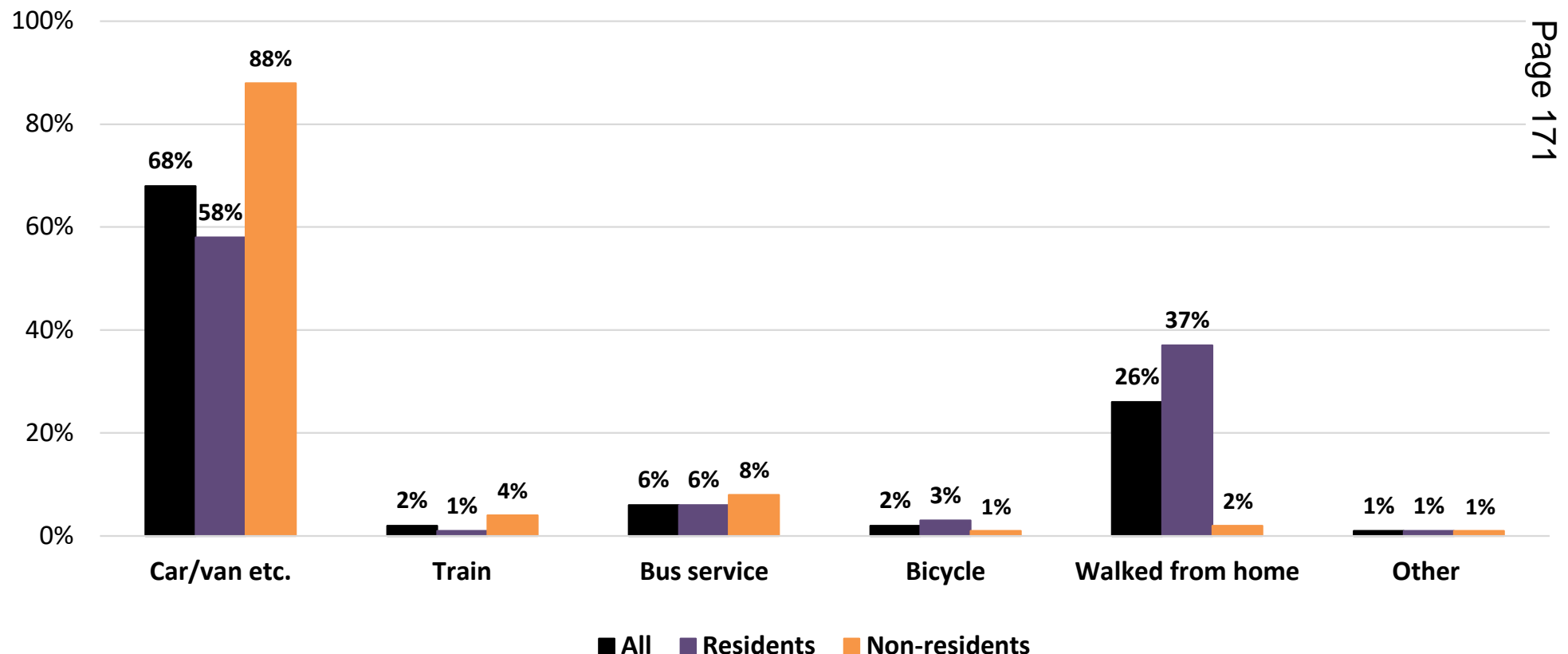
9% of visitors said they hadn't taken part in any of these activities (8% and 10% of residents and non-residents respectively) and 4% said they took part in another activity (3% of residents and 4% of non-residents) including going to the cinema/theatre, regular activities such as going to the bank/hairdressers etc.

Road transport accounted for 74% of visits.

Car/van etc. (68%) was the most popular form of transport used to travel to Cheltenham, including 58% of residents and 88% of non-residents. A further 6% of visitors also travelled by road on a scheduled bus service (6%).

Around a quarter of visitors had walked from home (37% and 2% of residents and non-residents respectively), 2% had arrived on the train (1% and 4% of residents and non-residents respectively), 2% by bicycle (3% and 1% of residents and non-residents respectively) and 1% by another method of transport (1% of residents and non-residents in each case).

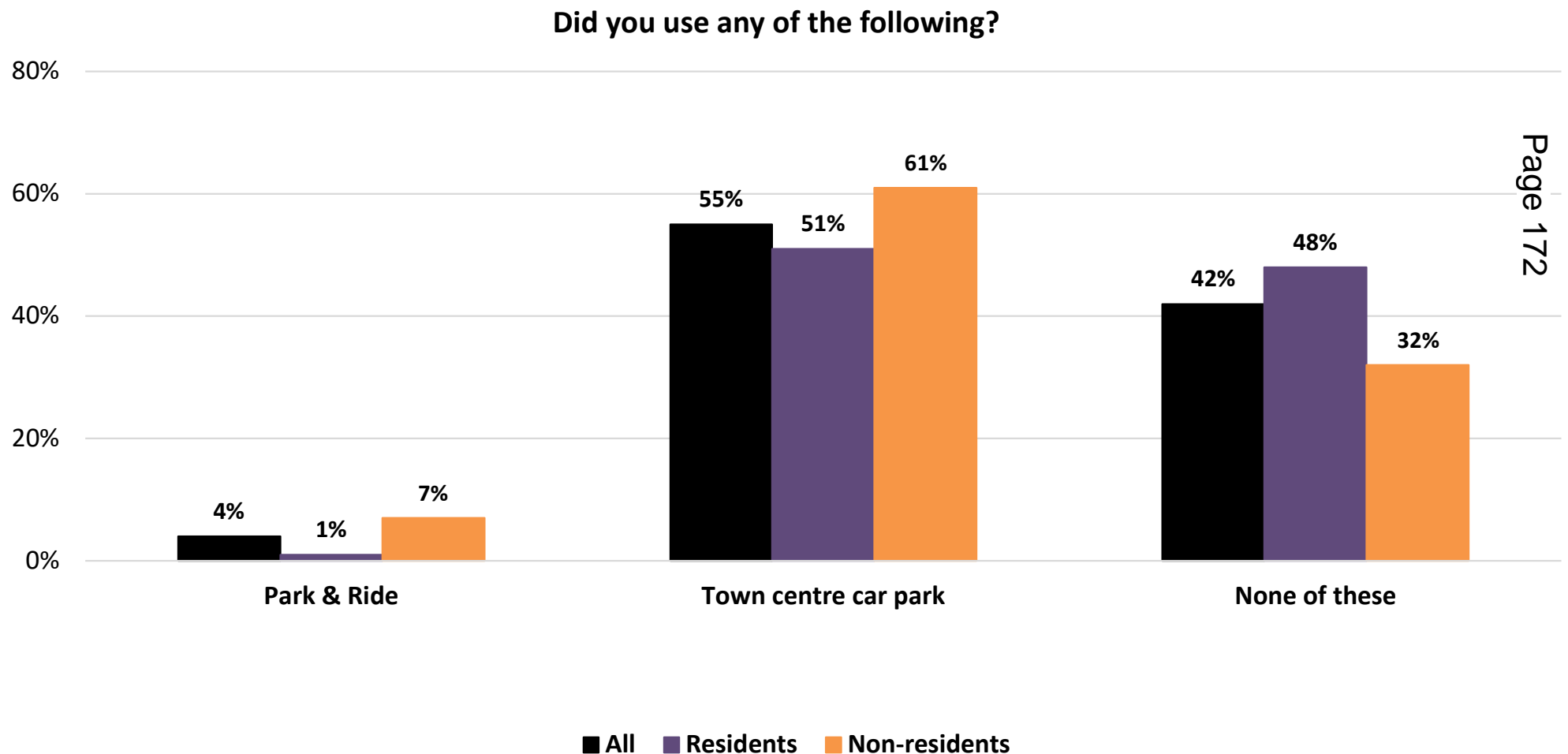
What form of transport did you use for the longest part of your journey to travel to Cheltenham?



55% had used a town centre car park.

55% of respondents who had arrived in the city by car/van etc. had used a town centre car park (51% and 61% of residents and non-residents respectively). 4% had used the park and ride (1% of residents and 7% of non-residents).

42% of respondents said they had not used either a town centre car park or the park and ride (48% and 32% of residents and non-residents respectively).



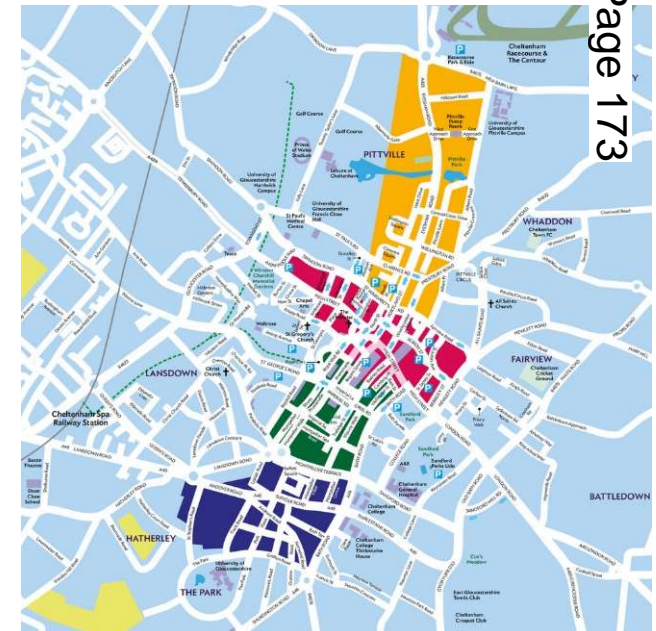
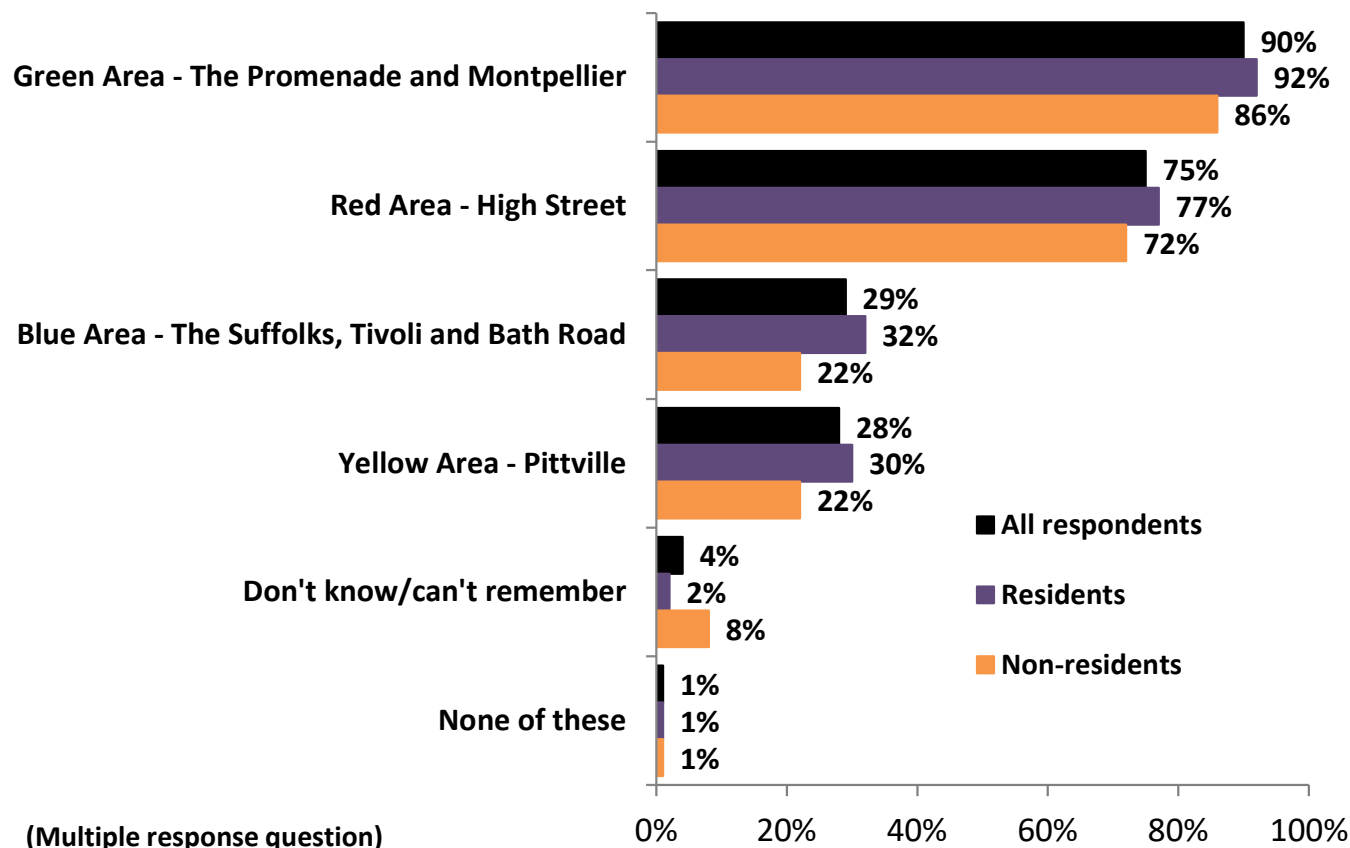
(Multiple response question)

