

Cheltenham Borough Council Cabinet

Meeting date: Tuesday, 11 July 2023

Meeting time: 6.00 pm

Meeting venue: 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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SECTION 1 : PROCEDURAL MATTERS

1 Apologies

2 Declarations of interest

3 Minutes of the last meeting (Pages 5 - 12)

4 Public and Member Questions and Petitions

SECTION 2 :THE COUNCIL

There are no matters referred to the Cabinet by the Council on this occasion

SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEE

Tackling Multiple Deprivation (Pages 13 – 38)

Report of the Scrutiny Task Group

5 SECTION 4 : OTHER COMMITTEES

There are no matters referred to the Cabinet by other committees on this occasion

SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS

6 Housing, Homelessness and Rough Sleeping Strategy (Pages 39 - 132)

Report of Cabinet Member for Housing, Councillor Victoria Atherstone

7 In partnership with Cheltenham BID - Vacant Units and Town Centre Land Use Efficiency (Pages 133 - 158)

Report of Cabinet Member for Economic Development, Culture, Tourism and Wellbeing, Councillor Max Wilkinson

8 Disposal of Municipal Offices

TO FOLLOW

9 Financial Outturn 2022-23 (Pages 159 - 200)

Report of the Cabinet Member for Finance and Assets, Councillor Peter Jeffries

10 Disposal of 6 Saville Close (Pages 201 - 206)

Report of Cabinet Member for Finance and Assets and Deputy Leader, Councillor Peter Jeffries

11 Recommended allocations of neighbourhood Community Infrastructure Levy funds (Pages 207 - 218)

Report of Cabinet Member for Customer and Regulatory Services, Councillor Martin Horwood

SECTION 6 : BRIEFING SESSION

- Leader and Cabinet Members

12 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

13 Local Government Act 1972 - Exempt Business

The Cabinet is recommended to approve the following resolution:-

That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely:

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

14 Exempt report - a property matter (Pages 219 - 236)

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Cheltenham Borough Council

Cabinet

Minutes

Meeting date: 13 June 2023

Meeting time: 6.00 pm - 6.30 pm

In attendance:

Councillors:

Rowena Hay, Peter Jeffries, Victoria Atherstone, Iain Dobie, Alisha Lewis and Max Wilkinson

Also in attendance:

Paul Jones (Executive Director of Finance, Assets and Regeneration)

1 Apologies

Apologies were received from Councillors Clucas, Collins and Horwood.

2 Declarations of interest

There were none.

3 Minutes of the last meeting

The public minutes of the meeting held on 23 May 2023 were approved as a true record and signed accordingly.

4 Public and Member Questions and Petitions

Two public questions had been received.

The Cabinet Member response to the first question, concerning CBC's twinning relationships, was taken as read.

Ms Claire Dovey, who asked the second question, thanked the Cabinet Member for Waste, Recycling and Street Services for the positive response to her question. She

said her group acknowledged the improvements in residents' health, biodiversity and the climate crisis the council has made through its Wild Gloucestershire campaign, and by moving to a 50% reduction in its use of glyphosates. She welcomed the leadership CBC has shown in its proposed improvements to stop cutting grass around trees and consequent removal of the need for spraying, and said Pesticide-Free Cheltenham would like to accept the offer to work in partnership on a strategy to help engage the public, landowners, businesses, on the reduction and ultimate stop of use of pesticides across Cheltenham and make the town a role model for others.

As her supplementary question, she asked if CBC would commit to setting up a regular pesticide-free forum, to meet before the end of June for preliminary drafting of the forum's terms of reference?

The Cabinet Member for Waste, Recycling and Street Services, thanked Ms Dovey and welcomed the presence of Pesticide-Free Cheltenham at the meeting. He said it is clear that they and CBC are on same side, trying to get to the same end point, and emphasised that a phased approach is the right way forward. In that context, he welcomed the suggested meeting with the group and his senior officer as soon as practically possible, if possible before the end of June or early July.

5 Food Safety Service Plan

In the absence of the Cabinet Member for Customer and Regulatory Services, the Leader read the following introduction to his report:

I am presenting this report on behalf of Cllr Horwood who is on leave and who wanted to me to mention, for complete transparency, that his wife works for the UK Health Security Agency which is referred to in the report.

In the area of food safety Cheltenham Borough Council operates within a strict framework of British law which, I'm pleased to say, is still complying with high European food safety standards, at least for now.

This work covers a wide variety of food businesses and they paint an interesting picture.

There are 1,102 registered food businesses in Cheltenham this year, which is a little down on last year's total of 1,113.

I'm happy to report that the number of restaurants and cafés is up from 280 to 294 although the number of takeaways is down from 111 to 101 and the number of pubs and clubs providing food is down one to 99. The number of supermarkets selling food is up one from 32 to 33 while the number of small retailers doing the same is down two to 124. There were 66 schools and colleges providing food and 34 guest houses - both unchanged. The number of food manufacturers, packers, distributors

and importers or exporters was down a little from 36 to 31. These numbers may represent some long-term trends in food business but also short-term fluctuations as some businesses close or merge and others open. Overall they still paint a picture of the local sector that is very healthy - in both senses of the word.

As a council, we inspect food premises, we investigate complaints and provide advice to festivals and events. We administer the Food Hygiene Rating System locally and we pro-actively visit new businesses. We also exercise important powers in relation to infectious disease control covering areas such as food poisoning outbreaks and water-borne diseases following standard procedures set out by the UK Health Security Agency, UKHSA. We collect food samples and pass them to specialist labs at the Public Analyst Scientific Services in Wolverhampton and at UKHSA. We take a risk-based approach that we hope isn't burdensome to the well-run businesses that we want to thrive in Cheltenham. So we will continue to focus our resources on the highest risk food activities and the food businesses with the poorest records, with the aim of constantly improving standards across Cheltenham.

Although the Covid Recovery Plan has now finished, there are some elements of it that still apply to food safety and government is currently consulting on an improved permanent system which might, for instance, include more flexibility in the methods and techniques of official controls that can be used to risk rate food establishments and allow some officers who do not hold a 'suitable qualification' for food hygiene to undertake some tasks as long as they are competent to do so. We hope government won't be lowering standards or allowing loopholes to creep into the system. As a council I would like to emphasise that we remain committed to the highest possible standards of food safety.

I am happy to commend this report to cabinet.

The Cabinet Member for Economic Development, Culture, Tourism and Wellbeing commented on the huge importance of this piece of work, and the reassurance it gave. People could have confidence that the chances of getting food poisoning from a take-away or restaurant were absolutely minimal, and Cheltenham could be proud of its thriving hospitality sector and the work the council does to help.

The Cabinet Member for Finance and Assets said it was easy to forget the depth and breadth of the amount of work the council does every year in support hospitality businesses, yet the statistics are staggering. He thanked the relevant officers on behalf of the Cabinet Member for Customer and Regulatory Services, and also commended CBC's media team for highlighting food safety awards via social media, supporting the industry in a different way.

The Leader agreed, saying that people were rightly proud of their 5-star ratings, and sharing via social media and on signs would encourage others to aspire to the same. She also thanked officers for their work.

RESOLVED THAT:

- **the Food Safety Service Plan 2023-24 is approved**

6 Household Support Fund

In the absence of the Cabinet Member for Safety and Communities, the Leader read the following introduction to her report:

The Household Support Fund is channelled to Cheltenham through Gloucestershire County Council.

Together with our local partner organisations, we work through how we can best support our children, pensioners and families who need extra help. We met on 18th May and I am delighted that our partners confirmed their willingness to be part of the programme.

This will be the third tranche of funding received in the last twelve months and as you can see from the report, we will continue to support people with their energy costs together with the Food Network; Household Essentials and Children's Centres, CCP and Unstoppable In addition increased advice capacity through Citizens Advice will be supported.

The Cabinet Member for Housing said that the report shows how many amazing local community groups we have in Cheltenham, supporting residents through tough times, in particular the pandemic and the cost of living crisis. She gave a shout-out to these organisations, which do such a great job in providing necessities such as food, heating and clothing.

The Cabinet Member for Finance and Assets said the figures are staggering, and considered it a shocking indictment of the government that such help was needed by so many people.

RESOLVED THAT:

- **the framework for the award of grant funding for the Household Support Fund is approved;**
- **authority is delegated to the Head of Communities, Wellbeing and Partnerships, in consultation with the Cabinet Member for Safety and Communities, to determine the agreed amounts to be awarded to individual organisations.**

7 Briefing from Cabinet Members

The Cabinet Member for Climate Emergency took the opportunity to highlight an exciting event taking place on Tuesday 27 June – the CheltenhamZero Sustainable Travel Showcase, 9am-1pm at the Park Campus. There will be talks, demos, and exhibitors, including CBC. The event is free, and tickets are available from Eventbrite.

The Cabinet Member for Economic Development, Culture, Tourism and Wellbeing reported that:

- the #FeedCheltenham leisure pass was launched a few weeks ago, enabling families to enjoy sports and leisure activities free of charge or at reduced rates. So far, 12 families have registered, but there is capacity for up to 600, so he encouraged those registered with the food bank to take advantage and register for this very positive scheme;
- Cheltenham Open Studios is underway, with 200 local artists displaying their wonderful artwork in a wide range of venues. He thanked Niki Whitfield for organising the launch event, and commended it to everyone;
- Cheltenham Science Festival recently took place, where he attend the launch of the DataFace scheme, sponsored by CBC among others, which explores creative ways to use digital information and data, and encourages young people to this career pathway with marketable skills for the job market of the future;
- he recently attended an event at The Love Food Hub in Charlton Kings, where Nadine and Amy are doing good work to sustainably offer meals to people in need. Last week was the latest Cynam event, which focussed on a key priority of CBC - using cyber security to solve climate crisis – and was a fascinating evening;
- Cheltenham resident Mike Newby recently became World Shin-Kicking Champion 2023 – congratulations to him.

The Cabinet Member for Waste, Recycling and Street Services reported that hundreds of fish in Pittville Park Lake have died, due to hot weather conditions and to flash floods washing pollutants from roads into the lake. The oxygenators are being switched on for longer than usual to improve levels, but it is worth noting that Pittville Park Lake is normally a very healthy environment, as demonstrated by the fact that there are now otters living on the island. He was confident that the ecology of the lake would be restored, but felt that the current situation was a result of climate change.

The Cabinet Member for Finance and Assets confirmed that the property team is working on financial out-turn report and close-down position, and will have a report to consider next month.

The Cabinet Member for Housing said she had been really impressed by the videos produced by CBH, in partnership with CBC's comms team, which break down the

HRA business plan into a digestible format. In this way, the key objectives – including sustainable homes, stronger and more resilient communities – can be communicated to a wider audience.

The Leader said she had made a video to highlight the sixth anniversary of the Grenfell Tower fire, saying it was important that organisations learnt from the disaster. CBH works closely with its tenants to ensure their health and safety, and that all measures are adhered to.

8 Cabinet Member decisions since the last meeting

Members reported on their decisions taken since the last meeting, as follows:

25 May 2023 – Cabinet Member for Safety and Communities, Councillor Clucas
[To allocate Coronation Fund grants](#)

09 June 2023 – Leader, Councillor Rowena Hay
[To submit CBC's response to the technical consultation on the Infrastructure Levy](#)

12 June 2023 – Cabinet Member for Waste, Recycling and Street Services, Councillor Iain Dobie
[To award a contract to Mobus Commercial for the supply of 3 x electric cage-tippers](#)

12 June 2023 – Cabinet Member for Finance and Assets, Councillor Peter Jeffries
[External renovation and improvement of Cornish-type properties at Pitman Road, Cheltenham](#)

9 Briefing Note: Health and Safety Service Update, 2023-24

This was circulated for information only. There was no debate on this item.

10 Local Government Act 1972 - Exempt Minutes

RESOLVED THAT:

- in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 5, Part (1) Schedule (12A) Local Government Act 1972, namely:

Paragraph 5: Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

11 Exempt Minutes

The exempt minutes of the meeting held on 23 May 2023 were approved as a true record and signed accordingly.

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Cheltenham Borough Council

Cabinet – 11th July 2023

Report of the Scrutiny Task Group on Tackling Multiple Deprivation

Accountable member:

Cllr Dr. David Willingham, Chair of Scrutiny Task Group on Tackling Multiple Deprivation

Cllr. John Payne, Chair of Overview and Scrutiny

Accountable officer:

Richard Gibson, Head of Communities, Wellbeing & Partnerships

Accountable scrutiny committee:

Overview & Scrutiny

Ward(s) affected:

N/A

Key/Significant Decision:

No

Executive summary:

Following a scrutiny topic request submitted by Cllr. Willingham, the Overview & Scrutiny (O&S) committee set up a task group on the topic of Tackling Multiple Deprivation in July 2022. The group's final report was approved by O&S on 5th June 2023, and the report and its recommendations were referred to Cabinet for further consideration.

Recommendations: That Cabinet

- 1. consider the report and recommendations (attached as appendices 2 and 3) of the Scrutiny Task Group.**
- 2. note the intention that a report on progress will be brought back to O&S in a year's time.**

1. Implications

1.1. Financial implications

There are no direct financial implications as a result of the recommendations or actions in this report.

Signed off by: Gemma Bell, Director of Finance and Assets (Deputy Section 151 Officer), gemma.bell@cheltenham.gov.uk

1.2. Legal implications

There are no legal implications arising from the recommendation of this report. Specific legal advice may need to be sought on any projects arising from the task report and its conclusions.

Signed off by: One Legal – legalservices@onelegal.org.uk

1.3. Environmental and climate change implications

The recommendations of this report support the Climate Emergency Action Plan: Pathway to Net Zero and the Council's ambitions to achieve net zero. There are no direct negative environmental implications as a result of this report. However, when considering 'outreach vehicles' with the NHS, attempt to use low-carbon transportation.

Signed off by: Maizy McCann, Climate Emergency Support Officer,
Maizy.mccann@cheltenham.gov.uk

1.4. Property/asset implications

There are no direct property implications as a result of the recommendations in this report however work is ongoing to bring a number of different agencies and support organisations across Cheltenham into the Municipal Offices to provide a "one-stop" shop as well as encouraging stronger partnership working towards better outcomes for our residents.

Signed off by: Gemma Bell, Director of Finance and Assets (Deputy Section 151 Officer), gemma.bell@cheltenham.gov.uk

1.5 Corporate policy framework implications

No implications, some actions proposed will support corporate plan priorities for example net zero.

Signed off by: Ann Wolstencroft, Head of Performance Projects & Risk,
ann.wolstencroft@cheltenham.gov.uk

2. Promoting equality and reducing discrimination

The work of the STG has been to consult with others to understand the inequalities faced by residents living in areas of multiple deprivation. The recommendations, under the headings of cost of living, housing, health and education will seek to take action to reduce these inequalities.

3. Performance management – monitoring and review

The report suggests that the recommendations be reviewed by O&S in 12 months' time. The further information provided at Appendix 3 also suggests measures of progress (where applicable) to be taken into account when the recommendations are being reviewed. In addition to this, the last recommendation calls for ongoing conversations between partners across the issues raised by the task group.

4. Background

4.1. The Scrutiny Task Group was set up by O&S in 2022 following a scrutiny topic request submitted by Cllr. Willingham. A six month schedule was agreed, with the group to report back to O&S with a set of recommendations or workplan for the next year.

4.2. Further background is included in the full report at Appendix 2 (Parts 1-3).

5. Reasons for recommendations

5.1. The final recommendations have been identified, in consultation with Members and officers, as those which are within the council's control, responsive to the issues raised and deliverable in a timely manner.

6. Alternative options considered

6.1. A large number of possible recommendations were suggested throughout the task group process, which were then refined in consultation with Members and officers. Section 6 of the report ('further issues raised') highlights a number of issues which, while relevant to the topic of deprivation, lay outside of the council's control.

7. Consultation and feedback

7.1. The task group heard extensively from a wide range of partners, stakeholders and officers in order to build a comprehensive picture of deprivation in Cheltenham.

7.2. Following the last formal meeting, further officers were consulted in order to ensure that the final recommendations were clear, within the council's control, responsive to the issues raised and deliverable in a timely manner.

8. Key risks

- 8.1. Scrutiny task groups are a key part of the work of Overview and Scrutiny, in line with the scrutiny arrangements required of all UK local authorities by the 2000 Local Government Act. Scrutiny arrangements must be properly resourced and supported by Members and officers, or risk causing a democratic deficit and reputational damage.
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Report author:

Bev Thomas, Democracy Services Team Leader, bev.thomas@cheltenham.gov.uk

Appendices:

1. Risk Assessment
2. Scrutiny Task Group final report
3. Additional information on the Scrutiny Task Group's recommendations
4. Excerpt of minutes of Overview and Scrutiny meeting 5 June 2023

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
1	If scrutiny arrangements are not properly resourced and supported by Members and officers, they may not be successful in delivering the outcomes required.	Democratic Services, O&S	3	3	9	Reduce	Ensure we take every opportunity to review our scrutiny arrangements and provide Member and officer training. Optimise the use of existing resources within scrutiny arrangements.	Democratic Services, O&S	N/A
2	If the authority fails to comply with scrutiny requirements, it will be in breach of the 2000 Local Government Act.	Democratic Services, O&S	5	1	5	Reduce	Maintain strong scrutiny arrangements, reviewing the effectiveness of O&S on a regular basis.	Democratic Services, O&S	N/A
3	If scrutiny is not carrying out the full extent of its role, i.e. pre- and post-decision, there is a risk of a democratic deficit and reputational damage.	Democratic Services, O&S	3	3	9	Reduce	Review the effectiveness of O&S on a regular basis, and continue to encourage public participation in the process.	Democratic Services, O&S	N/A

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Scrutiny Task Group on Tackling Multiple Deprivation

July 2022 – January 2023

Final report



CHELTENHAM
BOROUGH COUNCIL



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1. INTRODUCTION

- 1.1** Following a scrutiny topic request submitted by Cllr. Willingham, co-sponsored by Cllrs. Lewis and Pineger, a task group was set up by the Overview and Scrutiny Committee (O&S) to address the issue of deprivation in Cheltenham.
- 1.2** The group sought to gain a wide-ranging understanding of the direct and indirect causes of deprivation, and the areas that the council could influence to improve the situation.
- 1.3** The group was set up in February 2022, with the formal process to start after the elections in May so that new Members could put themselves forward.
- 1.4** The group was asked to report back to O&S after six months with a set of recommendations or workplan for the next year.
- 1.5** This report sets out the group's findings and the resulting recommendations, of which there are 21.

2. MEMBERSHIP AND TERMS OF REFERENCE

- 2.1** The task group's members were as follows:
 - Cllr. Wendy Flynn
 - Cllr. John Payne
 - Cllr. Diggory Seacome
 - Cllr. Suzanne Williams
 - Cllr. David Willingham (Chair)
- 2.2** Cllrs. Chelin, Harman, Joy and Pineger were reserves. The group was politically balanced, with one Member from each political group in addition to Cllr. Willingham as the proposer of the initial review.
- 2.3** The broad terms of reference provided by O&S were for the task group to look to ensure that CBC's policies and service delivery were targeted at working with communities to help them address the causal factors of multiple deprivation that it could influence, and work with other stakeholders to ensure that their efforts were similarly targeted.
- 2.4** The initial topic request also made a number of more specific suggestions, namely to:
 - Identify the causes, the causes of the causes, and possibly higher differentials of causation;
 - Identify the areas that CBC can directly influence to help tackle multiple deprivation;
 - Identify the other stakeholders that have the ability to help tackle multiple deprivation;
 - Identify the outcomes that we would like to achieve, and what indicators show whether our work is having the desired effect;
 - Hold scrutiny sessions with those stakeholders to ensure that we understand their aspirations and what they are able to contribute;
 - Perform a needs assessment for each of the areas looking at any Lower

Layer Super Output Area (LSOA) that is in the most deprived quintile (20%) for any of the Indices of Multiple Deprivation (IMD) domains;

- Make recommendations to Council, Cabinet, CBC representatives on outside bodies, to the LGA, the MHCLG, etc. on the resources, policies, powers and funding that are needed to help tackle multiple deprivation;
- Provide an over-arching coordination role with the various other stakeholders to ensure that organisations' local delivery in Cheltenham are all directed towards the same outcomes and objectives.

3. METHOD OF APPROACH

3.1 At the task group's induction meeting on 26th July 2022, Members completed the One Page Strategy and set out their method of approach. It was agreed that due to the breadth of the issue at hand, it would be split into five general areas with one meeting focusing on each subject, followed by a 'mopping up' session at the end to determine the final recommendations. The five broad topic areas were:

1. Community outreach
2. Health
3. Education
4. Housing
5. Economic growth and employment

3.2 The group was supported by a wide range of officers depending on the topic area, with Richard Gibson (Head of Communities, Wellbeing and Partnerships) attending all meetings as the sponsoring officer and Harry Mayo (Democracy Officer) likewise as the facilitator.

3.3 Each meeting sought to hear from a variety of perspectives in order to build a comprehensive picture of deprivation in Cheltenham and how it could be alleviated in both the short and long term. For example, the education meeting heard from teachers and headteachers from both primary and secondary schools, in addition to those working in adult learning and English as a second language (ESOL) training.

3.4 These meetings took place under Chatham House rules, with attendees able to speak openly about the issues they were facing, before Members drew out possible recommendations to inform the final report in consultation with officers and attendees.

3.5 The key questions to answer throughout were how the council and its partners reached and supported people living in deprivation, the challenges faced while doing this, and the levers that the council could pull to improve the situation.

3.6 The task group would like to thank all the external attendees for contributing their experience and expertise, as well as the officers who assisted the scrutiny review.

4. FINDINGS, CONSULTATION AND FEEDBACK

4.1 This section is organised chronologically, with an outline of each of the five substantive meetings and their findings, to demonstrate how Members arrived at their recommendations.

4.2 Each meeting is covered at the following points:

- Community outreach (4.3 – 4.9)

- Health (4.10 – 4.15)
- Education (4.16 – 4.24)
- Housing (4.25 – 4.31)
- Economic growth and employment (4.33 – 4.38)

Community outreach

- 4.3** The first meeting took place on 31st August 2022 and concerned community outreach. Representatives from community groups and partnerships, food banks and Citizen's Advice, as well as council officers who worked closely with community partners through the Big Local and No Child Left Behind, attended to share their experiences, concerns and suggestions.
- 4.4** Attendees explained that the long-running problems they had faced for many years seemed to be on the brink of becoming insurmountable. The ongoing cost of living crisis was having an acute effect on the most vulnerable, and many people who had never struggled for money before were now in need of support, with deferral schemes being used more than ever. Figures published by the Joseph Rowntree Foundation found that 7.2 million UK households were going without essentials, while 4.7 million were in arrears (of on average more than £1,600) and 3 million households were unable to keep their houses consistently warm.
- 4.5** Energy prices were identified as a primary cause of this. Food banks provided fuel vouchers, but were limited in terms of how many they could provide. Pre-payment meters, which shut off power as soon as someone was unable to pay, were another recurring issue. Community organisations were operating warm banks to help vulnerable people, but these did not solve the core issue. Members noted that the fuel crisis had led constituents to rely on candles, outdated gas appliances and makeshift fires for warmth, all of which carried safety risks.
- 4.6** Attendees highlighted the need to communicate with residents about all the different forms of support available to them, like fuel vouchers and benefits. The council played a valuable role as a trusted source of information and a co-ordinator of various partners and organisations, and could ensure that messaging was unified and efforts were not duplicated. Physical leaflets and online communications featuring key information on what to do during a crisis could be distributed to potentially vulnerable residents, alongside continuous and empathetic messaging about further forms of support.
- 4.7** Volunteering and peer support were highlighted as key factors, and members discussed how to encourage volunteering and support organisations that were reliant upon it. It was agreed that the pandemic had provided a valuable blueprint for how the community could come together to support the most vulnerable. Food bank representatives noted the need for consistency in donations, in particular focusing on non-perishable items.
- 4.8** School uniform was noted as a particularly difficult expense for struggling families, with full sets sometimes costing upwards of £150, and causing social stigma for children whose parents could not afford it. It was agreed that uniform swaps should be as widespread as possible, and that schools should be encouraged to relax some of their requirements, such as for PE kits.
- 4.9** Members highlighted the need for a data-driven approach to ensure the council's limited resources were targeted as effectively as possible. Social housing providers could help to build a granular picture of deprivation across the town, particularly for the most vulnerable and hard-to-reach residents. Members also noted that Tewkesbury Borough Council's financial inclusion partnership was a low-cost way to improve strategic oversight of community outreach.

Health

- 4.10** The second meeting took place on 4th October 2022 and concerned health, and especially the question of health inequality. Representatives from the Barnwood Trust and the county council's public health team joined nurses and social prescribers to discuss the issues they were facing.
- 4.11** Attendees explained the acute effects of inequality in Cheltenham, noting that the average life expectancy for men in the most deprived decile was 8.7 years lower than for those in the least deprived decile, while the disparity for women was 6.5 years. Various factors contributed to this, including access to a GP, hypertension, air pollution, substance misuse and adverse childhood experiences (ACEs).
- 4.12** The importance of preventative care in order to change behaviours and identify vulnerable people as early as possible was highlighted. Early diagnosis was crucial, but those in the most deprived areas were the most likely to miss GP appointments. Inadequate transport was cited as a key cause of this, and outreach services as a solution. It was noted that a lack of transport had a similar negative impact on mental health, as it prevented people visiting friends and family and having regular contact with social groups.
- 4.13** Members acknowledged the challenges the health service faced, with limited resources along with lengthy waiting lists and a major post-pandemic backlog. Officers advocated a multi-agency approach considering all the interlinked factors, from the accessibility of physical activities to racial inequality in healthcare access. Members noted the importance of green spaces to physical and mental health and the need for these spaces to be usable for a diverse range of activities.
- 4.14** The group discussed the difficulty in gathering reliable data on alcohol consumption when drinking at home had become much more common during the pandemic. Moderate drinking was identified as a highly normalised contributing factor to long-term health problems, in addition to more visible binge drinking. Those suffering from substance misuse or alcohol addiction were supported by Change, Grow, Live, which worked proactively with other commissioned services across the county.
- 4.15** Attendees noted the overlap between health and other topic areas that the group was due to look at, for instance when patients developed respiratory diseases due to mould or damp at home. The importance of ensuring high housing standards was clear, both in the council's own stock and in the private sector. Members also highlighted the impact of reduced dental services, especially for children, noting that dental decay had wide-ranging consequences including a loss of focus at school.

Education

- 4.16** The third meeting took place on 3rd November 2022 and concerned education, with head teachers from both primary and secondary schools and adult learning coordinators joining Members to discuss the issues they were facing.
- 4.17** Attendees highlighted the key challenges they faced at their schools, including a recent increase in the number of pupils living in poverty. Multi-factor deprivation was particularly common amongst EAL students (those learning English as an additional language) and refugees, many of whom faced barriers due to trauma as well as language. Deprivation had a clear effect on speech and language development, health and motor skills, and made young people more vulnerable to anti-social behaviour and exploitation.
- 4.18** At schools in the most deprived part of Cheltenham, as many as 91% of pupils were living in poverty, while 55% were on pupil premiums. Members highlighted the

discrepancy between these two figures, which indicated that more than a third of pupils were not receiving the level of support that they needed.

- 4.19** Teachers explained the various ways they supported vulnerable pupils, including breakfast clubs, extracurricular activities and tailored programs like My Plan and My Plan+ for those with special educational needs or disabilities. Giving students experiences outside of school was also important, although school trips had been interrupted during Covid and were difficult to deliver with limited resources. They emphasised the need for young people to have cultural and creative experiences, and the value of the subsidised tickets schools received to take them to festivals and the theatre.
- 4.20** Further difficulties faced by schools included staff recruitment, with a lack of qualified candidates in the education sector for some years now. Schools were also struggling to recruit minibuses drivers, causing particular issues for students living in areas with limited public transport. External agencies, who were often the only option for specialist provision, faced similar pressures in terms of staffing and capacity.
- 4.21** As for adult learning, the key challenge was in reaching people in the most deprived communities. Scheduling classes around the school day was one solution, along with using community centres, and it was important to avoid only advertising online as not everyone had access to the internet. Well-trained and empathetic teachers were essential, with the first lesson being crucial to building up trust.
- 4.22** Attendees were in agreement about the need to keep children and young people engaged in the education system, and to take a trauma-informed approach. Building relationships and offering positive role models made a real difference, and partnerships between primary and secondary schools and programs like Shaping Futures helped to do this. Technology was also highlighted as a valuable pathway, though one that required provision of computers and internet access.
- 4.23** Nature poverty was a recurring issue in deprived areas lacking accessible green spaces, and had been intensified during the pandemic and associated lockdowns. Keeping green spaces clean increased footfall and made them safer for young people, while pocket parks provided accessible green space in areas that otherwise lacked it.
- 4.24** The question of funding again loomed large, with implications for staff recruitment, referrals to external partners, provision of technology and general support for vulnerable pupils. Members noted that the council's status as a civic leader might allow it to harness corporate social responsibility and identify businesses and other organisations seeking environmental, social and governance (ESG) benefits by supporting projects tackling these issues.

Housing

- 4.25** The fourth meeting took place on 24th November 2022 and concerned housing, along with a range of related topics including housing enforcement, living environment deprivation, fuel poverty, crime, policing and antisocial behaviour. Attendees included Cheltenham Borough Homes (CBH), Citizens Advice, charity representatives and CBC housing, licensing, enforcement and safeguarding officers.
- 4.26** The group heard that homelessness due to no-fault evictions across the UK had risen by 76% between May 2021 and June 2022. Homelessness applications in total were up 20% in Cheltenham compared to 2021, primarily due to eviction from private rented properties. It was expected that national legislation regarding Section 21 notices would be rewritten, but nothing concrete had happened yet. The risk of eviction made tenants unwilling to pursue cases against substandard landlords, even

when facing issues like mould. CBH took a housing-first approach based on wraparound support with eviction only as a last resort, and there had only been two from their properties in the last year.

- 4.27** The group heard how damp and mould had been further exacerbated by high energy prices and wet weather. Mould was treated as a key priority by CBH, and they had no Category 1 (i.e. extreme) cases within their housing stock. However, there was no guarantee that private sector landlords were as diligent, so the council's Housing Act powers were key. The enforcement team had made 340 households safer through inspections throughout the year, and a borough-wide housing conditions survey was due to take place in 2023. Recruitment was again an issue, though, with implications on capacity for discretionary enforcement work. The council's partnership with Solace helped it to cope with medium- to high-level antisocial behaviour, while Safer Streets Funding had been secured via the Police and Crime Commissioner.
- 4.28** The cost of living crisis was closely linked to housing in a number of ways. Tenants who were only just getting by were not willing to pursue cases against landlords when it might leave them without a home. Tenants also had very little recourse to challenge rent increases, while the Local Housing Allowance was not unfrozen in the Autumn Statement as some had anticipated. Members advocated communication between housing providers and health services to identify individuals in poor quality housing who might be at a higher risk of respiratory conditions, and regular briefings for councillors on the associated signposting and referral routes.
- 4.29** Fuel poverty was again highlighted as a key theme, with Citizens Advice reporting that energy was now the second most common area for inquiries after benefits. Fear of energy bills was also having an impact, with some residents who could afford to heat their homes not doing so because they were afraid of the price. Time-limited vouchers and the Household Support Fund were helpful, but they only offered intermittent aid. CBH worked with tenants to maximise their income, but income levels had dropped significantly after furlough support came to an end.
- 4.30** Members discussed schemes like Donate The Rebate and Pay Warm Forward, which provided support to those in need. The Warm and Well service, co-funded by the council, had seen twice as many enquiries in September 2022 than in September 2021, while a 42% increase in the length of the average call indicated greater complexity in the challenges people were facing. Antisocial behaviour also had complex causes, including the effects of the pandemic on young people's development, and a multi-agency approach was needed to maintain effective safeguarding systems.
- 4.31** Housing insecurity had a noticeable effect on mental wellbeing, and was a key factor in structural, multi-generational deprivation. It was closely linked to unemployment: 45% of those who approached CBH as homeless were unemployed, and the unemployment rate for the most deprived decile in Cheltenham was six times higher than in the least deprived decile. Long-term solutions for this included working with people at a young age, for example with children's services at the county level, to ensure young people started school on a level playing field.

Employment and economic growth

- 4.32** The fifth meeting took place on 14th December 2022 and concerned employment and economic growth, with representatives from the Business Improvement District, Chamber of Commerce, GFirst LEP and Citizens Advice, in addition to CBC Revenues & Benefits and Inward Investment officers.
- 4.33** The group heard how unemployment or being on a low income were primary contributors to multigenerational cycles of deprivation. In St Pauls ward, for example,

35% of children were living in poverty, which made them more likely to have poor physical and mental health, and in turn made them more likely to underachieve and face future difficulties in employment. The need for major developments like Golden Valley to deliver community benefits and add social value to the surrounding area was highlighted.

- 4.34** It was noted that there were currently some 20,000 job vacancies across the county, while around 8,500 people were in receipt of unemployment benefits. There was value in upskilling people in order to get them back into work, and in more effectively advertising vacancies. Employers also needed to be open to different working patterns in order to attract back people who had left the workforce during the pandemic.
- 4.35** Citizens Advice noted that many people out of work were dealing with so many different challenges that they were not prepared to enter the workforce. Mental health and access to transport were highlighted as key barriers for the long-term unemployed. People were inevitably less willing to take a low-paid part-time job if they couldn't rely on transport to get them there and back. Transport was a county council responsibility, but community transport networks and 'buddy' systems organised by employers could enable people to gain access to the workplace.
- 4.36** The rising cost of childcare was a further obstacle for those wanting to come back to work, while the out-of-hours nature of the retail and hospitality sectors made them difficult for those with caregiving responsibilities to enter. Recruitment issues were a natural consequence, and added to the perfect storm for businesses along with supply chain issues and energy costs.
- 4.37** Revenues and Benefits officers explained that the authority's council tax support scheme gave different levels of relief to some 4,000 working age residents, with around two-thirds of these receiving 100% support. The number of people on the scheme had risen by 25% during the peak of the pandemic, but had now settled down again as people found work or more hours. Officers worked closely with residents in debt to avoid having to obtain liability orders, and found that it was generally the first bill people paid due to the clear statutory enforcement process.
- 4.38** Attendees suggested that there was an opportunity to organise larger employers and small and medium-sized enterprises (SMEs) to build a focused vision for how they could support the town. The council's status as an anchor institution and its role within the BID and No Child Left Behind made it a valuable co-ordinator. It was noted that the average employment age across the county was decreasing, due to the retiree population increasing and young people moving away. A key priority was therefore to encourage young people to stay in the town for the long term, and various programs worked with schools in order to support this. Green jobs and their links to the council's pathway to Net Zero were highlighted as a valuable part of this, as young people wanted rewarding jobs that helped the planet.

5. RECOMMENDATIONS

5.1 Throughout the task group process, a large number of possible recommendations were proposed. The final recommendations below have been identified, in consultation with Members and officers, as those which are within the council's control, responsive to the issues raised and deliverable in a timely manner.

5.2 Taking all its findings into consideration, the task group are making the following recommendations to:

- 1. Distribute accessible key information to households to ensure residents are fully aware of the support funds and benefits available to them and how**

to apply.

2. Take advantage of online and social media communication opportunities, but ensure support is not only advertised online.
3. Ensure borough councillors are fully briefed on signposting, referral and support routes throughout the cost of living crisis, through member seminars and ongoing support.
4. Consider a financial inclusion partnership (like that between Tewkesbury Borough Council and Citizens Advice) to increase strategic working.
5. Continue to provide signposting and advice to residents regarding debt management support, raise awareness of predatory lending and report any concerns to the appropriate regulatory body.
6. Provide specific advice to CBH residents about how to get support with the causes and risks of mould and damp, and ensure that reports of respiratory diseases are followed up in the council's housing stock.
7. Use Housing Act powers to pursue issues like mould and damp to the highest possible standard through enforcement in the private rented sector.
8. Tackle fuel poverty in CBH dwellings by investing in the retrofit of existing homes, continuing a fabric-first approach and delivering net zero carbon homes on council-owned land-led sites.
9. Engage with the NHS to encourage use of outreach vehicles in areas with particular difficulties in accessing healthcare, and lobby the county council and Integrated Locality Partnership to expand outreach clinics in deprived areas.
10. Strengthen partnerships and encourage data sharing between health services and housing providers, taking into account the physical health risks of poor quality housing.
11. Ensure that pollution and its impact on public health continue to inform decisions, especially within the Air Quality Management Area (AQMA), and continue to work closely with the county council on the issue of air quality.
12. Ensure that as many schools as possible are involved with No Child Left Behind, and use these links to encourage uniform share banks and clothes recycling programs.
13. Support work building digital literacy and getting young people interested in future careers in cyber and digital technology, and continue working with the Large Enterprise Action Group to link schools with businesses and digital creative pathways.
14. Work with the Communities Partnership to provide tailored support for young people in school who are at risk of being excluded, as well as those with adverse childhood experiences (ACEs) and other contributors to cycles of deprivation.
15. Continue to recognise the physical and mental health benefits of access to good quality open spaces, and ensure that parks and green spaces are safe and accessible for all residents to enjoy a diverse set of outdoor activities and the natural environment.