90% of visitors had visited The Promenade and Montpellier area and 75% the High Street during their visit.

Visitors were asked to look at the map below and indicate which areas they had visited in Cheltenham. 90% had visited the green area (The Promenade and Montpellier), 75% the red area (High Street), 29% the blue area (The Suffolks, Tivoli and Bath Road) and 28% the yellow area (Pittville). 4% didn't know/could not remember which areas they had visited and 1% said they had not visited any of these areas.

A higher proportion of residents had visited each of the areas than non-residents.

Looking at the map below, which of the following areas did you visit in Cheltenham?



Cheltenham Christmas Survey 2021

Marketing

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20% of all visitors were prompted to visit Cheltenham as the result of a previous visit and 19% from Visit Cheltenham social media.

20% of visitors were prompted to visit Cheltenham from a previous visit and/or 19% from Visit Cheltenham social media e.g. Facebook/Twitter/Instagram etc. 11% had been recommended to visit the town and the same proportion were prompted to visit via the www.visitcheltenham.com website. 10% had seen other/general social media posts about visiting Cheltenham and 6% had seen some form of online advertising for the town.

2% had received an E-Newsletter from Visit Cheltenham and 1% in each case had been prompted to visit from another website(s), a magazine/brochure article, an article in the local paper or from a poster. 17% said they had been prompted to visit via another method with almost all of these respondents saying they were residents of the town. 5% said they could not recall what prompted their visit to the town.

The largest proportion of non-residents had been prompted to visit Cheltenham as the result of a previous visit (31% compared with 15% of residents), via Visit Cheltenham social media and or via a recommendation (16% in each case and compared with 20% and 9% of residents respectively) and via the www.visitcheltenham.com website (11% of residents).

What prompted you to visit Cheltenham during the Christmas period 2021?	All	Residents	Non-residents
A previous visit	20%	15%	31%
None of these	20%	24%	12%
Visit Cheltenham social media e.g. Facebook/Twitter/Instagram etc.	19%	20%	16%
Other	17%	18%	15%
A recommendation	11%	9%	16%
Visit Cheltenham website www.visitcheltenham.com	11%	11%	10%
Other/general social media	10%	11%	9%
Online advertising	6%	5%	8%
I can't recall	5%	6%	5%
An E-Newsletter from Visit Cheltenham	2%	2%	2%
Another website(s)	1%	-	3%
A magazine/brochure articles	1%	-	1%
An article in the local paper	1%	1%	-
A poster	1%	1%	2%
Coach operator	-	-	1%

Overall recall was highest for the main Christmas campaign art work with influence on the decision to visit highest amongst those respondents who had seen the Christmas video.

All visitors were shown visual prompts of the main Christmas campaign art work for Cheltenham, the Christmas page on the www.visitcheltenham.com website and an image of the Cheltenham Christmas video (all three images are shown below) and asked if they recognised them and, if so, whether they influenced their decision to visit Cheltenham over the Christmas period.

Overall recall was highest for the main Christmas campaign art work for Cheltenham with 75% recognising it including 80% of residents and 65% of non residents. This was followed by 67% who recognised the www.visitcheltenham.com/christmas page on the website (69% and 63% of residents and non-residents respectively) and 30% who recognised the Cheltenham Christmas video image (33% of residents and 23% of non-residents).

In terms of influence on the decision to visit, this was highest amongst those respondents who recalled the video (56% influenced to visit as a result of seeing the video including 54% of residents and 60% of non-residents) followed by the Christmas page on the www.visitcheltenham.com website (36% influenced to visit after seeing it including 35% and 38% of residents and non-residents respectively) and lastly the main campaign art work which influenced 33% of those who had seen it to visit Cheltenham including 30% of residents and 42% of non-residents.

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75% visitor recall

(80% residents / 65% non residents)

33% Influenced decision to visit

(30% residents / 42% non residents)



67% visitor recall

(69% residents / 63% non residents)

36% Influenced decision to visit

(35% residents / 38% non residents)



30% visitor recall

(33% residents / 23% non residents)

56% Influenced decision to visit

(54% residents / 60% non residents)

Cheltenham Christmas Survey 2021

Visitor Expenditure

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All visitors attending the ice ring spent an average of £9.94 per person, with all visitors attending the Christmas Market spending an average of £9.25 per person.

All visitors spend elsewhere in Cheltenham was £34.74 per person.

For the purpose of establishing economic impact it was necessary to calculate expenditure for all visitor types individually, rather than the resident and non-resident breakdowns provided elsewhere in this report, with the estimates for each type shown in the table below. Please treat the staying visitors figures with caution due to the very small sample this was calculated from. However, as staying visitors accounted for just 3% of visitors overall their economic impact will be minimal.

Visitor expenditure by type	*Ice Rink	Christmas Market
All visitors	£9.94	£9.25
Resident/work in Cheltenham	£9.64	£6.89
Staying visitor	£14.87	£21.30
Day visitor	£10.10	£15.04

All visitors attending the ice ring spent an average of £9.94 per person, with all visitors attending the Christmas Market spending an average of £9.25 per person. Staying and day visitors spent more than residents in both areas.

*Ice rink spend for all visitors based upon actual figures provided differentials for visitor types estimated from survey data.

Visitor expenditure by type	Shopping	Food & Drink	Entertainment	Travel & Transport	TOTAL
All visitors	£17.10	£14.44	£1.79	£1.42	£34.74
Resident/work in Cheltenham	£16.61	£13.99	£1.33	£1.04	£32.97
Staying visitor	£34.14	£41.95	£7.66	£5.33	£89.08
Day visitor	£16.32	£12.74	£2.22	£1.89	£33.17

All visitors spend elsewhere in Cheltenham was £34.74 per person. Staying visitors had the highest average spend elsewhere in Cheltenham (£89.08) and in addition to this spent a further £42.65 per person per night on their accommodation.

Cheltenham Christmas Survey 2021

Visitors' Opinions

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Introduction

The survey obtained visitors' satisfaction levels with a wide range of factors or indicators which together comprise the 'visitor experience'. Each factor, or indicator, was rated on a range of one to five where '1' = 'very poor' (or the most negative response), '2' = 'poor', '3' = 'neutral', '4' = 'good' and '5' = 'very good' (or the most positive response), allowing a satisfaction 'score' (out of a maximum of five) to be calculated.

Satisfaction was asked to those visitors who had visited the Ice Rink, those who had visited the Christmas Market and those who had visited Cheltenham during the Christmas period 2021 overall. The areas explored in terms of satisfaction were:

Ice Rink visitors	Christmas Market visitors	All visitors
Ease of booking	Location	Ease of getting to Cheltenham
Location	Ease of access	Availability of car parking
Ease of access	COVID safety measures	Value for money of car parking
COVID safety measures	Range of stalls	Range of places to eat & drink
Welcome and customer service provided by staff	Quality of goods/products on sale	Quality of places to eat & drink
Quality of the ice	Range of catering stalls	Range of shops
Quality of the skates and equipment	Quality of catering stalls	Quality of the shopping environment
Space to skate	Stall holders – customer service	Uniqueness of the shopping experience
Overall atmosphere	Site decoration, lighting etc.	Cleanliness of the streets
Overall enjoyment of visit	Overall atmosphere	Availability of public toilets
	Overall enjoyment of visit	Cleanliness of the public toilets
		General atmosphere
		Overall enjoyment of visit

The highest average scores were for the location of the Ice Rink (4.58), ease of booking (4.43) and ease of access (4.42).

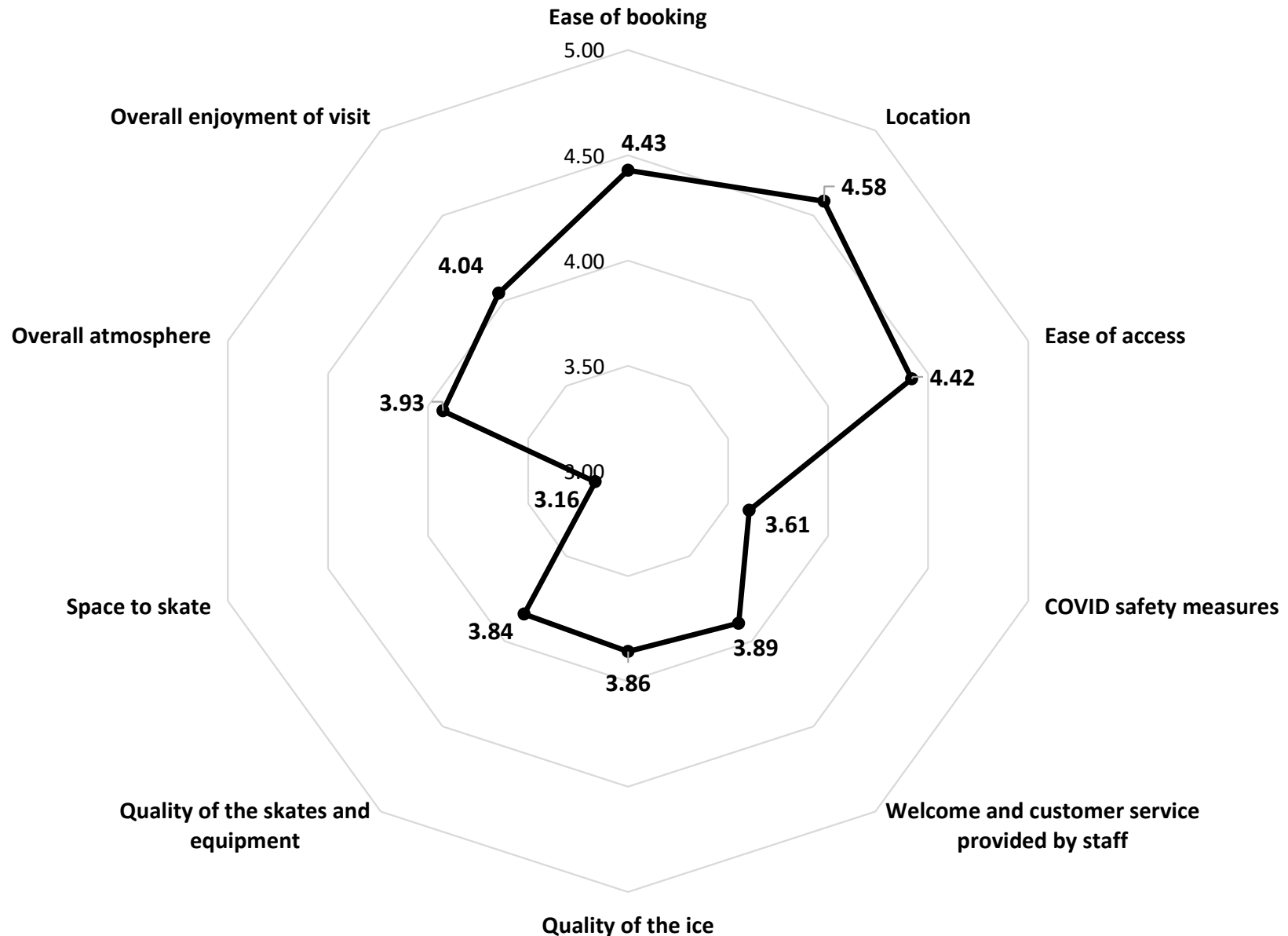
With the exception of having 'space to skate', on the whole visitor satisfaction levels with each of the aspects of their experience of going ice skating whilst in Cheltenham over the Christmas period were good to very good. 4 of the 10 indicators explored by the survey about the Ice Rink received an average score of 4.04 or more. The highest average scores were for the location of the Ice Rink (4.58), ease of booking (4.43), ease of access (4.42) and overall enjoyment of visit (4.04).

6 indicators received an average score of less than 4.00 with space to skate receiving the lowest satisfaction score at 3.16 followed by COVID safety measures (3.61), quality of skates and equipment (3.84), quality of the ice (3.86), welcome and customer service provided by staff (3.89) and overall atmosphere (3.93).

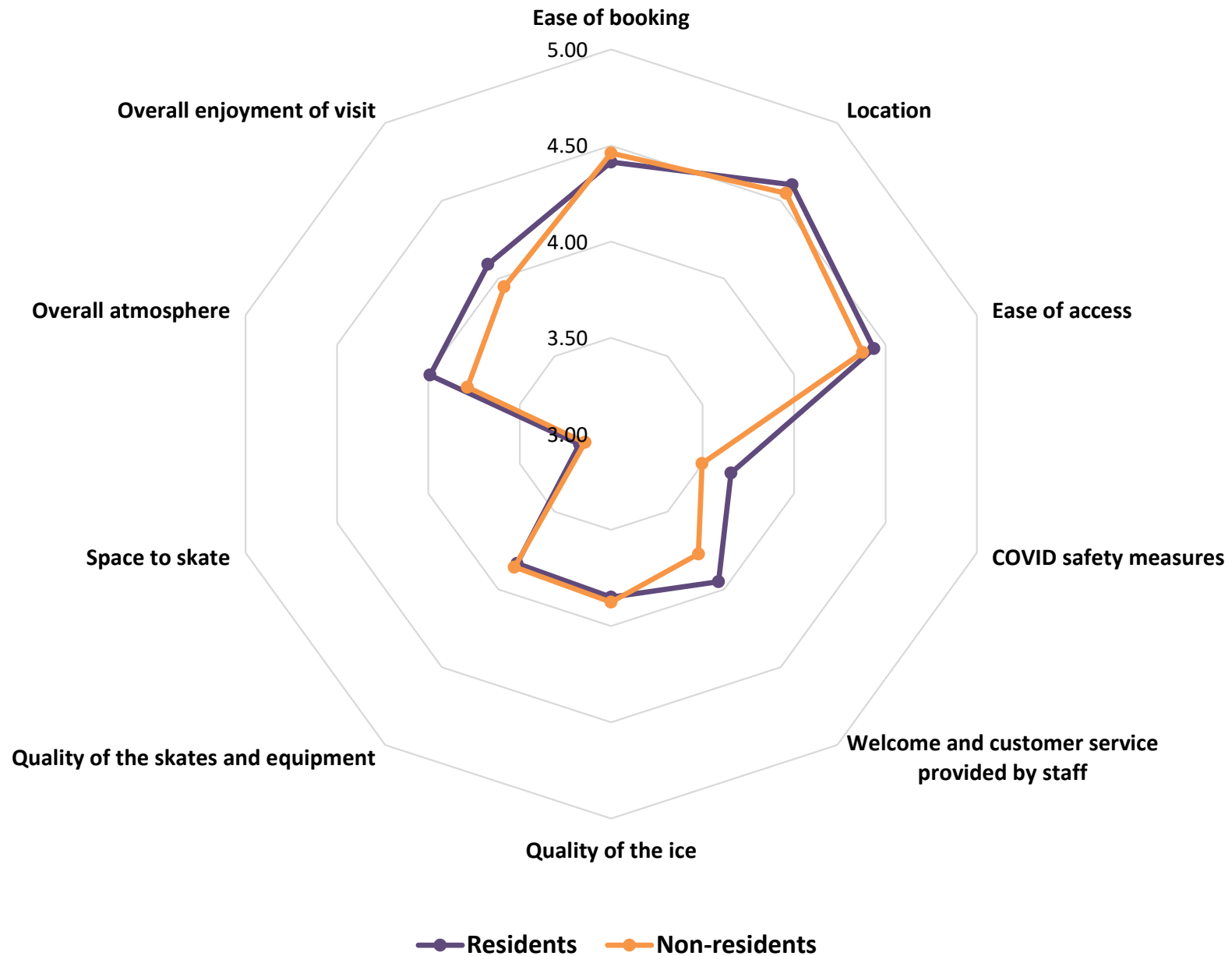
Residents typically rated their satisfaction levels with their experience at the Ice Rink slightly higher than non-residents.

Visitor satisfaction levels – Ice Rink visitors		All	Residents	Non-residents
1	Ease of booking	4.43	4.41	4.46
2	Location	4.58	4.60	4.55
3	Ease of access	4.42	4.44	4.38
4	COVID safety measures	3.61	3.66	3.50
5	Welcome and customer service provided by staff	3.89	3.95	3.77
6	Quality of the ice	3.86	3.85	3.87
7	Quality of the skates and equipment	3.84	3.83	3.86
8	Space to skate	3.16	3.17	3.14
9	Overall atmosphere	3.93	3.99	3.79
10	Overall enjoyment of visit	4.04	4.09	3.95

With the exception of 'space to skate' satisfaction levels amongst all visitors who went ice skating were good to very good.



Residents typically rated their satisfaction levels with ice skating higher than non-residents.



Many visitors commented that there were too many people on the Ice Rink/it being overcrowded.

Visitors to Cheltenham who had visited the Ice Rink were asked for any further comments/suggestions/feedback they would like to make about their visit to the Ice Rink. A wide range of different responses were provided with too many people/being too crowded being the main factor mentioned along with some respondents who mentioned that the rink needed to be bigger and others that they would like to see it return again next year.

The word cloud below summarises this and the full list of responses can be found in the appendix which accompanies this report.



The highest average scores were for the ease of access to the Christmas Market (4.32) and the location of the Christmas Market (4.30).

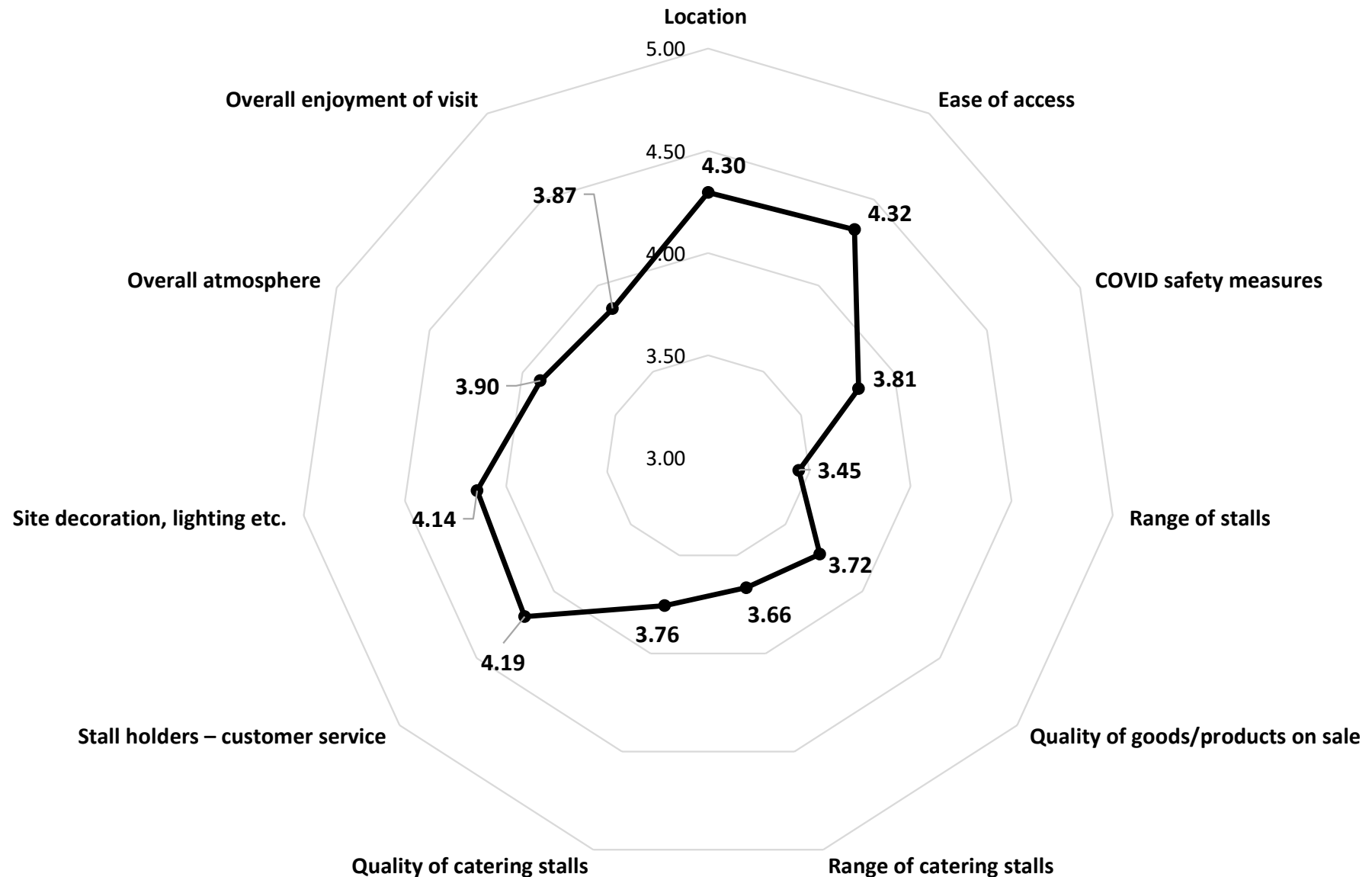
On the whole visitor satisfaction levels with each of the aspects of their experience of going to Cheltenham Christmas Market were good to very good. 4 of the 11 indicators explored by the survey about the Christmas Market received an average score of 4.14 or more. The highest average scores were for the ease of access (4.32), location of the Christmas Market (4.30), customer service provided by the stall holders (4.19) and site decoration, lighting etc. (4.14).