16. Continue to take a whole system approach to dealing with drug and alcohol addiction through Change, Grow, Live, and maintain strong links between supported housing associations, specialist support agencies and other commissioned services across the county.
 17. Support green skills and jobs, particularly for young people, amongst the council's partners on the pathway towards Net Zero.
 18. Continue supporting Solace's work on antisocial behaviour and the Community Safety Partnership's sub-group on ASB hotspots.
 19. Use the council's networks and partnerships to promote continued support for food banks, including lobbying supermarkets where appropriate for consistency in their donations, focusing on non-perishable items.
 20. Look to ensure that the dividends of major developments like Golden Valley are leveraged to deliver community benefits and social value to deprived areas around them.
 21. Facilitate ongoing conversations between partners across the issues raised by the Scrutiny Task Group, and use the CBC website to ensure there is clear signposting regarding these topics.
- 5.3 Further information relating to these recommendations, including the responsible officer/s, their links to the council's Corporate Plan and suggested measures of success, are attached as an appendix to this report.

6. FURTHER ISSUES RAISED

- 6.1 The group also highlighted a range of issues either contributing to or linked to multiple deprivation which lay outside of the borough council's control. It was agreed that these issues should not go unmentioned in the final report, even though it was not possible to determine a specific action the council could take in relation to them.
- 6.2 This section of the report should not be read as a further set of recommendations, but as an acknowledgement that the interlinking factors contributing to deprivation extend far beyond the council's own sphere of influence.
- 6.3 Further issues raised by the task group included:
- the nationwide crisis in teacher recruitment;
 - the lack of reliable and cost-effective transport links in deprived areas;
 - the impact of reduced school dental provision;
 - the need to reform Section 21 notices (i.e. no-fault evictions);
 - the need to increase the Local Housing Allowance;
 - the rising cost of childcare;
 - the provision gap between the proportion of schoolchildren on pupil premiums and the proportion living in poverty;
 - the possibility of matching unemployed people with suitable job vacancies across the county;

- the need for TV providers and licensing bodies to allow customers struggling with money to cancel subscriptions more easily;
- the possibility of limiting the sale of cheap, high-alcohol drinks;
- the need for national action against predatory lending;
- the need for energy suppliers to move away from pre-payment meters and onto other options that don't immediately cut off those who can't pay;
- the need for comprehensive support for children and young people, especially in areas suffering from generational deprivation.

7. TAKING FORWARD THE RECOMMENDATIONS FROM SCRUTINY

- 7.1** Further detail on the task group's recommendations is attached as an appendix to this report. This includes how they relate to the council's 2023-27 Corporate Plan, the responsible officer/s, and suggested measures of progress, if applicable.
- 7.2** If approved by the Overview & Scrutiny Committee, the report and recommendations will be presented to Cabinet for consideration.
- 7.3** It is suggested that the Overview & Scrutiny Committee reviews the progress of the group's recommendations as approved by Cabinet in a year's time.
- 7.4** In the meantime, the final recommendation advocates facilitating ongoing conversations between partners across the topics raised by the Scrutiny Task Group.

Report author:

Harry Mayo, Democracy Officer, harry.mayo@cheltenham.gov.uk

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Number	Recommendation	Officer/s responsible	Additional funding required?	Linked to Corporate Plan priority?	Suggested measure/s of success, if applicable
Cost of living					
1	Distribute accessible key information to households to ensure residents are fully aware of the support funds and benefits available to them and how to apply.	Richard Gibson [Head of Communities, Wellbeing & Partnerships]	No	4	Number of leaflets distributed.
2	Take advantage of online and social media communication opportunities, but also ensure that support is not only advertised online.	Richard Gibson	No	4, 5	
3	Ensure borough councillors are fully briefed on signposting, referral and support routes throughout the cost of living crisis, through member seminars and ongoing support.	Richard Gibson	No	4	Member seminar to take place.
4	Consider a financial inclusion partnership (like that between Tewkesbury Borough Council and Citizens Advice) to increase strategic working.	Richard Gibson	No	4	
5	Continue to provide signposting and advice to residents regarding debt management support, raise awareness of predatory lending and report any concerns to the appropriate regulatory body.	Martin Stacy [Lead Commissioner – Housing Services]	No	4	Various KPIs within the council’s Citizens Advice contract, including the number of cases opened, total debt advised on, total debt written off, number of clients benefitting and their direct income gained.

Number	Recommendation	Officer/s responsible	Additional funding required?	Linked to Corporate Plan priority?	Suggested measure/s of success, if applicable
Housing					
6	Provide specific advice to CBH residents about how to get support with the causes and risks of mould and damp, and ensure that reports of respiratory diseases are followed up in the council’s housing stock.	Martin Stacy	No	3	
7	Use Housing Act powers to pursue issues like mould and damp to the highest possible standard through enforcement in the private rented sector.	Mark Nelson [Built Environment Enforcement Manager]	No	3	Private Sector Housing KPI measures the number of households made safer as measured by the HHSRS, including damp and mould.
8	Tackle fuel poverty in CBH dwellings by investing in the retrofit of existing homes, continuing a fabric-first approach and delivering net zero carbon homes on council-owned land-led sites.	Martin Stacy, Ewan Wright [Senior Housing Strategy & Enabling Officer] Nigel Potter [Housing Strategy & Enabling Officer]	No	3	Progress of retrofitting to EPC C standard. Delivery of net zero carbon homes on CBC-owned sites.
Health					
9	Engage with the NHS to encourage use of outreach vehicles in areas with particular difficulties in accessing healthcare, and lobby the county council and Integrated Locality Partnership to expand outreach clinics in deprived areas.	Richard Gibson	No		

Number	Recommendation	Officer/s responsible	Additional funding required?	Linked to Corporate Plan priority?	Suggested measure/s of success, if applicable
10	Strengthen partnerships and encourage data sharing between health services and housing providers, acknowledging the physical health risks of poor quality housing.	Martin Stacy, Richard Gibson	No	3	
11	Ensure that pollution and its impact on public health continue to inform decisions, especially within the Air Quality Management Area (AQMA), and continue to work closely with the county council on the issue of air quality.	Louis Krog [Head of Public Protection]	No	2	Performance indicators contained in AQMA action plans and reports to Cabinet.
Education					
12	Ensure that as many schools as possible are involved with No Child Left Behind, and use these links to encourage uniform share banks and clothes recycling programs.	Richard Gibson	No	4	Number of schools engaged in NCLB.
13	Support work building digital literacy and getting young people interested in future careers in cyber and digital technology, and continue working with the Large Enterprise Action Group to link schools with businesses and digital creative pathways.	Tracey Birkinshaw [Director of Planning, Environmental & Regulatory Services]	No	1	
14	Work with the Communities Partnership to provide tailored support for young people in school who are at risk of being excluded, as well as those with adverse childhood experiences	Richard Gibson, Tracy Brown [Partnership Team Leader]	No	4	

Number	Recommendation	Officer/s responsible	Additional funding required?	Linked to Corporate Plan priority?	Suggested measure/s of success, if applicable
	(ACEs) and other contributors to cycles of deprivation.				
General					
15	Continue to recognise the physical and mental health benefits of access to good quality open spaces, and ensure that parks and green spaces are safe and accessible for all residents to enjoy a diverse set of outdoor activities and the natural environment.	Adam Reynolds [Green Space Development Manager]	No – current resourcing levels sufficient to maintain existing standards, though extending these further would have a knock-on effect on maintenance budgets.	2, 4	Number of Green Space volunteers, Green Flag status for parks enshrining these principles.
16	Continue to take a whole system approach to dealing with drug and alcohol addiction through Change, Grow, Live, and maintain strong links between supported housing associations, specialist support agencies and other commissioned services across the county.	Martin Stacy, Ewan Wright, Nigel Potter	No	3	Continuation of housing-first approach, and involvement of relevant care, support and treatment services on a timely basis.

Number	Recommendation	Officer/s responsible	Additional funding required?	Linked to Corporate Plan priority?	Suggested measure/s of success, if applicable
17	Support green skills and jobs, particularly for young people, amongst the council's partners on the pathway towards Net Zero.	Helen Mole [Head of Place, Marketing & Inward Investment], Laura Tapping [Climate Emergency Programme Officer]	No	2	
18	Continue supporting Solace's work on antisocial behaviour and the Community Safety Partnership's sub-group on ASB hotspots.	Katie Mellon (GCC), Louis Krog, Richard Gibson	No	3	Number of cases benefitting from Solace intervention.
19	Use the council's networks and partnerships to promote continued support for food banks, including lobbying supermarkets where appropriate for consistency in their donations, focusing on non-perishable items.	Tracey Birkinshaw	No	4	
20	Look to ensure that the dividends of major developments like Golden Valley are leveraged to deliver community benefits and social value to deprived areas around them.	Martin Chastney [Senior Development Manager], Paul Minnis [Senior Commercial Manager]	No	1, 4	
21	Facilitate ongoing conversations between partners across the issues raised by the Scrutiny Task Group, and use the CBC website to ensure there is clear signposting regarding these topics.	Richard Gibson	No		

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Cheltenham Borough Council Overview & Scrutiny Committee Excerpt of Draft Minutes

Meeting date: 5 June 2023

Meeting time: 6.00 pm - 7.45 pm

In attendance:

Councillors:

Steve Harvey (Vice-Chair), Nigel Britter, Jackie Chelin, Stephan Fifield, Tabi Joy, Emma Nelson and Julian Tooke

Also in attendance:

Darren Knight (Executive Director of Place and Communities) and Richard Gibson (Head of Communities, Wellbeing and Partnerships)

7 Report of the Scrutiny Task Group on Tackling Multiple Deprivation

The Vice Chair introduced the item and put on record his thanks to Harry Mayo, Democracy Officer, who had drafted the report on behalf of the task group. Cllr Willingham, Chair of the Scrutiny Task Group, thanked all Members who had participated, including substitutes. Thanks were also given to officers from Cheltenham Borough Council and Gloucestershire County Council (GCC) and other guests who had been invited to participate and who had provided a valuable insight into the issues. He highlighted that there were two areas in the borough which, based on the 2019 indices of multiple deprivation, were in 10% of the most deprived areas in the country, those being in St Marks and St Pauls. He added that there were other areas which were in the 20% most deprived areas.

He noted that tackling deprivation required partnership working and he made reference to the GCC levelling up funds granted to projects in St Marks and St Pauls as well as Hesters Way and West Cheltenham Partnership.

He highlighted that the report contained 21 recommendations which the council could deliver without extra funding, albeit additional funding would improve outcomes. Further issues were raised in the report which were beyond the control of the council, such as the nationwide shortages in teacher recruitment, access to

transport, dental provision, tackling predatory lending and high strength, low cost alcohol.

It was imperative the council works with partners and he noted that councillor representatives sat on bodies such as the Gloucestershire Health Scrutiny Committee and the Police and Crime Panel.

The important message was for this to be acted upon which could involve lobbying organisations such as the LGA.

Members were given the opportunity to comment on the report and the following points were raised :

- Members thanked all external participants and officers, including the project sponsor, Richard Gibson, Head of Communities, Wellbeing and Partnerships.
- The report represented a comprehensive assessment of many of the issues and was timely in manner due to the current cost of living crisis. It was right that the council was accountable for things within its control and it was suggested that the relevant GCC Cabinet Members could be invited to the Council to outline their work in this area to facilitate more partnership working.
- Recognition of neurodiversity in education was highlighted, particularly traumas in early school life for which the right types of intervention and support were needed by national government and GCC, but noted that this was outside of CBC direct control
- Those on pre-payment meters were paying a premium and this should be addressed as a matter of equity. It was recognised that Cheltenham Borough Homes could provide advice in this respect to tenants
- The importance of recommendation 3 was flagged in terms of briefing borough councillors on signposting, referral and support routes throughout the cost of living crisis, through member seminars and ongoing support.
- An example of excellent work between the districts and the county council was given as the Gloucestershire Strategic Housing partnership on homelessness

The Vice-Chair thanked Members for their contributions and highlighted that whilst being mindful of what was within the council's remit, pressure can be applied to those who are in a position to make change.

It was suggested that some points arising from the debate be considered at the O&S Chairs group and that in any event a report on progress be brought back to O&S in a year's time.

RESOLVED THAT

The report be forwarded to Cabinet and brought back to Overview and Scrutiny in a year's time.

Cheltenham Borough Council

Cabinet – Tuesday 11th July 2023

Housing, Homelessness & Rough Sleeping Strategy

Accountable member:

Councillor Victoria Atherstone – Cabinet Member for Housing

Accountable officer:

Martin Stacy – Housing Strategy & Partnership's Manager

Ward(s) affected:

All

Key Decision: Yes

Executive summary:

This Housing, Homelessness & Rough Sleeping Strategy sets out how we intend to meet the housing needs of our communities within Cheltenham over the next five years. Our vision is for everyone to have a decent home that is safe and suitable, and for our communities to be resilient.

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

1. Increasing the provision of quality, sustainable and affordable housing;
2. Making best use of existing housing, improving the quality of homes and reducing carbon emission;
3. Tackling homelessness and the causes of homelessness;
4. Preventing rough sleeping, and when it occurs, ensuring that it is rare and non-recurring;
5. Investing in our communities to help make them safer, stronger and healthier.

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

For more details about the range of activities that we will undertake to support this strategy, please refer to our Housing, Homelessness & Rough Sleeping Strategy at Appendix 2 of this report, and our action plan at Appendix 3. This action plan will be updated annually to reflect progress made, and also to

consider new initiatives in light of any changes to national policy and/or local needs.

In addition, Cheltenham Borough Council (CBC) has reviewed its position on lifetime tenancies, and considers these tenancies remain preferable over fixed term tenancies in social housing. Our rationale for this is set out in the Tenancy Strategy at Appendix 4.

Recommendations: That Cabinet approves our:

- 1. Housing, Homelessness & Rough Sleeping Strategy 2023-28, and**
 - 2. Tenancy Strategy 2023-28**
-

1. Implications

1.1 Financial, Property and Asset implications

There are no financial implications arising directly from this report. Any priorities and initiatives identified within this report that have a financial bearing will require the usual approvals in accordance with CBC's Financial Rules.

Signed off by: Gemma Bell, Director of Finance and Assets (Deputy Section 151 Officer)

gemma.bell@cheltenham.gov.uk.

1.2 Legal implications

Pursuant to section 2 of the Homelessness Act 2002, local housing authorities have a duty to review homelessness in their district and formulate and publish a strategy based on the results of the review. The Homelessness Reduction Act 2017 requires local housing authorities to take "reasonable steps" to either maintain or secure accommodation for eligible applicants threatened with homelessness, known as the prevention and relief duties. In addition, pursuant to section 182 of the Housing Act 1996, local authorities are bound to have regard to the Secretary of State's Homelessness Code of Guidance. Failure to have an updated Homelessness Strategy may impact CBC's ability to defend challenges to decisions made under the Housing Act 1996 as amended by Homelessness.

Signed off by: Vikki Fennell, Senior Lawyer, Vikki.fennell@onelegal.org.uk

1.3 Environmental and climate change implications

The Housing, Homelessness and Rough Sleeping Strategy is a key strategy, which supports CBC's ambition to reduce Cheltenham's carbon emissions to net zero by 2030. This ambition runs as a golden thread through some of the key priorities of this strategy.

A Climate Impact Assessment has been completed detailing the impact the delivery of the plan will have on emissions. Please see Appendix 5 of this report. In addition, any specific projects and initiatives that are developed as a result of HRA Business Plan will, where applicable, be evaluated using our Climate Impact Assessment toolkit.

Signed off by: Laura Tapping Climate Emergency Programme Officer;

Laura.tapping@cheltenham.gov.uk

1.4 Corporate Plan Priorities

This report contributes to the following Corporate Plan Priorities:

- Making Cheltenham the Cyber Capital of the UK
- Working with residents, communities and businesses to help make Cheltenham #netzero by 2030
- Increasing the number of affordable homes through our £180m housing investment plan
- Ensuring residents, communities and businesses benefit from Cheltenham's future growth and prosperity
- Being a more modern, efficient and financially sustainable council

1.5 Equality, Diversity and Inclusion Implications

Key projects and initiatives taken forward from the Housing, Homelessness & Rough Sleeping Strategy will be subject to equality impact assessments (where applicable) to ensure decision makers fully understand the impact of any decisions made. A high level impact assessment is provided at Appendix 6 which concludes that our proposed strategy will not discriminate, either directly or indirectly.

1.6 Performance management – monitoring and review

Our Housing, Homelessness & Rough Sleeping Strategy is supported by an action plan (please see Appendix 3). This action plan sets out in more detail how and when key activities will be delivered. Performance against our action plan will be monitored regularly and reported to Cabinet annually, as part of our yearly update of this plan.

2 Background

2.1 Our new Housing, Homelessness and Rough Sleeping Strategy is set against a backdrop of considerable change, both at a local and national level, creating a range of opportunities and challenges. Our strategy aims to capitalise on these opportunities, whilst navigating through the challenges.

2.2 For example, in terms of opportunities:

- 2.2.1 Nationally, the government have recently introduced the Renter's Reform Bill. This looks set to improve standards in the private rented sector and to end 'no fault' evictions, providing opportunities for more settled and safer accommodation for more private renters, particularly those on lower incomes.
- 2.2.2 Locally, CBC has an ambitious £180m Housing Investment Plan to deliver more affordable homes across the Borough, with a target to deliver 450 affordable homes over the next 5 years. This is coupled with [The Golden Valley Development](#) which includes 45 hectares of CBC-owned land. This could see around 1,000 new homes being delivered, and up to 35% of these will be affordable homes.
- 2.2.3 Thanks to our effective partnership working with district authorities across the county and other key organisation, CBC is also well placed to make collaborative bids and to access government

grant funding opportunities as they arise. For instance, we have secured over £3m of government decarbonisation grant funding through the [Social Housing Decarbonisation Fund \(SHDF\)](#) to support our £7.4m retrofit programme across over 250 CBC-owned homes, which will support our aspirations to be net zero carbon by 2030.

- 2.3 Alongside these opportunities, exist a number of challenges. For instance, owing to potential changes to the national planning policy, there continues to be uncertainty over future affordable housing delivery, via private developers, through their s.106 affordable housing obligations. In addition, more landlords are selling their homes, which in turn is having an inflationary impact on the private rental market. These challenges are set against a backdrop of a national cost of living crisis, coupled with increasing global displacement arising from wars in Ukraine, Afghanistan and civil conflict elsewhere, all of which contribute to an increase in housing pressures generally.
- 2.4 We have developed our Housing, Homelessness and Rough Sleeping Strategy with these opportunities and challenges in mind. Ultimately our aim is to alleviate housing need. We will seek to do this by focussing on the following 5 priorities:
- 2.4.1 Increasing the provision of quality, sustainable and affordable housing;
 - 2.4.2 Making best use of our existing housing, improving the quality of homes and reducing carbon emissions;
 - 2.4.3 Tackling homelessness and its causes;
 - 2.4.4 Preventing rough sleeping, and when it occurs, to ensure that it is rare and non-recurring; and
 - 2.4.5 Investing in our communities to help make them safer, stronger and healthier.
- 2.5 Beneath each of these priorities sit a range of activities and initiatives which will help drive our strategy forward, coupled with a detailed action plan to help monitor progress.
- 2.6 Crucially, our strategy will only be successful through effective collaboration with our partners. We will continue to work closely with CBH, with Registered Providers, our voluntary sector, and with other organisations such as the county council and our partners in health services, as well as with our neighbouring district authorities. Moreover, we will continue to build on these partnerships to ensure we are as effective as we can be in delivering against our priorities.
- 2.7 For more detailed information on our proposals within the Housing, Homelessness & Rough Sleeping Strategy, please refer to Appendix 2 of this report, and to Appendix 3 for our action plan.

3 Reasons for recommendations

- 3.1 Our Housing, Homelessness & Rough Sleeping Strategy sets out CBC's approach to how we will alleviate housing need in our Borough. It supports our Corporate Plan 2023-27 and is aligned with our HRA Business Plan 2023-28. It also builds on our achievements from our 2018-23 strategy, whilst taking into account new, emerging challenges and opportunities. Furthermore, it sets out clearly what we are committing to do. This will enable us to celebrate successes but also hold ourselves to account, when needed.
- 3.2 CBC will commit to updating our action plan every year, taking account of the external operating

environment as it continues shape local housing need.

4 Alternative options considered

4.1 There is no longer a statutory requirement to develop and publish a housing strategy; however, there does remain a statutory requirement to produce a homelessness strategy every five years. Given the importance we consider housing is to the borough, it is sensible for CBC to have a wider housing strategy that clearly sets out its overall priorities and goals for the future – not least because many of these initiatives will have an impact on tackling homelessness.

5 CBC's Tenancy Strategy

5.1 CBC intends to continue to provide lifetime tenancies for our social housing tenants. Our rationale for this is detailed within our Tenancy Strategy (Appendix 4 of this report).

5.2 Registered Providers with housing stock within Cheltenham must have regard to our Tenancy Strategy when formulating their own Tenancy Policies; although they are currently free to implement fixed-term tenancies if they wish to. CBC has therefore set out guidelines for Registered Providers to consider when they are seeking to end a tenancy for a resident in Cheltenham. These guidelines are there to minimise any risk of homelessness.

6 Consultation and feedback

6.1 In December 2022, officers consulted with key partners within our Housing and Support Forum. This forum is made up of charities working with the homeless, advice agencies, supported housing providers, Registered Providers and other statutory agencies. Feedback from this forum helped shaped the priorities as set out in our Housing, Homelessness & Rough Sleeping Strategy.

6.2 Early drafts of this strategy have been shared for feedback and input from key officers within CBC across a range of areas, such as Property Services, Development and Regeneration, Revenues and Benefits, Community Engagement, Planning Policy, Development Management, Public Protection, and Private Sector Housing, as well as with Heads of Services and Directors within Cheltenham Borough Homes. All these teams will have a role to play in supporting the delivery of this strategy.

6.3 We have also consulted on our draft strategies with a wide range of external organisations, including Registered Providers, the voluntary sector, colleagues in health and social care, Cheltenham BID, Cheltenham Chamber of Commerce, and also with the public at large.

6.4 Proposals for our housing, homelessness & rough sleeping strategy have been positively received, with 100% of those providing comments supporting all of our key priorities. There was a more mixed response for CBC's proposals to continue with tenancies for life. Of the 12 who responded, 6 were not supportive, citing potential improvement in households' financial circumstances and under-occupation as key reasons for supporting fixed term tenancies instead. CBC has already considered these points within our proposed tenancy strategy, and on balance we consider tenancies for life remain preferable. Our rationale is set out in our proposed strategy.

7 Key risks

7.1 Please see Appendix 1 of this report.

Report author:

Martin Stacy, Housing Strategy & Partnerships Manager

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Appendices:

- i. Risk Assessment
- ii. Housing, Homelessness & Rough Sleeping Strategy 2023-28
- iii. Action Plan
- iv. Tenancy Strategy 2023-28
- v. Climate Change Impact Assessment
- vi. Equality Impact Assessment

Background information:

N/A

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	If the council does not publish a homelessness strategy at least every 5 years, then it will fail to meet its statutory obligations.	Martin Stacy	3	6	18	Reduce	Cabinet approves the adoption of our Housing, Homelessness & Rough Sleeping Strategy 2023-28	Martin Stacy	July 2023
	If the council produces a strategy that focuses only on tackling homelessness, then we will fail to develop a clear and cohesive approach to delivering against our wider housing priorities	Martin Stacy	3	4	12	Reduce	As above	Martin Stacy	July 2023

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CHELTENHAM
BOROUGH COUNCIL

Housing, Homelessness & Rough Sleeping Strategy

2023 - 2028

cheltenham.gov.uk



Introduction

Cheltenham is a dynamic Regency town sitting on the edge of the Cotswolds within the county of Gloucestershire. It is rated as one of the best places to live in the UK, and we are very excited and ambitious for its future. Our Corporate Plan 2023-27 sets out these ambitions under 5 key priorities, as follows:

- Enhancing Cheltenham's reputation as the cyber capital of the UK, including the creation of a new Garden Community as part of our Golden Valley Development, which will create jobs and provide more new homes;
- Working with residents, communities and businesses to help make Cheltenham net zero by 2030;
- Increasing the number of affordable homes through our £180m Housing Investment Plan; and included within this priority is for us to work in partnership with others to reduce homelessness and rough sleeping;
- Ensuring residents, communities and businesses benefit from Cheltenham's future growth and prosperity; and
- Being a more modern, efficient and financially-sustainable council.

This Housing, Homelessness & Rough Sleeping Strategy will play a key role in supporting our Corporate Plan by:

- Increasing the provision of quality, sustainable and affordable housing;
- Making best use of existing housing;
- Reducing homelessness;
- Tackling rough sleeping; and
- Investing in our communities so that they remain safe, strong and healthy.

Our vision is for everyone to have a decent home that is safe and suitable, and for our communities to be resilient. In particular, we are proud of our £180m Housing Investment Plan, and as part of this plan we have set a target to provide 450 new council-owned affordable homes over the next 5 years via our Housing Revenue Account (HRA) Business Plan 2023-28. We are also committed to meeting our aspirations for becoming net zero carbon by 2030, and this aspiration is captured as a golden thread throughout our Housing, Homelessness & Rough Sleeping Strategy.

We are an ambitious local authority, but this ambition is set against a backdrop of increasing housing prices and rising rents in the private rented sector; both of which place more pressure on lower income households at a time when the cost of living generally is rising. These pressures can in turn lead to increased risks of homelessness and rough sleeping, and can damage our communities.

It follows that for us to succeed we must make the most of emerging opportunities. For instance,

we will ensure we are well placed to access grant funding to tackle rough sleeping and to support the decarbonisation of our council-owned homes. We will also deliver on our Golden Valley Development, which will provide high-quality homes, create new jobs and increase skills development opportunities for young people via our work with Gloucestershire College and the University of Gloucestershire, as well as supporting Cheltenham's economy by cementing our town as the cyber capital of the UK.

Finally, this strategy will only be successful through effective collaboration with our partners. We will continue to work closely with Cheltenham Borough Homes (CBH), with Registered Providers, our voluntary sector, and with other organisations such as the county council and our partners in health services, as well as with our neighbouring district authorities. Moreover, we will continue to build on these partnerships to ensure we are as effective as we can be in delivering against our priorities. We would like to thank all our partners who have worked with us to date in helping to make Cheltenham the amazing place that it is today.



Cllr Victoria Atherstone
Cabinet Member for Housing

About Cheltenham



Population has increased to **52,899 households** in 2021 (compared with 50,929 in 2011)



Tenure split as at 2021:

- 12% Social Rent
- 24 % Private Rented Sector
- 64% Owner Occupiers



Biggest growth area is the private rented sector, which has increased by **1,510 more households** over 10 years to 2021



People from ethnic minority backgrounds have increased from **6% to 9%** of the population over 10 years to 2021



Population projected to increase by **8%** from 2021 to 2041, of which over 65s will increase by **47%**, and over 75s by **72%**



Since [2011 median house prices have risen by 51%](#); [c.f. local median incomes: 26% since 2011](#)



Median house prices in Cheltenham is **£295,000** as of September 2022;

9 x greater than median incomes for residents working in the Borough



[13% increase in median private sector rents for 2 & 3 beds](#) over 3 years from the period Oct 2019 to Sep 2022



[£850/month](#) is median rent for a 2 bed [in private sector](#) (Oct 2021-Sep 2022) compared with Local Housing Allowance (i.e. rent subsidy) of **£695/month**. For a 3 bed median rent is **£1075/month** compared with Local Housing Allowance of **£850/month**



6% of population have a life limiting long-term illness with a large impact on their lives



213 additional affordable wheelchair accessible homes are needed in Cheltenham Borough between 2021-2041 to meet projected housing need.



Pockets of St Marks and St Pauls were considered to be among the [top 10% most deprived areas in the country](#)

This compares with 21 areas (Lower Super Output Areas) in the 10% least deprived



c.2,500 households on the housing list for social housing



8 rough sleepers recorded in Cheltenham Borough during the [Autumn 2022 Rough Sleeping Snapshot](#)

Priority 1

We will increase our provision of quality, sustainable and affordable housing

Achievements (since 2019/20)



c.1150
homes built, **295** of which
were affordable



199
affordable homes delivered
above and beyond what would
have been delivered by market
forces alone (i.e. additionality)



145
affordable homes provided
by CBH (of which 124
is additionality)



13
private rented homes
provided by CBH

What are our opportunities?

- ✓ Cheltenham Borough Council (CBC) has a Housing Revenue Account (HRA) giving us scope to provide more affordable homes without relying on Registered Providers. This is supported by a £180m Housing Investment Plan;
- ✓ [The Golden Valley Development](#), which includes 45 hectares of CBC-owned land, in addition to other large strategic allocation sites situated to the northwest and west of Cheltenham;
- ✓ Potential access to £millions of grant funding from [Homes England via its 2021-2026 Affordable Homes Programme](#).
- ✓ Receipt of £2.36m grant from Department for Levelling Up, Housing & Communities (DLUHC) to CBC, to deliver 21 affordable homes during 2023/24 to assist Ukrainian and Afghan government initiatives via the [Local Authority Housing Fund](#);
- ✓ A wide range of strategic and operational partnerships, including health services, to help maximise delivery of affordable housing and ensure timely provision of specialist housing.

What are the challenges?

- ✓ Uncertainty over affordable housing delivery as a result of potential changes to national planning policy;
- ✓ Achieving high environmental and quality standards in new homes through the planning process;
- ✓ New [Right to Shared Ownership](#), and proposed extension of Right to Buy to include homes owned by Registered Providers;
- ✓ Increases in the costs of materials, as well as build costs associated with net zero carbon homes, potentially impacting on development viability for affordable homes;
- ✓ Land supply constraints within Cheltenham, coupled with long lead-in times associated with the delivery of homes on our Strategic Allocation Sites;
- ✓ Lack of government funding to explore regeneration opportunities.

Key facts

Affordable housing requirement from 2021-41:



3,874
homes (i.e. **194/year**
from 2021-41)



Of which **1,325**
(i.e. **66/year**) should
be Social Rent



31
specialist dwellings
required in Cheltenham
for Mental Health
services by 2035



25
specialist homes required in Cheltenham to
support households with learning disabilities:
25 by 2035



96
homes lost to Right to Buy (last 5 years)



2 four bed lets
over 12 months to April 2023, against 95
households requiring a 4 bedroom home in
silver band or higher;



145 two bed lets
over 12 months to April 2023, against 110
households requiring a 2 bedroom home in
silver band or higher

Our Goals

- ✓ Supporting CBC's aspiration to be net zero carbon by 2030;
- ✓ Ensuring that a sufficient supply and mix of sites is provided to meet housing need;
- ✓ Supporting the development of high quality, sustainable homes;
- ✓ Increasing the supply of Affordable Housing;
- ✓ Increasing the supply of private rented accommodation via Cheltenham Borough Homes.

We will support CBC's aspiration for Cheltenham to be net zero carbon by 2030 by:

- ✓ Collaborating with Local Authorities in the Joint Core Strategy area to review and revise the council's climate and sustainability policies impacting on the provision of housing, including affordable housing;
- ✓ Providing consistent guidance for all developers on expectations in relation to carbon reduction policies for new homes, via the new Joint Plan, which will replace the [Joint Core Strategy](#);
- ✓ Delivering new net zero carbon affordable homes on 100% of CBC owned land-led sites;
- ✓ Seeking to upgrade the specification of CBC-owned s106 affordable homes acquisitions to improve the carbon efficiencies of these homes.

We will seek to ensure that a sufficient supply and mix of sites is provided to meet housing need by:

- ✓ Developing an action plan to address the current deficiency in the 5 year housing land supply;
- ✓ Adopting a new Joint Plan across Cheltenham, Gloucester & Tewkesbury;
- ✓ Working with developers to help bring forward the Strategic Allocation Sites;
- ✓ Utilising land in CBC's ownership to support the delivery of affordable homes.

We will support the development of high quality, sustainable homes by:

- ✓ Seeking to ensure that the new Joint Plan:
 - Includes a requirement that a proportion of new homes are built to meet the needs of residents who will require accessible or adaptable accommodation, including wheelchair accessible accommodation;
 - Adopts the Nationally Described Space Standards (NDSS) for new homes;
 - Reduces fuel poverty through good design and by encouraging a fabric first approach;
- ✓ Publishing an Affordable Housing technical advice note and a separate First Homes technical advice note, to provide Registered Providers and developers with greater clarity over CBC's expectations for affordable delivery on new developments;
- ✓ Prioritising the delivery of social rented homes (where appropriate and viable) to reflect the evidence of local housing need;
- ✓ Ensuring there is greater provision of smaller (1 bedroom) and larger (4 bedroom +) accommodation when negotiating affordable housing provision with developers, whilst also having regard to the need for strong and sustainable communities.

We will increase the supply of Affordable Housing by:

- ✓ Continuing with the delivery of Council-owned homes through our £180m Housing Investment Plan. This will include:
 - Working in close collaboration with CBH to deliver affordable homes on the [Golden Valley Development](#), as part of CBC's overall land led development;
 - Exploring the provision of homes by way of Modern Methods of Construction (MMC), and its potential to scale up the speed and delivery of homes;
 - Acquisition of market homes for sale, such as ex-council homes previously lost through the Right to Buy;
 - Acquiring long term empty homes, if necessary by way of Compulsory Purchase Order, and converting into affordable homes;
 - Proactively identifying land for acquisition and development via CBH;
 - Exploring the potential to deliver more affordable homes as a result of regeneration opportunities;
 - Making best use of our commuted sums (i.e. funding provided in lieu of affordable homes) so that it drives additionality;
- ✓ Continuing to work with our Preferred Registered Housing Providers to maximize the delivery of affordable homes across our Strategic Allocation Sites in the event that viability is an issue;
- ✓ Where appropriate, supporting Registered Providers to access government grant funding to increase the delivery of affordable homes within new developments.

We will increase the supply of private rented accommodation via Cheltenham Borough Homes by:

- ✓ Exploring the potential for bulk purchase acquisitions via:
 - S106 developers - with the intention of securing discounts against market value;
 - Properties developed on the Golden Valley Development;
 - Properties available for sale elsewhere across the Borough (including properties requiring potential refurbishment and reconfiguration);
- ✓ Acquisition of individual properties, where viable;
- ✓ Undertaking a review of cost assumptions, including exploring the potential for providing houses in multiple occupation (HMOs).



Measures of success

- ✓ Number of new homes built
- ✓ Targets met or exceeded for the number of affordable homes delivered over 5 years to March 2028
- ✓ Provision of 450 CBC-owned affordable homes by 2028, through investment of a further £80m of CBC's £180m Housing Investment Plan via Cheltenham Borough Homes (CBH)
- ✓ Delivery of net zero carbon new homes on 100% of CBC land-led sites
- ✓ Increased provision of private rented sector homes managed by CBH - (base line targets to be set during 2023/24 as part of the review of cost assumptions)



Priority 2

We will make best use of our existing housing, improving the quality of homes and reducing carbon emissions

Achievements



703

households in private sector made safer
(in the last 12 months to end March 2023)
(as measured by the Housing Health and Safety Rating System)



124

households helped to downsize from larger
family CBC accommodation
(over the last 5 years to March 2023)



Average SAP rating increase from
72.02 in 2018 to **73.3** as at March
2023 – top quartile performance



Secured **over £3m** of government
decarbonisation grant funding
programme through the [Social Housing
Decarbonisation Fund \(SHDF\)](#) to support
£7.4m retrofit programme across over 250
CBC-owned homes.

What are our opportunities?