7 indicators received an average score of less than 4.00 with the range of stalls receiving the lowest satisfaction score at 3.45 followed by range of catering stalls (3.66), quality of goods and products on sale (3.72), quality of catering stalls (3.76), COVID safety measures (3.81), overall enjoyment of visit (3.87) and overall atmosphere (3.90).

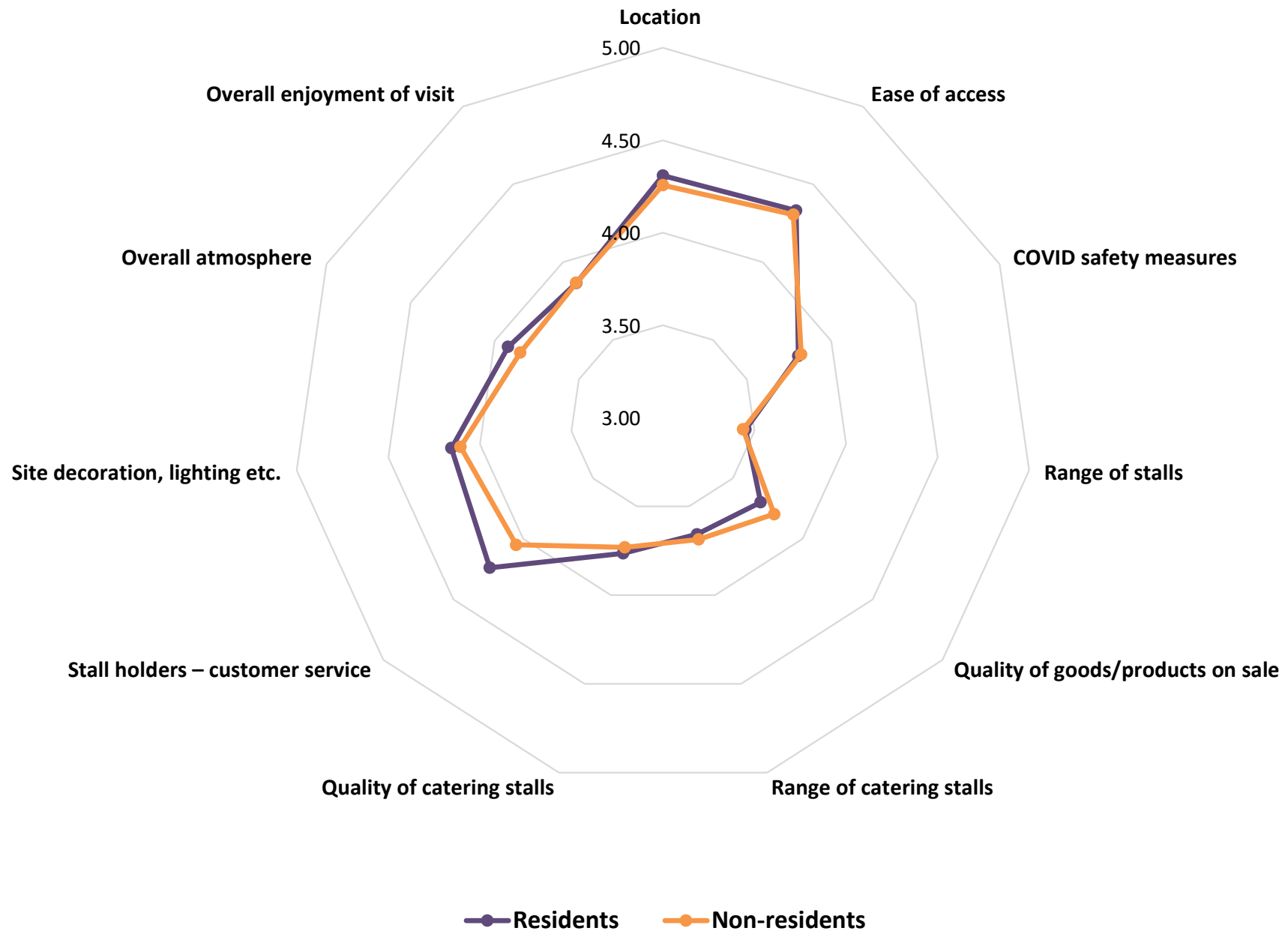
As was the case with those who went to the Ice Rink, residents typically rated their satisfaction levels with their experience at the Christmas Market slightly higher than non-residents.

Visitor satisfaction levels – Christmas Market visitors		All	Residents	Non-residents
1	Location	4.30	4.31	4.26
2	Ease of access	4.32	4.33	4.30
3	COVID safety measures	3.81	3.81	3.82
4	Range of stalls	3.45	3.45	3.44
5	Quality of goods/products on sale	3.72	3.70	3.80
6	Range of catering stalls	3.66	3.66	3.69
7	Quality of catering stalls	3.76	3.76	3.73
8	Stall holders – customer service	4.19	4.24	4.05
9	Site decoration, lighting etc.	4.14	4.16	4.10
10	Overall atmosphere	3.90	3.92	3.85
11	Overall enjoyment of visit	3.87	3.87	3.87

With the exception of the range of stalls satisfaction levels amongst all visitors who went to the Christmas Market were good to very good.



Once again, residents typically rated their satisfaction levels with the Christmas Market higher than non-residents.



Many visitors commented that the Christmas Market needed more/a better range of stalls including more 'Christmassy' stalls.

Visitors to Cheltenham who had visited the Christmas Market were asked for any further comments/suggestions/feedback they would like to make about their visit to the Christmas Market. A wide range of different responses were provided with the Christmas Market needing more/a better range of stalls including more “Christmassy” stalls being the main factor mentioned along with some respondents who mentioned it needed a better range of food stalls and to be located closer to the Ice Rink.

The word cloud below summarises this and the full list of responses can be found in the appendix which accompanies this report.



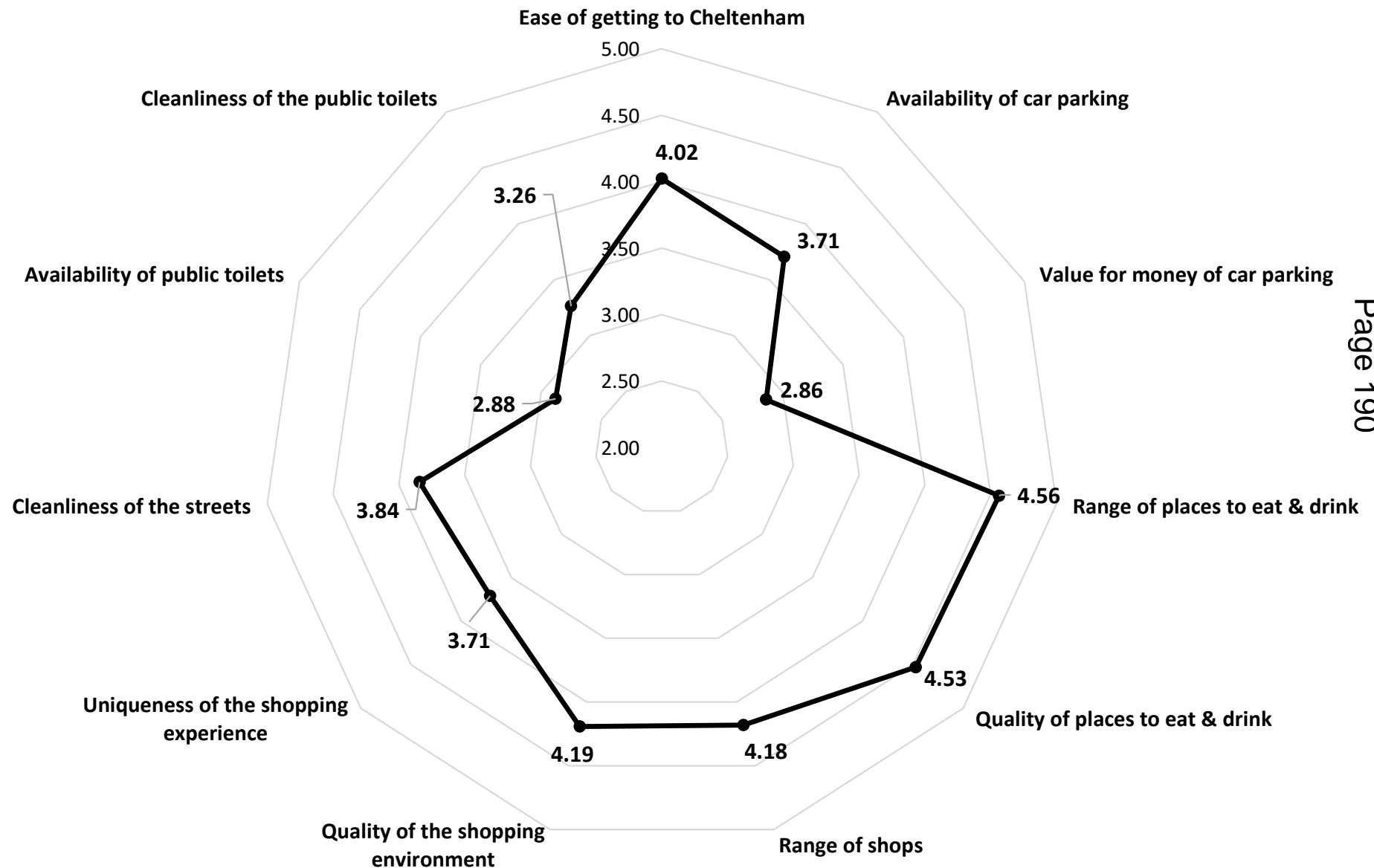
The highest average scores were for the range and quality of the places to eat and drink in Cheltenham (4.56 and 4.53 respectively).

With the exception of the value for money of car parking and the availability of public toilets, on the whole visitor satisfaction levels with each of the aspects of their experience of visiting Cheltenham over the Christmas period were good to very good. 7 of the 13 indicators explored by the survey about visiting the town overall received an average score of 4.02 or more. The highest average scores were for the range and quality of the places to eat and drink (4.56 and 4.53 respectively), overall enjoyment of visit (4.29), general atmosphere (4.27), quality of the shopping environment (4.19), range of shops (4.18) and ease of getting to Cheltenham (4.02).

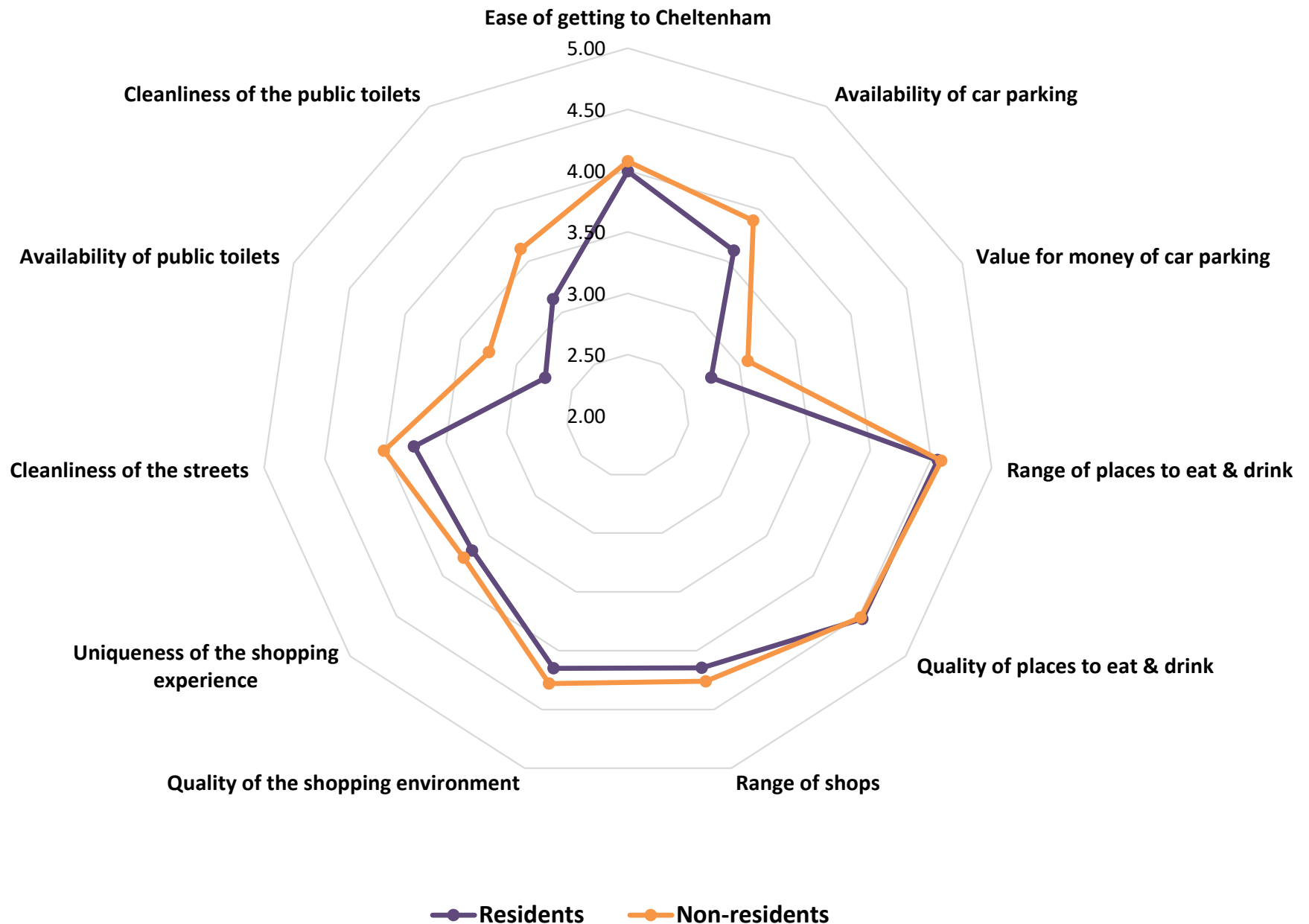
6 indicators received an average score of less than 4.00 with the value for money of car parking and the availability of public toilets receiving the lowest satisfaction scores at 2.86 and 2.88 respectively followed by the cleanliness of the public toilets (3.26), availability of car parking and uniqueness of the shopping environment (3.71 each) and the cleanliness of the streets (3.84). In contrast to satisfaction levels with the Ice Rink and Christmas Market, non-residents typically rated their satisfaction levels with their experience of visiting Cheltenham slightly higher than residents.

Visitor satisfaction levels – Overall visit to Cheltenham		All	Residents	Non-residents
1	Ease of getting to Cheltenham	4.02	3.99	4.08
2	Availability of car parking	3.71	3.60	3.89
3	Value for money of car parking	2.86	2.75	3.08
4	Range of places to eat & drink	4.56	4.56	4.59
5	Quality of places to eat & drink	4.53	4.53	4.52
6	Range of shops	4.18	4.15	4.26
7	Quality of the shopping environment	4.19	4.15	4.28
8	Uniqueness of the shopping experience	3.71	3.68	3.77
9	Cleanliness of the streets	3.84	3.76	4.01
10	Availability of public toilets	2.88	2.74	3.25
11	Cleanliness of the public toilets	3.26	3.13	3.62
12	General atmosphere	4.27	4.26	4.27
13	Overall enjoyment of visit	4.29	4.30	4.26

With the exception of the value for money of car parking and availability of public toilets scores were good to very good.



Non-residents typically rated their satisfaction levels with visiting Cheltenham higher than residents.



Many visitors commented that they would like to have seen a bigger Ice Rink, that the town looked wonderfully festive and the need for cheaper parking.

Visitors to Cheltenham were asked for any further comments/suggestions/feedback they would like to make about their visit to the town. A wide range of different responses were provided including the need for a bigger Ice Rink, the town looking wonderfully festive and the need for cheaper parking being some of the main factors mentioned.

The word cloud below summarises this and the full list of responses can be found in the appendix which accompanies this report.



Likelihood of recommending the Cheltenham

Recommendation scores are a simple but effective new method for measuring customer loyalty invented by Bain consultant Fred Reicheld who discovered that a single question provides the ultimate measure of just how loyal customers are and that this method could then be used to accurately predict future revenue growth.

Recommendation scores are calculated by asking a sample of customers a single question “How likely is it that you would recommend xyz to a friend or colleague?”. The respondent is asked to respond on an 11 point scale from ‘0’ (not at all likely) to ‘10’ (extremely likely) depending on how positive they feel about the product/event/location. The proportion of those who think it unlikely they would recommend it (Detractors) subtracted from the proportion that are likely to recommend it (Promoters) produces a single number known as a Recommendation Score.

Based on their response to this question respondents are then divided into three distinct groups:

0-6 score are Detractors *These are customers that have generated sales but are actually bad for the company over the long haul. They are less likely to buy anything/visit the event/location again and more likely to spread bad word of mouth and more costly to serve because of their dissatisfaction.*

7-8 are Passives *These customers are generally more positive about the product/event/location but are significantly less valuable than Promoters. Many companies over estimate their success by assuming relatively high customer satisfaction will lead to future growth. In reality Passives may be satisfied but that may not be enough in the longer term.*

9-10 are Promoters *These customers drive business growth. The product/event/location has gone beyond satisfying their needs and truly delights them. As a result they will buy more from this company or visit an event or location again in the future, will recommend it to many others and therefore the company/product/event/location will not need to undertake costly ad campaigns or sales promotions to retain their business.*

The Recommendation Score is created by calculating what percentage of the customer base are Promoters and then subtracting the percentage who are Detractors.

$$\% \text{ Promoters} - \% \text{ Detractors} = \text{RECOMMENDATION SCORE}$$

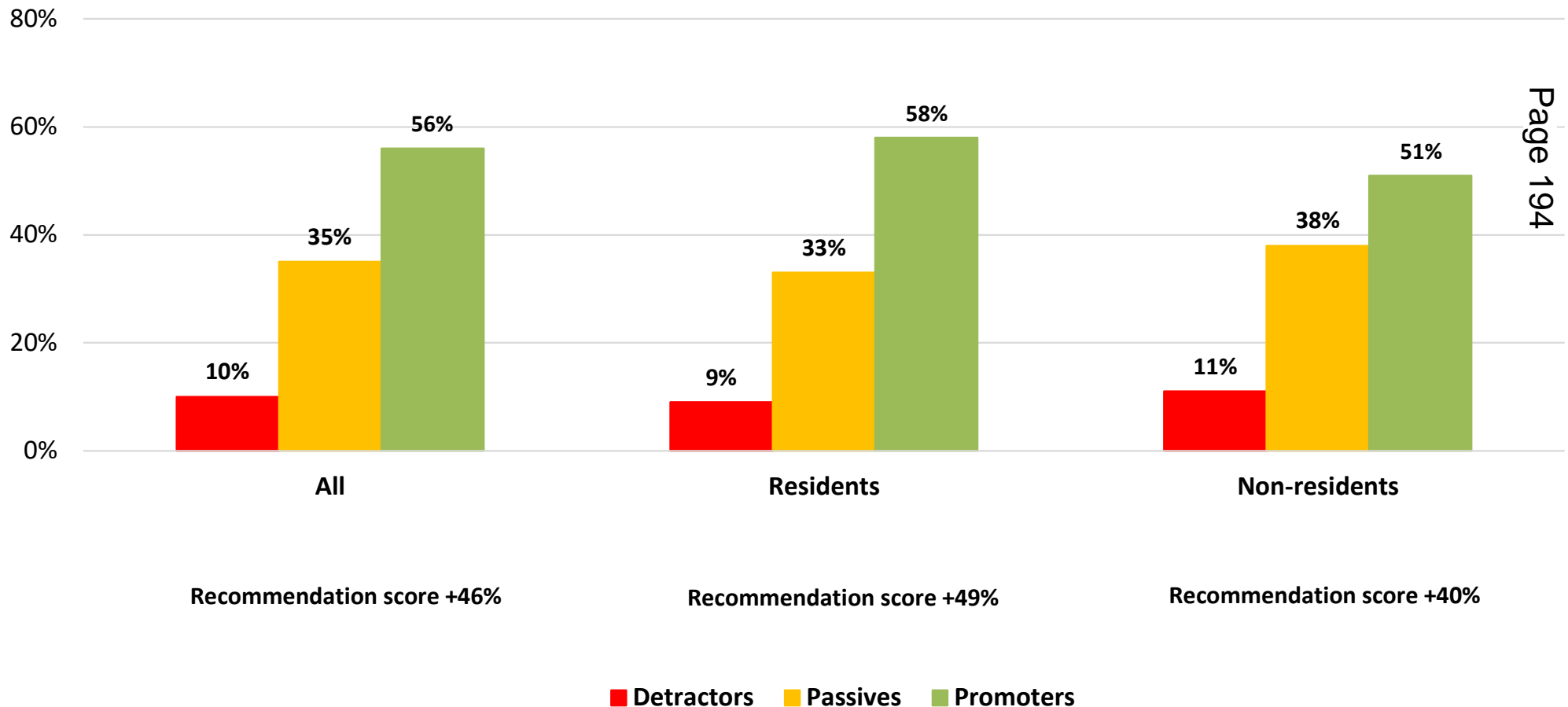
The higher or more positive the score the more satisfied the customer base.

Cheltenham received a good recommendation score of +46%.

Cheltenham achieved a recommendation score of +46% amongst all visitors. 56% of all visitors were categorised as 'Promoters' giving a score of 9 or 10 out of 10 for their likelihood of recommending Cheltenham to their friends or family, 35% gave a score of 7 or 8 and were categorised as 'Passives' whilst 10% gave a score of 0-6 for their likelihood of recommending the town and were therefore categorised as 'Detractors'.

Residents gave Cheltenham a higher recommendation score (+49%) than non-residents (+40%).