- ✓ Collaborative housing partnerships which could enable CBC to secure future decarbonisation grant funding opportunities;
- ✓ Affordable Housing Partnership across the Joint Core Strategy (JCS) area (Cheltenham, Tewkesbury & Gloucester) which will help influence strategic direction of our Preferred Registered Providers, particularly in relation to reducing carbon emissions;
- ✓ [Social Housing Regulation Bill](#) and review of the Decent Homes Standard, improving standards, transparency and accountability of Local Housing Authorities and Registered Providers;
- ✓ The Government's '[A fairer private rented sector](#)' white paper which aims to improve standards and to end 'no fault' evictions;
- ✓ County-wide private sector housing partnership, facilitating joint commissioning opportunities and sharing best practice to help improve the quality of homes;
- ✓ One Public Estate partnership of public sector bodies working together to re-purpose surplus public estate for housing, regeneration and other local uses.

What are the challenges?

- ✓ A need for more up to date information regarding standards in the private sector (via a housing conditions survey);
- ✓ Tackling disrepair and poor standards of accommodation in the private sector, particularly old and listed properties;
- ✓ Cost of materials, shortage of skilled labour, leading to increasing financial pressures on social housing providers;
- ✓ Cost of retrofitting existing homes and uncertainty of future decarbonisation grant funding;
- ✓ Ensuring our CBC-owned homes remain safe, taking account of new regulatory requirements to tackle, for example, damp and mould, fire safety, etc.

Key facts



228 homes

empty for 2 years or more, of which **103** are specialist retirement properties as at end of March 2023



Damp and Mould

0 CBC-owned homes with category 1 hazards;
66 CBC-owned homes with category 2 hazards as at Dec 2022



Estimated **122** properties with category 1 hazards in the private sector with damp and mould; and an estimated 300 with category 2 hazards (as at Dec 2022)



911

CBC-owned home have a SAP rating of D or below (as at end March 2023)

Our Goals

- ✓ Supporting CBC's aspiration for Cheltenham to be a net zero carbon Borough and Council by 2030;
- ✓ Providing higher quality CBC owned homes that are safe and well maintained;
- ✓ Improving standards in the private sector;
- ✓ Making best use of underutilised/surplus land and assets;
- ✓ Making best use of our existing homes and reducing the number of long-term empty homes.

We will support CBC's aspiration for Cheltenham to be net zero carbon by 2030 by:

- ✓ Investing in the retrofit of our existing CBC-owned homes to EPC C (or above) through a 'fabric first' approach. This approach will include maximising the use of government funding, for example, via the government's [Social Housing Decarbonisation Fund](#);
- ✓ Working collaboratively with other local authorities and Registered Providers to maximise decarbonisation (and other) grant funding opportunities to improve the energy efficiency of social housing across Cheltenham and beyond;
- ✓ Jointly commissioning, monitoring and reviewing the performance of our county-wide [Warm & Well](#) scheme to improve the energy efficiency of peoples' homes, particularly in the private sector;
- ✓ Considering environmental credentials within procurement exercises as part of social value;
- ✓ Examining opportunities to improve biodiversity, flood resilience and recycling through planned investment programmes of CBC-owned homes;
- ✓ Delivering on any other relevant activities to support [CBC's Climate Emergency Action Plan](#).

We will provide higher quality CBC-owned homes that are safe and well-maintained by:

- ✓ Embracing new and emerging legislation, including property compliance and health & safety standards (such as the reduction of damp and mould and maintaining fire safety), whilst also maintaining the [Decent Homes Standard](#) (and reviewing any new requirements in light of any [changes to this Standard](#));
- ✓ Developing further CBH's responsive repairs and maintenance service, thereby increasing customer satisfaction whilst also maintaining value for money. This will include implementing a repairs transformation project to improve technological efficiencies and how CBH engages with our tenants;
- ✓ Reviewing our voids standard and developing new ideas for improvement, following feedback from tenants and stakeholders;
- ✓ Publishing a new Asset Management Plan for CBC-owned homes, which will recommend taking a more proactive asset management approach towards our homes. For example, identifying homes that have significant negative Net Present Value and, where appropriate, seeking CBC approval to take forward any recommended options over the future of these homes;
- ✓ Maximising opportunities for the regeneration and redevelopment of housing estates and other sites across Cheltenham. This could include looking at changes in the use of land around the town.

We will improve standards in private sector housing by:

- ✓ Commissioning a county-wide Stock Condition Survey to ensure we have an up to date picture of standards in the private sector. We will review its findings and focus our resources on supporting any new emerging priorities;
- ✓ Ensuring tenants living in poor quality housing have access to advice and assistance about their options via CBC's commissioned advice and inclusion service, linking households with CBC's Enforcement Team where necessary. This will ensure that private sector landlords are aware of, and adhere to, their health & safety responsibilities, including tackling damp and mould issues;
- ✓ Continuing to rollout our programme of identifying and inspecting HMOs across the borough, to ensure they are licenced and meet regulatory requirements;
- ✓ Actively improving the safety of households as measured by the Housing, Health and Safety Rating System, by identifying properties and ensuring appropriate action is taken by the landlord;
- ✓ Improving standards in the private rented sector through CBC's accreditation scheme ['Fit to Rent'](#).

We will make best use of underutilised or surplus land and assets by:

- ✓ Working in partnership with public sector bodies via the One Public Estate programme, with a view to identifying surplus public estate for housing, regeneration and other local uses;
- ✓ Continuing to review our portfolio through [CBC's Asset Management Strategy 2022-27](#), in particular the assessment of assets as surplus which could contribute to our Corporate Priorities as part of the Housing Investment Plan;
- ✓ Taking enforcement action, where necessary, to bring privately owned derelict properties back into use;
- ✓ Working with partners to bring under-utilised sites and buildings such as shops, redundant offices and industrial units back into use (which could include potential residential use). This will include enabling development and regeneration opportunities to support more town centre living.

We will make best use of our existing homes and reduce the number of long term empty homes by:

- ✓ Embedding joint protocol arrangements with CBH over the potential acquisition of long term empty homes for use as affordable housing;
- ✓ Supporting households who wish to downsize from CBC-owned family-sized homes, via use of CBH's Help to Move Scheme;
- ✓ Facilitating downsizing across all CBC and Registered Provider rented homes via our [Homeseeker Plus Allocations Policy](#), and keeping this policy under review to ensure we continue to balance this priority with other competing housing needs.



Measures of success

- ✓ On track for all CBC-owned homes to meet at least a SAP C energy performance rating by 2030
- ✓ Upper quartile performance or above (as benchmarked with peers) on average SAP ratings across our CBH managed homes
- ✓ Top quartile performance (as benchmarked with peers) against [Tenant Satisfaction Measures](#) (perception surveys)
- ✓ 100% compliance with the [Regulator of Social Housing's Home Standard](#)
- ✓ Zero CBC-owned homes with Damp & Mould Category 1 Health & Safety Hazards (as measured by the Housing Health and Safety Ratings System)
- ✓ Number of long term empty homes brought back into use
- ✓ Number of households in the private sector where category 1 Health & Safety Standards have been removed
- ✓ Targets met or exceeded on:
 - Number of CBC-owned homes with Damp & Mould Category 2 Health & Safety Hazards
 - Number of households supported into downsizing from larger family homes
 - Number of households in the private sector made safer (as measured by the Housing Health & Safety Rating System)



Priority 3

We will tackle homelessness and the causes of homelessness

Achievements



284

homelessness preventions and relief from homelessness over 12 months to end Dec 2022; compared with 290 over same period to Dec 2021



46

homelessness acceptances over 12 months to end Dec 2022, compared with 27 over same period to Dec 2021 a **70% increase**



7

households in Temporary Accommodation as at end December 2022



5 single people and 0 families in Bed & Breakfast as at end December 2022



427 social housing lettings over 12 months to end December 2022



26

Ukraine guests re-matched to another sponsor following end of initial sponsor arrangement (as of end Jan)

What are our opportunities?

- ✓ £380k Homelessness Prevention Grant funding 2023/24;
- ✓ Strong housing partnerships across districts, operationally and strategically;
- ✓ Domestic Abuse Partnership to coordinate a county-wide understanding of needs and commission housing-related services;
- ✓ Strong local Housing & Support Forum to consider new ideas, share good practice and to review key outcomes.

What are the challenges?

- ✓ Single person households are presenting as homeless with more complex needs, and often with multiple support needs;
- ✓ Anecdotally, private rented sector landlords are selling their homes, and private sector rents are continuing to rise, with the result that low income households are being increasingly priced out of this sector;
- ✓ Additional pressures on homelessness and housing need arising from global migration, such as from the wars in Ukraine and Afghanistan.

Key facts

(over 12 months to end Dec 2022)

Main reasons for loss of last settled accommodation:

- 1st** Loss of private rented accommodation
- 2nd** Asked to leave by family
- 3rd** Eviction from supported housing
- 4th** Domestic Abuse



58 veterans on the housing list for Cheltenham as at end December 2022, of which **7** households were in silver band or higher
(i.e. have an identified housing need)



56% of single people (146 out of 262) approaching as homeless to the local authority have a support need
86% of whom experience mental ill-health; **32%** experience alcohol dependency; **37%** have support needs relating to domestic abuse



11% (45 out of 414) of all homelessness applications were under 21 years old



3% of homelessness applications were from care leavers aged 18-20 years (14 out of 414); a further **4%** were over 21 years old



Approximately **2,500** households on waiting list at any given time, around **500** households in silver band or higher (i.e. with an identified housing need)



14% of all homelessness applications were from ex-offenders (58 out of 414)

18% are homeless immediately following release from prison; **35%** due to loss of Accommodation Based Support (i.e. high support); **91%** of ex-offenders had multiple support needs



74 single people were accommodated in emergency Bed & Breakfast accommodation; average length of stay was **25 days**



13 families accommodated in emergency B&B; average length of stay was **6 days**

Our Goals

- ✓ Working across partnerships to ensure there is a coordinated approach to supporting households with complex needs, including mental ill-health and drugs & alcohol misuse;
- ✓ Ensuring that appropriate accommodation and support services are available for survivors of domestic abuse;
- ✓ Identifying and responding to the housing needs of young people, including care leavers;
- ✓ Helping homeless households access the private rented sector;
- ✓ Seeking to minimise placements into Bed & Breakfast accommodation, particularly out of Borough placements, and time spent in less suitable accommodation;
- ✓ Continuing to embrace the [Gloucestershire Armed Forces Covenant](#);
- ✓ Ensuring that systems and partnerships remain effective and agile in the face of newly emerging challenges.

We will work across partnerships to ensure there is a coordinated approach to supporting households with complex needs (including mental ill-health and drugs & alcohol misuse) by:

- ✓ Promoting early reporting of 'Duty to Refer' by partner organisations, so that an assessment of homelessness can be undertaken earlier. There will be a particular focus on ensuring earlier referrals by probation services;
- ✓ Reviewing operational partnerships to ensure that households' support needs around mental ill-health and drugs & alcohol misuse are identified and better met, so that households are more able to maintain their accommodation;
- ✓ Reviewing the effectiveness of non-commissioned, Intensive Housing Management (IHM) accommodation - focussing on those not regulated by the Regulator of Social Housing - to improve standards where necessary;
- ✓ Being open to exploring with partners, the county council and other district authorities alternative commissioning models for delivering support services;
- ✓ Ensuring CBH Housing Options Service's Housing Interventions Officers continue to provide a proactive approach to working with households with more complex needs, working flexibly across areas and systems to mitigate against risks of homelessness.

We will identify and respond to the housing needs of young people, including care leavers, by:

- ✓ Ensuring that advice and assistance is available on a timely basis to enable households to remain in their family home when it is safe for them to do so;
- ✓ Keeping under review the outcomes of our grant funded Gloucestershire Nightstop service, as a provider of emergency accommodation for young people via host families;
- ✓ Working across partnerships to ensure pathways into and out of supported housing for young people remain effective;
- ✓ Implementing our county-wide housing protocol for 16-17 year olds to ensure effective joint working across housing and children's services in the event of homelessness;
- ✓ Implementing our countywide housing protocol for care leavers, ensuring that a trauma-informed approach is taken to evaluating their housing needs.

We will ensure that appropriate accommodation and support services are available for survivors of domestic abuse by:

- ✓ Raising awareness of domestic abuse, and the services available, amongst teams across relevant agencies to ensure appropriate responses are undertaken at the first opportunity;
- ✓ Making information available about national and local domestic abuse support services on media channels so they are accessible for all;
- ✓ Commissioning places of safety accommodation, alongside specialist domestic abuse support services;
- ✓ Commissioning target hardening and sanctuary services so that survivors of domestic abuse feel safer in their homes;
- ✓ Embedding the county-wide Domestic Abuse Interventions Officers within CBH's Housing Options Service to ensure there is specialist operational support as survivors are guided through the housing pathways;
- ✓ Implementing and keeping under review CBH's Domestic Abuse Policy, which supports tenants experiencing domestic abuse and takes action against perpetrators;
- ✓ Ensuring our county-wide domestic abuse partnerships and jointly commissioned arrangements are effective in supporting the aims and objectives of Gloucestershire's Domestic Abuse Strategy;
- ✓ Supporting partners in reviewing the housing needs of survivors of domestic abuse and assisting in the development of an updated Gloucestershire Domestic Abuse Strategy, post 2024.

We will help homeless households access the private rented sector by:

- ✓ Enabling households who are homeless, or threatened with homelessness, to access private rented accommodation via our Deposit Loan Scheme;
- ✓ Keeping flexible the range of assistance CBH's Housing Options Service is able to make available to households, so that it remains effective as a homelessness prevention measure;
- ✓ Maintaining a dedicated role within CBH's Housing Options Service to strengthen relationships with private landlords;
- ✓ Ensuring that households with shortfalls in their rent can seek Discretionary Housing Payments on a short-term basis, while alternative housing options are being considered.

We will seek to minimise placements into Bed & Breakfast accommodation, particularly out of Borough placements, and time spent in less suitable accommodation by:

- ✓ Identifying and exploring additional provision of new emergency accommodation solutions within Cheltenham;
- ✓ Monitoring and keeping under regular review our temporary accommodation provision to ensure it adequately reflects local needs;
- ✓ Minimising the need for emergency accommodation such as Bed & Breakfast (and temporary accommodation) by implementing a range of effective prevention measures as set out in this strategy.

We will continue to embrace the Gloucestershire Armed Forces Covenant by:

- ✓ Actively monitoring national good practice guidelines so that local approaches remain aligned;
- ✓ Ensuring there is dedicated provision of [social housing for veterans](#) within CBC-owned accommodation for as long as is required.
- ✓ Keeping under review the potential to expand our social housing provision of homes for veterans, should local housing needs support this;
- ✓ Ensuring our [Homeseeker Plus Allocations Policy](#) continues to remain up to date and adapts to any future changes to regulations.

We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges by:

- ✓ Working with CBH's Housing Options Team, and partners across the county, to ensure any additional DLUHC funding opportunities are directed into the most appropriate homelessness prevention initiatives;
- ✓ Close working between CBC and CBH's Housing Options Service to ensure this service continues to support our priorities and delivers on key outcomes;
- ✓ Increasing transparency and accountability among partners of our commissioned services via Cheltenham's Housing & Support Forum;
- ✓ Expanding the breadth of membership of our Housing & Support Forum so that people with lived experience have the opportunity to contribute, and can challenge the status quo;
- ✓ Keeping under review the effectiveness of our county-wide housing partnerships, and changing them when necessary.



Measures of success

- ✓ Targets met or exceeded on:
 - Homelessness preventions and reliefs
 - Number of homelessness applications where a full housing duty is subsequently owed
 - Numbers in temporary and emergency accommodation

Priority 4

We will seek to prevent rough sleeping; and when it occurs, ensure that it is rare and non-recurring

Achievements



£3 million

secured across the county in government funding, over 3 years to end March 2025



107

rough sleepers housed in Cheltenham's Somewhere Safe to Stay Hub over 12 months to Dec 2022, of which:

82 were locally connected to Gloucestershire, and **71** were locally connected to Cheltenham



516

Streetlink referrals from members of the public reporting rough sleeping across Gloucestershire over 12 months to Dec 2022. Commissioned services response rate: 100% in 9 months to Dec 2022.



8

rough sleepers supported in CBC-owned accommodation via CBC-CBH Housing-Led initiative

What are our opportunities?

- ✓ Strong strategic and operational partnerships and effective monitoring arrangements across jointly commissioned services;
- ✓ Funding to end of March 2025, providing greater certainty for commissioners and commissioned services;
- ✓ A focus on trauma-informed services within Cheltenham's housing-led accommodation for rough sleepers with complex needs, providing opportunities to embed learning.

What are the challenges?

- ✓ Funding is still relatively short term and whilst there is focus on prevention, there needs to be greater investment in areas such as mental health support services and services for young people who have experienced trauma.
- ✓ The reasons people become rough sleepers are complex, requiring a wide range of bespoke interventions and solutions.

Key facts



Nationally, the number of rough sleepers was **3,069** in Autumn 2022; this compares with **1,768** in 2010, though down from the peak of **4,751** in 2017



8 rough sleepers at the last official count for Cheltenham – no significant change in trend in last 5 years



At any one time over last 12 months, Cheltenham has had between **2 and 19 rough sleepers** (to end of December)

Main reasons for rough sleeping over 12 months to end Dec 2022, in order of prevalence:

1st Breakdown of relationship with friends and family

2nd Eviction from supported housing

3rd Loss of private rented accommodation

Our Goals

- ✓ Working collaboratively across strategic partnerships to ensure the effective commissioning of services;
- ✓ Strengthening pathways and specialist support services to prevent rough sleepers from returning to the streets;
- ✓ Developing our emergency accommodation provision offer;
- ✓ Enhancing our operational partnerships to ensure that interventions are better coordinated.

We will work collaboratively across strategic partnerships to ensure the effective commissioning of services by:

- ✓ Commissioning, monitoring and reviewing county-wide rough sleeping services, in line with our Rough Sleeping Initiative grant funding award 2022-25 as follows:
 - Rough Sleeper Outreach and Support Service, with its focus on helping support rough sleepers into accommodation;
 - Provision of our Somewhere Safe to Stay hubs, which provide an initial place to stay on a short-term basis, whilst support needs are assessed and appropriate move-on accommodation is identified;
 - Delivery of Enhanced Housing Support Services, offering intensive housing support to rough sleepers in accommodation provided under the government's [Next Steps Accommodation Programme \(NSAP\)](#) and CBC's Housing led accommodation;
- ✓ Increasing our Housing led provision within CBC-owned homes by a further 6 dwellings by end March 2024. This will be for rough sleepers with highly complex needs, coupled with a dedicated trauma-informed support service provided by CBH, and will be in addition to the 6 entrenched rough sleepers already supported through our housing led initiative;
- ✓ Agreeing an exit plan for the NSAP provision, in the event that the government's revenue funding for support services for this accommodation ends in March 2024;
- ✓ Working with commissioners of support services, such as Accommodation Based Support and Community Based Support, so that gaps in service provision are understood and acted upon;
- ✓ Identifying new funding opportunities, post March 2025, to facilitate the continued commissioning of rough sleeping support services;
- ✓ Ensuring our county-wide strategic partnerships remain agile, responding effectively to new challenges as they emerge.

We will strengthen pathways and specialist support services to prevent rough sleepers from returning to the streets by:

- ✓ Ensuring hospital in-reach support services discharge rough sleepers into temporary or emergency accommodation, such as our Somewhere Safe to Stay hubs;
- ✓ Integrating the new countywide Multiple Disadvantage and Homelessness Outreach Team across key service areas, including our Somewhere Safe to Stay hubs, temporary & emergency accommodation and our housing-led accommodation, in order to ensure better access to mental health and adult social care provision;
- ✓ Strengthening pathways with probation services for those leaving prison and at risk of homelessness or rough sleeping;
- ✓ Closely integrating CBH's Housing Options Service with local Accommodation Based Support providers to minimise the risk of evictions.

We will develop our emergency accommodation provision offer by:

- ✓ Ensuring, wherever possible, there is an offer of emergency accommodation to anyone found to be rough sleeping, using our powers under the Housing Act, rather than falling back on statutory homelessness duties;
- ✓ Reviewing our Severe Weather Emergency Accommodation Protocol (SWEP) with partners across the county, so that we are aligned with good practice principles;
- ✓ Examining the potential for additional emergency accommodation provision within the district, such as housing pods;
- ✓ Reviewing outcomes of our commissioned services and seek to embed new learning in future commissioning arrangements.

We will enhance our operational partnerships to ensure that interventions are better coordinated by:

- ✓ Developing bespoke action plans for entrenched rough sleepers, keeping progress under regular review and updating them regularly;
- ✓ Identifying sooner those individuals known to be at risk of rough sleeping from family and friends and private rented accommodation;
- ✓ Embedding CBH's Housing Options Service within our local Somewhere Safe to Stay hub to help rough sleepers progress on their pathway towards independent living;
- ✓ Working collaboratively across districts to ensure there is a consistent approach to carrying out our annual rough sleeping count for DLUHC;
- ✓ Ensuring relevant services work together when tackling issues such as anti-social behaviour and belongings left on the streets;
- ✓ Promoting [Streetlink](#) in order to ensure there continues to be rapid intervention for newly identified rough sleepers;
- ✓ Exploring alternatives to begging initiatives, [e.g. Billy Chip](#).



Measures of success

- ✓ Targets met or exceeded on reducing the number of rough sleepers in Cheltenham
- ✓ Targets met on Housing-Led homes for rough sleepers within CBC-owned accommodation



Priority 5

We will invest in our communities to help make them safer, stronger and healthier

Achievements

(over 12 months to end March 2023)



228
lifeline alarms fitted into vulnerable peoples' homes



100%
of all anti-social behaviour cases (**78**) successfully resolved for CBC tenants



58
disabled adaptation grants fitted



£6.8m
of Social Value generated across Cheltenham (CBH)



162
people helped into work and training (CBH)



Through Warm & Well:

- **732 households** supported with energy advice;
- **63 energy saving** home improvements;
- energy-saving improvements over **12 months** leading to lifetime savings of **1,406 tonnes CO2**



Approximately **200 sponsors** across Cheltenham have welcomed, or are preparing to welcome, Ukrainians into their homes as part of the government's Sponsorship Scheme

What are our opportunities?

- ✓ [Cheltenham Zero Partnership](#), working together to achieve net-zero carbon emissions by 2030;
- ✓ The Communities Partnership, creating opportunities for people and communities to thrive;
- ✓ Community Safety Partnership, enabling the police and other agencies to work together to reduce crime and disorder;
- ✓ Gloucestershire Strategic Housing Partnership, bringing together district authorities, the county council and health services to capitalise on opportunities for joint commissioning, and be sighted on emerging issues;
- ✓ Gloucestershire Strategic Migration Partnership, ensuring there is a coordinated response to meeting the needs of asylum seekers and refugees across the county.

What are the challenges?

- ✓ Ageing population;
- ✓ Cost of living crisis;
- ✓ Global displacement;
- ✓ Mitigating the impacts of climate changes such as flooding and overheating.

Key facts



[The Consumer Price Index \(CPI\)](#) stood at **10.1%** as of September 2022



139 clients requiring charitable help and foodbanks between October and December 2022, compared with **65** during July and September 2022

19.2% of households in Cheltenham considered to be in fuel poverty in 2022



Nationally, **2.6 million** [adults were often or always lonely](#) as of April 2020



Digital exclusion - **6-8%** of adults in Gloucestershire are estimated to be effectively offline. [Pockets in Hesters Way, Arle and Oakley have been identified as high risk areas for digital exclusion.](#)

Our Goals

- ✓ Supporting CBC's aspiration for Cheltenham to be a net zero carbon Borough and Council by 2030;
- ✓ Helping communities most affected by the cost of living crisis;
- ✓ Collaborating with partner organisations to tackle issues associated with child poverty, via the 'No Child Left Behind' (NCLB) initiative;
- ✓ Delivering initiatives to help prevent or alleviate mental ill-health;
- ✓ Tackling and preventing anti-social behaviour;
- ✓ Embedding Social Value and ensuring existing communities benefit from the economic opportunities generated by the Golden Valley Development;
- ✓ Ensuring Cheltenham continues to be a welcoming town of sanctuary for Asylum Seekers and Refugees;
- ✓ Creating opportunities for independent and healthy living for our vulnerable residents;
- ✓ Delivering on a range of project and activity-based initiatives to further support the development of resilient and vibrant communities.

We will support CBC's aspiration for Cheltenham to be a Net Zero Carbon Borough and Council by 2030 by:

- ✓ Helping communities become more environmentally aware through a range of activities, such as CBH's neighbourhood works programmes to deliver improved waste reduction and recycling;
- ✓ Increasing biodiversity gain through a variety of community-led initiatives across CBC's communal spaces;
- ✓ Jointly commissioning Warm & Well services to support the take-up of energy efficiency measures and to raise awareness of grant support for eligible residents;
- ✓ Investing in improvements to park homes, particularly improved insulation, via the [County Council's Better Care Fund](#);
- ✓ Delivering other relevant community-based activities, as agreed, to support CBC's Climate Emergency Action Plan.

We will help communities most affected by the cost of living crisis, by:

- ✓ Supporting the Facing Hardship, a financial inclusion group that will ensure strategic oversight of community support and provision. This will enable CBC to better understand our overall community response, and to review trends and gaps in provision;
- ✓ Providing advice and support services to help tenants into employment and training via CBH's Employment Initiative Team. We will examine how we can bolster this service further by exploring external funding opportunities;
- ✓ Commissioning and reviewing our Advice and Inclusion Service (which provides debt, benefits, financial inclusion and housing rights advice);
- ✓ Ensuring CBC tenants are supported on their energy usage, (including advice on their bills and savings) via CBH's Benefits and Money Advisors;
- ✓ Working in collaboration with local partners and schools to strengthen the reach of CBH's Benefit and Money Advice service among our tenants;
- ✓ Collaborating with partners to support the delivery of a range of community-led initiatives, such as the:
 - Food project with wiggly worm (healthy cooking on a budget); and
 - Warm spaces project (during colder months)

We will collaborate with partner organisations to tackle issues associated with child poverty, via the ‘No Child Left Behind (NCLB) initiative by:

- ✓ Supporting the county council’s annual [Holiday Activity and Food \(HAF\) programme](#)
- ✓ Supporting, and keeping under review, our detached youth worth project (currently being delivered by Inspire to Aspire);
- ✓ Delivering our Adverse Childhood Experience/trauma-informed programmes to support young people to resilience;
- ✓ Supporting the annual [No Child Left Behind \(NCLB\) award ceremony](#) to celebrate the achievements of our communities;
- ✓ Working with Cheltenham’s Communities Partnership to identify emerging priorities and to agree any additional activities for young people.

We will deliver initiatives to help prevent or alleviate mental ill-health by:

- ✓ Continuing our [support for ‘Heads UP’](#) to promote understanding, raise awareness and break the stigma that can be associated with mental ill-health;
- ✓ Developing gardening projects for CBC tenants;
- ✓ Developing [CBH’s weekly Ability Hub](#)
- ✓ Collaborating with partners to develop a sports strategy which will promote physical activity;
- ✓ Supporting the delivery of a community-based health equity project to work with the local community in West Cheltenham.

We will tackle and prevent anti-social behaviour by:

- ✓ Promoting the safety of women and girls via the coordination of a new ‘women & girls feel safe and respected’ working group;
- ✓ Ensuring, via our Solace Team, that intelligence and good practice is shared among partners and support agencies, in order to bring about swift action that put victims first, and which provide sustainable solutions for communities;
- ✓ Maintaining a dedicated anti-social behaviour team within CBH, with its continued focus on resolving issues in collaboration with partners;
- ✓ Enhancing targeted youth provision, to ensure that support is provided at the right time, thereby preventing issues from escalating;
- ✓ Reviewing the requirement for Local Lettings Plans on site-specific areas;
- ✓ Collaborating with [Preferred Registered Providers](#), via our Affordable Housing Partnership, to embed good practice ahead of developments on the Strategic Allocations.

We will embed Social Value and ensure that existing communities benefit from the economic opportunities generated by the Golden Valley Development by:

- ✓ Employing a CBC stakeholder management lead to support the Golden Valley Development that will build relationships between local residents, community groups and cyber-tech businesses;
- ✓ Working with partners (including schools and colleges) to raise awareness of, and build enthusiasm for, future opportunities within our local communities;
- ✓ Ensuring our communities have opportunities to influence the shape of the Golden Valley plans through more effective and accessible engagement.

We will ensure Cheltenham continues to be a welcoming town of sanctuary for Asylum Seekers and Refugees by:

- ✓ Developing and keeping under review a new county-wide Strategic Migration Partnership, with the purpose of ensuring there is:
 - Appropriate commissioning of support services for Asylum Seekers and Refugees;
 - Strong strategic oversight over the implementation of the government's [Homes for Ukraine Scheme](#);
 - A coordinated approach to supporting the government's [Asylum Seeker Dispersal Programme](#);
 - A collective understanding and agreement over how districts and the county council can best support the government's emerging refugee resettlement initiatives.

We will create opportunities for independent and healthy living for our vulnerable residents by:

- ✓ Facilitating large scale adaptations to homes, via means-tested [Disabled Facilities Grants](#);
- ✓ Promoting awareness and uptake of [CBC's Lifeline Alarm Service](#)
- ✓ Adopting a flexible and proactive approach to the use of Better Care Fund resources, in order to improve accessibility of communal spaces and community buildings as well as individual homes;
- ✓ Ensuring that affordable homes already adapted for disabled use are re-let to residents with disabilities;
- ✓ Identifying and agreeing the implementation of additional initiatives, as needed, via our county-wide housing & health partnerships.

We will deliver on a range of projects and activities to further support the development of resilient and vibrant communities by:

- ✓ Promoting and supporting the design of high quality, mixed tenure neighbourhoods when looking at proposed new developments;
- ✓ Working with Registered Providers to ensure that new homes and communities are managed effectively;
- ✓ Considering a range of different forms of housing, for example self-build and cohousing schemes, where evidenced by local needs;
- ✓ Working across the county to ensure there is fair access and inclusion towards meeting the needs of the gypsy, roma and traveller communities;
- ✓ Expanding support for residents to work closely with each other and partners, to take ownership of their communities and create more sustainable neighbourhood-led groups;
- ✓ Evaluating options around how we can support the Big Local and Saracens Football Club to take forward the development of a new sustainable community facility in St Peter's and the Moors;
- ✓ Developing and implementing a range of place-based community investment plans, via CBH, to reflect the needs and aspirations of those communities;
- ✓ Supporting households who are digitally excluded, via CBH's digi-den services in Hesters Way.



Measures of success

- ✓ Top quartile performance (as benchmarked with peers) against the Regulator of Social Housing's Tenant Satisfaction Measures (perception surveys);
- ✓ Targets met or exceeded on:
 - Social value generated across Cheltenham
 - Number of people helped into work and training
 - Number of lifeline alarms fitted
 - Number of Disabled Facility Grants
 - % ASB cases successfully resolved

Glossary

Term	Meaning
Accommodation Based Support:	Refers to supported accommodation for vulnerable young people and adults with complex needs who are at risk of homelessness. Referrals can be made through a dedicated referral process which is assessed by a panel of partner agencies before allocating to a range of available specialist supported housing providers.
Additionality:	Refers to affordable housing delivered above and beyond the social housing provision that would normally be provided through market delivery alone. In Cheltenham Borough, either 35% or 40% affordable housing requirements are sought on-site, dependent on the site context.
Affordable Housing:	Refers to housing which can be for either rent or sale, for those whose needs are not met by the market. It includes different tenures, including social rent, affordable rent and shared ownership, among others. It can be a new-build property or a private sector property that has been purchased for use as an affordable home.
Better Care Fund:	The Better Care Fund was launched in 2015 to join up the NHS, social care and housing services so that older people, and those with complex needs, can manage their own health and wellbeing and live independently in their communities for as long as possible.
Category 1 and 2 Health Hazards:	Are ratings given by local authorities to homes which possess hazards, as classified by the Health and safety standards for rented homes (HHSRS) system. The rating attributed to hazards are based upon the chance and severity of harm, and whether the potential harm poses greater risk to children or older people. Category 1 Hazards are more serious and require Councils to take action. Category 2 hazards can also be acted upon by local authorities.
Decent Homes Standard:	The Decent Homes Standard requires that dwellings should, as a minimum, meet the current statutory minimum standards for housing, be in a reasonable state of repair, have reasonably modern facilities and services and should provide a reasonable degree of thermal comfort.
Disabled Facilities Grant:	The statutory Disabled Facilities Grant regime provides the framework that enables the council to administer grants for aids and adaptations to help residents remain independent in their own home for longer.
Discretionary Housing Payments:	Is money paid by Councils to residents if they are struggling to pay their full rent, or if they do not have enough money to afford a deposit or rent in advance on a property.
Energy Performance Certificate (EPC):	An Energy Performance Certificate (EPC) gives a property an energy efficiency rating ranging from A (most efficient) to G (least efficient) and is valid for 10 years.

Term	Meaning
‘Fabric First’ Approach:	Is defined as an approach to building design that maximises the performance of the components and materials that make up the building fabric itself, before considering the use of mechanical or electrical building systems. The primary aim of taking a Fabric First approach is to minimise the need for energy consumption by optimising solar gain, maximising air tightness and natural ventilation, amongst other approaches.
‘Fit to Rent’ scheme:	The ‘Fit to Rent’ scheme is a scheme in Cheltenham which aims to encourage good practice in the private rental market by giving approval to properties that meet required standards and a management code of practice. The scheme recognises good quality, well managed private lettings which landlords and letting agents offer.
Homeseeker Plus:	Homeseeker Plus is a choice based lettings (CBL) scheme run by the seven local authorities in partnership with the majority of Social Housing Landlords operating within Gloucestershire and West Oxfordshire. The online application scheme manages the allocation of rented affordable housing in the partnership area.
Homes England:	The Government's housing accelerator, helping to improve neighbourhoods and grow communities. Homes England are responsible for increasing the number of new homes built in England, including homes for market, sale or rent.
Home Standard:	The Home Standard sets expectations for registered providers of social housing to provide tenants with quality accommodation and a cost-effective repairs and maintenance service.
House in Multiple Occupation (HMO):	Is defined as a property rented out by at least 3 people who are not from a single household (such as a family) but share facilities like the bathroom and kitchen.
Housing-led accommodation:	Supporting homeless people with complex needs by offering accommodation as quickly as possible (even though they may not be tenancy ready) and providing them with the support they need to sustain their accommodation.
Housing Health and Safety Rating System (HHSRS):	This is a risk-based evaluation tool to help local authorities identify and protect against potential risks and hazards to health and safety from any deficiencies identified in dwellings.
Housing Revenue Account (HRA):	The Housing Revenue Account (HRA) is intended to record expenditure and income on running a council's own housing stock and closely related services or facilities, which are provided primarily for the benefit of the council's own tenants.

Term	Meaning
Joint Core Strategy:	The Joint Core Strategy is the strategic plan covering the JCS area (the administrative areas of Cheltenham Borough Council, Gloucester City Council and Tewkesbury Borough Council respectively). The JCS sets out the long-term vision, and objectives together with strategic policies up to 2031. These policies provide a strategic planning framework for the JCS area.
Modern Methods of Construction:	Is a collective term used to describe a number of approaches to construction, (such as mass production and factory assembly) that offer an alternative to traditional construction on-site.
Nationally Described Space Standards:	Are the Government’s optional technical space standards which deals with internal space within new dwellings and is suitable for application across all tenures. The NDSS determines the gross internal area of new dwellings at a defined occupancy level, including storage, bedrooms and floor to ceiling height.
Net Present Value:	Net Present Value is the difference between the present value of cash inflows and the present value of cash outflows over a period of time. It considers the rental income from homes against the cost to maintain them and therefore identifies whether they are financially viable. This information can then be used to identify homes where option appraisals may be required prior to significant capital investment.
Net Zero Carbon Homes:	Can be defined as homes that contribute no additional carbon dioxide into the atmosphere during use. In practice, these homes are likely to lead to far lower energy bills for residents, supporting the Council’s objectives in tackling fuel poverty.
Next Steps Accommodation Programme:	Is a Government Funding Programme that enables rough sleepers to access more sustainable interim accommodation options until longer-term accommodation options have been put into place. The NSAP funding stream includes both capital and revenue funding to help with property costs and support for people entering into new tenancies.
Preferred Registered Providers:	Are defined as Registered Providers who have been selected by the JCS authorities as preferred partners to deliver, manage and maintain affordable housing on the JCS Strategic Allocation Sites to a high standard following a comprehensive evaluation process.
Private Rented Sector (PRS):	The Private Rented Sector (PRS) is a classification of housing in the UK. Private Rented accommodation is generally property owned by a landlord and leased to a tenant. The landlord could be an individual, a property company or an institutional investor.