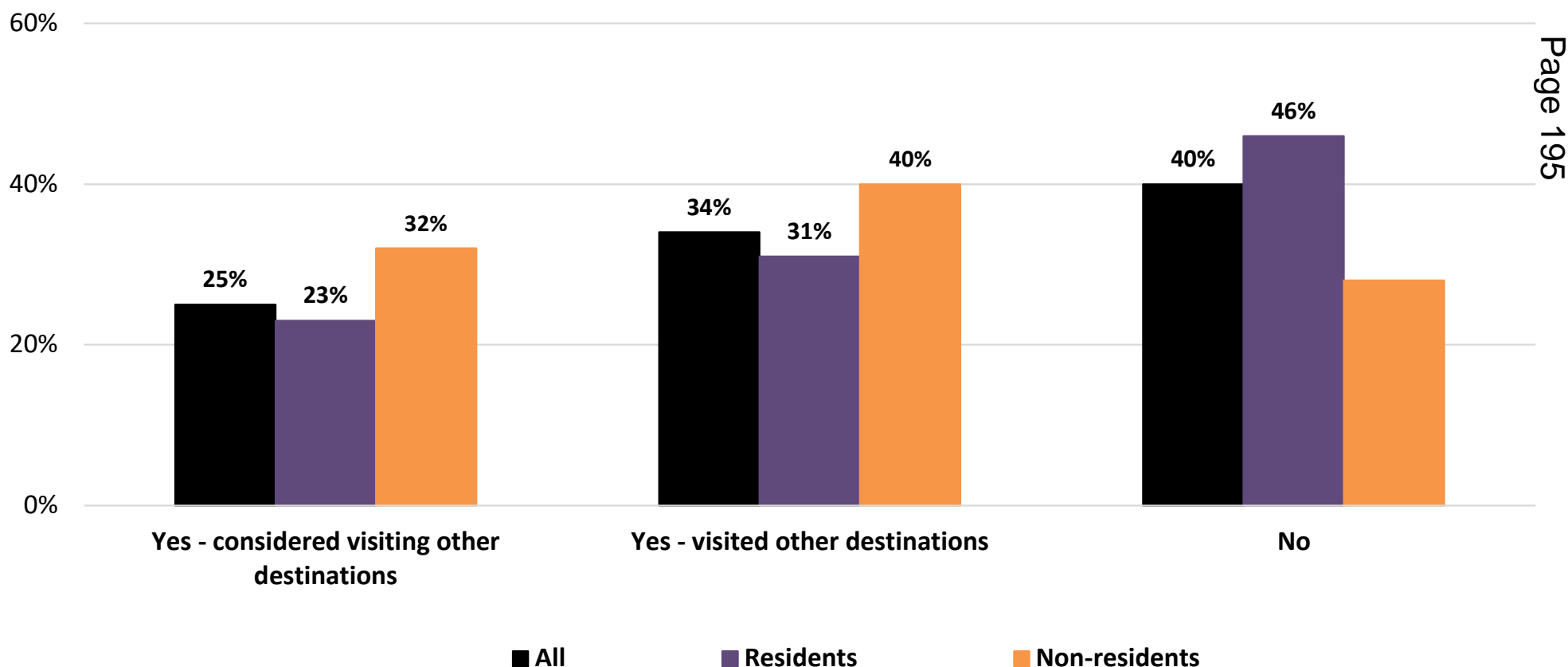
How likely would you be to recommend a visit to Cheltenham to your friends/family?



59% of all visitors had considered visiting (25%) or had visited (34%) other destinations over the same period.

59% of all visitors to Cheltenham over the Christmas period 2021 said they had considered visiting (25%) or had visited (34%) other destinations over the same period including 54% of residents (23% considered and 31% had visited other destination(s)) and 72% of non-residents (32% considered and 40% had visited other destination(s)).

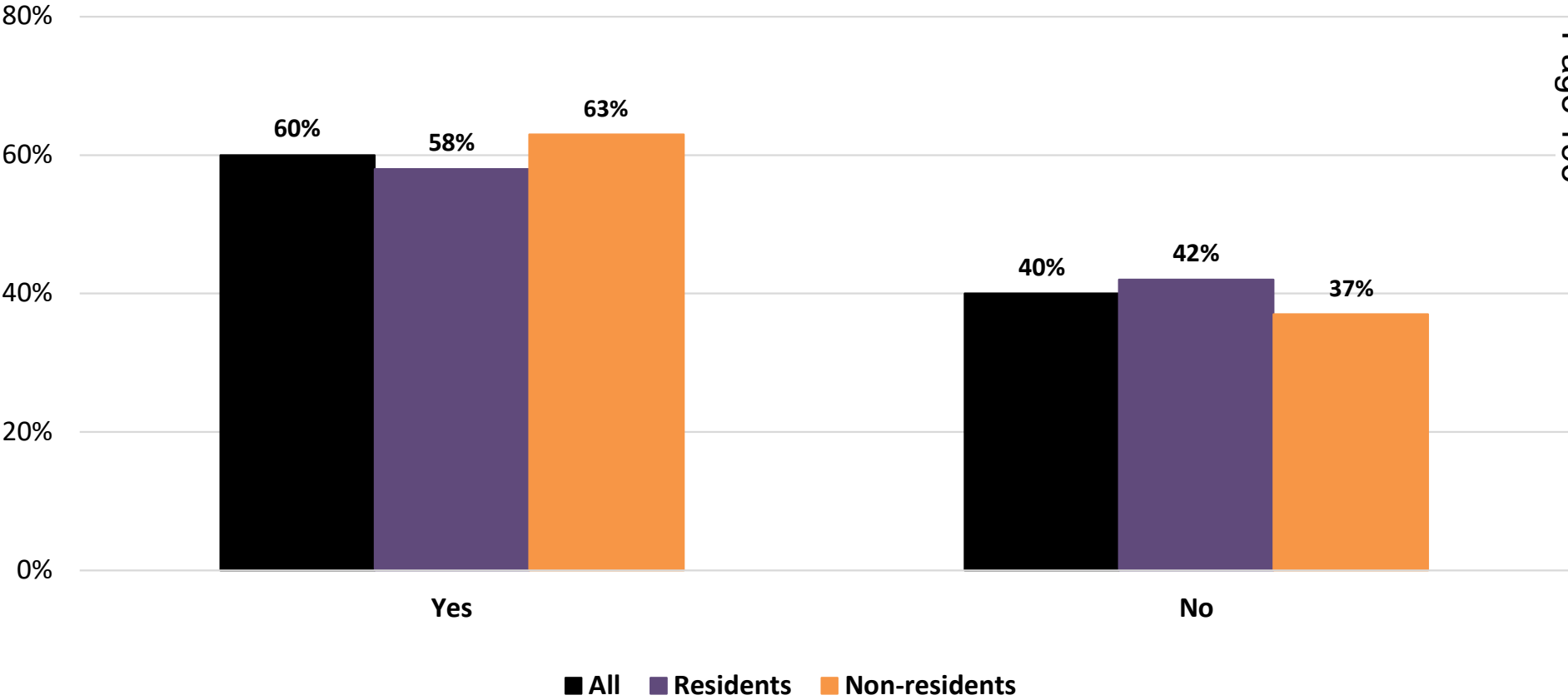
Did you visit/consider visiting any other destinations for Christmas shopping/festive activities in the run up to Christmas 2021 between the 18th November 2021 and 2nd January 2022?



60% of respondents who had considered visiting other destination(s) said they chose to visit Cheltenham in direct preference.

Those respondents who had considered visiting other destination(s) only were asked if they chose to visit Cheltenham in direct preference to this/these other destinations(s). 60% said they had including 58% of residents and 63% of non-residents. The other destinations visited/considered for a visit are shown overleaf.

**Did you choose to visit Cheltenham in direct preference to this/these other destination(s)?
(Those who considered visiting other destination(s) only)**



Gloucester, Bristol, Bath and Birmingham were some of the other destinations considered instead of Cheltenham.

- Those visitors who had considered visiting other destinations for Christmas shopping/festive activities in the run up to Christmas 2021 between the 18th November 2021 and 2nd January 2022 were asked which other destinations they had considered visiting. A wide range of town and cities destinations had been considered, along with attractions and other activities. Gloucester, Bristol, Bath and Birmingham were the main destination responses named.
- The word cloud below summarises this and the full list of responses can be found in the appendix which accompanies this report.



Cheltenham Christmas Survey 2021

Non-Visitors

**VISIT
CHELTENHAM**
THE FESTIVAL
TOWN

Page 198



Distance from home/accommodation and was the main deterrent stopping non-visitors from visiting Cheltenham over the Christmas period 2021 along with saying they will visit again in the future having been before.

3% of all respondents who took part in the online survey said they had not visited Cheltenham over the Christmas period 2021 (21 respondents). These respondents were routed to a separate section of questions within the online survey which asked them why this was the case, any other destinations they had visited instead, whether they chose to visit those destinations in direct preference to Cheltenham and, if so, why that was the case. Due to the low sample size the results to follow in this section should be interpreted with caution.

When asked why they had not visited Cheltenham over the Christmas period 2021, 29% in each case said it was too far from their home/accommodation and/or that they will visit again in the future having been to the town before (6 respondents in each case). 24% said it was because of the Covid-19 pandemic (5 respondents).

10% in each case said they went to other destination(s) instead, they had a lack of money/available finances, they were not interested and/or they lacked their own transport to travel to Cheltenham (2 respondents in each case).

The other destination(s) visited instead were Gloucester, Hereford, Worcester (1 respondent) and the Malvern Winter Glow (1 respondent). Both the respondents who said they had visited these other destinations said they had chosen them in direct preference to Cheltenham with one saying this was because 'Cheltenham is dead' and the other that the Malvern Winter Glow is 'A bigger area so due to Covid thought they could spread out easier'.

Why didn't you visit Cheltenham over the Christmas period 2021?	Count	Page 199
Distance from home/accommodation	6	2
I will visit again in the future having been before	6	2
Covid 19 pandemic	5	24%
None of these	4	19%
Other	3	14%
Went to another destination(s) instead	2	10%
Lack of money/available finances	2	10%
Not interested	2	10%
Lack of own transport	2	10%
Children too young	1	5%
Children not interested	1	5%
Not a child friendly environment	1	5%
Lack of public transport	1	5%
Too crowded	1	5%
I have been before and once is enough	1	5%
Wrong weather to visit	1	5%

Cheltenham Christmas Survey 2021

The South West Research Company Ltd

www.tswrc.co.uk



Appendix 3 – Supporting statements from local businesses

The ice rink was a really positive addition to the Christmas festivities that take place each year in Cheltenham. Having been delayed due to Covid it was great to see the ice rink come to fruition and encourage such a large number of visitors into the town centre.

The Cheltenham Chamber of Commerce is keen to support all activities which encourage the townspeople to come together and increase the footfall amongst the retail and hospitality sectors. We do look forward to seeing the ice rink return this Christmas.

Michael Ratcliffe, Cheltenham Chamber of Commerce

Christmas 2021 was due to be a time for economic recovery for the hospitality industry, however due to Covid and political reasons it soon becomes a time for seeing cancellations of large parties. It was therefore really positive that there was a unique entertainment offering in the town centre so that it encouraged smaller, more last-minute business in to the town centre to help the industry try to make the most of the festive season. We would welcome the ice rink returning in 2022 and look forward to working with Visit Cheltenham to engage more connections with local independent hospitality.

Lindsey Holland *on behalf of* TURF Cheltenham

The introduction of the ice rink in 2021 was an excellent addition to the Christmas offer of Cheltenham. The positive buzz around social media demonstrated the popularity, which was key last year as we all looked for relief amidst the Covid-19 pandemic and supported the hospitality and events industry. From an economic perspective, events such as the ice rink are key to driving footfall and reinforcing Cheltenham as a visitor destination. For the ice rink to go from strength to strength then careful consideration needs to be given to the wider commercial offer that links into the wider activities of Christmas and enables the ice rink to be seen as a destination and not a standalone activity. With the learnings from last year and working in collaboration with the Cheltenham BID, this can be achieved which would only enhance the Cheltenham Christmas offer.

Diane Savory OBE DL Chair Cheltenham Economic & levelling Up Advisory Board

2021 saw the first Christmas Ice Rink arrive in Cheltenham and we were extremely excited to have such a wonderful addition to the Christmas calendar. On a professional basis, many of our partners went to the Ice Rink as both a team building exercise and also on a personal basis. It was hugely enjoyed as a way to relax after work and enjoy with members of the family. All of our partners would love to see it return in 2022 as it created such a happy buzz and many went back week on week. To have an activity that easily engages all ages, is both physical, fun and not screen related is a huge asset to everyone's wellbeing especially as Christmas is our busiest time of the year and some stress relief is most needed!