Term	Meaning
Regulator of Social Housing (RSH):	Is an executive, non-departmental public body sponsored by the Department for Levelling Up, Housing & Communities which promotes and regulates a viable, well governed and efficient social housing sector, thereby enabling this sector to deliver and maintain affordable homes of appropriate quality that meet a range of housing needs.
Registered Providers:	Are defined as independent societies, bodies of trustees or companies in England established for the purpose of providing low-cost social housing for people in housing need on a non-profit-making basis.
Social Housing Decarbonisation Fund (SHDF):	Is a £3.8bn fund provided by Government to local authorities over a 10-year period, to improve the energy performance of social rented homes.
Somewhere Safe to Stay Hub:	A safe place to stay for people identified as rough sleeping in Gloucestershire. This is a direct-access service providing short-term accommodation and support to help people exit the streets safely and sustainably. This safe place allows time for specialist support staff to explore suitable accommodation options which meets their needs.
Strategic Allocation Sites:	Are defined as seven large-scale allocated sites through the Joint Core Strategy on the edge of existing urban areas surrounding Cheltenham, Tewkesbury and Gloucester that will make a significant contribution towards meeting the objectives and requirements of the Joint Core Strategy, especially in regards to fulfilling the scale and distribution of development across the JCS area to meet housing, employment and economic needs.
Streetlink:	Is a website, app based and phone service available in England that allows members of the public to connect people sleeping rough with local support services to provide rough-sleepers with valuable assistance and support.
Technical Advice Note:	Is a document which provides detailed planning advice on certain subjects, such as the delivery of affordable housing. When preparing and making decisions, local authorities and decision makers are required to take these documents into account and give them material weight in the overall decision-making process.
Tenant Satisfaction Measures:	Are measurements intended to make a landlord's performance more visible to tenants in the affordable housing sector, thereby helping tenants to hold their landlords to account. The Tenant Satisfaction Measures are split into five general categories, these being: keeping properties in good repair, maintaining building safety, respectful and helpful engagement, effective handling of complaints and responsible neighbourhood management.

Sources

Source Name	Source
Food Bank Usage Data:	Cheltenham Citizens Advice Bureau (CAB) data
Homelessness Reliefs and Preventions:	CBH Database
House Price Data:	House price to residence-based earnings ratio from the Office of National Statistics (ONS)
Household Population Data:	2022 Census Data from the Office of National Statistics (ONS):
Household Tenures:	2022 Census Data from the Office of National Statistics (ONS):
Housing Register Statistics:	Data collated from CBC's Housing Register.
Indices of Multiple Deprivation 2019 Data:	Data provided by the Ministry of Housing, Communities and Local Government (GOV.UK)

Source Name	Source
Lettings Data:	CBH Database
New Affordable Housing Supply:	CBC Database
Number of households in fuel poverty:	Severn Wye Energy Agency – Cheltenham data
Population Forecasts:	2020 Gloucestershire Local Housing Need Assessment (LHNA)
Private Rental Market Statistics:	Office of National Statistics (ONS)
Rough Sleeping Snapshot:	Data provided by the Department for Levelling Up, Housing and Communities (DLUHC)
Rough Sleeping Data:	CBC Database
Ukraine Statistics:	CBC Database



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Housing, Homelessness & Rough Sleeping Strategy 2018-23

Action Plan 2023-28

Priority 1: We will increase our provision of quality, sustainable and affordable housing

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
<p>We will increase the supply of affordable housing</p> <p>(This will include seeking carbon net zero homes on 100% of CBC owned land-led sites; and seeking to upgrade the specification of CBC-owned s106 affordable homes acquisitions.)</p>	<p>Continue to develop pipeline of potential 106 acquisitions and land led schemes identified</p>	<p>Ongoing through 2023/24 and beyond</p>	<p>Housing Strategy & Partnerships Manager and Cheltenham Borough Homes via the following partnership arrangements:</p>
	<p>(Delivery target of 450 CBC-owned affordable homes over 5 years)</p>	<p>2023-28</p>	<p>Cabinet Member Housing Working Group</p>
	<p>Acquisition of market homes for sale (mainly ex-council homes), including homes under the Local Authority Housing Fund initiative (Target 40)</p>	<p>23-24</p>	<p>Strategic Housing Delivery Group Golden Valley Partnership Meetings</p>
	<p>Delivery of Monkscroft school site (c70 affordable homes)</p>	<p>2026/27</p>	<p>CBH – Head of Development</p>
	<p>Swindon Road (c.24 affordable homes)</p>	<p>24/25</p>	
	<p>Garage sites (9 affordable homes)</p>	<p>24/25</p>	
	<p>Completion of 106 schemes owned by CBC (14 affordable homes)</p>	<p>23/24</p>	
	<p>Overall affordable housing target of 100 affordable homes by Registered Providers across the Borough DLUHC's</p>	<p>23/24</p>	

	<p>Close collaboration with CBH re the Golden Valley (GV) Development to consider potential affordable housing delivery via CBH</p> <p>GV planning submission</p> <p>Explore provision of homes via Modern Methods of Constructions (MMC)</p> <p>New contract between CBC and Homes England to enable access to grant funding via the Affordable Homes Programme</p>	<p>Summer/Autumn 2023</p> <p>23-25</p> <p>Summer 2023</p>	<p>CBC – Senior Development Manager CBH – Head of Development</p> <p>Housing Strategy & Partnerships Manager and CBH – Head of Development</p>
<p>We will identify use of commuted sums and Homes England grant funding to enable delivery of affordable homes that might otherwise be unviable.</p>	<p>Identification of land and property that would not be viable for the delivery of affordable homes without the injection of commuted sums</p>	<p>Regular review and allocation during 2023/24</p>	<p>Housing Strategy & Partnerships Manager</p> <p>Cheltenham Borough Homes</p> <p>Other Registered Providers</p>
<p>We will actively monitor development and show how CBC is delivering against housing requirement targets.</p>	<p>Via a five year housing land supply position statement</p>	<p>Summer 2023</p>	<p>Planning Policy</p>
<p>We will progress a new Joint Plan</p>	<p>Spatial Options and Key Policy Areas , including new housing policies (reg.18)</p>	<p>Autumn 2023</p>	<p>CBC - Planning Policy Housing Strategy & Enabling</p>

	Remaining milestones to be confirmed		Tewkesbury Borough Council Gloucester City Council
We will produce an action plan to address the current deficiency in the 5 year housing land supply	Action Plan approved, subject to outcomes of government reforms on future requirements	To be confirmed	Planning Policy Housing Strategy & Enabling
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 homes, thereby speeding up the negotiation process on s106 agreements	First Homes Technical Advice Note Develop systems and processes ahead of potential implementation of First Homes	2023/24 24-25	Affordable Housing Partnership (CBC leading) Housing Strategy & Enabling Head of Planning Housing Strategy & Enabling
We will review our joint workplan with our Housing Partnership of Preferred Registered Providers	Work plan agreed with Preferred Providers and LAs - Review of exclusion criteria around updated customer standards - Review Memorandum of Understanding	23/24 Winter 23/24 Summer 2024	Affordable Housing Partnership (CBC leading) Housing Strategy & Enabling

We will increase the supply of private rented accommodation via Cheltenham Borough Homes	Initial review of cost assumptions, including exploring the potential for providing houses in multiple occupation (HMOs)	23/24	CBH – Exec Director (Finance & Resources) CBC – Housing Strategy & Partnerships Manager
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Priority 2: We will make best use of our existing housing, improving the quality of homes and reducing carbon emissions

Goals and Actions	Targets and Milestones	Target Date	Lead/ Partnerships
We will support CBC’s aspiration for Cheltenham to be net zero carbon by 2030	We will complete Wave 1 of the Social Housing Decarbonisation Project, improving the energy efficiencies of 50-60 council-owned homes	Summer/Autumn 2023	CBH – Head of Technical & Investment Services
	We will implement Wave 2.1 of the Social Housing Decarbonisation Project, improving the energy efficiencies of c.200 council-owned homes.	2023-25	CBH – Head of Technical & Investment Services
	We will develop a Carbon Reduction Action Plan as part of CBC’s declared climate emergency.	Summer 2023	CBH – Head of Technical & Investment Services
	We will examine opportunities to improve biodiversity, flood resilience and recycling via our CBC		CBH - Head of Technical & Investment Services

	<p>planned investment programmes (through neighbourhood works)</p> <p>Project start date on above:</p> <p>SAP rating target 73.5</p> <p>Target of 100% of council-owned homes to be at least EPC C</p> <p>We will regularly monitor and review performance of the jointly commissioned Warm & Well scheme</p>	<p>2024/25</p> <p>Spring 2024</p> <p>2030</p> <p>23/24 (ongoing)</p>	<p>CBC – Private Sector Housing</p>
<p>We will provide higher quality CBC-owned homes that are safe and well-maintained</p>	<p>Compliance with new legislation as it emerges such as Social Housing (Regulatory) Bill</p> <ul style="list-style-type: none"> - Build TSM (KPI) reporting onto CBC website <p>Firming up, via the CBC-CBH Management Agreement, of client responsibilities and reporting arrangements in respect of the health & safety of CBC-owned homes</p>	<p>2023-25 (and ongoing)</p> <p>Summer 2024</p> <p>2023/24</p>	<p>CBH – Executive Team</p> <p>CBH - Governance & Business Assurance Manager</p> <p>CBC – Housing Strategy & Partnerships Manager</p>

	Implementation & completion of a repairs transformation project to include: data, technology and efficiency improvements	2024	CBH Head of Building Services
	Developing and publishing a new Asset Management Plan based upon a proactive asset management principles	Summer 2023	CBH - Head of Technical & Investment
	Review of CBC's void standard, developing new ideas for improvement initial phase- scoping project:	2023/24	CBH - Head of Building Services
	Examining opportunities for the regeneration and redevelopment of housing estates and other sites across Cheltenham	2023/24 (and ongoing)	CBH - Head of Development Services
We will improve standards in the private sector	Commissioning of a county-wide housing condition survey	2023/24	CBC – Private Sector Housing
	Subject to the findings of the above, roll out a programme of identification and inspection of HMOs across the borough to ensure any remediation works are carried out and management standards meet regulatory requirements	2024 (if implemented)	CBC – Private Sector Housing

	<p>Identification of properties with Health & Safety Hazards and taking appropriate action – we will aim to increase the safety of more than 600 households during 2023/24</p>	2023/24	CBC – Private Sector Housing
	<p>Carrying out accreditation inspections on request as part of CBC’s Fit for Rent initiative</p>	2023/24	CBC – Private Sector Housing
<p>We will make best use of our existing homes and reduce the number of empty homes in the Borough</p>	<p>We will establish and embed joint protocol arrangements with CBH over the potential acquisition of long term empty homes for use as affordable housing.</p>	2023/24	CBC – Private Sector Housing
	<p>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.</p>	Ongoing, as required	CBC – Private Sector Housing
	<p>Ongoing delivery of CBH’s Help to Move Scheme to Incentivise downsizing</p>	2023/24 (ongoing)	CBH – Head of Housing Services
<p>We will make best use of underutilised or surplus land and assets, including enabling</p>	<p>Delivering regeneration opportunities on the High Street <i>Planning application</i></p>	<p>Winter 2023 2025</p>	<p>CBC – Director of Major Development and Regeneration</p>

development and regeneration opportunities to support more town centre living.	<i>Start on site</i> Facilitating the delivery of homes on North Place car park	Winter 2023 2024/25	CBC – Director of Major Development and Regeneration
	<i>Planning application</i> <i>Start on site</i> Continued review of the General Fund asset portfolio against the Corporate Priorities as detailed in CBC’s Asset Management Strategy Contents Asset management strategy Cheltenham Borough Council	2023-27	Director of Finance & Assets (Deputy 151 Officer)

Priority 3: We will tackle homelessness and the causes of homelessness

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will work across partnerships to ensure there is a coordinated approach to supporting households with complex needs (including mental ill-health and drugs & alcohol misuse)	Promotion of early reporting of ‘Duty to Refer’ by partner organisations	23/24	CBH – Housing Options Team
	Keep under review the effectiveness of non-commissioned, Intensive Housing Management (IHM) accommodation, improving standards where necessary	23/24 (and ongoing)	CBH – Revs & Benefits Team

	Ensure Housing Options Service's Housing Interventions Officers are able to work flexibly across areas to provide a proactive approach to working with households with complex needs	23/24 (and ongoing)	CBH – Housing Options Team
	Work with ex-offenders who are homeless to help explore alternative housing solutions balancing risks and taking account of the needs of the local area	23/24	CBH – Housing Options Team
We will ensure that appropriate accommodation and support services are available are available for survivors of domestic abuse	Awareness raising of domestic abuse services amongst teams across relevant agencies to ensure	23/24 (and ongoing)	Commissioned services via the Domestic Abuse Partnership
	Commissioning of new Places of Safety Service	Autumn 2023	Domestic Abuse Partnership - Outcomes Manager
	Commissioning, monitoring and keeping under review target hardening and sanctuary services. (New contract)	Spring/Summer 2023	Housing Strategy & Partnership's Manager
	Embedding county-wide Domestic Abuse Interventions Officers within Housing Options Service	23/24	CBH – Housing Options Manager
	Review of housing needs of survivors of domestic abuse with a view to assisting in the development	2024/25	CBH – Housing Options Manager

	of the next Gloucestershire-wide Domestic Abuse Strategy		
We will identify and respond to the housing needs of young people, including care leavers	<p>Review funding arrangements and continuation of grant-funded Gloucestershire Nightstop Service</p> <p>Nightstop to pilot a range of initiatives as follows:</p> <ul style="list-style-type: none"> - Supported lodgings scheme - Peer befriending project - Day stop service (providing intensive support and a safe space for young homeless people) <p>Implement new county-wide protocol for 16/17 years olds to ensure effective joint working across housing & children’s services</p> <p>Implement new protocol arrangements for care leavers, ensuring a trauma-informed approach is taken to evaluating housing needs</p> <p>Keep under review pathways into and out of supported housing to ensure they remain effective</p>	<p>Autumn/Winter 2023</p> <p>23/24</p> <p>23/24</p> <p>23/24 (and ongoing)</p>	<p>CBC - Housing Strategy & Enabling Officer</p> <p>CBH – Housing Options Manager</p> <p>CBH – Housing Options Manager</p> <p>CBH – Housing Options Manager</p>

We will help homeless households access the private rented sector	Keeping under review, and flexible, the assistance that can be made available to homeless households to enable them to access private rented accommodation, subject to available finance	23/24 (and ongoing)	CBH – Housing Options Manager
	Ensuring households with shortfalls in rent can seek Discretionary Housing Payments on a short-term basis, while alternative options are considered	23/24 (and ongoing)	CBH – Housing Options Manager
	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	As required	CBC – Revs & Bens Team/s151 Officer
We will seek to minimise placements into Bed & Breakfast Accommodation and time spent in inappropriate accommodation	Consider new emergency accommodation solutions within the Borough, via partner agencies	23/24	CBH- Housing Options Manager
	Target - no more than 5 households in B&B at any one time	End of each quarter	CBH – Housing Options Manager
We will work with partners to ensure we continue to support the Gloucestershire Armed Forces Covenant	Active monitoring of good practice guidelines so that local approaches remain aligned	Ongoing	CBH – Housing Options Manager
	Keeping under review the potential to expand social housing provision	As required	CBC - Housing Strategy & Partnerships Manager

	of homes for veterans, if supported by sufficient evidence of local needs		
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	<p>Work with Housing Options Services to ensure homelessness prevention funding is directed into the most appropriate homelessness prevention initiatives</p> <p>Monitoring and keeping under review the effectiveness of the Housing Options Service in supporting our outcomes:</p> <ul style="list-style-type: none"> - No more than 20 households in Temporary Accommodation - No more than 60 homelessness acceptances for 23/24 - No less than 290 homelessness prevention and reliefs for 23/24 <p>Work with partners to ensure Ukraine Sponsorship Scheme continues to be effective in supporting host and sponsors, and mitigating where possible the potential for homelessness</p>	<p>23/24 (and ongoing)</p> <p>Ongoing</p> <p>Quarterly</p> <p>End March 2024</p> <p>End March 2024</p> <p>23/24</p> <p>23/24</p>	<p>CBC – Housing Strategy & Partnerships Manager</p> <p>CBC – Housing Strategy & Partnerships Manager</p> <p>CBH – Housing Options Service</p> <p>CBC- Housing Strategy & Partnerships Manager</p> <p>CBH – Housing Options Manager</p> <p>Gloucestershire County Council</p>

	Work with voluntary agencies via our Housing & Support Forum and involve people with lived experience in the forum to help shape future service delivery.		Housing Strategy & Enabling Officer
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Priority 4: We will seek to prevent rough sleeping; and when it occurs, ensure that it is rare and non-recurring

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Commissioning, monitoring & review of county-wide rough sleeping services, as follows:		
	Rough Sleeper Outreach and Support Service	Quarterly	County-wide Programme Management Group (CBC chair)
	Provision of somewhere safe to stay hubs	Quarterly	As above
	Delivery of Enhanced Housing Support Service	Quarterly	As above
	Increase our Housing led provision within CBC-owned homes by additional 6 homes on top of 6 supported entrenched rough sleeper	March 2024	Housing Strategy & Enabling CBH – Head of Community Services
		Summer 2023	Strategic Housing Partnership

	<p>Agree an exit plan regarding NSAP provision/source alternative funding for its continuation post March 2024</p> <p>Ensure gaps in accommodation based support and community based support are understood and acted upon</p> <p>Identify new funding opportunities for post March 2025, to facilitate the continued commissioning of rough sleeping services</p>	<p>23/24</p> <p>23-25</p>	<p>Housing Strategy & Partnerships Manager</p> <p>Programme Management Board Housing Strategy & Partnerships Manager</p> <p>Strategic Housing Partnership Housing Strategy & Partnerships Manager</p>
<p>We will strengthen pathways and specialist support services to prevent rough sleepers from returning to the streets</p>	<p>Ensuring hospital in-reach support service discharge rough sleepers into accommodation</p> <p>Integration of a new Multiple Disadvantage & Homelessness Outreach Team across key service areas, including somewhere safe to stay hubs, temporary & emergency accommodation, etc.</p> <p>Strengthening pathways with probation services for those leaving prison and at risk of homelessness/rough sleeping</p> <p>Close integration of Housing Options Service with</p>	<p>Quarterly monitoring</p> <p>Quarterly monitoring</p> <p>2023/24</p> <p>23/24 (and ongoing)</p>	<p>Programme Management Group Housing Strategy & Partnerships Manager</p> <p>Strategic Housing Partnership Gloucestershire County Council Housing Strategy & Partnerships Manager</p> <p>CBH - Housing Options Manager County-wide Operational Managers Group</p>

	<p>Accommodation Based Support providers to minimise risk of evictions</p> <p>Review of operational partnerships to ensure that households’ support needs around mental ill-health and drugs & alcohol misuse are identified and better met</p>	<p>23/24 (and ongoing)</p>	<p>CBH Housing Options Team – (Senior Housing Interventions Officer)</p> <p>Housing Options Team CBC - Housing Strategy & Enabling</p>
<p>We will develop our emergency accommodation provision offer</p>	<p>Examine the potential for additional provision within the district, such as the use of housing pods</p> <p>Review of the Severe Weather Emergency Accommodation Protocol</p>	<p>Winter 2024</p> <p>Autumn 2023</p>	<p>Housing Strategy & Enabling</p> <p>Housing Strategy & Enabling County-wide homelessness operational partnership</p>
<p>We will enhance our operational partnerships to ensure that interventions are better coordinated</p>	<p>Develop bespoke action plans for entrenched rough sleepers, keeping progress under review</p> <p>Develop mechanisms for early identification of individuals known to be at risk of rough sleeping (from family/friends, Accommodation Based Support and Private rented sector)</p> <p>Work collaboratively across districts to ensure there is a consistent approach to carrying out our annual rough sleeping count for DLUHC</p>	<p>Summer 2023 (and ongoing)</p> <p>23-24</p> <p>Autumn 2023</p>	<p>Housing Strategy & Enabling</p> <p>Housing Strategy & Enabling P3 support services Housing Options Service</p> <p>Housing Strategy & Enabling</p>

	Promotion of Streetlink to ensure rapid intervention for newly identified rough sleepers	23/24 (and ongoing)	Housing Strategy & Enabling (commissioners and providers)
	Promote alternatives to begging initiatives, in particular, council's motion to promote Billy Chip	23/24 (and ongoing)	Housing Strategy & Enabling

Priority 5: We will invest in our communities to help make them safer, stronger and healthier

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will support CBC's aspiration for Cheltenham to be carbon net zero by 2030	Helping communities become more environmentally aware through activities such as CBH's neighbourhood works programmes to deliver improved waste reduction and recycling (via Community Investment Plans) - To commence	2024/25	CBH - Head of Community Services
	Increasing biodiversity gain via community-led initiatives across CBC's communal spaces - To commence	2024/25	CBH – Head of Community Services
	Joint commissioning, monitoring and review of Warm & Well Services to support take-up of energy efficiency measures, etc	2023/24 (and ongoing)	Private Sector Housing Partnership, CBC – Private Sector Housing Team

<p>We will help communities most affected by the cost of living crisis</p>	<p>Supporting 'Facing Hardship', a financial inclusion group to ensure strategic oversight of community support & provision</p> <p>Commissioning, monitoring & review of CBC's Advice & Inclusion Service</p> <p>Delivery of community-led initiatives, such as wiggly worm (food project) and warm spaces project</p> <p>Exploring external funding opportunities to review and grow CBH's training & employment service offer (via Community Investment plans)</p> <p>Develop stronger partnership arrangements so as to improve awareness of CBH's Benefits & Money advice service</p>	<p>2023/24</p> <p>2023/24 (and ongoing)</p> <p>2023/24 (and ongoing)</p> <p>2024/25</p> <p>2024/25</p>	<p>CBC – Partnerships and Research Officer</p> <p>Housing Strategy & Enabling/Housing Strategy & Partnerships Manager</p> <p>CBC – Partnerships and Research Officer; CBH – Community and Support Services Manager</p> <p>CBH – Head of Housing Services</p> <p>CBH – Head of Housing Services</p>
<p>We will collaborate with partner organisations to tackle issues associated with child poverty, via the No Child Left Behind initiative</p>	<p>Assistance in the delivery of the county council's Holiday Activity & Food (HAF) programme</p> <p>Supporting our annual NCLB award ceremony</p>	<p>Summer 2023 (and annually)</p> <p>Winter 2024 (and annually)</p>	<p>CBC - Head of Communities, Wellbeing & Partnerships; CBH – Head of Communities</p> <p>CBC- Partnership Team Leader</p>

	Delivering our Adverse Childhood Experience Programmes, to include geographical based initiatives (e.g. St Marks) as well as from referrals across the borough	2023/24 (and ongoing)	CBH – Head of Communities
	Identification of emerging priorities and agreeing additional activities for young people	2023/24 (and beyond)	CBC – Head of Communities, Wellbeing & Partnerships Communities Partnership
We will deliver initiatives to help prevent or alleviate mental ill-health	Support of ‘Heads Up’ to promote understanding and breaking stigmas	2023/24	CBC Partnerships & Research Office
	Development of gardening projects for CBC tenants	2023/24	CBH - Tenancy Services Manager
	Further development of CBH’s weekly Ability Hub	2023/24	CBH – Community Investment Manager
	Development of a sports strategy to promote physical activity	2023/24	CBC - Head of Communities, Wellbeing & Partnerships
We will seek to tackle and prevent anti-social behaviour in our communities	Promoting the safety of women and girls via the coordination of a new ‘women & girls feel safe and respected’ working group	2023/24	CBC – Partnerships and Research Office
	Ensuring effective intelligence sharing among partners and support agencies to enable swift action that puts victims first	2023/24 (and ongoing)	Solace CBC – Head of Public Protection

	Continued, dedicated anti-social behaviour team within CBH and ongoing collaborative working with partners	2023/24 (and ongoing)	CBC – Head of Communities, Wellbeing & Partnerships CBH – Head of Community Services
	Targeting youth provision to ensure that support is provided at the right time to prevent issues from escalating: - Engagement with young people - establishing a Youth Voice Forum	2023/24 2024/25	CBH - Head of Community Services
	Reviewing the requirement for Local Lettings Plans on site-specific areas	2023/24 (and ongoing)	Housing Strategy & Enabling
	Collaboration with our Preferred Registered Providers to embed good practice ahead of developments on the Strategic Allocation Sites.	2023/24 (and ongoing)	Housing Strategy & Enabling
We will embed Social Value and ensure that existing communities benefit from the economic opportunities generated by the Golden Valley Development	Employing a CBC stakeholder management lead to build relationships between communities and cyber-tech businesses	2023/24	CBC – Senior Development Manager
	Working with partners, including schools and colleges, to help create opportunities for local communities	2023/24	CBC – Senior Development Manager
		2023/24	CBC – Senior Development Manager

	Ensuring communities have opportunities to influence the shape of Golden Valley plans through effective and accessible engagement		
We will review viability options for the potential regeneration of homes, where required	Scoping work to inform proposals for potential investment, including community development/engagement in priority areas	2023/24 (and beyond)	Housing Strategy & Partnerships Manager Cheltenham Borough Homes: Technical & Investment; Community Services and Development
We will implement a suite of initiatives for our tenants to: - reduce social isolation and improve overall health & wellbeing, - improve access into education, training and employment, - ensure residents feel safe in their community, and - ensure tenants are involved and engaged both in CBH and in the community	A new set of Community Investment Plans will be developed collaboratively between CBC and CBH Implementation of plans:	Summer 2023 2023-28	CBH – Head of Community Services CBC – Head of Community Safety, Wellbeing & Partnerships CBH – Community Investment Manager
We will ensure Cheltenham continues to be a welcoming town of sanctuary for Asylum Seekers and Refugees	Working with the Home Office and Clearsprings over the sourcing of contingency and dispersed accommodation within Cheltenham, ensuring relevant partner agencies are involved, as necessary.	2023/24 (and ongoing) 2023/24	Housing Strategy & Enabling, via Strategic Migration Partnership, Oversight Group, and Operational Migration Partnerships.

	<p>Developing and keeping under review new county-wide partnership arrangements to enable effective collaboration.</p> <p>Reviewing grant funding arrangements for GARAS</p>	<p>2023/24</p>	<p>Housing Strategy & Partnerships Manager</p> <p>Housing Strategy & Enabling</p>
<p>We will create opportunities for independent and healthy living for our vulnerable residents</p>	<p>Promoting awareness and uptake of CBC's Lifeline Alarm Service</p> <p>Move current paper based customer data file to a new digital platform.</p> <p>New initiatives identified and agreed via use of the county-wide Better Care Fund, (e.g. insulation of park homes).</p> <p>Facilitating large scale adaptations to homes, via means-tested Disabled Facilities Grants, working across the county to optimise efficiencies</p> <p>Exploring mechanism to better ensure that affordable homes already adapted for disabled use are re-let to residents with disabilities.</p>	<p>2023/24 (and ongoing)</p> <p>2024</p> <p>2023/24 (and ongoing)</p> <p>2023/24 (and ongoing)</p> <p>2023-25</p>	<p>CBC's Lifeline Alarm Team</p> <p>Housing Strategy & Partnerships Manager</p> <p>CBC's Private Sector Housing Team</p> <p>Housing Strategy & Enabling</p>

<p>We will deliver on a range of projects and activities to further support the development of resilient and vibrant communities</p>	<p>Evaluating options around how we can support the Big Local & Saracens Football Club</p>	<p>2023-25</p>	<p>Petersfield Partnership CBC – Head of Communities, Wellbeing & Partnerships; CBH – Head of Communities</p>
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CHELtenham
BOROUGH COUNCIL

Tenancy Strategy

2023 - 2028

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1. Introduction

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

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

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

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



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

2.1 Temporary Tenancies ('Part VII' Tenancies)

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

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

A temporary tenancy may also be granted to homeless households owed a full housing duty, but who are excluded from Homeseeker Plus because of serious antisocial behaviour or rent arrears, as detailed within our Allocations Scheme. These tenancies will be reviewed every 6 months. Provided there are no ongoing concerns in relation to anti-social behaviour or rent arrears, these tenants will be offered an Introductory Tenancy.

2.2 Introductory Tenancies

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

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

2.3 Secure Tenancies/Tenancies for Life

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

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

3. Flexible/Fixed Term Tenancies

Our Position Statement

Cheltenham Borough Council will continue to offer secure 'lifetime' tenancies in preference to offering fixed term tenancies. A more detailed rationale for our approach is provided in section 4 below, but in essence this is about ensuring that households have every opportunity to settle into their communities and thrive, without having the uncertainty of losing their homes through no fault of their own.

We believe it may be helpful for Registered Providers (RPs) to have regard to our reasoning when considering whether to renew any fixed term tenancies they have offered their tenants. Some RPs, having previously implemented fixed term tenancies, have now reverted to offering introductory tenancies and tenancies for life (assured tenancies). We welcome this move, and encourage other RPs to do the same.



4. Rationale for our approach

The main justification for implementing fixed term tenancies is that they can be used as tools for managing under-occupation, tackling anti-social behaviour or where households' incomes improve significantly with the result that alternative housing options may become available. Having considered these reasons, on balance, we still consider that it is preferable not to apply fixed term tenancies to manage these types of scenarios. Our rationale is provided below:

4.1 Under-occupation

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

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

Where there is under-occupation of social housing by at least 2 bedrooms or more, the case for ending the tenancy is clearly much stronger, in view of the limited availability of social housing stock, particularly in respect of 4 and 5 bedroom accommodation. Households most likely to be under-occupying in this way are those who have lived in their homes for a significant number of years, where their children have now grown up and left the family home.

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

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

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

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

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

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

For those who are accepted onto the housing list and subsequently offered CBC accommodation, new tenants will be offered an Introductory Tenancy for the first 12 (or sometimes 18) months, as referred to in Section 2.2 above. If, during this time, they fail to conduct their tenancy satisfactorily, then the tenancy may be brought to an end.

We believe that Introductory Tenancies are a sufficient safeguard in themselves to capture those new tenants who refuse to engage with support services and who continually breach the conditions of their

tenancy. Should anti-social behaviour/rent arrears occur once a Secure Tenancy has been granted, then the option is open for CBC to seek possession of that property through the courts, where all other options to avoid eviction have been explored.

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

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

4.3 Household Income

We believe that mixed incomes creates balanced communities and that to end a tenancy without being able to offer reasonable alternatives could act as a disincentive for those households who might otherwise seek to improve their financial status.

If RPs do choose to review a household's income as part of the review of the fixed term, we again urge RPs to support tenants into considering alternative options, such as low-cost home ownership schemes, and to avoid potentially making their tenants homeless.

5. Ending Fixed Term Tenancies

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

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

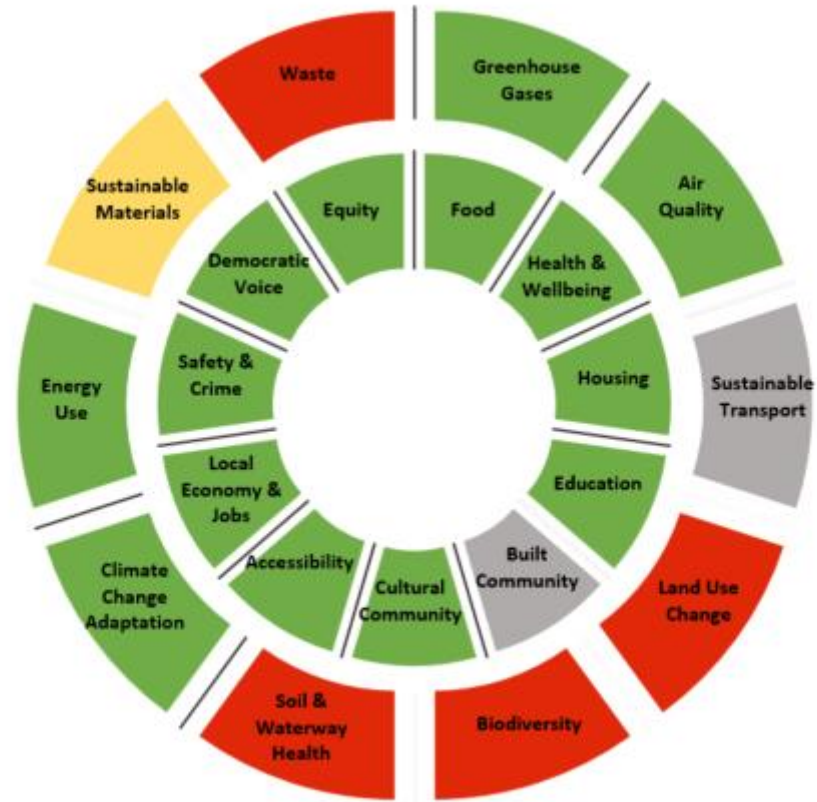
When a tenancy is not renewed, the Council expects the RP's advice and assistance services to be fit for purpose. It would not be appropriate, for instance, for an RP to end a tenancy where there would then be a duty on the council to provide accommodation, except where there is an agreed plan of action.