Commercially as a company we definitely felt a positive impact in the town as it kept people in the town a lot longer and gave them another reason to head into town for a bite to eat before or after ice skating. It really created a buzzy atmosphere around the park and got everyone in a festive mood. We would all be very disappointed if it was not to return this year and wholeheartedly support the application for it to return in 2022!

Sam Bawden, Events & Marketing Partner John Lewis

After 18 months of the pandemic and the impact it had on the businesses in Cheltenham, it was vital that we stepped up to the mark to ensure that Cheltenham was firmly in people's minds as a destination to visit over Christmas 2021. The ice rink added that wow-factor to the town, keeping the families of Cheltenham spending *in* Cheltenham and encouraging those from further afield here too. In Q4 - when the ice rink was in town - our footfall was the busiest it had been throughout the whole year.

We can't afford to fall behind the towns and cities around us who are all vying for that share of spend. We always see big increases in footfall at The Brewery Quarter when large events or festivals such as the Literature Festival are held in town, so I'm positive that another ice rink will be of great benefit to our businesses here again, along with the rest of the businesses in Cheltenham

Demelsa Coleman, Marketing and Communications Manager of The Brewery Quarter

No. 131 and The Lucky Onion were delighted with the efforts of Visit Cheltenham in 2021 with the exciting new addition to the leisure experience landscape in Cheltenham, with a quirky, timely and festive Ice rink option.

This innovative and 'must do' experience added significant value to our guests and their children and was the talk of the town. We witnessed a significant increase in interest and room reservations during this period with our proximity to the rink.

The Ice Rink complemented our seasonal and festive activities perfectly and provided a lovely extension to our marketing and programming around 'reasons to stay at No.131' and naturally visit Cheltenham.

In 2022 they should go all out as the proof points to success with the idea are affirmed and double the size. Clearly there is demand for such a great concept and I'm sure it will become a calendared favourite.

Rupert Diss, Head of Marketing The Lucky Onion Group

Cheltenham BID (Business Improvement District) supports the proposal to host an ice rink on Imperial Gardens during the Christmas period in 2022. The ice rink in 2021 brought much needed footfall back into the town following almost two years of Covid-19 restrictions and this had a positive financial impact to the businesses in the town centre.

It provides Cheltenham with an attraction during the Christmas period that brings people into the town centre. The ice rink proved to be a great Christmas activity not just for thousands of families but also businesses using it as a networking opportunity or staff social event. The ice rink, coupled with the extended markets, free street entertainment throughout the festive shopping period and enhanced Christmas lights, provides an offering which goes beyond those of the likes of Gloucester, Worcester and Bristol.

It puts Cheltenham at the top of the list of destinations to visit, alongside Bath, Cardiff and Birmingham. In a time when competition for regional and national visitors is so strong, it is important that the Cheltenham festive offering is cohesive. With very limited coach parking in Cheltenham, locating the ice rink on Imperial Gardens provides a central focus close to the coach drop off area at Royal Well.

Heath Gunter, Chief Executive of the Cheltenham BID

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Cheltenham Borough Council Cabinet – 12th July 2022 Lansdown Place Lane Car Park

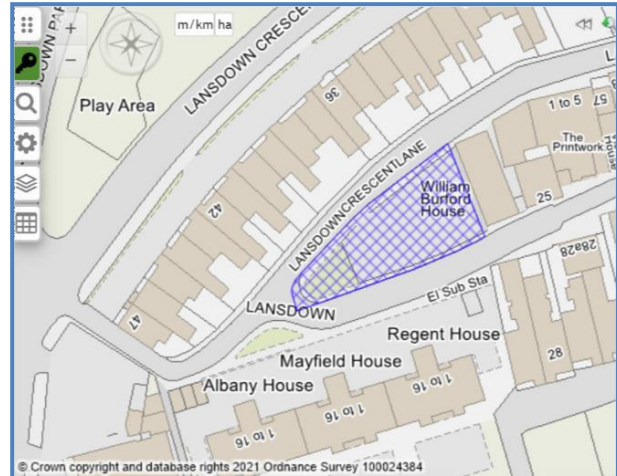
Accountable member	Councillor Peter Jeffries, Deputy Leader and Cabinet Member Finance & Assets
Accountable officer	Gemma Bell, Director of Finance & Assets (Deputy s.151 Officer)
Ward(s) affected	Lansdown
Key/Significant Decision	Yes
Executive summary	<p>The council own the freehold to land at Lansdown Place Lane, which extends to c.0.084 hectare (0.2 acre) and is currently used as a public car park and public realm (with part falling under the adjoining adopted highway). The car park is currently underutilised; it is projected to deliver around £700 of income in FY21/22.</p> <p>With a rateable value of £5,114 per annum, purely on the cost of business rates alone, the site represents a significant annual loss to the council. It has, therefore, been identified as surplus to requirements.</p> <p>The site is located within a central, largely residential area with 5 and 6 storey housing to the north and south (many of which are Grade II* listed) and 2 storey commercial to the east. Discussions with the Director of Planning have proven positive and no initial constraints have been identified in respect of Local Plan Policy.</p> <p>Two options for the site have been considered, which comprise:</p> <ol style="list-style-type: none"> 1. Do nothing, leave as an underutilised car park and continue to incur annual growing revenue losses; or 2. Disposal in return for a capital receipt, secure immediate revenue savings on operational costs and generate longer term income to support the general fund through council tax/business rates receipts from any development activity <p>Due to the location, the site will have a relatively high latent value for redevelopment purposes, which could provide a substantial capital receipt to the council and assist with funding of the council's corporate objectives and Covid-19 recovery strategy.</p>

Recommendations	<p>It is recommended that Cabinet:-</p> <ol style="list-style-type: none"> 1. Approves: <ol style="list-style-type: none"> a. The process of the potential removal of the car park from the council's current Car Parking Order and that <u>subject to the outcome of the proper consultation process, approves that the car park be removed from the Car Parking Order;</u> b. The declaration of the site as a Surplus asset; c. The disposal of the car park in return for a capital receipt; 2. Delegates to the Director of Finance & Assets, in consultation with the Cabinet Member for Finance & Assets, authority to market and dispose of the property for best consideration and upon such other terms as are deemed appropriate; and 3. Authorises the Executive Director for Property, Finance & Assets, in consultation with the Cabinet Member for Finance & Assets and the Borough Solicitor, to prepare and conclude the necessary legal documentation to reflect the terms negotiated.
Financial implications	<p>The Covid-19 recovery budget approved by Full Council in November 2020 included a target of £4m in capital receipts. A number of sites were identified for disposal as part of this and the Council are still on target to deliver the strategy.</p> <p>Since this budget was approved, we are faced further indirect cost pressures as a result of the pandemic as a result of consumer behaviours changing as the economy re-opens and the cost of living emergency.</p> <p>With the re-launch of the Asset Management Strategy in February 2022 the Council are looking to maximise the contribution our assets make to our corporate priorities. The proposal in this paper make available options to fund priority areas as well as reducing the ongoing cost of the asset to the general fund.</p> <p>Contact officer: Gemma Bell, Director of Finance and Assets, gemma.bell@cheltenham.gov.uk, 01242 264124</p>
Legal implications	<p>Where a disposal of open space is under consideration, Section 123(2A) provides that the proposed disposal should be advertised for two consecutive weeks in a local paper, and the Council should consider any objections.</p> <p>The Council has a statutory duty under s123 of the Local Government Act 1972 to secure the best consideration reasonably obtainable when disposing of a freehold interest in property. Obtaining an outline planning permission may increase the value/saleability, but the Council as landowner should not limit its sale to this use if a higher offer for an alternative use could be obtained.</p> <p>Failing to obtain best consideration would mean that the property is sold at an undervalue, for which the Secretary of State's consent is required</p>

	<p>(either general or specific). In addition, such undervalue may also constitute State Aid.</p> <p>The advice of an independent valuer should be obtained and followed.</p> <p>By virtue of The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996, in order to remove land from the current car parking order, the council will need to consult with the Police, County Council and other statutory consultees (Road Haulage Association for example) and also the wider public. Consultation with the wider public is by way of notice published in a local newspaper and such consultation shall be for at least 21 days. If any significant objections are received it is for the Council to decide whether the proposal requires modification or refer to a public inquiry. If no significant objections are received within the 21-day period, then the order can be made and, within 14 days of making, must be published as having been made in a local newspaper. Within 6 weeks of making the Order an objector may apply to the High Court for the order to be quashed.</p> <p>Contact officer: One Legal, legal.servies@onelegal.org.uk, 01684 272691</p>
HR implications	Not applicable
Key risks	See Appendix 1 – Risk Assessment
Corporate and community plan Implications	<p>The proposal will help sustain and grow the provision of housing/employment space and deliver economic, environmental and social benefits within Cheltenham.</p> <p>The proposal will assist the council in securing financial revenue savings, delivery of its capital programme and Covid-19 recovery strategy.</p> <p>Contact officer: Gemma Bell, Director of Finance and Assets, gemma.bell@cheltenham.gov.uk, 01242 264124</p>
Environmental and climate change implications	<p>A reduction in off-street car parking capacity will help to encourage the use of public transport as an alternative to private car use.</p> <p>Any new development will be in accordance with Local Plan Policy and latest supplementary planning guidance (if adopted) in respect of helping to deliver net zero carbon objectives.</p> <p>Contact officer: Gemma Bell, Director of Finance and Assets, gemma.bell@cheltenham.gov.uk, 01242 264124</p>
Property/Asset Implications	<p>Subject to the outcome of the proper consultation process, disposal of the site will deliver both a substantial capital receipt and savings against future revenue costs of repairs, maintenance, business rates, car parking management and property management.</p> <p>Development of the site will generate income through council tax or business rates and, potentially, new homes bonus.</p> <p>Contact officer: Gemma Bell, Director of Finance and Assets, gemma.bell@cheltenham.gov.uk, 01242 264124</p>

1. Background

- 1.1** The council owns the freehold to land at Lansdown Place Lane, which extends to c.0.084 hectare (0.2 acre) and is currently used as a public car park and public realm (with part falling under the adjoining adopted highway).
- 1.2** The car park is currently substantially underutilised, having generated only c. £250 income in FY20/21 and c. £700 to the end of FY21/22, despite the wider economic recovery. With a rateable value of £5,114, with the cost of business rates alone, the site represents a significant annual revenue loss to the council. It has therefore been identified as surplus to requirements.
- 1.3** The site is located within a central, largely high density residential area with 5 and 6 storey housing to the north and south (many of which are Grade II* listed) and 2 storey commercial to the immediate east. Values within this part of the town centre are relatively high, which will be reflected in the value of the site for redevelopment purposes. Whilst the immediate assumption is that the site would come forward for residential development, the central nature of the location could open up alternative uses, including health care, hotel, semi serviced employment space, etc.



- 1.4** The sale of the site has the potential to deliver both a significant revenue saving and a substantial capital receipt to the council to assist with funding of the council's corporate objectives and Covid recovery strategy.
- 1.5** Due to the history of the site and various historic restrictive covenants and rent charges, along with the potential acquisition of rights of light to the immediate adjoining property, appropriation of the site for planning purposes would allow any development to proceed without risk of an injunction under s.203 Housing and Planning Act 2016. This could give rise to potential compensation claims from affected owners, should they be able to demonstrate any loss, and those costs would be passed on to the developer by way of an indemnity.