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GHGs	No action required	A- slightly reduce GHG's released- reduction in greenhouse gases due to retrofit to existing stock to EPC C, reduction of waste to landfill by supporting customers to reduce their waste and recycle more, all homes delivered on CBC land will be net-zero carbon, reducing GHG from powering and heating the homes. B- yes- see answers in relation to A; C- Yes- due to CBC decarbonisation project and building new homes on CBC land to net-zero carbon standards, less GHG's will be produced and sent into the atmosphere- this will have a positive impact beyond the intended location of the policies within the Housing Strategy. However, drawbacks are that with aims to deliver 450 new homes over the next 5 financial years, there will likely be fairly significant impacts from the construction phase of new developments (including sourcing materials) which would contribute to the release of GHG's into the atmosphere.	Accepted
Air quality	No action required	A- positive improvement of internal ventilation of new and existing homes via building new homes on CBC land and CBC's decarbonisation project. Negative impact in terms of creating new or building on existing construction sites for residential development. B- see response to A. C- yes, due to the pollutants produced by the construction phase of new dwellings and the reduction of pollutants due to the built emissions of new homes and existing homes (the latter via decarbonisation).	Accepted
Sustainable Transport	No action required.	A- there is no specific focus on creating sustainable transport options within the Housing Strategy. This is a wider planning consideration for CBC and Gloucestershire County Council Planners and Highway Teams respectively. B- see response to A, C see response to A.	Accepted
Biodiversity	Review - changes needed before proceeding	Oakley Farm (subject to Planning) will see a current agricultural use field be replaced by 250 x residential homes, which will reduce the green space available for biodiversity.	Accepted

Land use change	Review - changes needed before proceeding	A number of sites across the Borough (where affordable housing would be sought under this Housing Strategy), such as Oakley Farm, Shurdington Road and the North and West Cheltenham Strategic Allocations respectively (if all are permitted) will transform the existing landscape they reside on in an irreversible manner. Even on CBC's Golden Valley development, which aims to deliver an exemplary development that meets high environmental standards, a significant proportion of existing land in agricultural use is likely to be replaced by concrete and tarmac. Whilst Sustainable Urban Drainage Systems should be included on new developments (including adding attenuation ponds), this should be weighed against the permanent replacement of grassland (especially on the West and North West Cheltenham strategic allocations respectively) which (whilst improving and enhancing the availability/accessibility of green space in some areas for some communities) will ultimately lead to a lower availability of soil, as well as potentially having negative impacts on the ability of water to permeate soil (and the ability of soil to capture carbon) in areas encompassed by the development. As such, the cumulative negative impact of these factors are likely to be significant.	Accepted
Soil and waterway health	Review - changes needed before proceeding	SUDS will mitigate against pollution of soil and water, however, it is anticipated that the construction phases of new development (e.g. on Golden Valley) will make some moderate impacts on the level of pollutants present in nearby soil and water sources.	Accepted
Climate Change Adaptation	No action required	CBC's decarbonisation project will have a significant positive impact in terms of helping to adapt our existing stock to the impacts of climate change moving forwards. CBC/CBH will also be working on awareness campaigns to help residents live more sustainable lifestyles.	Accepted
Energy Use	No action required	Behavior Change, retrofitting to take a fabric first approach, installation of LED lights on CBC properties, installation of renewable sources of energy (heat pumps/ lower carbon boilers)	Accepted

Waste	Review - identify possible improvements	Whilst CBC/CBH will be seeking to influence positive behavior change around waste disposal (including supporting communities to recycle more and more effectively), ultimately CBC/CBH's development programme for new homes is likely to create an increased amount of both recyclable and non recyclable waste.	Accepted
Sustainable Materials	Review - changes needed before proceeding	CBC/CBH will be sourcing sustainably sourced building materials where possible (hence sustainable resources used in some places)	Accepted

SOCIAL	Action	Justification	Reviewed
Food	No action required.	CBC/CBH will be supporting tenants to access foodbanks as part of a wider package of cost of living support measures.	Accepted
Health	No action required.	Housing Strategy focuses on improving the health and wellbeing of our tenants, residents and local communities of Cheltenham through our five priorities.	Accepted
Housing	No action required.	CBC/CBH aim to build 450 homes over the next 5 financial years which will increase the availability of affordable housing in the Borough. All strands of our housing strategy (e.g. reducing damp, increasing quality of existing homes, reducing homelessness, strengthening communities) contribute towards positive housing outcomes.	Accepted
Education	No action required.	CBC/CBH will be working closely with local schools to assist with education, benefits and money advice for existing tenants and residents. CBH will offer apprenticeships to local residents across a wide range of service areas in CBH.	Accepted

Community	No action required	Improving access to green spaces, improving bus services and community buildings are generally issues for planning colleagues to address.	Accepted
Culture	No action required.	A key strand of the Housing Strategy is creating stronger, more sustainable and resilient communities across Cheltenham, with CBC/CBH working closely with local communities to support the realisation of local projects.	Accepted
Accessibility	No action required.	CBC/CBH will be undertaking a range of projects under our Housing Strategy to support digital inclusion, as well as removing financial and social barriers through advice and financial support. CBC/CBH have access to interpretation services to assist with the removal of any language barriers.	Accepted
Local Economy and Jobs	No action required.	CBC/CBH will be assisting with training and employment support to help improve resident's employability through the Housing Strategy.	Accepted
Safety	No action required.	CBC/CBH work closely with Solace and a number of other local partners to proactively reduce crime and support community cohesion. Solace and CBH's safer estates team work closely together alongside partners such as the Police to reduce anti-social behaviour.	Accepted
Democratic Voice	No action required.	The Housing Strategy is made publically available (currently out for consultation on CBC's public-facing website), the Cabinet decision supporting the implementation of the Housing Strategy will be subject to public scrutiny.	Accepted
Equity	No action required.	Residents with the protected characteristics of age, disability, race and religion are likely to benefit under the proposals found within the Housing Strategy.	Accepted

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Community impact assessments – for services, policies and projects

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What is a community impact assessment?

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

By undertaking an impact assessment, we are able to:

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

Background

Name of service / policy / project and date	Housing, Homelessness & Rough Sleeping Strategy 2023-28
Lead officer	Martin Stacy, Housing Strategy & Partnerships Manager

Other people involved in completing this form	
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Step 1: About the service, policy or project

What is the aim of the service / policy / project and what outcomes is it contributing to	<p>Our Housing, Homelessness & Rough Sleeping Strategy 2023-28 sets out our key priorities over the next 5 years. These priorities focus on the following:</p> <ul style="list-style-type: none"> • Increasing the provision of quality, sustainable and affordable housing; • Making best use of existing housing; • Reducing homelessness; • Tackling rough sleeping; and • Investing in our communities so that they remain safe, strong and healthy <p>Each of these priorities is underpinned by a range of goals or objectives, which in turn are supported by a number of key activities and initiatives. These are set out in the strategy itself, with further detail provided in the accompanying action plan.</p> <p>This strategy is aligned with our Corporate Plan 2023-27.</p>
Who are the primary customers of the service / policy / project and how do they / will they benefit	Tenants and leaseholders living in Cheltenham Borough Council (CBC) owned accommodation, and managed on our behalf by Cheltenham Borough Homes (CBH). Households who are homeless or threatened with homelessness, and those who are rough sleeping. Households who are in housing need, regardless of their tenure. Households who are in poor quality housing, particularly in the private rented sector.
How and where is the service / policy / project implemented	Our strategy will be implemented in accordance with our action plan. Key elements of the plan will be delivered and implemented by CBH, who manage CBC-owned accommodation on our behalf, and who also manage our Housing Options Service. CBC also commissions other organisations, either directly or jointly (with other districts across the council) to deliver rough sleeping services and other services that help to prevent homelessness (such as benefit and debt advice). In addition, some services are delivered directly by CBC – for example: enforcing standards in the private rented sector, and some community development activities running alongside CBH's work.
What potential barriers might already exist to achieving these outcomes	There are many challenges, and these are highlighted within the Housing, Homelessness & Rough Sleeping Strategy. These are not necessarily 'barriers' but they need to be acknowledged and understood, as they can impact on the pace of delivery.

Step 2: What do you already know about your existing and potential customers?

<p>What existing information and data do you have about your existing / potential customers e.g. Statistics, customer feedback, performance information</p>	<p>CBH regularly collects tenant insight data, which is used to inform activity on an ongoing basis but also provides insight to inform opportunities for future improvement, such as:</p> <p>Customer insight was derived through a multifaceted tenant consultation on the business plan</p> <ul style="list-style-type: none"> • 2 years of tenant insight data • 2000 tenants asked 'what can CBH do to improve' • 5 broad & diverse focus groups • 45 tenants engaged in focus group <p>Equally, performance data is collated from other commissioned services, including from CBH's Housing Options Service, rough sleeping support services, and our debt, benefits and housing rights service.</p> <p>In addition, CBC will collate data regarding the quality of homes in the private rented sector.</p> <p>Our Housing, Homelessness & Rough Sleeping Strategy captures a wide range of data, which we have used to help inform our priorities.</p>
<p>What does it tell you about who uses your service / policy and those that don't?</p>	<p>The focus of our strategy is on alleviating the housing need of our residents. This can be directly by, for instance, making their homes safer, or by rehousing them into alternative accommodation; or indeed indirectly, by ensuring that residents feel safer, healthier and more active in their communities, thereby helping to alleviate future emerging housing needs.</p> <p>Residents have many ways to seek help regarding their housing need, either by approaching their landlord, local independent advice services, their local councillor and CBC directly. All of these avenues will enable them to navigate their way to appropriate advice and support services. In addition, there is proactive work, such as community activities undertaken both by CBC and CBH where services are taken directly to our residents.</p>
<p>What have you learnt about real barriers to your service from any consultation with customers and any stakeholder groups?</p>	<p>Consultation has been undertaken, both on the development of the priorities of the strategy, and also on the final draft. This has been undertaken with a wide range of people and organisations, such as the Housing & Support Forum, Affordable Housing Partnership, Ward Councillors, and with the public at large.</p> <p>The nature of the services proposed and currently provided are such that focus is on supporting vulnerable households in particular. Services are designed to ensure vulnerable people are able to engage, and are supported to engage where needed. For instance, our rough sleeping services focus on building relationships with individuals who can have complex needs, with a view to helping them to engage with housing and support services. Our commissioned advice service also helps individuals in housing need to explore their housing rights, and to represent them where appropriate, when issues need to be taken further, for example with their landlord. Our Housing Options Services also has a number of Interventions Officers, whose focus is on engaging with individuals that might otherwise not engage fully with services.</p>
<p>If not, who do you have plans to consult with about the service / policy / project?</p>	



Step 3: Assessing community impact

How does your service, policy or project impact on different groups in the community? Please outline what you are already doing to benefit this group, what you are doing that might disadvantage this group, what you could do differently to benefit the group.

People from black and minority ethnic groups

People who are male or female

People who are transitioning from one gender to another

Older people / children and young people

People with disabilities and mental health challenges

People who have a particular religion or belief

People who are attracted to their own sex, the opposite sex or to both sexes.

People who are married or in a Civil Partnership

People who are pregnant or who are on maternity leave

Other groups or communities

The nature of the services proposed and currently provided are such that focus is on supporting vulnerable households in particular. Services are designed to ensure vulnerable people are able to engage, and are supported to engage where needed. For instance, our rough sleeping services focus on building relationships with individuals who can have complex needs, with a view to helping them to engage with housing and support services. Our commissioned advice service also helps individuals in housing need to explore their housing rights, and to represent them where appropriate, when issues need to be taken further, for example with their landlord. Our Housing Options Services also has a number of Interventions Officers, whose focus is on engaging with individuals that might otherwise not engage fully with services.

Step 4: What are the differences?

Are any groups affected in different ways to others as a result of the service / policy / project?	No, the aim of our Housing, Homelessness & Rough Sleeping Strategy is to deliver positive benefit for all residents
Does your service / policy / project either directly or indirectly discriminate?	No, our Housing, Homelessness & Rough Sleeping Strategy does not discriminate either directly or indirectly
If yes, what can be done to improve this?	N/A
Are there any other ways in which the service / project can help support priority communities in Cheltenham?	As highlighted above, our strategy is wide ranging, supporting households in housing need. These households can have a range of different vulnerabilities. As such services are designed with an understanding of this in mind. Our strategy also has a focus on delivering strong and sustainable communities in which all residents can benefit from life chances. Our strategy includes projects which aim to provide support with cost of living for the most vulnerable customers.

Step 5: Taking things forward

What are the key actions to be carried out and how will they be resourced and monitored?	
Who will play a role in the decision-making process?	

What are your / the project's learning and development needs?

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

Cheltenham Borough Council

Cabinet, 11 July 2023

In partnership with Cheltenham BID - Vacant Units and Town Centre Land Use Efficiency

Accountable member:

Councillor Max Wilkinson, Economic development, culture, tourism and wellbeing

Accountable officer:

Helen Mole, Head of Place Marketing and Inward Investment

Ward(s) affected:

All wards

Key Decision: No

Executive summary:

Vibrant high streets are a vital part of any successful town. The council and business organisations recognise that town centres need to adapt and evolve to meet the opportunities and challenges facing the retail, leisure and hospitality sectors. According to the British Retail Consortium, the national vacancy rate for High Street shops is currently an average of 13.8%, which compares to Cheltenham at 10.1% [source: Cheltenham BID]. Despite the economic challenges facing retail businesses resulting from the pandemic, inflation and energy costs; Cheltenham's visitor economy has remained resilient with 1.75 million visits and almost £122million in visitor spend in 2021 [source: Cheltenham Visitor Economic Impact Assessment].

As part of the council's commitment to collaborative working and in partnership with Cheltenham BID, a review was jointly commissioned to look at ways to tackle challenges with town centre empty shops. This review was undertaken by nationally recognised retail expert Iain Nicholson of the Vacant Shops Academy, who is also a strategic development lead for the Institute of Place Management.

The Vacant Shops Academy report sets out a number of opportunities for maximising the use of space in the town centre, including a focus on promotion of vacant units, a review of the usage of upper floors, and an increase in residential opportunities. The purpose of this report is to share the findings of the

review, setting out the council's direction of travel to support the town centre and how the Vacant Shops Academy recommendations will be taken forward.

Recommendations: Cabinet notes that:

- 1. the findings of the review of vacant premises in five town centre streets: Cambray Place, The Strand, High Street, The Promenade and Montpellier.**
- 2. that the council will, in partnership with Cheltenham BID and with engagement from the Cheltenham Economic Advisory Board, develop an action plan to be presented back to Cabinet in September 2023 setting out how the recommendations will be delivered in partnership with local business organisations.**
- 3. the council will look to work proactively with other organisations and developers, as well as through its own powers and resources, to enable and support more town centre living in unused and underused spaces to provide much needed accommodation and increase footfall to the high street.**
- 4. the council, as local planning authority, will continue to apply national and local planning policies in dealing with the impact of structural changes in the high street, and can look to develop helpful future planning policies, including the promotion of conversion to residential uses to maximise brownfield development and increase efficiency in land use.**

1. Implications

1.1 Financial, Property and Asset implications

Any funding required for the action plan will come from an existing base budget for the Economic Advisory Board. There are no property implications resulting from the recommendations.

Signed off by: Gemma Bell, director of finance and assets (Deputy Section 151 Officer),
gemma.bell@cheltenham.gov.uk

1.2 Legal implications

Whilst there are no legal implications identified as a result of this report, it is likely that there will be when the council is considering how to implement the recommendations of the Vacant Shops Academy Report and officers should engage One Legal at an early stage.

Signed off by: One Legal legalservices@onelegal.org.uk

1.3 Environmental and climate change implications

The action plan will be assessed using the council's climate impact assessment tool and reviewed by the climate emergency programme officer. The purpose of this tool is to consider the wide range of possible impacts that a proposed project/policy could have on environmental and social criteria. Completing this assessment as early as possible will help shape the action plan by highlighting positive areas and areas

for improvement. Use of this tool will also help ensure projects identified as part of the action plan are meeting council commitments to climate as well as other council priorities.

Signed off by: Laura Tapping, climate emergency programme officer,
laura.tapping@cheltenham.gov.uk

1.4 Corporate Plan Priorities

This report contributes to the following Corporate Plan priorities (objectives 3 and 4):

- Increasing the number of affordable homes through our £180m housing investment plan
- Ensuring residents, communities and businesses benefit from Cheltenham's future growth and prosperity
- Carry out regeneration in the town centre to increase footfall to the high street and provide more affordable homes
- Enable development and regeneration opportunities to support more town centre living

1.5 Equality, Diversity and Inclusion Implications

An equality impact assessment will be undertaken when the action plan is created.

1.6 Performance management – monitoring and review

Following consultation and engagement with stakeholders, a SMART action plan will be created, which will set out what will be undertaken by who and when, and how success will be measured. The Vacant Shops Academy report and subsequent action plan will be subject to review by the council's overview and scrutiny committee upon request.

2 Background

- 2.1 The way in which people access town and city centres is constantly evolving. Town centres nationally have been faced with challenging numbers of vacancies for many years, with contributory factors including the proliferation of out of town shopping centres, expansion of online shopping, the viability of rents and investments, and – more recently – the Covid-19 lockdowns and the cost of living crisis. Vacant properties are cited by visitors as presenting a negative impression of a destination, they can be seen as a sign that a town centre is in decline and can encourage antisocial behaviour such as tagging or vandalism, all of which can lead to further vacancies exacerbating the problems.
- 2.2 Supporting the high street and increasing town centre living are key drivers set out in the council's Corporate Plan 2023-2027 - www.youtube.com/watch?v=zeWylGZqvFk. Delivery of the action plan identified in this report will contribute to the outcomes identified in the Corporate Plan.
- 2.3 According to the Department for Levelling Up, Homes and Communities (DLUHC), up to 172,000 commercial properties are empty across the UK and 8 in 10 of these have been vacant for more than two years. The national vacancy rate for High Street shops is currently an average of 13.8% [source: British Retail Consortium].

- 2.4 In many ways, Cheltenham bucks the trend. The town is visibly busy with footfall in January to May 2023 almost a third higher than footfall for the same period in 2022. Annually, the town benefits from hundreds of thousands of visitors to more than 30 major festivals and hundreds of smaller events, contributing to the ongoing sustainability of many high quality restaurants and retail experiences, both independent and nationally recognised. The local catchment area is broad and Cheltenham is the shopping and dining destination choice for many. Landlords and agents cite a high demand from incoming businesses for shop units in the town, particularly in key streets where the footfall is high and while there have been a small number of longer term vacancies, empty units in Cheltenham in the main experience active churn when users vacate.
- 2.5 Over the last few years Cheltenham has seen a range of names move into the town centre including Flight Club, Decathlon, Tivoli cinema, Danish retailer Søstre Grene, The Nook on Five, Little Dobbies, Mint Velvet, Jigsaw, and LK Bennett. This demonstrates the importance of helping to get the right mix of businesses which will serve to attract visitors and ensure Cheltenham continues to be the destination of choice for retail and leisure.
- 2.6 The council's continued and sustained focus on the cultural sector with annual contributions of c.£1.9million through grants and in-kind support, as well as membership and support for the Cheltenham Culture Board, contributes to the destination's appeal. The 2022 independent resident satisfaction survey found that while only 61% of residents were satisfied with the range of shops available, 88% were satisfied with the range of events in Cheltenham.
- 2.7 Through the work of the Marketing Cheltenham department within the Council, which acts as the town's destination marketing organisation and local lead for economic development and inward investment, the town is promoted regionally, nationally and internationally to potential visitors via a comprehensive programme of marketing campaigns. The team offers business support to all visitor economy businesses while providing promotional opportunities to member businesses via a commercial income generating service. In collaboration with Cheltenham BID, the Marketing Cheltenham team delivers a programme of events to support the economy of the town which in 2023 will include the Cheltenham Food + Drink Week as well as the launch of Christmas and the return of the popular Christmas Ice Rink. The team is also responsible for the management of the Growth Hub, a dedicated business support service for all businesses, developing the wider economy of the town and delivered in partnership by Workshop Cheltenham and GFirst LEP.
- 2.8 Cheltenham has many strengths, but of particular note is the culture of partnership working amongst stakeholders, many of whom share the same objective of seeking to improve and support the whole economy. Strong cultural, hospitality and leisure sectors in the town provide a solid foundation to support the town's retail sector which performs well against national averages but this must be continually monitored and measures put in place to ensure continued success.
- 2.9 It is important that the council and its partner organisations acknowledge both the opportunities and the challenges facing Cheltenham. There are a small number of commercial premises in the town centre which have been vacant for longer than one year, there are units which are more challenging to let, and some streets do not benefit from levels of footfall as high as others. As is the case across the country, a number of vacant shops in Cheltenham are also owned by out of town landlords, a number of which are offshore, and investors who prove difficult to contact or refuse to engage.
- 2.10 In response to these challenges, the council and Cheltenham BID jointly commissioned an independent agency, The Vacant Shops Academy, to conduct an audit of vacant units in Cambray

Place, The Strand, High Street, The Promenade, and Montpellier. The Vacant Shops Academy programme is separated into four phases, as follows:

1. Audit – count total and vacant ground level units in identified streets
2. Engage – work with local landlords and agents to understand the history of each vacant unit and ascertain their current status (i.e. whether there is currently any interest from prospective tenants)
3. Encourage – identify the barriers to finding tenants, seek to work with landlords to improve the look of vacant units, highlight particular challenges, make recommendations for action
4. Promote – highlight opportunities in the town centre

3 Audit Results

3.1 The initial audit in late summer 2022 identified 28 units out of a total of 200 (13.5%) as visibly vacant on the five streets surveyed. This is slightly better than the national average which stood at 13.8% and substantially better than many other places. It should be noted that this audit did not cover the entire town centre or wider district but the Cheltenham BID do collate vacancy data for their area and in the same period this was only 10.6%.

3.2 In conversations with landlords and agents between October and January, it was established that two-thirds of the units that had been identified as vacant during the audit had since been let or the landlords stated they were in the process of negotiation with prospective tenants. This highlights the resilience of the Cheltenham market.

3.3 The report in appendix 2, sets out a number of opportunities and ideas to help to address the challenge of long-term vacant units, as set out below. Full assessment of these ideas is underway and this will feed into the emerging action plan. We are clear that enabling a better mix of active uses will reinforce Cheltenham's position as a place to live, visit and invest. The recommendations in the report include:

- Identifying vacant units and opportunities for more effective town centre land use
- Undertaking audits of properties to monitor vacancy trends across the town centre
- Highlighting opportunities for alternative uses, in particular residential
- Assessing the risk rating for currently occupied retail units to identify future vacancies based on local intelligence or national news (e.g. chains entering administration)
- Identifying areas in the town centre which should be treated as unique zones in themselves and offered particular interventions, for example, the West End of the High Street which already has higher rates of residential, green space and other types of amenity
- Analysing data, trends, and assessing what businesses are missing from the town centre mix
- Creating a high street partnership working group

3.4 This activity will also enable the council to identify further opportunities for residential properties and encourage property owners to consider this as a preferable option to leaving all or part of their premises vacant (subject to location restrictions and planning requirements). This could include unused space above shops or other brownfield sites. The activity will also enable the council to carry out additional promotion of empty properties to highlight opportunities in the town to developers and incoming businesses.

3.5 Cheltenham's town centre retail offer is performing well but there are some challenges and key areas

which need additional focus. It should be noted that this report presents the situation at the time of writing, and the number of vacant units in the town centre is constantly changing. The continuing take-up of units can be seen to demonstrate that the council's activities, in line with the Corporate Plan priorities, are working and that by applying further focus we will continue to build resilience.

- 3.6 Following consideration of the report, it is recommended that a partnership action plan is presented to cabinet later this year, setting out the tasks, responsibilities, and a timeline for taking forward the opportunities set out by the Vacant Shops Academy audit and priorities of the council.

4 The role of planning in supporting high street regeneration

- 4.1 The council's Corporate Plan sets out its commitment to enabling an increase in town centre living to help increase footfall to the high street and provide much needed accommodation. This supports vibrancy, commerciality and enhanced 24/7 community living that brings many added benefits. The key for successful town centre living is to create good quality spaces that are attractive while contributing to the core functions of the town centre. An example of this, The Radley store on the Promenade, received planning permission in January 2020 for the upper floor to be converted to two apartments, with the exterior of this Grade II listed building remained unchanged as retail space on the ground level.
- 4.2 Successive Governments have attempted to ensure that High Streets receive support through legislation, planning policies and related actions. In 2013 the Government introduced a new Class O allowing conversion of offices in Class B1(a) to any number of dwellings. The size of building was not restricted but listed buildings excluded. The current version is within the Town and Country Planning (General Permitted Development) (England) Order 2015 and is subject to prior approval, which allows for assessments of transport and highway impacts, contamination risks, flooding risks, impact of noise and provision of adequate light.
- 4.3 In 2020 one major action was to revise the Use Classes Order (Town and Country Planning (Use Classes) (Amendment) (England) Regulations 2020) and create the new Class E – Commercial, Business and Service uses. This allows properties within this class to change their use without the need to apply for planning permission. For example, offices could be used as a shop, without the need to submit a planning application. Anything from a bank use to a bowling alley use lies within Class E. Some uses usually found within town centres such as pubs and bars, takeaways, cinemas, and live music venues are still controlled and require a permission. The flexibility provided by this approach was to support mixed and flexible high streets, and stimulate economic recovery.
- 4.4 In 2021 a change to the Town and Country Planning (General Permitted Development etc.) (England) (Amendment) Order 2021 made it possible to change the use of buildings in Class E, to residential (Class C3) subject to a prior approval process. This was to enable such premises to deliver additional new homes. As we look to review our statutory development plan we will look to strengthen the opportunities to enable regeneration and deliver an effective mix of uses across the town centre.

5 Action to date:

- 5.1 It is also important to recognise that the council has, and continues to take, an active role in supporting the town centre with notable examples including:

- 5.1.1 The council's planning enforcement team has started to identify specific interventions to improve the appearance of key properties (occupied and vacant) on the High Street utilising the tools available through the planning and planning enforcement process. The team are currently in the process of contacting a number of property owners to ask them to undertake specific works to improve the appearance of their properties. There are a number of options available to the council for any property owners who do not comply with this request with a final outcome potentially being prosecution.
- 5.1.2 Since the establishment of the Marketing Cheltenham team, the town has been promoted widely through brands including Visit Cheltenham, which in 2022 generated around 2 million page views of its flagship tourism website, as well as Meet in Cheltenham, which promotes Cheltenham and the Cotswolds as a destination for business events and conferences. Strong working relationships with key tourism partners including VisitEngland as well as various trade organisations has ensured that Cheltenham is included in national and international campaigns, increasing the town's profile and driving visitor numbers from a wide array of markets. This has also helped to cement Cheltenham as a destination of choice for 1,765,000 visitors in 2021, generating around £122 million in visitor spending.
- 5.1.3 The council is delivering a significant programme of regeneration to improve the town centre, support economic growth and create employment opportunities. The forthcoming Minster Exchange development, alongside recent investment in 232- 242 High Street, 254 High Street, 8 St George's Place will bring further regeneration in due course, increasing footfall to the town centre. Public realm work has already been completed on Minster Gardens and Clarence Fountain to create additional seating areas in the town centre and increase dwell time.
- 5.1.4 In partnership with the Cheltenham Trust, the newly refurbished Wilson Museum and Art Gallery helps attract visitors to the end of the high street and provides an important and popular attraction to the town centre.
- 5.1.5 Cheltenham's night-time economy continues to retain its Purple Flag accreditation. This demonstrates the local multi-agency partnership commitment to providing a safe and vibrant evening out. The council coordinates The Cheltenham Partnership, bringing together stakeholders to respond to the challenges and opportunities presented by the night-time economy. The partnership has been awarded the accolade every year since the first application in 2016, in recognition of the town's high quality and safe night-time economy. The Purple Flag accreditation scheme is a town and city centre award similar to the blue flag scheme for beaches and nationally recognised as a mark of quality.
- 5.1.6 During the pandemic, the council was one of the first, if not the first, councils in the UK to commence the payment of business grants and the planning department won the 'Planning Heroes in a Pandemic' award from the Royal Town Planning Institute for its support of the retail and hospitality sector.
- 5.1.7 In 2021 the council delivered the first Cheltenham Ice Rink, which welcomed a total of 43,563 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. Footfall exceeded even pre-pandemic levels, retailers reported record takings and council car parks were the busiest they have been for two years. We are also pleased to confirm the ice rink will be returning again later this year.

5.1.8 Officers across the council are developing or continuing to build on relationships with property professionals including landlords, agents and property owners in the town to understand challenges and future development plans. Councillor Wilkinson is speaking on this topic at the Gloucestershire Property Forum in September.

5.2 The work to support and enable long-term high street sustainability needs to continue and the recommendations from the Vacant Shops Academy Report provide the basis for more action.

6 Challenges

6.1 While the report makes a number of recommendations for actions that can be delivered locally, it is also important to highlight national and other constraints outside of local authority control, including:

6.1.1 A number of retail units in Cheltenham are owned by private equity companies or overseas landlords who don't respond to opportunities to engage with the council and other organisations. Such landlords are much less likely to be open to approaches about temporary or meanwhile use of vacant properties and are harder to reach when shopfront improvements are required.

6.1.2 National policy sets out that retail units which are listed do not incur an empty business rate charge. Councils including this one have previously contacted the Government to seek to address this imbalance as it provides no incentive for landlords to invest in such properties. Further lobbying could be carried out.

6.1.3 The Department for Levelling Up, Housing and Communities (DLUHC) is currently consulting on plans to introduce High Street Rental Auctions which, if implemented, could allow local authorities to take control of empty buildings, giving communities and local businesses the opportunity to bid for the chance to rent shops. This proposal would also see additional powers awarded to councils to fine property owners who allow their buildings to fall into disrepair. Further information will be available once the consultation period is concluded and any developments will be factored into the action plan.

6.1.4 Alongside the proposals from DLUHC referred to above, there are a number of other proposals for reforms to the planning system, including planning enforcement. The council will monitor these proposals to assess the impact on its abilities to undertake positive action to support the town centre.

7 Alternative options considered

7.1 An alternative is to not attempt intervention in the form of the measures outlined above. This is not the preferred option, because the council should be taking a more proactive approach in line with the Corporate Plan.

8 Consultation and feedback

8.1 The Vacant Shops Academy report was co-commissioned with Cheltenham BID, which will be joint lead on the delivery of the action plan. Officers will also work with the Cheltenham Economic Advisory Board and local business organisations such as the Chamber of Commerce, Federation of Small Business and other stakeholders to convert this report into an action plan.

8.2 It is recommended that a partnership action plan is presented back to Cabinet for approval in

September 2023.

9 Key risks

9.1 Highlighted in Appendix i. below.

Report author:

Helen Mole, Head of Place Marketing and Inward Investment, helen.mole@cheltenham.gov.uk

Appendices:

- i. Risk Assessment
- ii. Vacant Shops Academy Report

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	If Cabinet does not approve the recommendations, this jeopardises the proactive work programme to support the town centre and impacts the delivery of Corporate Plan priorities in this area.	Helen Mole	3	2	6	Reduce the risk.	Ensure the cabinet report provides all information required to make the decision. Respond to questions from Cabinet.	Helen Mole	Cabinet Meeting and follow up.
	Lack of engagement from partners	Helen Mole	4	1	4	Accept the risk.	Partners are already engaged and share mutual objectives. Continue relationship management and engagement.	Helen Mole	Ongoing
	Lack of engagement from developers	Helen Mole	4	3	12	Reduce the risk.	Continue engagement and ensure attendance at local property forums. Understand and highlight the opportunities.	Helen Mole. Planning department.	Ongoing.

Tackling High Street Empty Shops Project First Report

By The Vacant Shops Academy for Cheltenham BID and Cheltenham Borough Council

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Executive Summary

The Vacant Shops Academy was commissioned jointly by Cheltenham BID and Cheltenham Borough Council to run its 'audit, engage, encourage, promote' approach to tackling high street empty shops issues as a health check on a number of streets in the town centre.

This was in the context of conversation about post COVID-19 recovery and the ongoing national issues around competition from online shopping and out of town retail.

The initial audit identified 28 units as visibly vacant on The Promenade, High Street, The Strand and Cambray Place – that's 13.5% of the total 200 units in those locations. One additional unit became available during this phase of the project.

But the 'engage' phase – connecting with agents for the vacant units to establish their backstory and current status - established that two thirds of the units that had been vacant earlier in the year are now either let or have would-be tenants negotiating agreements with their landlord.

This report summarises and analyses the data, presents a narrative on challenges facing the town centre focusing on the in-scope locations and specific units, and recommends a series of next steps to continue to strengthen the viability and vitality of Cheltenham town centre.

NB – the Initial Data Report v4 (IDRv4) report contains commercially confidential information so will not be made public but is available for the commissioners of this project. A summary is included at Appendix 1.

Methodology

The following in-scope streets are the subject of a separate commentary in the 'Locations' section of this report:

- Promenade
- High Street
- The Strand
- Cambray Place

The brief was to run the first two elements of The Vacant Shops Academy 'audit, engage, encourage, promote' as a 'health check' on these key town centre streets. There was also a visual review of Montpellier and the West End of the High Street.

This involved:

+ 'audit' – walk-see the in-scope streets (summer 2022) and identify units that appear vacant, and present this as a comparator with the supplied GOAD data from December 2021.

+ 'engage' – connect with agents for the properties identified as vacant to understand the status in five categories:

- Let
- Under offer / at heads of terms / in refit
- In 'meanwhile use'
- A development /refurbishment site
- Empty and available

The audit sought to understand the backstory of each vacant unit, and to collect lettings details. Units with no visible or searchable agent involved were listed separately. We also took the opportunity to ask the agents for feedback on what they see as barriers to letting, both for individual units and the town centre as a whole. These are reflected in the IDRv4 and summarised at Appendix 1.

+ 'encourage' and 'promote' – are both elements that the commission describes as those that the place will work on going forward with mentoring support from The Vacant Shops Academy, but as opportunities arose and as an illustration of the methodology this has been progressed in the following instances:

- Meeting with a local artist who has experience of running an arts and crafts pop-up shop collective in another town and is keen to build on that in Cheltenham;
- Connecting with a local organisation keen to support establishment of a community 'meanwhile use' venture
- Connecting and sharing lettings details on still vacant units with a number of would-be occupiers and agents with local requirement lists that include Cheltenham.

+ The Vacant Shops Academy offer includes ongoing mentoring support for the project partners to the anniversary of the commission.

Report Findings

‘Audit’

The ‘audit’ phase established the following data as at 15/10/2022 for the in-scope streets.

	No of units	Goad Vacants / %	TVSA Vacants / %
• Promenade	90	13	12 / 13.3%
• High Street	54	4	6 / 9.3%
• The Strand	45 (now 47)	7	7 / 14.9%
• Cambray Place	9	3	3 / 33.3%
• Total	198 (now 200)	27 / 13.6%	28 / 13.5%

Breaking the 28 into 6 categories as follows: (15/10/22)

- Let – 9
- in refit by an incoming occupier / at Heads of Terms / under offer – **9 (1 named, 5 type given, 3 no detail)**
- in ‘meanwhile use’ - **0**
- a refurb or development site - **0**
- vacant, empty & available – **4**
- no update as at 21/09/2022 - **6**

16 different lettings agencies were involved, in some cases jointly instructed on a property. Six further units had no visible or searchable agent involvement.

Data gathered by Cheltenham BID on the remaining streets in its area identifies 11 further vacant units of which three are listed as under offer. The total number of ground floor on-street units in the BID area is 425.

Additional insight

Although the evidence of the audit is that Cheltenham has strong levels of interest in its vacant units, this report can offer a number of additional insights to help guide future work on this issue.

What’s missing...?

National conversation around the future of the highstreet has added a number of uses to what might be thought of as its traditional, typical occupiers in retail, hospitality, services. These include leisure, arts and crafts, culture and creative, community, education, health and wellbeing. Plus residential and office, though these are often thought of primarily as prospects for un- or under-used upper floors. It is argued that adding in these uses by encouraging their occupation of vacant units improves the mix and can enhance the attractiveness of a place, bring in new visitors and

customers, age or background profiles and / or extend dwell time. For these reasons it's recommended that Cheltenham considers these use types when supporting agents and landlords at the 'encourage' phase going forward.

Who left...?

The 'audit, engage' work identified a number of the businesses that left the units that were listed as vacants. These are predominantly national brands which, for a variety of reasons left a number if not all of their high street locations, not specifically those in Cheltenham.

What's new...?

In a developing situation, the data on incoming occupiers is less well-established. But two things look to be emerging. Recent new occupiers in The Promenade are all national retail brands, while those in the High Street / Strand are more likely to be food and beverage, and the majority of them have a 'takeaway' focus.

'Engage'

Agent feedback divides into two types, unit specific and on the wider town centre.

This is covered in more detail in IDRv4 but the following is a digest to illustrate some of the factors agents believe are impacting on their ability to let vacant units and the speed at which this is done.

Unit-specific

- *"One very significant barrier to letting the property is **business rates**, indeed, this is why the previous occupier vacated."*
- *"The **configuration** was tough and obviously coincided with COVID and other market pressures e.g., high **business rates** and **rental levels**."*
- *"Previous issues due to high **business rates** attached to this unit."*

Feedback that is specific to The Strand has been drafted in the 'Location' section.

Town-wide

- *"This issue – **disrepair of retail buildings** – is, in my view, by far the biggest barrier to re-letting shops today, across the country. Where it is large property companies or pension funds, they obviously have the money, but it can be difficult to justify spending tens or even hundreds of thousands in order to generate a rental return which is almost certainly much much lower than previous; and where it is smaller landlords, they often may not have the money to carry out the works."*
- *"**Business rates** - remain too high for many potential occupiers, a national issue for much of the retail sector of course."*
- *"**E commerce / Taxation** – not a level playing field. Retailers with shops struggle to compete with online retailers, particularly some of the large companies who pay little or no UK taxes."*
- *"**Planning / Listed Building Consent** – often too slow a process for potential occupiers."*

- *“Parking – customers have to pay to park in town but can park free at out-of-town retail parks – more short-term free parking in town would encourage more shoppers to spend in town.”*

Locations

Promenade – With a number of new openings in 2022 and more in the pipeline, the previously noticeable vacancy challenge on The Promenade is diminishing to the point at which its reputation as a go-to location for national retail brands is restored. Feedback from agents with brand retailer requirement lists is that The Promenade remains a target location, and it is expected that – unless we see another dramatic national economic shock – it will remain so, and there will be interest if units become vacant there going forward. The remaining vacants there at ‘audit’ have particular unit-specific challenges.

High Street – Here too, vacancy is reducing with a number of national brands taking on units and others in the pipeline, including a would-be occupier for a unit that only became vacant there during the summer. A question for the ‘town centre partnership’ to follow is this street’s role going forward, and where the balance lies between retail, hospitality and other uses.

The Strand - A combination of observation, comparison, analysis of the existing business mix and the presence of a number of long-time vacant units and brands that may not have long term plans to stay, plus agent feedback, suggests this is a street worthy of focus by the ‘town centre partnership’. There is a sense that a proportion of the footfall on The Strand is “passing through” en route to other parts of the town centre rather than heading there as a destination, and this is a status that ought to be adjusted in order to support its existing businesses and help attract new occupiers.

The wider conversation developed in ‘Encourage’ about exploring arts & crafts, creative and culture, community, education and health & wellbeing uses might be part of the solution for this location.

Agent feedback included the following:

- *“There has been a lot of work to the public realm outside the space which has been helpful, and it benefits from adjacency to John Lewis. That said it is clear the retail pitch finishes at John Lewis and from New Look onwards seems to die off.”*
- *“Public realm around the unit is poor and footfall weak here.”*
- *“Issues have been occupiers believe footfall falls off here / weaker pitch.”*
- *“Condition of the streets - we are not marketing any properties on The Strand at present but much of it along with the prime High Street is in desperate need of attention, i.e., the state of the pavements, brick paving, street furniture, signage, etc. I know that... funds are limited, but the streetscape and public realm is as much as an issue as the state of some of the vacant units in my view (although some landlords, particularly remote ones, are obviously neglecting their buildings).”*

It is important from an overview perspective that a town centre is able to serve all its population demographics so having a street or area that focuses on value retail can be part of that.

That said there are potential issues here that the ‘town centre partnership’ can help address in order to strengthen this street’s look and offer going forward including working with agents and landlords to progress the re-letting of its long-time vacant units, checking in on the brands there that are known from national experience to agree short term deals and move to other locations within a

town as opportunities arise, explore support options for the new independent and hospitality businesses there to reduce turnover rate of those units, addressing concerns over the public realm and street scene quality.

As the street is already pedestrianised it is a location that could be one to take on an extra share of the town centre's outside seating offer going forward, and this is an option for the 'town centre partnership' to bear in mind in the conversation about future uses of the currently vacant and any that become so.

Cambray Place – with one of the vacant units in the original 'audit' let and a second 'under offer', the potential challenge here is diminished, and this becomes a location over which the 'town centre partnership' holds a watching brief.

Montpellier (not covered by GOAD) – an area that has a strong retail and hospitality mix with both national brands and independents represented. Experience, observation and agent feedback suggest that this is a popular location with a number of businesses saying it's a target location and they'll await opportunities which suggests that there'll be a waiting list for units that become vacant. The presence of a number of short-term let / pop up shop ventures there also indicates that landlords are proactive when vacancy arises, so again a location over which the 'town centre partnership' might hold a watching brief.

'Encourage'

Despite the significant turnaround from 27 visibly vacant units in the Spring to only a handful remaining empty and available at Autumn 'audit', there is always scope for the place to play a part in tackling vacancy going forward, especially keeping in mind the ongoing national challenges facing the highstreet to which the current cost of living crisis and energy costs are said to be added risks.

For Cheltenham this can focus on:

- Working with agents and landlords to tackle the barriers to the target vacants being let.
- Leading the conversation about adding to the mix by encouraging and potentially supporting alternative uses to take up space.
- Identifying resources and commissioning the upper floors 'audit' and developing where possible support schemes to help bring un- and under-used space on those floors into productive use.
- Initiating conversations with council planning and business rates colleagues to ensure – within the boundaries of resources and regulations – that the planning, advertising consent and business rates regimes are all as supportive as possible.
- Developing a 'meanwhile... use strategy and building on the BID's window / hoarding dressing initiative so that potentially long-term vacant units are either brought back into use on a short-term basis or at least made to look the best they can be while the search for a permanent letting continues.

'Promote'

This is a crucial element of the tackling empty shops process with two main targets: residents and visitors (so that they are aware of new openings) and property directors, agents and business owners who would be valuable additions to the town centre mix (so that they are alerted to opportunities as they arise).

The promotional work can have a number of outputs: supporting existing businesses to be proactive on advertising, marketing including social media; highlighting new openings as they occur and promoting the opportunities that exist. We have shared good practice examples of this including Peterhead, Wakefield.

Report Recommendations

- Set up a stakeholder group – **‘town centre partnership’** - involving agents, landlords, businesses, community, councils and BID.
- Establish a **regular walk-see** to identify street scene and other potential barriers to tackling empty shops issues, and recommend action.
- BID / Council to run an ongoing **‘audit’ and ‘engage’** process with agents, **‘encourage’** re-letting of target vacant units, and **‘promote’** success and opportunities.
- The place to support agents and landlords to tackle barriers to let for the list of **target units** identified in the ‘audit, engage’ phase and listed in the Initial Data Report v4 (IDRV4) and initiate a specific piece of work to prepare the town centre for potential future **financial sector closures**.
- Run a matching piece of work on the **non-scope streets** units so you have comparative data.
- Audit all **upper floors** in the town centre footprint to reduce waste of space and, by facilitating and, where possible and helpful, supporting occupation so as to increase the potential customer numbers for town centre businesses.
- Explore with relevant agencies, organisations and individuals the appetite for strengthening the presence of **alternative uses** to Cheltenham town centre including arts & crafts, culture and creative, community, education, health & wellbeing.
- Run a **consultation** project which repeats every two years with businesses and the community on ‘what’s missing’ and issues affecting visitor numbers / dwell time.
- Consider a ‘neighbourhood centres’ approach on **West End / Lower High Street**.

Town Centre Partnership

Fundamental to successful high street tackling empty shops projects is that all key stakeholders i.e. agents, landlords, businesses, community, council and BID where there is one, are working together. To that end it is a priority recommendation of this report that a ‘town team’ or ‘town centre partnership’ is created to oversee work on this issue going forward.

Membership of and protocol for this partnership can be the subject of a further separate note but the essence is to have an open, inclusive group but with a core team (to maintain consistency of approach) that includes local agents, local landlords, representatives of your communities and key business types e.g. retail, hospitality, services (both independent and national brand) along with officer and member representatives from the council and the BID.

This partnership could do three things:

1. Meet to keep progress on empty shops issues under review and moving in a positive direction.
2. Lead a **regular walk-see** of the town centre to identify and recommend action on street scene and other issues that impact on your success in tackling empty shops issues.
3. Lead the conversation about the potential for **alternative uses** to add to the current retail, hospitality, services and leisure mix.

Ongoing 'audit, engage' encourage, promote'

To maintain the contacts and progress started by introducing this approach in Cheltenham town centre, you're advised to agree that one or both lead organisations maintain the workstream i.e., continue to audit vacant units, engage with agents and landlords, focus effort on tackling target empty units and promote new openings and opportunities.

This should include running the 'audit, engage' phases on the remaining **non-scope streets** in the town centre so that you have comparative data for them all.

Where there are units with no visible or searchable agent involved, the project team is advised to connect with local agents in case they have insight on ownership / status etc and then connect with the landlord to try to encourage them to initiate a lettings process.

Target Units

The audit report lists a number of existing target units that were empty and available at the time of 'audit', and may, due to their circumstances, remain so for an extended period. It's recommended that the 'town centre partnership' support agents and landlords in tackling the barriers to these units being let.

Potential options to explore include:

- the place working on the 'encourage, promote' elements of the approach;
- initiating funded projects similar to those other councils have trialled (see Appendix 2) including grants to support the re-purposing of buildings, especially upper floors, and making use of business rates relief options;
- making adjustments as appropriate and as budgets allow to the street scene and operating environment;
- developing a 'meanwhile use' project to get challenging units back into use and give 'target' occupiers a start in high street locations, or at least building on the existing BID initiative to improve the look of the hoardings or windows of vacant units;
- encouraging landlords of vacant units where there is no visible letting agency involvement to start that process, and exploring with local agents whether they can assist in this. It's possible a route to progress on this might be potential change of ownership;
- the Council also has a regulatory role which can be applied to empty shops issues, although it is advised that the range of powers are limited both in number and effectiveness, are resource heavy to action and can take a lengthy period to have any impact. The government has been consulting on an additional power in this toolkit – high street rental auctions – but at time of writing this is progressing slowly due to its complexity and other priorities in the sponsoring department.

It is further recommended – given the national trend for **financial sector closures** – that Cheltenham runs an additional piece of work to map its existing bank and building society occupants, endeavours to connect with their HQs about plans for the town, and prepares a strategy for supporting the re-letting of a bank or building society unit should it become empty. This is because (a) there is a current and increasing closure programme, (b) some banks leave with term still left in their lease and look to assign the remainder (Cheltenham already has such an example). This is a known challenging outcome to achieve so that units often remain empty for an extended period, and (c) ex-retail bank

units are often heritage buildings and in any case because of layout, formatting and facilities and / or the typically higher rents paid, can be difficult to re-purpose and re-let.

NB - Some of the narrative on the target units is commercially confidential and so is not included in this report but is being shared with the lead contacts of the project's commissioning organisations.

Upper floors and other under used spaces

It is clear from observation and feedback from agents that un- and under-used upper floors are a barrier in a number of cases to re-letting of ground floor units. Town centre-wide, they also represent a waste of space that could be valuably used by businesses and organisations to provide additional space e.g. for residential, business, community uses & more, with the positive impact that would have on town centre footfall. There are two recommendations to help tackle this issue:

As budget allows to commission a full audit of upper floors in the town centre footprint to cover both vacant units and those where the ground floor is occupied, and to use the resulting data to develop a re-use strategy. This might involve further splitting off of upper floors where separate access exists or can be created. Feedback suggests that one or two landlords are addressing this issue themselves. It may be that public sector support for this process would help. There are examples of councils doing so via grant-funded interventions e.g., South Kesteven, which we share in Appendix 2.

Consultation

Institute a regular consultation process with town centre businesses and residents and visitors to identify what business and organisation types are missing or in the town centre in too few numbers, and any issues that reduce willingness to visit the town centre or diminish dwell time. This will provide valuable insights to drive the 'encourage' phase of the approach to tackling empty shops issues, and guide action on issues like street scene.

Lower High Street / West End

This area is clearly a different model of street to those in the core town centre footprint with more of a business and resident mix and a different type of businesses occupying its units. It is not covered by the GOAD map regime. This street would benefit from a 'neighbourhood centres' review to engage with residents and businesses about its purpose and role and issues and future. This can be the subject of a more detailed commentary.

Iain Nicholson

The Vacant Shops Academy

November 2022 and Revised February 2023

Appendices

1. Initial Data Report v4 summary extracts
2. Council interventions against barriers to re-letting empty shops (updated February 2023)

Appendix 1

Summary of IDRv4

- This Initial Data Report v4 presents vacancy numbers for target streets:
 - From GOAD maps December 2021
 - The Vacant Shops Academy walk-see in June and July 2022*

...and adds agent and other insights.

*There will have been further changes since, and these will be picked up in future visits and /or in engagement with agents.

The property pages in this Initial Data Report have been updated (to November 2022) based on insights from their agents, 'local knowledge' details shared by the BID, and published deal notices.

*Some of the data is therefore **commercially confidential and so not for publication** beyond the lead contacts of the project's commissioning organisations. With this in mind I have anonymised agent comments but will provide a separate list of those involved in this 'engage' phase.*

	No of units	Goad Vacants / %	TVSA Vacants / %
• Promenade	90	13	12 / 13.3%
• High Street	54	4	6 / 9.3%
• The Strand	45 (now 47)	7	7 / 14.9%
• Cambray Place	9	3	3 / 33.3%
• Total (non-Arcade)	198 (now 200)	27 / 13.6%	28 / 13.5%

Breaking the '27 + 1' (adding 185-187 High St) into 6 categories as follows:

- Let – **5 to 9**
- in refit by an incoming occupier / at Heads of Terms / under offer – **10 (4 named, 4 type given, 2 no detail) to 9 (1 named, 5 type given, 3 no detail)**
- in 'meanwhile... use' - **0**
- a refurb or development site - **0**
- vacant, empty & available – **4**
- no update as at 21/09/2022 - **6**

Agents Narrative

- *“One very significant barrier to letting the property is business rates, indeed, this is why the previous occupier vacated.”*
- *“There has been a lot of work to the public realm outside the space which has been helpful, and it benefits from adjacency to John Lewis. That said it is clear the retail pitch finishes at John Lewis and from New Look onwards seems to die off.”*
- *“This issue – disrepair of retail buildings – is, in my view, by far the biggest barrier to reletting shops today, across the country. Where it is large property companies or pension funds, they obviously have the money, but it can be difficult to justify spending tens or even hundreds of thousands in order to generate a rental return which is almost certainly much much lower than previous; and where it is smaller landlords, they often may not have the money to carry out the works.”*

Agent with multiple properties:

“In terms of barriers to letting, I would comment as follows:

- *Business rates - remain too high for many potential occupiers, a national issue for much of the retail sector of course.*
- *E commerce / Taxation – not a level playing field. Retailers with shops struggle to compete with online retailers, particularly some of the large companies who pay little or no UK taxes.*
- *Planning / Listed Building Consent – often too slow a process for potential occupiers.*
- *Parking – customers have to pay to park in town but can park free at out of town retail parks – need more short term free parking in town to encourage more shoppers to spend in town.*
- *Condition of the streets - we are not marketing any properties on The Strand at present but much of it along with the prime High Street is in desperate need of attention, i.e. the state of the pavements, brick paving, street furniture, signage, etc. I know that... funds are limited, but the streetscape and public realm is as much as an issue as the state of some of the vacant units in my view (although some landlords, particularly remote ones, are obviously neglecting their buildings).”*

Appendix 2

A number of councils and BIDs are running grants or business rates relief initiatives to try help overcome some of the barriers to vacant units being let. The following are a digest of these which The Vacant Shops Academy has collected:

Bristol: <https://www.bristol.gov.uk/business-support-advice/vacant-commercial-property-grant-scheme>

Worcester: <https://www.worcester.gov.uk/news/covid-grants-on-offer-to-transform-empty-shop-units>

Sheffield: [Call for Projects - ReNew Sheffield](#)

<https://sheffnews.com/news/more-funding-on-offer-to-transform-empty-units-on-fargate/>

South Kesteven: <http://www.southkesteven.gov.uk/index.aspx?articleid=15706>

Belfast: <https://www.belfastcity.gov.uk/vacanttovibrant>

Newport: <https://www.newport.gov.uk/en/Council-Democracy/News/articles/2022/March-2022/Unique-city-centre-rate-relief-scheme.aspx>

NI: <https://www.finance-ni.gov.uk/news/murphy-encourages-businesses-back-high-street-0>

<https://nibusinessinfo.co.uk/business-support/back-business-scheme>

Rates relief NI: <https://www.nibusinessinfo.co.uk/content/back-business-rate-support>

Aberdeen: [Fresh start relief | Aberdeen City Council](#)

Dover: [Empty property grant](#)

Ashford: [Find out about and how to apply for the Empty Property Grant.](#)

Fenland: [Grant scheme launched to help regenerate empty town centre units in March - Fenland District Council](#)

Gainsborough: <https://www.investgainsborough.com/news/buildings-in-the-historic-heart-of-gainsborough-are-set-to-be-transformed-to-their-former-glory/>

Update: <https://www.west-lindsey.gov.uk/council-news/2022/11/historic-heart-gainsborough-showcases-exciting-regeneration-plans>

Waterloo BID (shopfronts): <https://wearewaterloo.co.uk/news/bid-news/introducing-redesign-shopfront-upgrade-grant-scheme/>

[Wiltshire Council launches Trowbridge Future High Streets scheme for Vacant Commercial Units - Wiltshire Council](#)

Tees: [Indigenous Growth Fund - Tees Valley Combined Authority](#)

Carlisle: <https://carlisle.gov.uk/Residents/Leisure/arts-and-culture/business-support-8>

To follow...

[18/01/2023 - Plans announced to help reduce empty premises in Crewe town centre](#)

Previously...

[Rate relief scheme could help fill vacant premises | Banbury Guardian](#)

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Cheltenham Borough Council

Cabinet – 11 July 2023 & Council 24 July 2023

Financial Outturn 2022/23

Accountable member:

Councillor Peter Jeffries, Cabinet Member for Finance and Assets

Accountable officer:

Gemma Bell, Director of Finance & Assets (Deputy s151 Officer)

Ward(s) affected:

All

Key Decision: No**Executive summary:**

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 2022/23. The information contained within this report is being used to prepare the Council's Statement of Accounts for 2022/23.

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.

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.

Recommendations:

1. That Council receives the financial outturn performance position for the General Fund, and notes that in delivering services in 2022/23, after the application of carry forward requests

and following the use earmarked reserves, there was an overspend of £101,294 against the 2022/23 revised budget approved by Council on 20 February 2023.

2. Notes £859,147 of carry forward approved by the Section 151 Officer under delegated powers at Appendix 5 and approves £72,000 of carry forward requests which require Member approval.
3. Notes the annual treasury management report at Appendix 7 and note the actual 2022/23 prudential and treasury indicators.
4. Notes the capital programme outturn position as detailed in Section 7 of this report and Appendix 8, approve the carry forward of unspent budgets into 2022/23 and the inclusion of two new projects in the 2023/24 capital programme with no additional funding commitment required from the Council.
5. Notes the year end position in respect of Section 106 agreements and partnership funding agreements at Appendix 9.
6. Notes the outturn position in respect of collection rates for council tax and non-domestic rates for 2022/23 in Appendix 10.
7. Receives the financial outturn performance position for the Housing Revenue Account for 2022/23 in Appendix 11 and approves the carry forward of capital budgets from 2022/23 into 2023/24 as set out in Appendix 12.

1. Implications

1.1. Financial, Property and Asset implications

As detailed throughout this report.

Signed off by: Gemma Bell, gemma.bell@cheltenham.gov.uk, 01242 264124

1.2. Legal implications

As detailed in the body of the report, the Council has adopted and complied with the CIPFA Code of Practice for Treasury Management in the Public Services. This provides assurance that investments are, and will continue to be, within its legal powers.

Signed off by: One Legal, legalservices@onelegal.org.uk, 01684 272012

1.3. Environmental and climate change 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. The sustainability of general balances and earmarked reserves is vital to continue to work towards this objective.

Signed off by: Laura Tapping, laura.tapping@cheltenham.gov.uk

1.4. Corporate Plan Priorities

The actions outlined in this outturn report to support general balances, implement savings and grow commercial income will help ensure that the Council can continue to deliver its corporate objectives as set out in the revised Corporate Plan for 2023- 2027.

Signed off by: Ann Wolstencroft, Head of Performance, Projects and Risk

2. Background

- 2.1. On 21 February 2022, Council approved the budget for 2022/23, including setting the Council Tax. The 2022/23 approved budget identified ambitious efficiency savings and additional income of £1.507m and was set at a time of huge financial uncertainty over the long term impact of the pandemic on customer behaviour and the emergence of the Omicron variant in the winter of 2021. It also forecast that in 2022/23 a contribution of £302k would be made to strengthen the general balances.
- 2.2. The 2022/23 economic climate has been more challenging than anyone could have expected. Inflation rose from 6.7% when the final budget was approved to 11.1% and is still at 8.7% in June 2023. The Bank of England's decision to increase interest rates 13 consecutive times over the same period also continues to create a huge financial pressure for the Council who are a net borrower.
- 2.3. Throughout 2022/23, significant budget variances have been reported to Cabinet, most recently in November 2022 it was forecasted that the 2022/23 budget would be overspent by £2.39m. This was predominantly due to the impact of inflation on the annual pay award, energy costs and falling customer demand in some services.
- 2.4. The 2022/23 revised budget which was presented to Council for approval on 20 February 2023 reflected these changes with the proposal to fund the overspend using over £2.505m of general balances. This was possible as a legal settlement received in May 2022 meant the contribution to general balances was increased by £1.889m.
- 2.5. The revised budget forecast for general balances at 31 March 2023 shifted to under £1.5m, very close to the Section 151 Officer's most recent assessment of the optimum level of balances. The net contribution forecast from general balances for 2022/23 was £300k as outlined in Appendix 2 and 3. This is a marked shift from the original budgeted contribution to general balances.
- 2.6. With economic uncertainty expected to be ongoing into 2023/24, we are still in a position where spending commitments need to be reviewed and considered in line with General Fund balances to make sure the Council retains financial stability and is able to deliver the 2023-28 Corporate Plan.
- 2.7. This report draws together the financial outturn position for 2022/23 for the General Fund against the Revised 2022/23 budget. 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.

3. General Fund Outturn 2022/23

- 3.1. The outturn position at 31 March 2023 reports that £2.606m of general balances was required to balance the budget rather than the forecast £2.505m. This represents an overspend of £101,294 against the revised budget. This is after relevant earmarked reserves have been applied to fund

budget overspends as outlined in Appendix 4. The earmarked reserves are within the delegated authority of the Section 151 Officer and many of these will be replenished as part of the 2023/24 budget as outlined in Appendix 6.

- 3.2. A summary of the General Fund outturn position by directorate is contained in Appendix 2 and by service area 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 2022/23.
- 3.3. The 2022/23 budget set an ambitious savings target of £1.507 million. £0.810m of this target was achieved through a variety of methods and work streams. The Council is committed to delivering value for money for its residents, and these savings will help to ensure that essential services can be maintained.
- 3.4. Inflation is currently at a 40-year high, and is expected to remain high over the next 12 months. This has put a significant strain on 2022/23 budgets. The cost of living crisis along with the ongoing war in Ukraine is having a significant impact on expenditure. Key budgets such as energy and supplies and services were significantly impacted and caused overspends in some services. Details of these significant variances are explained further in Appendix 4.
- 3.5. The general balance at 31 March 2023 is £1.398m which is below the optimum level assessed by the Section 151 Officer in the Section 25 report to Council in February 2023. This is after a review of earmarked reserves which has transferred £179k into this balance. Section 8 of this report outlines the medium term strategy to strengthen this position.

4. Budget carry forward requests

- 4.1. At the year end, a number of budget holders requested 'carry forward' of unspent budgets. Requests fall into two categories and have been dealt with as follows:
 - Some requests are in respect of goods and services ordered but not received by 31 March 2023.
 - 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 £859,147, 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 £72,000 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 2022/23 (Appendix 6) and transfers will be made from the 'carry forward' reserve in 2023/24 to the appropriate cost centres in order that members and officers have a clear indication

of the total budget, including carry forwards, available for 2023/24.

5. Treasury Management / Prudential Indicators

5.1. Treasury Management in Local Government is governed by the CIPFA Code of Practice on Treasury Management in the Public Services. This Council has adopted the code and complies with its requirements, one of which is the receipt by Cabinet and Council of an Annual Review Report after the financial year end. The detailed treasury report, as approved by the Treasury Management Panel at its meeting on 6 July 2023, is attached at Appendix 7.

6. Business Rates Retention Scheme (BRRS)

6.1. One of the key documents in the budget setting process is the estimate of business rates yield which is reported in the National Non Domestic Rates return (NNDR1) which is submitted to the Department for Levelling Up, Housing and Communities (DLUHC). The NNDR1 return was submitted to DLUHC by the deadline of 31 January 2023 and the budget was based on the figures within that return.

6.2. The table below reflects the actual performance against the revised budget with an overall variance for the year of £507,368 when taking into account the Gloucestershire Business Rates pooling arrangement.

	2022/23 Original Budget £	2022/23 Revised Budget £	2022/23 Actual £	2022/23 Variance £
Retained business rates	20,219,722	20,219,722	20,217,722	-
Tariff payable to government	(19,244,897)	(19,244,897)	(19,244,897)	-
Grant to compensate for government decisions	3,889,118	4,038,464	3,412,090	(626,374)
Estimated levy payable to government after Pool surplus/deficit	(517,409)	(431,972)	(312,969)	119,003
Net retained business rates	4,346,534	4,581,317	4,073,943	(507,371)
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	1,505,091	1,739,874	1,232,503	(507,371)
Deficit adjustment re 2020/21	(361,769)	(361,769)	(361,769)	-
Deficit Adjustment re 2021/22	(4,903,766)	(5,937,118)	(5,937,115)	3

Total One-off adjustments re previous years' deficits	(5,265,535)	(6,298,887)	(6,298,884)	3
Net retained business rates (after one-off deficit adjustments & LIGS)	(919,001)	(1,717,570)	(2,224,938)	(507,368)
Transfer to/(from) BRR earmarked reserve	5,308,695	5,908,740	5,908,740	0
Net income included in outturn	4,389,694	4,191,170	3,683,802	(507,368)

6.3. A transfer of £5.9m has been made from the Business Rates Retention (BRR) earmarked reserve at year end as per revised budget agreed at February 2023 Full Council.

6.4. 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.

7. Capital Outturn 2022/23

- 7.1. The outturn position in respect of General Fund capital programme 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.
- 7.2. Since the approval of the 2023/24 budget in February 2023, funding for two new projects has been requested.
- 7.3. The projects are outlined below:

Leisure @ EVO Project –

In 2022/23 an application was made to BEIS for SALIX funding for the leisure centre to substitute the heating and air handling unit power systems with a unique solution which uses both ground and air source heat pumps. We have been notified that this could be the first example of this technology being used in this way in the leisure sector so this is a fantastic opportunity to put Cheltenham on the map for innovation. The bid was made because regardless of whether the application was successful, an upgrade of the system is required to improve energy efficiency and maintenance costs.

It was confirmed in February 2023 that the application had been successful and we have been awarded £287,546 towards the project. The remaining total project cost of £59,956 will be met by the existing carbon neutral capital budget. Planning and design for the project will be carried out in 2023/24 with delivery in 2024/25 in line with the Government grant award letter.

Replacement of Lifeline Equipment

The lifelines team were notified in 2022/23 that they have been awarded £280,370 by the County Council Strategic Housing Partnership to facilitate the funding and installation of new digital lifeline equipment in readiness for the 2025 Digital Switchover. The decision notice to accept this funding has been published by the Council and it will be used to procure new digital lifeline equipment to replace to 1,058 existing analogue units currently used by our customers.

8. Reserves and Section 151 Officer Advice

- 8.1. The Section 151 Officer has, under delegated powers (financial rule B11.4), authority to make transfers to and from these operational reserves in accordance with the intention of the reserve as determined by the Council's Reserves Policy and Protocol. The transfers approved by the Section 151 Officer for 2022/23 are set out in the outturn performance position schedules at Appendix 2 and 3.
- 8.2. Appendix 6 also details the reserves held by the Council, states their purpose and indicates the balance at 31 March 2023. In setting the budget for 2023/24 a review of reserves was undertaken to assess whether the levels were appropriate and in line with the policy for reserves and Page 7 of 13 balances; and also whether they took into account the needs and risks of the organisation and the prevailing economic conditions as we continue to be in a cost of living crisis.
- 8.3. In assessing the adequacy of reserves and balances for 2023/24 the Section 151 Officer used a risk based approach to assess the appropriate level of general balances which calculated the optimum level to be £1.527m. At the year end, the General Fund Balance stands at £1.398m and therefore is below the optimum level recommended by the Section 151 Officer at year end – an impact of the pressures experienced through 2022/23 as the economy continues to go through a cost of living crisis with rising interest rates. As set out in Appendix 6 based on the current 2023/24 budget we expect general balances to increase to £1.550m by the 31st March 2024 however this is contingent on

delivering the £1.3m of approved savings in 2022/23.

8.4. Members will need to be mindful that there will 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.

9. Section 106 Receipts

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

9.2. The following summarises the activity in respect of Section 106 for 2022/23, compared to 2021/22.

	2021/22	2022/23
Balance of unused Section 106 receipts	1,685,454	1,182,703
Net additional receipts in year	18,237	1,150,798
Receipts used to finance projects in year	(520,988)	(199,038)
Balance outstanding at year end	1,182,703	2,134,463

9.3. In 2022/23, there were two large s106 contributions received for the Starvehall Farm and Pate Court developments. Both of these contributions are in relation to affordable housing and will be used to support the achievement of the Council's Corporate Priority to increase the number of affordable homes in our town.

10. Council tax and Business Rates Collection and Support

10.1. The monitoring report for the collection of council tax and business rates (NNDR) income is shown in Appendix 10. This shows the position at the end of March 2023. The collection rate for council tax has fallen slightly to 98.23% in 2022/23 from 98.31% in 2021/22. The cost of living crisis is having an impact on households and the team continue to work with any customers who are struggling to pay. The collection rate for business rates collection has increased from 97.43% to 98.31% in the same period as businesses continue to recover from the pandemic.

11. Housing Revenue Account (HRA)

HRA Income and Expenditure

1.1 The HRA revised forecast for 2022/23 financial year, based on performance to December 2022, anticipated an operating surplus of £351,400. After appropriating revenue contributions of £1,174,400 towards capital, it was expected that there would be a remaining balance of £1,500,000 in revenue reserves at 31st March 2023.

1.2 The outturn statement, as presented in Appendix 11, shows a significant improvement (an increase of £438,800) with an operating surplus of £790,200 for the year. Revenue contributions to capital

were increased to £1,613,600 leaving a balance of £1,500,000 in revenue reserves at year end.

1.3 Below is an explanation of variances exceeding £50,000:

Detail	Forecast £'000	Actual £'000	Variation £'000	Explanation
Repairs & maintenance	5,005	4,861	144	Demand slightly lower than forecast partially offset by higher void costs
Bad debts	225	53	172	Income recovery above target
Depreciation of other Assets	309	257	52	Changes to asset valuation & classification
Other variations less than £50,000 - net			71	
Increase in Operating Surplus			439	

Major Repairs Reserve

1.4 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

1.5 Actual expenditure for the year was £14,601,700, an underspend of £2,366,100 compared with the forecast of £16,967,800.

1.6 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. During 2022/23 the completion dates for a number of projects have been extended to reflect material and resourcing challenges being experienced by contractors.

1.7 Significant project variations from forecast (exceeding £250,000) are shown below:-

Project	Forecast £'000	Actual £'000	Variation £'000	Explanation
Major void refurbishment	1,082	1,405	(323)	Increased proportion of higher value void work
External Improvements	1,952	2,386	(434)	Works brought forward from 2023/24 to offset delays in other projects
Acquisitions	2,699	2,433	266	Market conditions have made the acquisition of financially viable properties more difficult
New Build Schemes	3,301	1,245	2,056	Challenges in progressing new schemes due to material and labour supply shortages and higher interest rates impacting the financial viability of developer owned sites
Other net variances below £250,000			801	Primarily arising from extended delivery targets (see 1.6 above)

Total variance to forecast			£,366	
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- 11.1. Changes to the projected financing of the capital programme have primarily arisen from the reduction in overall spend (£2.366m.) and the availability of additional capital receipts and revenue contributions.

12. Consultation

- 12.1. Appropriate members and officers were consulted in the process of preparing the outturn position and associated reports and accounts. The report was also presented for discussion at the Budget Scrutiny Working Group on 4 July 2023.

13. Key risks

- 13.1. As outlined in Appendix 1.

Report author:

Jon Whitlock, Chief Accountant jon.whitlock@cheltenham.gov.uk

Appendices:

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:

- Final Budget Proposal for 2022/23 – Council 21 February 2022
- Section 25 Report – Council 20 February 2023
- Final Budget Proposals including the Revised budget for 2022/23 – Council 20 February 2023

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
347	If energy costs keep rising / fluctuating as per the current market then it impacts on our ability to accurately budget/forecast expenditure and may impact on our the investments we can make in projects / programmes whilst still being able to achieve our MTFS	Gemma Bell, Director of Finance and Assets	4	4	16	Reduce	This policy and the associated action plans.	Gemma Bell, Director of Finance and Assets	Ongoing
	If the Council is unable to come up with long term solutions which close the gap in the medium term financial strategy then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision.	Cabinet	5	3	15	Reduce	The budget strategy projection includes 'targets' for work streams to close the funding gap which aligns with the council's corporate priorities.	ED Finance and Assets	Ongoing

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	If the Budget Strategy (Support) Reserve is not suitably resourced insufficient reserves will be available to cover anticipated future deficits resulting in the use of General Balances which will consequently fall below the minimum required level as recommended by the Section 151 Officer in the council's Medium Term Financial Strategy	ED Finance and Assets	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 2020/21 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.	ED Finance and Assets	Ongoing
	If income streams from the introduction of the business rates retention scheme in April 2013 are impacted by the loss of major business and the constrained ability to grow the	ED Finance and Assets	5	4	20	Accept & Monitor	The Council joined the Gloucestershire pool to share the risk of fluctuations in business rates revenues retained by the Council.	ED Finance and Assets	Ongoing

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	business rates in the town then the MTFS budget gap may increase.						<p>The Gloucestershire S151 Officers continue to monitor business rates income projections and the performance and membership of the pool / pilot.</p> <p>Work with members and Gloucestershire LEP to ensure Cheltenham grows its business rate base.</p>		
	If the robustness of the income proposals is not sound then there is a risk that the income identified within the budget will not materialise during the course of the year.	ED Finance and Assets	4	4	16	Reduce	<p>Robust forecasting is applied in preparing budget targets taking into account previous income targets, collection rates and prevailing economic conditions. Professional judgement is used in the setting / delivery of income targets. Greater focus on cost control and income generation</p>	ED Finance and Assets	Ongoing

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							will be prioritised to mitigate the risk of income fluctuations.		
	If the assumptions around government support, business rates income, impact of changes to council tax discounts prove to be incorrect, then there is likely to be increased volatility around future funding streams.	ED Finance and Assets	5	3	15	Reduce	Work with Publica and countywide CFO's to monitor changes to local government financing regime including responding to government consultation on changes Business Rates and the Fair Funding review. The assumptions regarding government support have been mitigated to a certain extent by the acceptance of a multi-year settlement agreement.	ED Finance and Assets	Ongoing
	If government support to compensate this Council for the impact of COVID-19 is insufficient, greater reliance will be placed on the use of reserves, service reduction and	ED Finance and Assets	5	3	15	Reduce	The Council will continue to lobby for additional resource, as promised by Central Government from the outset of the pandemic. Work programmes are underway to	ED Finance and Assets	Ongoing

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	asset sales.						review service provision, capital programmes and rationalisation of assets.		