2. Reasons for recommendations

- 2.1** To release an underutilised site and bring it forward for maximum economic, environment and social use
- 2.2** To generate a capital receipt to help fund the council's capital programme

- 2.3 To deliver revenue savings incurred through ownership, including business rates, electricity, repairs and maintenance, car park management and administration.
- 2.4 To deliver the economic benefits accruing from a construction project in the town centre
- 2.5 To contribute towards the council's net zero carbon commitment by providing a new opportunity in the town for a sustainable form of development.

3. Alternative options considered

- 3.1 Do nothing. Continue to run as a public car park, delivering minimal income and generating a substantial annual net loss to the council.

4. How this initiative contributes to the corporate plan

- 4.1 Delivers net savings and other financial efficiencies, creates revenue income through council tax and potential new homes bonus, secures a capital receipt and generates economic benefits.

5. Consultation and feedback

- 5.1 Internal only with Environment and Planning.
- 5.2 **Environment** have confirmed utilisation and income and confirmed that they are happy to declare it surplus, subject to the proper process of consultation and amendment to the council's car parking order.
- 5.3 **Planning** have advised that there are no obviously policy conflicts with the Local Plan.
- 5.4 This report was considered by the Asset Management Working Group on the 23rd June. Members supported the proposal to consult on the retention of the site within the Parking Order.

6. Performance management –monitoring and review

- 6.1 Monitor to ensure the marketing and disposal process concludes to deliver a scheme and secure Best Consideration for the council.

Report author	Gemma Bell, Director of Finance and Assets, gemma.bell@cheltenham.gov.uk , 01242 264124
Appendices	1. Risk Assessment
Background information	N/A

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likeli- hood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	If the council does nothing then it will continue to incur increasing revenue costs of ownership, management and maintenance	PW	15/03/22	5	6	30	Transfer to 3 rd Party	Move to disposal	ASAP	Peter Woodley	N/A
2	Third party adjoining landowners seek to frustrate development through historic covenants	PW	15/03/22	1	2	2	Accept & Transfer to 3 rd Party	If necessary, appropriate site for planning purposes and secure indemnity from purchaser against any compensation claims	ASAP	Peter Woodley	N/A
3	Development of site causes objections and complaints from local residents and occupiers	PW	15/03/22	2	4	8	Transfer to 3 rd Party	Agreement for sale to include requirements for purchaser to apply considerate construction principles	Prior to exchange of contracts	Peter Woodley	N/A
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											

Cheltenham Borough Council

Cabinet – 12 July 2022

Council- 18 July 2022

Nominations to Outside Bodies

Accountable member	Leader, Councillor Rowena Hay
Accountable officer	Chief Executive, Gareth Edmundson
Ward(s) affected	None directly
Key Decision	No
Executive summary	<p>Following each Selection Council, and at other times when vacancies arise, the Leader/Cabinet takes the opportunity to nominate and, in limited cases, appoint persons to various roles within bodies external to the Council. Also the opportunity is taken to nominate persons to other bodies such as Joint Committees and other bodies/groups.</p> <p>Due to changes to the election cycle as a result of the Covid 19 pandemic in July 2021 the appointments were made for one year, with a return to two yearly appointments this year and in subsequent election years.</p> <p>Cabinet is due to meet on 12 July 2022 to nominate Members to outside bodies as outlined in the appendices. There are 3 appointments where consensus has to date not been achieved between the political groups and therefore this is likely to be referred to Council as set out in paragraph 2.2 of the report.</p> <p>Council is asked to make the appointments as highlighted in appendix 2a.</p>
Recommendations	<ol style="list-style-type: none"> Cabinet makes nominations/appointments to the outside bodies as set out in Appendix 2A in accordance with the following principles: <ul style="list-style-type: none"> All nominations are made on the basis that the nominee/appointee is a representative of Cheltenham Borough Council insofar as that is compatible with any overriding legal duty to the outside body; Cabinet/the Leader reserves the right at any time to withdraw/terminate a nomination/appointment which it has made; and Cabinet makes appointments to joint committees as set out in Appendix 2B; and <p>Cabinet notes the Cabinet Member responsibilities for the bodies/groups listed in Appendix 2C.</p>

Financial implications	<p>There are no financial implications associated with this report.</p> <p>Contact officer: Gemma Bell, gemma.bell@cheltenham.gov.uk, 01242 264365</p>
Legal implications	<p>See body of the report.</p> <p>Appointments/nominations to outside bodies are made in accordance with the Council Constitution. Guidance for Members appointed to outside bodies can be found at Part 5G of the Constitution.</p> <p>Contact officer: Legal Services, legal.services@onelegal.org.uk</p>
HR implications (including learning and organisational development)	<p>No HR implications arising for the report</p> <p>Contact officer: Julie McCarthy , HR Manager – Operations, julie.mccarthy@publicagroup.uk</p>
Key risks	<p>Members appointed should be aware of their roles and responsibilities.</p>
Corporate and community plan Implications	<p>The nomination of representatives of Cheltenham Borough Council to the identified outside bodies helps develop valuable links between the council and community-based organisations supporting community priorities and community engagement</p> <p>Contact officer: Richard Gibson, Strategy and Engagement Manager, richard.gibson@cheltenham.gov.uk</p>
Environmental and climate change implications	<p>None</p>

1. Background

- 1.1** The external bodies to which nominations/appointments are made comprise a variety of organisations and groups. A traditional distinction can be drawn between incorporated and unincorporated bodies; the former being distinct legal entities such as companies, having a legal personality and a framework imposing obligations upon those who become involved by appointment; the latter being bodies which, albeit without formal legal foundation, play an important role in representing interests within the local community. Involvement in these unincorporated organisations will often carry few or no legal obligations on those appointed.
- 1.2** In the majority of cases the authority decides who to nominate to the outside body concerned and it is then for that body to decide on whether to accept the nomination and make the appointment. There are some limited exceptions to this, such as Cheltenham Borough Homes, Gloucestershire Airport, Publica and the Cheltenham Trust where the Council has the right (by virtue of its interests in those companies) to make the nominations/appointments to the boards of directors.
- 1.3** Due to changes to the election cycle as a result of the Covid 19 pandemic in July 2021 the appointments were made for one year, with a return to two yearly appointments this year and in subsequent election years

2. Legal context

- 2.1** Although nominations/appointments to outside bodies are made on the general basis that the nominee/appointee is the council's representative on the outside body, it is important to note that in many cases the overriding duty is to the outside body. For example, a company director has a primary duty of care towards the company and to act in the best interests of the company as a whole and a trustee must act in accordance with the trust deed and uphold the trust's objectives. In these circumstances members must apply independent judgement in respect of the body to which they are appointed.
- 2.2** The council is able to indemnify members (and officers) in the course of their activities on outside bodies provided they are acting within the scope of their authority as council representatives. Outside bodies, such as companies, that are legal entities in their own right must have their own appropriate insurance arrangements in place. It is important that members (and officers) clarify the position in each particular case.

Under the executive functions set out in Part 3E of the Council's constitution, the Leader has the power to make nominations/appointments to outside bodies where they relate to an executive function or revoke such nominations/appointments provided there is Group Leader agreement. Where there is not group leader agreement the decision is referred to Council.

The Leader has chosen to refer the decisions on appointment to Cabinet. The Leader has however the power in Part 3E of the Constitution to appoint or nominate individuals to outside bodies in respect of Executive Functions and revoke or withdraw such appointment or nomination provided all Group Leaders agree.

3. Nomination/appointment of external persons

- 3.1** Historically the council has nominated/appointed external persons to some outside bodies. On 29th June 2006 Council specifically agreed that 'All nominees are elected

Members of Cheltenham Borough Council unless there are exceptional reasons justifying the appointment of a non Member'. Relevant examples of outside bodies to whom external persons have been appointed are; Gloucestershire Airport, Pate's Grammar School Foundation. The reasons for these appointments have been the specialist knowledge skills and experience that have been brought to the outside body and/or the lack of Member nomination to that body.

- 3.2** External persons are not, of course, subject to the Code of Members' Conduct nor are they under any general obligation to act in the best interests of the council or the broader public interest. Also, they are not covered by the council's insurance. Whilst these factors do not prevent the nomination of external persons they should be borne in mind when considering whether to make such nominations/appointments.

4. Reasons for recommendations

- 4.1** It is in the interests of the council to ensure representation on outside bodies.

5. Alternative options considered

- 5.1** None

6. Consultation and feedback

- 6.1** The appendices were circulated to Group Leaders in May 2022.

Report author	Bev Thomas, Democratic Services Team Leader, 01242 264246, bev.thomas@cheltenham.gov.uk One Legal, legalservices@onelegal.org.uk
Appendices	1. Risk Assessment 2. Appendix
Background information	1. Constitution Part 5G – Guidance for Councillors appointed to represent the Council on Outside Bodies

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If elected members are not aware of their roles and responsibilities they may compromise their position		June 2022	3	2	6	Control	Ensure members are aware of guidance set out in Constitution Ensure members understand their role on the outside body and have a copy of relevant constitution or terms of reference of the body concerned		Democratic Services Team Leader/ Monitoring Officer	
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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Title	Nomination
Brizen Young People's Centre	Councillor Tony Oliver
Cheltenham Arts Council	Councillor Barbara Clark, Councillor Paul Baker
Cheltenham Borough Homes	Councillor Richard Pineger; Councillor Glenn Andrews
Cheltenham Theatre & Arts Club (Playhouse)	Councillor Diggory Seacome
Cheltenham Trust	Councillor Barbara Clark; Councillor Steve Harvey
Cheltenham West End Partnership Ltd	Councillor David Willingham
Cleeve Common Trust	Councillor David Willingham, Councillor Simon Wheeler, Councillor Louis Savage
Community Connexions (previously Third Sector Services)	Councillor Tim Harman
Cotswold National Landscapes (Previously Cotswold Conservation Board)	Councillor Martin Horwood
Everyman Theatre	Councillor Garth Barnes
Friends of Leckhampton Hill	Councillor Angie Boyes, Councillor Steve Harvey; Councillor Wendy Flynn
Gloucestershire Airport Consultative Committee	Councillor Tim Harman
Gloucestershire Airport Ltd (non executive director)	Roger Whyborn
Gloucestershire Resources and Waste Partnership	Councillor Suzanne Williams, Councillor Iain Dobie (as Cabinet Member)
Hesters Way Partnership Ltd	Councillor Wendy Flynn; Councillor Peter Jeffries
Higgs and Cooper (and Relief in Need)	Councillor Angie Boyes, Councillor Matt Babbage
Pates Grammar School Foundation	Helen Hooper, Councillor Martin Horwood
Prestbury United Charities	Councillor John Payne
Publica	Councillor Paul McCloskey
Sandford Parks Lido	Councillor Wendy Flynn;Councillor Paul Baker
St Margarets Hall User Group	Councillor Julie Sankey
St Marks & Hesters Way Community Association	Councillor Simon Wheeler
Twinning Association Executive Committee	Councillor Diggory Seacome, Councillor Angie Boyes, Councillor Garth Barnes
Victory Trust	Councillor Tim Harman

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Appointments to Joint Committees

Title	Nomination
Gloucestershire Economic Growth Joint Committee	Councillor Rowena Hay

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Cabinet Portfolio Appointments

Title	Nomination
Cheltenham Business Improvement District Board	Councillor Rowena Hay
Communities Partnership	Councillor Flo Clucas
District Councils Network	Councillor Rowena Hay
Gloucestershire Airport Ltd (shareholder)	Councillor Rowena Hay
Leadership Gloucestershire	Councillor Rowena Hay
LGA General Assembly	Councillor Rowena Hay
Place Governance Group	Councillor Rowena Hay
South West Councils	Councillor Rowena Hay
South West Councils Employers Panel	Councillor Rowena Hay

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