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APPENDIX 2: GENERAL FUND REVENUE OUTTURN 2022/23

	A 2022/23 Current Budget	B 2022/23 Outturn per Ledger	overspend / (underspend) before adjustments
	£	£	£
Chief Executive	3,823,454	3,691,085	(132,369)
Communities & Place Directorate	10,819,295	10,648,203	(171,092)
Finance, Assets & Regeneration Directorate	6,932,616	6,466,683	(465,933)
	21,575,365	20,805,971	(769,394)
Capital Charges	(3,386,938)	(3,118,625)	268,313
Interest and Investment Income	(2,319,480)	(2,308,420)	11,060
Use of balances and reserves - Appendix 6	(6,533,063)	(6,533,063)	0
NET BUDGET	9,335,884	8,845,863	(490,021)
Deduct:			
National Non-Domestic Rate	(519,033)	(638,036)	(119,003)
National Non-Domestic Rate - 2020/21 (surplus) / deficit	361,769	361,769	0
National Non-Domestic Rate - 2021/22 (surplus) / deficit	5,937,118	5,937,115	(3)
National Non-Domestic Rates - S31 Grants	(4,038,464)	(3,412,090)	626,374
SFA Levy Surplus	(23,820)	(23,820)	0
New Homes Bonus	(637,846)	(637,846)	0
S31 Grants - Lower Tier Services Grant	(129,988)	(129,988)	0
Services Grant	(195,881)	(195,882)	(1)
Council Tax (Surplus)/deficit	(58,500)	(58,494)	6
Other	0	(47,112)	(47,112)
NET SPEND FUNDED BY COUNCIL TAX	(9,730,405)	(9,730,405)	0
TOTAL INCOME	(9,035,050)	(8,574,789)	460,261
Net Transfer to/From General Balances	300,834	271,074	(29,760)

KEY

- A - Revised budget approved by Full Council in February 2023
- 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 £	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 £
	(91,350)		49,000	(174,719)	20,000	(154,719)
	267,329		20,030	116,267	12,000	128,267
(237,872)	(332,000)	(137,759)	790,117	(383,447)	40,000	(343,447)
(237,872)	(156,021)	(137,759)	859,147	(441,899)	72,000	(369,899)
	(268,442)			(129)		(129)
				11,060		11,060
	(179,127)			(179,127)		(179,127)
(237,872)	(603,590)	(137,759)	859,147	(610,095)	72,000	(538,095)
						(119,003)
						0
						(3)
						626,374
						0
						0
						0
						(1)
						6
						(47,112)
						0
						(7,174)

NET OVER/(UNDER) SPEND AFTER APPLICATION OF RESERVES

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APPENDIX 3 - GENERAL FUND REVENUE OUTTURN 2022/23

		Revised Budget 2022/23 £	Actual Spend 2022/23 £	(Under)/ Overspend 2022/23 £	Carry Forward £	Planned Maintenance Reserve £	s106 Funded £	Other Reserves £	Adjusted (Under)/Overspend £
111COR	Corporate Resources	1,389,436	1,348,062	(41,374)	69,000			(91,350)	(63,724)
112ICT	Information & Communications Technology	649,350	558,893	(90,457)					(90,457) *
113SUP	Support Services	1,228,049	1,264,337	36,288					36,288
121DEMO	Democratic Services	556,619	519,793	(36,826)					(36,826)
1CEXEC	Chief Executive	3,823,454	3,691,085	(132,369)	69,000	0	0	(91,350)	(154,719)
211CC	Climate Change	69,440	100,042	30,602					30,602
212PARKS	Parks, Gardens & Green Spaces	2,116,880	2,148,374	31,494					31,494
213TOWN	Townscape	364,358	122,198	(242,160)	12,830			205,459	(23,871) *
214WRSC	Waste, Recycling & Street Cleaning	4,592,366	4,592,152	(214)					(214)
221COMMS	Communications & Marketing	141,313	151,010	9,697					9,697
231BUSSUP	Business Support & Customer Services	898,331	885,336	(12,995)	3,200			24,870	15,075
232LIFE	Lifelines	(76,586)	(17,950)	58,636					58,636 *
233PEST	Pest Control	12,574	(1,219)	(13,793)					(13,793)
234LAND	Land Charges	(120,570)	(135,545)	(14,975)					(14,975)
241CWP	Communities, Wellbeing & Partnerships	1,120,647	1,103,104	(17,543)	16,000				(1,543)
242MARK	Marketing & Inward Investment	280,516	316,892	36,376					36,376
243PLAN	Planning & Enforcement	424,660	543,546	118,886				37,000	155,886 *
251EMP	Emergency Planning	28,000	29,316	1,316					1,316
252LIC	Licensing	(169,004)	(209,748)	(40,744)					(40,744)
253PSH	Private Sector Housing	322,653	251,449	(71,204)					(71,204) *
254COMF	COMF	0	0	0					0
255ENVH	Environmental Health	813,719	769,246	(44,473)					(44,473)
2COMMPL	Communities & Place	10,819,297	10,648,203	(171,092)	32,030	0	0	267,329	128,265
311BER	Bereavement Services	(833,572)	(722,569)	111,003				(25,000)	86,003 *
313COMM	Commercial & Income Generation	77,105	90,308	13,203					13,203
314LEG	Legal	526,808	517,592	(9,216)					(9,216)
321ELEC	Elections & Electoral Registration	373,815	431,638	57,823				(57,000)	823 *
331CFUAUD	CFY & Audit	178,243	193,753	15,510					15,510
332FIN	Finance	1,567,955	1,541,078	(26,877)					(26,877)
333PROP	Property & Assets	5,247,860	5,858,044	610,184		(237,872)	(137,759)		234,553 *
341HOUS	Housing & Communities	889,291	382,109	(507,182)	390,017				(117,165) *
352GOLD	Major Dev and Building Control	461,939	(352,079)	(814,018)	390,100			200,000	(223,918) *
312ROY	Royal Well	28,913	21,489	(7,424)					(7,424)
361BRCTAX	Business Rates & Council Tax	254,827	129,287	(125,540)	50,000				(75,540) *
362CARP	Car Parking	(2,127,884)	(1,950,834)	177,050				(50,000)	127,050 *
363HOUBEN	Housing Benefits	287,318	326,867	39,549					39,549
3FINAR	Finance, Assets & Regeneration	6,932,618	6,466,683	(465,937)	830,117	(237,872)	(137,759)	68,000	56,551
91COR	Capital Charges	(3,386,938)	(3,118,625)	268,313				(268,442)	(129)
92COR	Interest and Investment Income	(2,319,480)	(2,308,420)	11,060					11,060
93COR	Use of balances and reserves	(6,533,063)	(6,533,063)	0				(179,127)	(179,127)
99COR	Funding	(9,035,050)	(8,574,789)	460,261				(400,000)	60,261
Net Outturn Position		300,834	271,074	(29,760)	931,147	(237,872)	(137,759)	(603,590)	(77,838)

*Significant Variances over £50k after carry forwards are explained in Appendix 4

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Appendix 4 - Significant Variances

Ref	Over/(under)spend after transfers to/(from) reserves £	SA Code	Service Area	Budget Holder	Explanation
Chief Executive Directorate					
CE1	-90,457	112ICT	Information & Communications Technology (ICT)	Ann Wolstencroft	In the revised 2022/23 budget we included an increased budget for additional Cyber Security costs, due to timing and allocation of resources across our shared service which hasn't all yet materialised into additional costs. In March 2023 Publica reviewed its allocation of infrastructure ICT costs and how they are distributed between each of the partners, the result was a underspend against budget.
Communities and Place Directorate					
CP1	-23,871	213TOWN	Townscape	Jackie Jobes	The underspend is mainly a result of a large flooding grant (£205k) which is held on the cost centre. No conditions remain to be met to recognise the grant and as a result there is a proposal to move to the flooding reserve (RES010) to fund future flood risk management in the area. This has been reflected in Appendix 3 and 6. The residual is due to delays in the delivery of projects and carry forward requests 3 - 7 have been submitted to fund these in 2023/24. This reduces the underspend to £23,871.
CP2	58,636	232LIFE	Lifelines	Chris Morrall	Income in the community alarms costs centre is £36k down against the budget and equipment costs have been impacted by inflation resulting in a £23k overspend. A review of the pricing structures is underway.
CP3	155,886	243PLAN	Planning & Enforcement	Mike Holmes	This is driven by two main factors; 1) Interest rates are high, so homeowners are struggling to borrow to fund development. 2) Construction costs are at an all time high. Cost savings of £23k marginally offset this deficit but the net impact is £118k. Elsewhere on the cost centre there is a budget relating to the Joint Strategic Plan which was unspent in 2022/23 and has been transferred to an earmarked reserve to contribute towards the funding of work in 2023/24 onwards. This is reflected in Appendix 6.
CP4	-71,204	253PSH	Private Sector Housing	Mark Nelson	The underspend against the budget is as a result of income being higher than expected. This has been due to two factors: 1) HMO licenses were 43K up on budget 2) We received income of £32k from the homes for Ukraine scheme in order to provide housing inspections - the vast majority of this work was covered by our in-house team whose costs are already covered within base budget
Finance, Assets & Regeneration Directorate					
FAR1	86,003	311BER	Bereavement Services	Ben Jenkins	There is a number of reasons behind the overspend for this service: 1) Income is down by £49k against the annual target 2) Goods for re-sale expenditure is over budget by £38k due to an increased demand for products. 3) Materials expenditure overspend of £12k due to operational demand and the creation of new memorial areas. 4) Ubico rechargeable works over by £26k as reactive and planned maintenance costs higher than expected. 5) An underspend of £40k on R&M Plant Contracts, and other small overspends in areas such as equipment purchase, tool hire/lease, and other operational materials make up the remaining £25k overspend. In order to offset some of the impact of the reduced income, £25k has been transferred from the Cemetery Income Equalisation Reserve to support the budget in 2022/23. This is reflected in Appendix 6.
FAR2	823	321ELEC	Elections & Electoral Registration	Kim Smith	In May 2022 CBC held Borough elections, this was the first time in a number of years that this wasn't shared with any of the following: County Council, PCC & Central Government. As a result where we would normally share the costs of holding the election, we have to bare the full costs. The overspend has been funded directly by using £57,000 from the elections equalisation reserve which is maintained for this purpose. This is reflected in Appendix 6.
FAR3	234,553	333PROP	Property & Assets	Gemma Bell	The overspend is due to costs exceeding budget in three main areas: 1. Electricity and Gas - although significant additional budget was provided for in the 2022/23 revised budget, a colder and longer than expected low winter temperatures meant that this was exceeded in order to ensure public buildings were heated to a safe level. This accounts for £216k of the overspend. 2. Reactive Repairs at Leisure@ Cheltenham - there were a number of reactive repairs costs which had to be actioned by the property team for health and safety and compliance reasons. In particular: <ul style="list-style-type: none">• £56k on essential H&S expenditure on Fire doors and C2 Electrical remedial works arising from annual testing.• £237k to restore the safety of the plant room as a result of significant flooding from the River Chelt. Appendix 3 and Appendix 6 show £237k of these costs being met by the repairs and maintenance reserve 3. Car Parks – Costs relating to car park repairs were impacted by an 11% increase in the Regent Arcade Car Park Service Charges, £37k of additional costs was associated to Town Centre East Repairs to Vandalism and H&S related maintenance.
FAR4	-117,165	341HOUS	Housing & Communities	Martin Stacy	CBC's homelessness cost centre receives a variable level of grant income each year and the service manager is often notified of this within the current year, which makes it challenging to match service provision with grant income levels. In 2022/23 we received grant funding of £430k but due to the timing of the announcement a lot of the statutory services had to be provided by our in-house team whose costs are already covered by base budget. This has given rise to a significant underspend as the grant could be used to offset base budget spend. The carry forward request of £390k in Appendix 5 means the remaining underspend is £117,165.
FAR5	-223,918	352GOLD	Major Dev and Building Control	Paul Minnis	Major Development underspent against budget (£340k) on professional fees. It should be noted that due to the long term nature of the projects covered by this cost centre, the proposal is to carry this balance forward to fund fees required in future years. This is reflected in carry forward request 13 and 14 in Appendix 5. In addition, salary costs were underspent by £73k were made in the year as a result of carrying four vacancies at different points of the year. A grant of £200k was also received from Government and is designated for specific purposes. An earmarked reserve has been created in Appendix 6 RES030 Major Developments where the transfer is reflected.
FAR6	-75,540	361BRCTAX	Business Rates & Council Tax	Jayne Gilpin	CBC received new burdens funding in 2022/23 for administering various support schemes including the council tax energy rebate. The majority of this underspend relates to the significant grants received, large parts of the additional workload was completed by existing staff already in the budget. this resulted in an underspend for the service. Carry forward request 15 in Appendix 5 is requested in order that the work can continue to be delivered in 2023/24.
FAR7	127,050	362CARP	Car Parking	Jayne Gilpin	Car parking income has now fully recovered post-covid and car parking fees were £87k up vs budget (+2%). However excess parking fees (FPNs) and permit income were down vs budget - causing our total income figure to be £20k under budget. However, costs were significantly over budget, mainly driven by the reasons below: 1) £64k relates to the 2 years worth of Regent arcade insurance (rectified in the 23/24 budget). 2) £51k is overspend on the "fees and charges" account, which is predominantly security cover at Town Centre East car park following the anti-social behaviour issues. 3) £19k overspend on credit card charges, which is a direct result of car par income being over-budget and also the social change of more people paying by card. 4) £16k overspend as a result of higher than budgeted electricity costs. In Appendix 6, a transfer of £50,000 is reflected which is a contribution from the Car Parking Equalisation Reserve to offset some of these one off costs.

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Appendix 5: 2022/23 CARRY FORWARD REQUESTS

Ref	Amount £ (Net of VAT)	Expenditure Code	Cost Centre	Detail Code	Reason for carry forward	Service Manager	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	20,000	R1652	DRM001	NA	Unspent carry forward from previous year to deliver Member training. Will be used to fund Members training in 2023/24 through the Member development group.	Beverly Thomas			20,000	
2	49,000	R1000	APP001	NA	Allocation of the base budget for apprenticeship salaries which was unspent in 2022/23. This will be used to fund a new, larger intake of apprentices in 2023/24.	Corry Ravenscroft	49,000			
	69,000	TOTAL CHIEF EXECUTIVE DIRECTORATE					49,000	-	20,000	
3	5,500	R4010	URB101	NA	Underspend to be carried forward to fund ERDF closedown activities required by the funding agreement.	Jackie Jobes	5,500			
4	2,560	R4010	URB101	NA	To fund an audit of the benches in town which was delayed in 2022/23.	Jackie Jobes	2,560			
5	1,500	R4010	URB101	NA	Underspent budget to be carried forward to pay for the first year maintenance on Clarence Fountain in advance of a review to secure permanent budget.	Jackie Jobes	1,500			
6	1,270	R4010	URB101	NA	To fund the maintenance of planters removed from Regent Street as a result of GCC not extending the Temporary Traffic Regulation Order in May 2023.	Jackie Jobes	1,270			
7	2,000	R4010	URB101	NA	This carry forward is earmarked to support the development of a proposal to deliver enhanced cycle storage provision across the town which has been delayed in 2022/23.	Jackie Jobes	2,000			
8	4,000	R6280	GBD001	GRA003	Community grants allocated in June 2022 which have yet to be claimed by applicants who have up to 12 months from the award date.	Richard Gibson	4,000			
9	12,000	R1006	CSM001	NA	Unspent budget to be carried forward to fund the documentation officers until September 2023.	Richard Gibson			12,000	
10	3,200	R4010	SUP040	NA	Street name plates can only be ordered in batches of 10 units and we had not reached that number by 31st March 23. Budget fully allocated in 2023/24 so carry forward of unspent budget required to cover this timing issue.	Judy Hibbert	3,200			
	32,030	TOTAL COMMUNITIES & PLACE DIRECTORATE					20,030	-	12,000	
11	10,100	R1650	BUC001	NA	Request to support team as their CPD has changed and require unspent budget from 2022/23 to be carried forward to fund further training requirements in line with statutory guidance.	Ian Smith	10,100			
12	390,017	R6280	HOM001	HGR024	Homelessness grant allocations are confirmed in-year - so it is essential we carry a buffer to ensure that we can plan better, rather than having to make cuts to services should grant entitlement be lower than expected.	Martin Stacy	390,017			
13	40,000		PLP105		Underspend from the major developments budget to be used as one off seed funding for the front door proposal to support the period in advance of the Innovation Centre opening to bring cyber businesses to the town.				40,000	
14	340,000	R4400	PLP105	NA	Major Development made significant savings against budget on professional fees. It should be noted that due to the long term nature of the projects covered by this cost centre, the proposal is to carry this balance forward to fund fees required in future years.	Paul Minnis	340,000			
15	50,000	R4400	LTC001	NA	CBC received new burdens funding in 2022/23 for administering various support schemes including the council tax energy rebate. As work is still ongoing funding needs to be carried forward to cover additional costs that will be incurred in 2023/24.	Jane Gilpin		50,000		
	830,117	TOTAL FINANCE, ASSETS & REGENERATION DIRECTORATE					740,117	50,000	40,000	
	931,147	TOTAL CARRY FORWARD REQUESTS					931,147	809,147	50,000	72,000

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Appendix 6 - Reserves Statement 2022/23 & 2023/24

		31st March 2022 £	2022/23 Movement Revenue £	2022/23 Movement Capital £	2022/23 Movement Adjustments £	2022/23 Reserves Review	Outturn Adj	31st March 2023 £	2023/24 Movement Revenue £	2023/24 Movement Capital £	31st March 2024 £
EARMARKED RESERVES											
Other											
RES002	Pension & Restructuring Reserve	(226,003)	(250,000)		228,520		91,350	(156,133)	(100,000)		(256,133)
RES003	Economic Development & Tourism Reserve	(4,200)				4,200		0			0
RES008	House Survey Reserve	(5,616)						(5,616)			(5,616)
RES009	Twinning Reserve	(8,366)						(8,366)			(8,366)
RES010	Flood Alleviation Reserve	(30,500)					(205,459)	(235,959)			(235,959)
RES014	GF Insurance Reserve	(77,106)				77,106		(0)			(0)
RES016	Joint Core Strategy Reserve	(127,780)					(37,000)	(164,780)			(164,780)
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	(251,469)	24,870	43,200			(24,870)	(208,269)	93,675	54,000	(60,594)
RES025	Budget Strategy (Support) Reserve	(177,177)	(339,032)		345,000			(171,209)	161,757		(9,452)
RES026	Social Housing Marketing Assessment	(41,534)	(2,500)					(44,034)	(2,500)		(46,534)
RES028	Green Economic Recovery and Investment	(250,000)	30,721	86,387		(4,200)		(137,092)		100,000	(37,092)
RES030	Major Developments Reserve	0					(200,000)	(200,000)			(200,000)
		(1,328,676)						(1,460,383)			(1,153,451)
Repairs & Renewals Reserves											
RES201	Commuted Maintenance Reserve	(48,691)	12,172					(36,519)	12,172		(24,347)
RES204	I.T. Repairs & Renewals Reserve	(167,200)	(50,000)					(217,200)	(50,000)		(267,200)
RES206	Delta Place Reserve	(374,792)	(100,000)	124,567				(350,225)	(50,000)		(400,225)
RES205	Property Repairs & Renewals Reserve	(741,872)	102,000				237,872	(402,000)	102,000	46,950	(253,050)
		(1,332,555)						(1,005,944)			(944,822)
Equalisation Reserves											
RES029	Council Tax Appeals Equalisation Reserve	(53,926)						(53,926)			(53,926)
RES101	Rent Allowances Equalisation	(131,431)				31,431		(100,000)			(100,000)
RES102	Planning Appeals Equalisation	(76,612)						(76,612)			(76,612)
RES105	Local Plan Equalisation	(9,795)						(9,795)			(9,795)
RES106	Elections Equalisation	(186,787)	62,900				57,000	(66,887)	(62,100)		(128,987)
RES107	Car Parking Equalisation	(269,341)			25,120	44,221	50,000	(150,000)			(150,000)
RES108	Business Rates Retention Equalisation	(5,932,560)	5,308,695		600,045			(23,820)	(250,000)		(273,820)
RES109	Cemetery income Equalisation reserve	(126,369)				26,369	25,000	(75,000)			(75,000)
RES110	HMO Licenses Equalisation	(58,667)	29,333					(29,334)	29,334		0
		(6,845,488)						(585,374)			(868,140)
Reserves for commitments											
RES301	Carry Forwards Reserve	(705,218)	705,218				(931,147)	(931,147)	931,147		0
CAPITAL											
RES402	Capital Reserve - GF	(293,403)	(200,000)	14,288			400,000	(79,115)	(200,000)		(279,115)
TOTAL EARMARKED RESERVES		(10,505,340)						(4,061,963)			(3,245,528)
GENERAL FUND BALANCE											
B8000 - B8240	General Balance - RR	(1,621,114)	(2,204,769)		2,505,604	(179,127)	101,294	(1,398,111)	(152,258)		(1,550,369)
		(1,621,114)						(1,398,111)			(1,550,369)
TOTAL GENERAL FUND RESERVES AND BALANCES		(12,126,453)	3,129,608	268,442	3,704,289	0	(435,960)	(5,460,074)	463,227	200,950	(4,795,897)

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Treasury Management Outturn Report 2022/23

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 (UK measure of inflation) was 5.5% in March 2022 but rose strongly to hit 10.1% in July 2022 and then peaked at 11.1% in October 2022. Inflation remained high in subsequent months but appeared to be past the peak, before unexpectedly rising again in February 2023. Annual headline CPI registered 10.4% in February, up from 10.1% in January, with the largest upward contributions coming from food and housing. RPI followed a similar pattern during the year, hitting 14.2% in October 2022.

1.4 The Bank of England, to combat global inflation, increased interest rates over the period. The UK's official rate in March 2022 was 0.75%, the Monetary Policy Committee (MPC) pushed through rises at every subsequent meeting over the financial year, taking the Base Rate to 4.25% in March 2023. At the time of writing this report, the MPC put rates up to 5% on the 22nd June 2023, a further increase of 0.50% to combat the current high inflation.

2. Headlines for 2022/23

2.1 Investment and borrowing interest for 2022/23 have produced a net surplus of £46,562 against the revised budget. The revised budget saw a cost increase of £40,837k compared with the original budget. The variance against the original budget was a surplus of £5,725.

2.2 Pooled Funds have returned dividends that were budgeted at the start of the financial year, and starting against higher capital values returned 4.14% against the £7m invested in this area. This was slightly better than what was budgeted for in February 2022 but fell £2k short of the revised budget.

2.3 The capital values of the Pooled Funds realised losses of over £803k for 2022/23. UK and global equities remained volatile against a backdrop of high and sticky inflation, rapid policy rates tightening and an increasing risk of recession. There was a large sell-off in global equities in April, and again in June and September 2022 for both UK and global equities.

2.4 The Council had total borrowings of £179.133m as at 31st March 2023 at an average rate of 3.09% compared with borrowing of £174.417m at an average rate of 2.20% as at 31st March 2022. The increase is mainly down to receiving in March 2022, Energy relief grants of over £6m to distribute to the local community. This reduced the need to borrow temporarily until the grant money was spent in May/June 2022.

2.5 All treasury prudential indicators were within their permitted limits for 2022/23.

3. Local Context

3.1 On 31 March 2022, the Authority had net borrowing of £166.351m arising from its revenue and capital expenditure, an increase of £13.484m from 31 March 2021. 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 31 March 2023 and the year-on-year change is shown in table 1 below.

Table 1: Treasury Management Summary

	31.3.22 Balance £m	2022/23 Movement £m	31.3.23 Balance £m	31.3.23 Rate %
Long-term borrowing	118.420	(2.309)	116.111	3.15
Short-term borrowing	56.000	7.000	63.000	2.99
Total borrowing	174.420	4.691	179.111	3.09
Long-term investments	8.382	(504)	7.878	4.25
Short-term investments	0	0	0	-
Cash and cash equivalents	10.420	(5.515)	4.905	4.14
Other Investments				
Total investments	18.802	(6.019)	12.783	4.21
Net borrowing	155.618	10.710	166.328	

3.3 Borrowing Activity as at 31st March 2023, the Authority held £179.111m of loans, an increase of £4.694m on the previous year. The Council back in February 2022 was forecasting to borrow up to £17.7m in respect of asset purchases for the Housing Revenue Account (HRA) and new build. No borrowing was taken from the PWLB in 2022/23 due to the increase in long term borrowing rates, instead further temporary borrowing known also as internal borrowing was used in order to reduce risk and keep interest costs low. As an example, the 40 year PWLB maturity rate averaged 4.04% for 2022/23 financial year compared to a rate of 1.53% for temporary borrowing taken. This amounts to saving circa of £440k interest costs on the forecast prudential borrowing of £17.7m.

Table 2: Borrowing Position

	31.3.22 Balance £m	2022/23 Movement £m	31.3.23 Balance £m	31.3.23 Rate %
Public Works Loan Board	102.520	(0.309)	102.211	3.05
Banks (LOBO)	7.000	(2,000)	5.000	3.95
Banks (fixed-term)	8.900	0	8.900	3.87
Banks (short-term LOBO)	0	2,000	2.000	4.95
Local authorities (short-term)	56.000	5.000	61.000	2.93
Total borrowing	174.420	4.691	179.111	3.09

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 council's long-term plans change being a secondary objective.

3.5 CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the Council. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing purposes.

3.6 The Authority currently holds PWLB debt of £42.86m for commercial investments that were purchased prior to the change in the CIPFA Prudential Code.

4. Investment Activity

4.1 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2022/23, the Council's investment balance ranged between £15m and £32m 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)

	31.3.22 Balance £m	2022/23 Movement £m	31.3.23 Balance £m	Interest Rate %
MMF's/Call Accounts		(5.515)	4.905	4.14
Pooled Funds	10.420	0	7.000	4.13
Other Investments*	7.000	3.408	8.886	3.17
	5.478			
Total Investments	22.898	(2.107)	20.791	4.14

- **Other Investments include non- treasury investments which are not included in table 1 above.**

4.2 £7m of the Council'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 £289,107 (4.13%), however the capital value of these funds fell by £803,754, which is treated as an unrealised capital loss. See table 4 below for a breakdown of the individual returns for each fund.

4.3 For fixed income bond investors, 2022 was a very difficult year - bonds had their worst year of performance in several decades; long-term government bonds had their worst year ever as central banks delivered larger interest rates hikes than initially expected and promised more to combat inflation. As policy rates rapidly rose from very low levels, bond investors suffered large unrealised losses from rising sovereign and corporate bond yields (i.e. falling prices). The return on the All-Gilts index was -16.3% over the 12 months to March 2023.

4.4 The Council has invested £2m with the Schroders Maximiser Income Fund, which has a 9% exposure to equities within the oil and gas industries as at 31st March 2023. This equates to £184,000 of our investment fund. Due to the fund being valued at £472,000 below our original investment, the time is not right to crystallise this investment, but wait for the value to increase before selling.

Table 4: Current Pooled Funds

Fund Manager	Investment	Capital Value as at 31st March 2022	Capital Value as at 31st March 2023	Dividends Received 2022/23	2022/23 Gain/(Loss)	Gain/(Loss) v Original Investment
	£	£	£	£	£	£
CCLA Property Fund	3,000,000	3,238,505	2,704,632	117,093	(533,873)	(295,368)
Schroders Income Maximiser Fund	2,000,000	1,614,650	1,528,554	115,001	(86,096)	(471,446)
CCLA Diversified Income Fund	2,000,000	2,068,773	1,884,988	57,013	(183,785)	(115,012)
Total –current Funds	7,000,000	6,921,928	6,118,174	289,107	(803,754)	(881,826)

4.5 The nature of these funds is that values can fluctuate from one year to another. Their performance and suitability in meeting the Council'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 Council'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 2022/23 was £4.549 million (2.68%) on an average debt portfolio of £169.271 million against a budgeted £4.522 million. A deficit of £17k was recorded for the financial year after taking into account the re-imburement of £2.017m for the debt associated to the HRA for 2022/23.

5.2 The outturn for investment income received in 2022/23 was £736k which equates to a 2.98% return (21/22 – 1.67%) on an average investment portfolio of £24.701 million against a budgeted £667k. The General Fund reimbursed the HRA £45k for revenue balances held within investment balances during 2022/23. A General Fund surplus of £64k was made for investment income.

5.3 Net loans and investments budget for 2022/23 which also includes leasing and third party loans repayments, was a budgeted cost of £1.589m but made an actual cost return of £1.542m, a surplus of £47k. See table 5 below for a breakdown.

Table 5 – Borrowing and Investment Costs

Borrowing Costs	2022/23 Original £	2022/23 Revised £	2022/23 Actual £	Variance (surplus)/loss £
Temp Borrowing	260,000	735,095	768,676	33,581
LT Borrowing	3,787,239	3,787,239	3,780,630	(6,609)
HRA Share	(1,930,290)	(2,007,408)	(2,017,149)	(9,741)
Total GF Cost	2,116,949	2,514,926	2,532,157	17,231
Investment Income	2022/23 Original £	2022/23 Revised £	2022/23 Actual £	Variance (surplus)/loss £
Pooled Funds	271,000	287,915	289,107	(1,192)
Short term/call	10,950	123,900	182,112	(58,212)
Other Loans/Lease	317,821	554,196	563,835	(9,639)
HRA Share	(30,800)	(39,900)	(45,150)	5,250
Total GF Income	568,971	926,111	989,904	(63,793)
NET COST (Saving)	1,547,978	1,588,815	1,542,253	(46,562)

6. Compliance Report

6.1 The Council can confirm that it has complied with its Prudential Indicators for 2022/23, which was set in March 2022 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 2022/23. None of the Prudential Indicators have been breached and a prudent approach has been taken 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

	2022/23 Maximum £m	31.3.23 Actual £m	2022/23 Operational Boundary £m	2022/23 Authorised Limit £m	Complied
Borrowing	179.111	179.111	264	274	✓

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 2022/23.

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

	31.3.23 Actual	Actual Debt Due	Upper Limit	Lower Limit	Complied
Under 12 months	43.80%	£78.447m	50%	0%	✓
12 months and within 24 months	1.63%	£2.925m	50%	0%	✓
24 months and within 5 years	4.12%	£7.388m	100%	0%	✓
5 years and within 10 years	23.97%	£42.925m	100%	0%	✓
10 years and above	26.48%	£47.426m	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 £179.111m.

7.2 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

Code	Directorate / Scheme	Scheme Description	Total Scheme Budget £	Revised Budget 2022/23 £	Actual Spend 2022/23 £	Variance 2022/23	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £
FINANCE, ASSETS & REGENERATION										
CAP516	Gloucestershire Airport Limited	Runway repairs	7,500,000	3,193,000	3,110,429	(82,571)	270,000			
CAP515	Minster Innovation Exchange	20,000 sq ft purpose-built commercial space adjacent to the Minster	5,657,539	2,718,191	1,955,294	(762,897)	2,262,897			
CAP522	Electric Vehicle Charging Points	Infrastructure to support the delivery of EV charging points	75,000	-	-	-	75,000			
CAP033	Refurbishment of the Reception	Refurbishment of the Reception in advance of re-opening	125,000	125,000	124,567	(433)	-			
CAP506	Enterprise Way Phase 2	Industrial units to complete development	22,651	22,651	22,651	-	-			
CAP524	Green Investment Fund - Upgrade of the Building Management System	Installation of a new building management system to reduce energy usage across the main buildings in our portfolio.	151,000	151,000	7,487	(143,513)	143,513			
CAP513	Smart Working project	Municipal Offices ground and first floor refurbishment	200,000	100,000	107,946	7,946	100,000			
CAP518	Sandford Park toilets	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	87,049	86,387	(662)	-			
CAP521	Montpellier Toilets	To improve public toilet provision in the town.	100,000	25,000	18,123	(6,877)	426,950			
CAP109	Pittville Steps	The restoration of the Pittville Pump Room steps which is to be funded by external resources and project managed by CBC.	63,300	-	3,175	3,175	60,125			
CAP026	IT Infrastructure	5 year ICT infrastructure strategy	250,000	80,523	67,652	(12,871)	332,348	150,000	150,000	150,000
		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								
CAP131	One Legal case management system		40,000	40,000	-	(40,000)	-			
CAP129	Off Street car parking Infrastructure Investment	St Georges Road Car Park- Landscaping	-	-	5,804	5,804	-			
CAP507	Changing Places	Two changing room accessible toilets in the town centre	42,185	-	-	-	42,185			
CAP227	Housing Delivery	Enabling the delivery of Private Rented Sector (PRS) Housing through Cheltenham Borough Homes	4,500,000	-	-	-	4,500,000	4,500,000	4,500,000	4,500,000
		Expenditure in support of enabling the provision of new affordable housing in partnership with registered Social Landlords and the Homes and Communities Agency (HCA)								
CAP228	Housing Enabling		252,746	252,746	-	(252,746)	252,746			
CAP606	Crematorium Scheme - existing chapel	Redevelopment of existing chapel	285,000	50,000	9,687	(40,313)	275,313			
CAP523	High Street Regeneration and Investment	Investment for the purchase and regeneration of properties and enhancement of the Council's property portfolio	6,232,410	3,307,507	3,339,257	31,750	-			
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	90,431	90,431	-	-			
		To upgrade the AHU and Heating system to air and ground source heat pumps in line with the SALIX funding bid.								
	Leisure@ EVO Project		-	-	-	-	-	347,502		
				10,243,098	8,948,890	(1,294,208)	8,891,077	4,997,502	4,650,000	4,650,000
PLACE & COMMUNITIES										
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.	332,016	150,000	126,672	(23,328)	145,388			
CAP032	Public Sector Decarbonisation Scheme	Installation of the sub-meters in line with the SALIX grant application	-	152,174	148,074	(4,100)	-			
CAP010	Digital Platform	Implementation and roll out of the new digital platform across the Council	180,000	43,200	43,200	-	54,000			
		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);								
CAP135	Commercialisation opportunities within the Cheltenham Trust		1,000,000	250,000	253,780	3,780	400,000			
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.	150,000	130,781	61,954	(68,827)	88,046			
CAP607	The Burrows Improvement Project	Forward funding for the Leckhampton playing field works.	584,000	298,159	256,943	(41,216)	41,216			
CAP204	Public Realm Investment - Grosvenor Street Car Park	Improving linkages to the High Street, signage and decoration.	115,500	-	-	-	-			
CAP201	CCTV	Additional CCTV in order to improve shopping areas and reduce fear of crime	131,500	10,000	9,520	(480)	121,980			
CAP205/6/7	Public Realm Improvements - High Street Phase 2	Public Realm in the Strand / Cambray	412,914	412,914	53,963	(358,951)	358,951			
CAP221	Disabled Facilities Grants	County Council Grant funding for the provision of building work, equipment or modifying a dwelling to restore or enable independent living, privacy, confidence and dignity for individuals and their families.	500,000	500,000	673,708	173,708	513,708	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	4,592	(201,808)	201,808			
CAP224	Warm & Well	A Gloucestershire-wide project to promote home energy efficiency, particularly targeted at those with health problems	18,400	18,400	15,000	(3,400)	21,800	18,400	18,400	18,400
CAP101	Play Areas (Section 101)	Developer Contributions	50,000	50,000	61,280	11,280	17,780	-	0	0
CAP034	UK Shared Prosperity Funding - Capital Projects	Delivery of the capital projects in line with the UKSPF funding bid	15,000	15,000	-	(15,000)	15,000			
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.	123,800	123,800	169,697	45,897	-			
CAP608	Naunton Park Improvements	Contribution to pathways and drainage work	25,000	-	6,097	6,097	18,903			
CAP609	Burrows Storage Facility	Contribution to the works required to build the storage room for Leckhampton Rovers	25,000	-	5,040	5,040	19,960			
CAP501	Allotments	Allotment Enhancements - new toilets, path surfacing, fencing, signage, and other improvements to infra-structure.	161,000	161,000	3,250	(157,750)	157,750			
CAP133	Replacement Parks & Gardens Vehicles	Replacement vehicles for parks and gardens	-	-	-	-	40,800			
CAP301	Vehicles and recycling equipment and receptacles	Replacement vehicles and recycling equipment	1,034,925	1,710,795	575,738	(1,135,057)	2,435,057			
		To upgrade the existing lifeline equipment as part of the digital switchover					280,370			
				4,232,623	2,468,508	(1,764,115)	4,932,517	518,400	518,400	518,400
TOTAL CAPITAL PROGRAMME				14,475,721	11,417,398	(3,058,323)	13,823,594	5,515,902	5,168,400	5,168,400

Funded by:									
General Fund Capital Receipts		4,242,464	1,454,398	(2,788,066)	4,719,496	209,956	150,000	150,000	
Capital Reserve		-	-	-	-	-	-	-	-
RCCO (funded from reserves)		285,652	268,441	(17,211)	200,950				
Prudential Borrowing		8,369,698	8,082,762	(286,936)	7,176,410	4,500,000	4,500,000	4,500,000	4,500,000
Partner Funding		847,736	521,468	(326,268)	585,895				
Capital Grant or Contribution		167,174	340,341	173,167	437,555				
Better Care Fund		518,400	688,708	170,308	685,508	805,946	518,400	518,400	518,400
s106 Funding		50,000	61,280	11,280	17,780	-	-	-	-
Total		14,481,124	11,417,398	(3,063,726)	13,823,594	5,515,902	5,168,400	5,168,400	5,168,400

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Detail	Contributions	YEAR of receipt	Balance @ 1/4/22 £	Receipts/ Refunds in year £	Amounts Applied to fund Cap expend £	Transferred to Revenue £	Grants & Contributions @ 31/3/23 £
RECEIPTS IN ADVANCE							
Long Term							
DEV005	High St, Brewery phase 3 - affordable housing	17/18	(40,078.08)				(40,078.08)
DEV008	Newland Homes Prestbury Road - affordable housing	20/21	(39,637.20)				(39,637.20)
DEV009	Vistry Homes- Starvhall Farm-affordable homes	22/23	-	(481,880.00)			(481,880.00)
DEV010	Bromford Dev Ltd - Village Road	22/23	-	(5,000.00)			(5,000.00)
DEV011	Pate Court S106 Contribution	22/23	-	(663,917.53)			(663,917.53)
B7410 CAPITAL			(79,715.28)	(1,150,797.53)	-	-	(1,230,512.81)
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			(354,854.94)	(1,150,797.53)	-	-	(1,505,652.47)
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	(137,758.56)			137,758.56	-
			(608,308.56)	-	-	137,758.56	(470,550.00)
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	(1,257.05)				(1,257.05)
DEV113	Taylors Yard, Gloucester Road - Public Art	17/18	(30,000.00)				(30,000.00)
			(132,476.75)	-	-	-	(132,476.75)
PlaySpaces							
DEV201 & DEV001	S106 Playspace-Adult/Youth		(66,650.45)		61,279.80		(5,370.65)
DEV267	S106 Playarea - St. Peters/Chelt Walk	17/18	(10,261.35)				(10,261.35)
DEV303	131 Old Bath Road Playspace	19/20	(2,151.94)				(2,151.94)
			(79,063.74)	-	61,279.80	-	(17,783.94)
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)			(827,849.05)	-	61,279.80	137,758.56	(628,810.69)
TOTAL Section 106			(1,182,703.99)	(1,150,797.53)	61,279.80	137,758.56	(2,134,463.16)

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Council Tax and Business Rates Collection Rates 2021-22

Council Tax 2022/23

Current Year Charges - 2022/23		
Monitoring Period	% Collected at 31.03.2023	Target 31.03.2023
	98.23%	98.31%
Comparison with 2021/22	As at 31.03.2022	
	98.31%	

The collection rate for 2022/23 has not quite reached the target level and is slightly lower than for 2021/22. We are continuing to work with council tax payers struggling to pay.

Previous Years Charges Outstanding in 2022/23		
Monitoring Period	Amount outstanding at 31.03.2023	Target 31.03.2023
	£2,157,168	£2,250,000
Comparison with 2021/22	As at 31.03.2022	
	£2,034,315	

The arrears outstanding at the end of 2022/23 have reduced to below the target level. We are continuing to work with council tax payers struggling to pay.

Business Rates 2022/23

Current Year Charges - 2022/23		
Monitoring Period	% Collected at 31.03.2023	Target 31.03.2023
	98.31%	98.00%
Comparison with 2021/22	31.03.2022	
	97.43%	

The yearend collection rate is above the target which the target and higher than in 2021/22. We are continuing to work with business rate payers struggling to pay

Previous Years Charges Outstanding in 2022/23		
Monitoring Period	Amount outstanding at 31.03.2023	Target 31.03.2023
	£490,158	£1,000,000
Comparison with 2021/22	Amount outstanding at 31.03.2022	
	£1,005,952	

The arrears outstanding at the end of 2022/23 have reduced to below the target level. We are continuing to work with business rate payers struggling to pay

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	2022/23	
	Forecast	Actual
	£	£
EXPENDITURE		
General & Special Management	2,786,100	2,757,400
ALMO Management Fee	5,633,000	5,621,900
Rents, Rates, Taxes and Other Charges	120,000	116,600
Repairs & Maintenance	5,005,100	4,860,700
Provision for Bad Debts	225,000	53,200
Interest Payable	2,006,900	2,017,100
Depreciation & Impairment of Dwellings	5,337,700	5,337,700
Depreciation of Other Assets	309,100	256,700
Debt Management Expenses	94,700	94,700
TOTAL	<u>21,517,600</u>	<u>21,116,000</u>
INCOME		
Dwelling Rents	20,414,800	20,390,100
Non Dwelling Rents	214,900	240,900
Charges for Services and Facilities	953,600	967,800
Feed in Tariff from PV Installations	255,000	262,200
TOTAL	<u>21,838,300</u>	<u>21,861,000</u>
NET INCOME FROM SERVICES	320,700	745,000
Interest Receivable	30,700	45,200
NET OPERATING SURPLUS	<u>351,400</u>	<u>790,200</u>
Appropriations		
Revenue Contributions to Capital	<u>-1,174,400</u>	<u>-1,613,600</u>
Net Decrease in Reserves	-823,000	-823,400
Revenue Reserve brought forward	2,323,000	2,323,400
Revenue Reserve carried forward	<u><u>1,500,000</u></u>	<u><u>1,500,000</u></u>

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MAJOR REPAIRS RESERVE

	2022/23	
	Forecast	Actual
	£	£
Balance brought forward	0	0
Depreciation of Dwellings	5,337,700	5,337,700
Depreciation of Other Assets	309,100	255,100
	<u>5,646,800</u>	<u>5,592,800</u>
Utilised to fund Capital Programme	-5,646,800	-5,592,800
Balance carried forward	<u>0</u>	<u>0</u>

HRA CAPITAL PROGRAMME

	2022/23	
	Forecast	Actual
	£	£
EXPENDITURE		
EXISTING STOCK		
Property Improvements & Major Repairs	10,332,800	10,323,500
Adaptions for the Disabled	575,000	468,100
Repurchase of Shared Ownership Dwellings	60,000	132,200
	<u>10,967,800</u>	<u>10,923,800</u>
NEW BUILD & ACQUISITIONS	6,000,000	3,677,900
TOTAL	<u>16,967,800</u>	<u>14,601,700</u>
FINANCING		
Capital Receipts	1,511,000	2,058,100
HRA Revenue Contribution	1,174,400	1,613,600
Leaseholder & Other Contributions	300,000	357,700
Major Repairs Reserve	5,646,800	5,592,800
Grants & Shared Ownership Sales	1,534,000	799,300
Borrowing	6,801,600	4,180,200
TOTAL	<u>16,967,800</u>	<u>14,601,700</u>

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Cheltenham Borough Council

Cabinet – 11 July 2023

Disposal of 6 Saville Close

Accountable member:

Cabinet Member for Finance & Assets and Deputy Leader, Councillor Peter Jeffries

Accountable officer:

Gemma Bell, Director for Finance & Assets and Deputy s.151 Officer

Ward(s) affected:

Pittville

Key Decision: Yes

Executive summary:

In November 2020 the Council approved the COVID-19 Recovery Budget for 2020/21 which included the strategy of disposing of a number of sites to manage the forecast budget deficit. One of the sites which was noted for disposal was land adjoining 6 Saville Close.

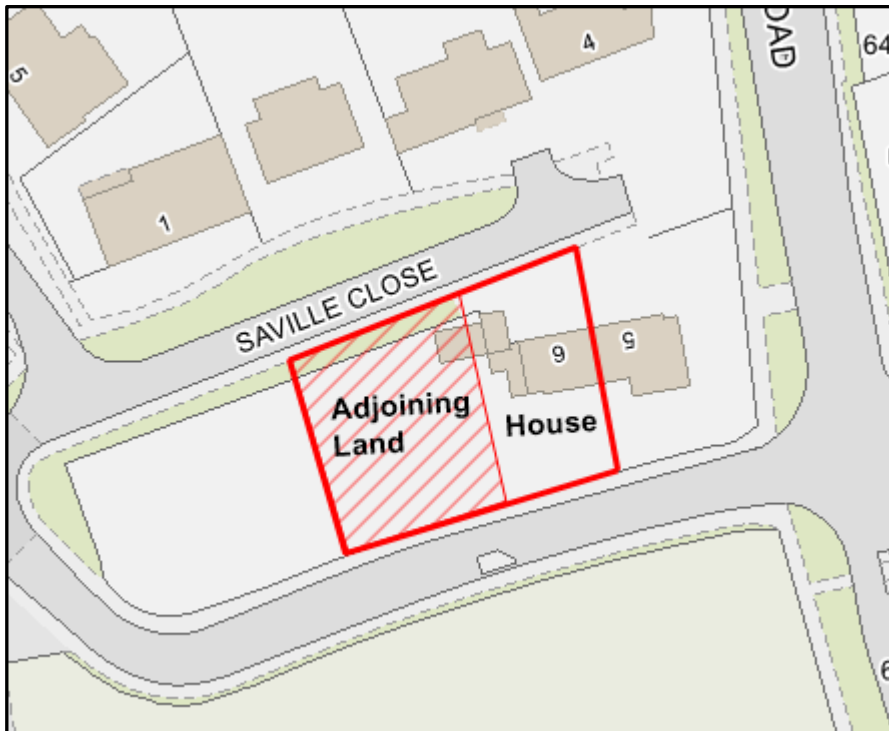
The Council owns 6 Saville Close, a post war four bedroom semi-detached house which forms part of the council's Housing Revenue Account estate. It has an extensive garden and has been vacant since 2022. In line with the principles in the Council's asset management strategy, its alignment with our Corporate Priorities has been reviewed as part of the wider strategy to dispose of the land.

Due to the location of the property and the potential to split part of the garden to provide a plot for residential development, it has a substantial asset value, estimated to be in excess of £1m combined as two separate lots. Government policy advises Local Authorities not to hold individual high value houses for HRA purposes but rather, to secure the sale and reinvestment into new affordable housing and regeneration.

The Council has already endorsed the principle of ensuring our land and property asset portfolio is fit for purpose, secures increased income generation, maximises capital receipts and stimulates growth and investment in the Borough.

The review of 6 Saville Close against these principles recommends disposing of the house itself, as well

as part of the adjoining garden land as a separate lot (hatched). The house has been marketed for a number of weeks and has attracted significant interest from potential buyers.



In the meantime, officers are working to obtain planning consent for the adjoining land to maximise the development value and economic benefit of the sale for the town.

This report seeks to secure the authority for Officers, in consultation with the Deputy Leader and Cabinet Member for Finance & Assets, to dispose of 6 Saville Close in two separate lots.

Recommendations: That Cabinet:

- 1. Delegates to the Director for Finance & Assets, in consultation with the Cabinet Member for Finance & Assets and Deputy Leader, authority to dispose of 6 Saville Close in two lots for best consideration and upon such other terms as are deemed appropriate; and**
- 2. Authorises the Director for Finance & Assets, in consultation with Deputy Leader and Cabinet Member for Finance & Assets and the Director of One Legal, to prepare and conclude the necessary legal documentation to reflect the terms negotiated for 6 Saville Close and the separate garden lot.**

1. Implications

1.1 Financial, Property and Asset implications

The sale is anticipated to generate a capital receipt for reinvestment into the council's capital programme and regeneration plans, in accordance with the council's Covid recovery strategy. The disposal of the

house is in line with Government guidance also provides capital funding to support the wider regeneration of the town and security of growth and prosperity for the benefit of all residents.

Signed off by: Gemma Bell, Director for Finance & Assets and Deputy s.151 Officer,
gemma.bell@cheltenham.gov.uk

1.2 Legal implications

Due to its statutory status, the Council is very limited as to circumstances in which residential tenancies it grants are “private tenancies”, i.e. outside the provisions of the Housing Act 1985 which grant security of tenure and the Right to Buy.

As the property is currently held within the Housing Revenue Account, the sale will have to be in accordance with the provisions of s32 Housing Act 1985, and require the consent of the Secretary of State. The Secretary of State has issued general consents in respect of certain disposals: consent A3.1.1 permits the freehold disposal of a vacant dwelling house for a consideration equal to its market value.

Signed off by: Hayley Simms, Head of Law, One Legal, 01684 272141

1.3 Environmental and climate change implications

N/A - Development of the site will be in accordance with current local plan policies relating to sustainable development and the council’s net zero carbon commitments and will generate a capital receipt for future projects which will encompass these commitments.

Signed off by: Laura Tapping, Climate Emergency Programme Officer,
laura.tapping@cheltenham.gov.uk

1.4 Corporate Plan Priorities

This report contributes to the following Corporate Plan Priorities:

- Increasing the number of affordable homes through our £180m housing investment plan
- Ensuring residents, communities and businesses benefit from Cheltenham’s future growth and prosperity
- Being a more modern, efficient and financially sustainable council

1.5 Performance management – monitoring and review

Disposal will be undertaken in accordance with the council’s adopted Asset Management Strategy and managed by the Finance & Assets team. Updates will be provided through the Lead Cabinet Member, Budget Scrutiny Working Group and Asset Management Working Group.

2 Reasons for recommendations

- 2.1. The capital receipt from the open market sale of 6 Saville Close is exempt from pooling regulations and can be wholly used to fund expenditure in both the General Fund or Housing Revenue Account.

Whereby the General Fund capital expenditure relates to regeneration, the receipt is not subject to

an adjustment of the Capital Financing Requirement (CFR).

2.2. Regeneration is defined as any project for the carrying out of works or activities on any land where:

- a) The land, or a building on the land, is vacant, unused, under used, ineffectively used, contaminated or derelict and
- b) The works or activities are carried out in order to secure that the land or building will be brought into effective use.

2.3. The sale of 6 Saville Close and its former garden as 2 separate lots will maximise the value of a surplus HRA property and deliver a capital receipt for reinvestment into the council's housing and regeneration priorities in line with the Council's Asset Management Strategy.

3 Alternative options considered

3.1 N/A – accords with National Government guidance and the Council's asset management strategy.

4 Consultation and feedback

4.1 The Asset Management Working Group have been notified of the status of the disposal.

5 Key risks

5.1 See Appendix 1

Report author:

Pete Woodley MRICS, Principal Surveyor – Asset Management, Projects & Development,
peter.woodley@cheltenham.gov.uk

Appendices:

- i. Risk Assessment

Background information:

- 1. COVID-19 Recovery Revised Budget 2020/21 – Cabinet 10 November 2020/Council 16 November 2020

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
N/A	The property and adjoining land may not attract sufficient interest to complete the sale, resulting in a shortfall in the generation of capital receipts for reinvestment.	Gemma Bell, Director of Finance & Assets	4	2	8	Accept	Market the property and adjoining land with an agent.	Peter Woodley, Principal Estates Surveyor	September 2023

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Cheltenham Borough Council

Cheltenham Community Infrastructure Levy Cabinet 11 July 2023

Recommended allocations of neighbourhood CIL funds

Accountable member:

Councillor Martin Horwood - Cabinet Member Customer & Regulatory Services

Accountable officer:

Tracey Birkinshaw, Director of Communities & Economic Development

Ward(s) affected:

Non-parished areas

Key Decision: No

Executive summary:

In December 2022, Cabinet agreed to establish Cheltenham Community Infrastructure Levy (CIL) – Neighbourhood Panel which would then provide a process for the allocation of neighbourhood CIL funds held on behalf of the non-parished areas (areas without a parish council) of Cheltenham to priority community-based projects.

In January 2023 the council went live with a bidding round, to which individuals, communities and ward councillors across non-parished areas could apply for neighbourhood CIL funding to improve their local area that has been affected by development.

The bidding round closed on 30th April 2023 and a total of 27 applications were received, requesting £450k worth of funding.

The five members of the neighbourhood panel met on two occasions to review the applications and to make preliminary recommendations which were then endorsed at a meeting of the Neighbourhood Panel on 22 June. The endorsed recommendations are brought to Cabinet for agreement and are set out in **Appendix 2** and the map in **Appendix 3**.

Recommendations: That Cabinet:

1. agree the endorsed recommendations as set out in appendix 2 as the priority list of neighbourhood projects for investment.

2. **enter into project agreements with the agreed projects.**
 3. **support the intention to launch a second funding round once the neighbourhood Community Infrastructure fund has built up to a sufficient level. The timing of this will be informed by regular monitoring of the fund.**
 4. **undertake a lessons-learnt exercise and build any best practice arising into future bidding rounds.**
-

1. Implications

1.1 Financial, Property and Asset implications

Contributions from developers are and will be held in a holding account and used to fund neighbourhood infrastructure when required. As at 15 June 2023, £128,474.82 was available for unparished areas.

Gemma Bell, Director of Finance and Assets (Deputy Section 151 Officer)
Gemma.bell@cheltenham.gov.uk

1.2 Legal implications

Regulation 59F of the Community Infrastructure Levy Regulations 2010 provides that where all or part of a chargeable development is in an area which is unparished, those CIL receipts that would have been otherwise passed to a Parish Council may be used by a charging authority to support the development of that part of the charging authority's area that is not within the area of a local council.

The law does not prescribe a specific process for agreeing how the neighbourhood portion should be spent, but the national Planning Practice Guide states that in cases where the charging authority will retain the neighbourhood portion, the charging authority should engage with the communities where development has taken place using existing community consultation and engagement processes and agree with them how best to spend the neighbourhood funding.

Further that, charging authorities should set out clearly and transparently their approach to engaging with neighbourhood, with consultation at the neighbourhood level proportionate to the level of levy receipts and scale of the proposed development to which the neighbourhood funding relates.

Signed off by: One Legal, legalservices@onelegal.org.uk

1.3 Environmental and climate change implications

As part of the application process, applicants were encouraged to submit a climate change impact assessment. It is pleasing to see that 15 organisations submitted assessments which will provide rich information about how well the projects will support the council's climate impact ambitions

Signed off by: Laura Tapping, Climate Emergency Programme Officer,
laura.tapping@cheltenham.gov.uk

1.4 Corporate Plan Priorities

The recommendations regarding the Cheltenham Neighbourhood Panel will support the council deliver its statutory function as Local Planning Authority and the distribution of funds to local organisations will

support the council deliver the priorities set out in the council's corporate plan

**Signed off by: Head of communities, wellbeing & partnerships,
richard.gibson@cheltenham.gov.uk**

1.5 Equality, Diversity and Inclusion Implications

The recommendations as set out in appendix 2, if agreed by Cabinet, will see funding awarded to a number of organisations. Each of the grant recipients will manage the funding in line with their own equality and diversity policies.

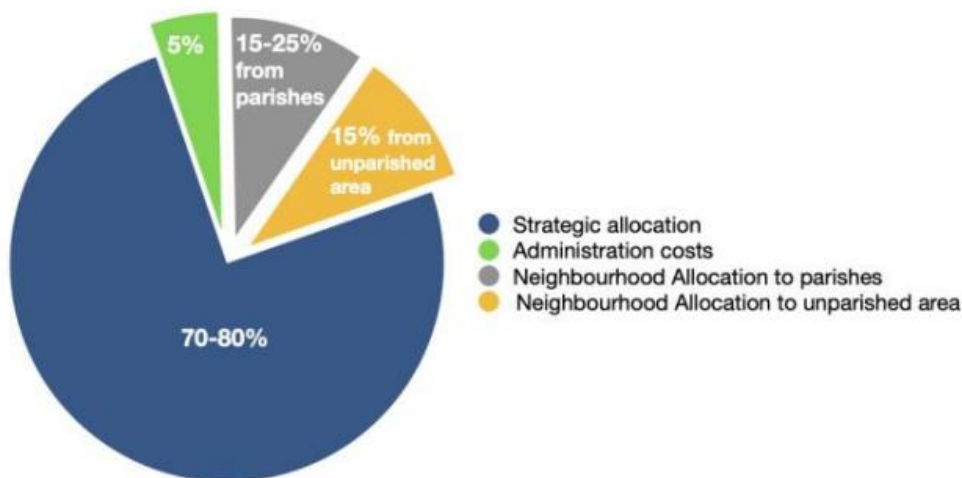
The panel have been mindful to ensure that there is a fair distribution of funding across the non-parished areas and a map of the recommendations is attached as **appendix 3**

1.6 Performance management – monitoring and review

The activities of the Cheltenham CIL Neighbourhood Panel will be reviewed by Cabinet and Overview and Scrutiny Committee.

2. Background

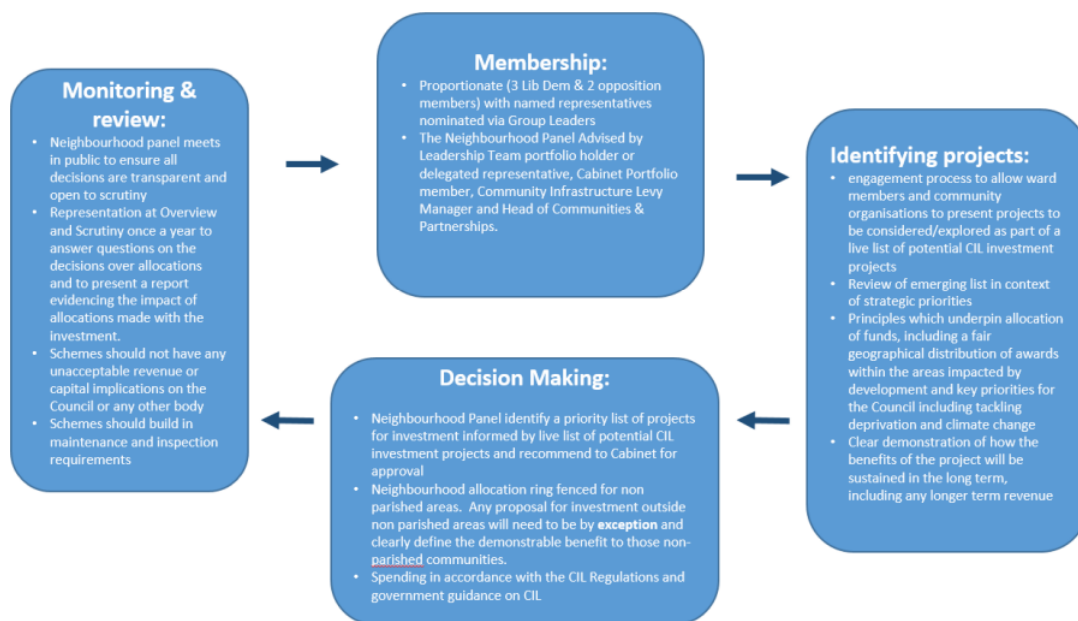
- 2.1 The Community Infrastructure Levy (CIL) is a charge which local authorities can place on developers to help fund infrastructure needed to support new development in their areas. CIL is governed by the CIL Regulations 2010 (as amended). Under these Regulations, Cheltenham Borough Council is a CIL charging authority and approved the introduction of CIL October 2018 with the commencement of charging on planning applications granted permission on or after 1st January 2019.
- 2.2 Since 2019, the CIL pot has been slowly growing and values received reported annually via the councils statutory Infrastructure Funding Statement, submitted to government at the end of each year.
- 2.3 In line with CIL regulations, CIL is allocated along the following split.



- 2.4 This report relates to the Neighbourhood Allocation to **non-parished areas** as highlighted in the orange segment in the diagram above. Where funding relates to parish councils, the council transfers this direct to the relevant body. However, where there is no parish council then the council retains this element to be spent on relevant neighbourhood projects.

3. Governance Arrangements – The Neighbourhood Allocation

- 3.1 One of the purposes of CIL is to encourage communities to support development and recognise that development can bring clear and identifiable benefits to an area. The CIL Regulations provide that a proportion of CIL collected from areas may be spent to address “the demands that development places” on a local area. In respect of the non-parished element of the Neighbourhood Allocation, the council should seek to address the demands that development approved places on that area.
- 3.2 This does not preclude investment from this neighbourhood allocation within a parished area, but it must be on an exception basis and clearly bring demonstrable benefit to the non-parished areas.
- 3.3 There is some flexibility on the use of the Neighbourhood Allocation, provided it supports:
 - The provision, improvement, replacement, operation or maintenance of infrastructure; or
 - Anything else that is concerned with addressing the demands that development places on an area
- 3.4 In December 2022, Cabinet agreed to establish the Cheltenham CIL – Neighbourhood Panel which would then provide a process for the allocation of CIL funds to priority community-based projects in line with the attached chart.



- 3.5 In January 2023 the council went live with a bidding round, to which individuals, communities and ward councillors across non-parished areas (areas without a parish council) could apply for a share of the CIL funding to improve their local area that has been affected by development. This was conducted wholly online via the Council’s “Cheltenham: Have your say” platform.
- 3.6 The intention was to make the application process as straightforward as possible. A “frequently asked questions” document was made available and kept up to date. In addition, the council listened to feedback about the process and simplified the application form and removed some of the requirements for supporting information for lower value projects.
- 3.7 The bidding round closed on 30th April 2023 and a total of 27 applications were received, requesting £450k worth of funding.

- 3.8** The five members of the neighbourhood panel met on two occasions to review the applications and to make preliminary recommendations which were then endorsed at a meeting of the Neighbourhood Panel on 22 June. The endorsed recommendations are brought to Cabinet for agreement and are set out in **Appendix 2**
- 3.9** A lessons learnt exercise will be undertaken to inform future bidding rounds to ensure we build in feedback from participants and any best practice emerging
- 4. Next steps**
- 4.1** Subject to agreement by Cabinet, a grant agreement will be entered into with each party, this will include relevant monitoring arrangements.
- 5. Key risks**
- 5.1** There are three key risks identified in the risk assessment in **appendix 1**:
- Potential cost over-run by inadvertently paying out more to the providers that has been allocated in the delivery plan
 - Potential misuse of the grant
 - If a grant recipient becomes insolvent or winds up before the grant is used
-

Report author:

Richard Gibson, Head of Communities, Wellbeing & Partnerships
Richard.gibson@cheltenham.gov.uk

Appendices:

1. Risk Assessment
2. Recommended allocations for neighbourhood CIL
3. Map of recommended allocations

Background information:

[Cabinet – 20th December 2022: Cheltenham Community Infrastructure Levy – Neighbourhood Panel](#)

[Cheltenham Neighbourhood CIL – call for projects](#)

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	Potential cost over-run by inadvertently paying out more to the providers that has been allocated in the delivery plan	Richard Gibson	3	2	6	Reduce	Only pass money over to third parties up to the maximum that has been pre-allocated and monitoring spend Ensure due diligence has been undertaken with each provider.	Richard Gibson	22.6.23 11.7.23 31.3.24
	Potential misuse of the grant	Richard Gibson	3	2	6	Reduce	Ensure due diligence has been undertaken with each provider.	Richard Gibson	31.3.24
	If a grant recipient becomes insolvent or winds up before the grant is used	Richard Gibson	3	2	6	Reduce	Endeavour to pay out funds in arrears to minimise financial risk to the council. Ensure due diligence has been undertaken with each provider.	Richard Gibson	31.3.24

Neighbourhood CIL Fund - final assessment June 2023

£128,474 available

Key to R-A-G overview column colours:

- Support
- Do not support
- Grant to be held in principle: to allow applicant time to raise additional funds or provide business case
- Grant to be reconsidered at a later date in second CIL round (plus business case if needed)

Ref	Applicant	Project	Amount requested	Documents attached (CIA = climate impact assessment)	Timescale	Capital or revenue project	Ward cllr support? Y/N	Match funding required?	Match funding secured	Meets corporate plan priorities Y/N	CIL Compliant Y/N (Justification)	R-A-G overall	Recommendation	Agreed allocation
1	SPJARA (St Philip and St James Area Residents' Association)	Bath Road Utility Box Decoration	£1,200.00	Site plan	Summer 2023	Capital	Y	Yes - £800	Yes	Y	Y (Supports the development of the area - through the improvement or maintenance of Infrastructure)		Support with a modest reduction from what was bid for - match funded and will have a good impact.	1000
2	Borough Councillor Tony Oliver	Bournside Safe Crossing Campaign	£20,000.00	Site plan CIA	By October 2023	Capital	Y	Yes - £90,000	No - other contributions are being negotiated to secure match funding from GCC.	Y	Y (Supports the development of the area - through the provision, improvement, replacement, operation or maintenance of Infrastructure - thereby addresses the demands that development places on the area)		Support in principle. Recommend ringfencing a contribution for a period of time to help secure other funds, subject to co-ordination with GCC Highways to ensure we are not using CIL to fund an element of fully funded / secured infrastructure, ie 'double dipping'.	12000
3	Fairview Community Association (FCA)	North Cheltenham Schools and Communities - Winter Event (Fireworks fiesta)	£3,000.00		By November 2023	Revenue	Y	Yes - £5000	£2500 secured, other sources tbc.	N	Y (Addresses the demands that development places on the area - as a community cohesion event/activity)		The principle of funding a fireworks display doesn't fit with the council's corporate plan. Supportive of the organisation and willing to consider an alternative event in future rounds of CIL funding.	0
4	Rowanfield Infant and Junior School	Rowanfield Schools Road Safety Plan	£2,000.00		Ideally by September 2023	Capital	Y	No	N/A	Y	Y (Supports the development of the area - through the provision, improvement, replacement, operation or maintenance of Infrastructure - thereby addresses the demands that development places on the area).		Project to be reconsidered in the next round, due to incomplete information and consideration needed of ongoing maintenance. A suggested alternative is for the project to seek funding via Gloucestershire County Councillor investment allocations.	0
5	Friends of Sandford Parks (FOSP)	Safer Sandford	£13,000.00	Site plan CIA	By December 2023	Capital	Y	Yes - £16,000	Yes	Y	Y (Supports the development of the area - through the improvement, or maintenance of Infrastructure - thereby addresses the demands that development places on the area)		Support in full. The project is ready to deliver, with match funding in place and has evidence of community support.	13000
6	Friends of Pittville	Sensory beds in Pittville Park	£2,500.00	Site plan	By May 2024	Revenue	Y	No	N/A	Y	Y (Supports the development of the area - through the improvement, operation or maintenance of Infrastructure - thereby addresses the demands that development places on the area)		Support the project with a contribution, which could enable a phased delivery of the project.	1000
7	Vision 21 Gloucestershire	Planet Cheltenham	£25,000.00	Site plan CIA	Dependent on funding - intended completion Oct 2024	Capital	Y	Yes - £263,579	Yes - £162,521 secured so far including £10k from CBC	Y	Y (Addresses the demands that development places on the area)		Support in principle. Recommend allocating a contribution, for an agreed period of time, to allow the rest of the funding to be secured.	£17,000
8	Benhall Residents' Association	Benhall Air Quality Survey	£3,500.00	Site plan	1 year from start date.	Revenue	Y	Yes - £1500	Yes	Y	Y (Supports the development of the area - through the improvement, operation or maintenance of Infrastructure - thereby addresses the demands that development places on the area)		Support in full. The scheme fits well with CIL and is for a modest amount.	3500
9	Public Hearts Defibrillator Campaign	Public Hearts Defibrillator Campaign	£9,000.00	Site plan	Open ended	Capital	Y	No - this request is for the purchase cost of 9 x £1000 units.	N/A	Y	Y (Supports the development of the area - through the provision of Infrastructure)		Support in full, but recommend that this is with the condition that it must include the YMCA as a site (see application 18).	9000
10	APPLICATION WITHDRAWN													

11	Gas Green Youth and Community Centre	Gas Green Community Garden	£60,000.00	Site plan CIA	Dependent on funding.	Capital	Y	No	No other funding applied for but will approach the Big Local project.	Y	Y (Supports the development of the area - through the improvement, operation or maintenance of Infrastructure - thereby addresses the demands that development places on the area)		This is an expensive project, for an improvement which will although benefitting users of the building will only have limited benefits for the wider public. Recommend approaching the Big Local project for support.	0
12	Hester's Way Partnership	Springbank Creative Youth Space	£20,000.00	Site plan CIA	By 31.12.23	Capital	Y	Yes - £21,814	£10,000 approved, £12,000 pending	Y	Y (Supports the development of the area - through the improvement, operation or maintenance of Infrastructure - thereby addresses the demands that development places on the area)		Support in principle, making a contribution for an agreed period of time to allow the rest of the funding to be confirmed.	12000
13	Hesters Way Forum	Fiddlers Green Park Play Area Improvement Project	£17,500.00	Site plan CIA	By May 2024	Capital	Y	Yes £7500	Yes including £5000 from CBC capital funding.	Y	Y (Supports the development of the area - through the improvement, operation or maintenance of Infrastructure - thereby addresses the demands that development places on the area)		Support with a contribution. This is a good project, which is ready to deliver. While Hesters Way Forum is likely to have access to CIL contributions from the Golden Valley development in future, this won't be for a few years.	12000
14	Fresh Hope	Fresh Hope Family Pantry	£5,000.00	Site plan	No planned end date	Revenue	Y	No	N/A	Y	Y (Addresses the demands that development places on the area)		The panel is not supportive as this is for funding for a service to add capacity.	0
15	Friends of King George V (KGV) Playing Field	KGV Perimeter Path Phase 1	£19,855.00	Site plan CIA	Needs to be laid in the spring / summer	Capital	Y	Yes - £1675	Yes - from CBC's Green Space fund	Y	Y (Supports the development of the area - through the improvement, operation or maintenance of Infrastructure - thereby addresses the demands that development places on the area)		Support with a contribution, this could enable phased delivery and/or help facilitate match funding to gain full amount.	9855
16	Councillor Garth Barnes, Cheltenham Borough Council	Regent Street Outdoor Café Culture Project	£35,000.00	Site plan CIA	Before April 2024 subject to GCC Highways delivery.	Capital	Y	Yes - £40,000	£10,000 secured, the rest to be negotiated from GCC / CBC.	Y	Y (Supports the development of the area - through the improvement or maintenance of Infrastructure)		This is a good scheme economically, led by businesses, including Cheltenham BID and will make a permanent improvement that will benefit residents and visitors to the town centre, building on from the trial undertaken. Recommend supporting with a contribution that would enable Gloucestershire County Council to deliver when full funds are secured.	10000
17	Cheltenham Borough Council	Rowena Cade playground improvements	£13,500.00	Site plan CIA	By 30.5.24	Capital	Y	Yes - £1500	Yes £1500 from CBC playground improvements fund	Y	Y (Supports the development of the area - through the improvement, operation or maintenance of Infrastructure - thereby addresses the demands that development places on the area)		Support with a contribution as this is a deliverable project which will receive plenty of use.	10000
18	YMCA Cheltenham	YMCA Sports Centre Community AED Project	£1,575.00	Site plan	Immediate	Capital	Y	No	NA	Y	Y (Supports the development of the area - through the provision of Infrastructure)		See application 9 above. The allocation to Public Hearts is on the proviso that it includes this site as one of its locations.	0
19	Local resident, Park ward	Small feasibility study / options appraisal for safe pedestrian access to Westal Green filling station and across Lansdown Road.	£3,600.00	Site plan	Autumn 2023	Revenue	Y	Yes - £400	Yes	Y	Y (Supports the development of the area - through the improvement, operation or maintenance of Infrastructure - thereby addresses the demands that development places on the area)		This is recognised to be an important safety issue, but feel this should be considered by GCC Highways.	0
20	Christ Church	Christ Church Eco-Garden	£21,200.00	Site plan CIA	Subject to funding	Capital	Y	Yes - £5300	Yes	Y	N (Does not support the development of the area - as maintenance required irrespective of the demands that development places on the area - based on this not being within the public realm)		This project, whilst being a nice scheme, does not fit with CIL criteria as it is for maintenance of a wall which is not in the public realm.	0
21	Fairview Community Association	Cheltenham Cricket Club Disability Ramp	£4,500.00	Site plan	By August 2023	Capital	Y	Yes - £1578	Yes	Y	Y (Supports the development of the area - through the improvement, operation or maintenance of Infrastructure - thereby addresses the demands that development places on the area by increasing accessibility)		Support in principle making a contribution, as this ramp is portable and recognise the importance of accessibility. The allocation should be subject to clarification of expectations on the property owner to make reasonable adjustments.	3000

22	Cheltenham Borough Council	Montpellier Gardens and Pittville Park tennis court refurbishment	£24,029.00	Site plan CIA	ASAP - completion by 30.5.24	Capital	Y	Yes - £4892	Yes - including £2892 from CBC improvements fund		Y (Supports the development of the area - through the improvement, operation or maintenance of Infrastructure - thereby addresses the demands that development places on the area)	While being supportive of the project, which is for a well used amenity, this is a borough wide amenity which residents travel to use and could potentially be funded from higher level strategic CIL allocation as part of the playing pitch strategy rather than Neighbourhood CIL. The recommendation is to defer this project to the second round of CIL while exploring other avenues, including the strategic CIL fund.	0
23	Freelance Artist	Woodcarving Residency	£18,000.00	Site plan CIA	1 year from Sept 2023	Capital / Revenue	Y	No	N/A	Y	Y (Supports the development of the area - through the improvement or maintenance of Infrastructure)	The project includes high staff and project management costs and the panel queried the longer-term benefits to the community.	0
24	Fresh Hope - School House Cafe	School House Cafe Kitchen Rebuild and Re-purposing	£60,000.00	Site plan CIA	Bt September 2023	Capital	Y	Yes - £49,253	Yes	Y	Y (Supports the development of the area - through the improvement or maintenance of Infrastructure)	Recommend reconsidering this project at a later date, given the high cost, subject to understanding what other funding sources have been explored and whether there could be a phased approach.	0
25	We Create Cheltenham CIC	Honeybourne Honey	£2,500.00	Site plan	Needs to happen in summertime	Capital	Y	Yes - £2500	£500 secured.	Y	Y (Addresses the demands that development places on the area - as a community cohesion event/activity)	Support this good project in full.	2500
26	Cheltenham Paint Festival	Cheltenham Paint Festival	£45,000.00	Site plan CIA	£15k to be spent per year over 3 years	Capital/rev enue	Y	Yes - £25k per year	Yes for year 1.	Y	Y (Addresses the demands that development places on the area - as a community cohesion event/activity)	Make a contribution towards year 1 of the programme, recognising the strong community support and lasting impact made as well as the accessibility of the artwork to everyone.	7500
27	Springbank Community Group CIC	Reroofing the Ron Smith Pavilion – Phase 1	£10,000.00	CIA	to be completed with 6 months of starting	revenue	Y	Not for phase 1, but social value contribution of £40k lined up for phase 2	N/A	Y	Y (Addresses the demands that development places on the area - as a community cohesion event/activity)	The panel are supportive of this application in recognition that Springbank run a much valued community hub from the Ron Smith Pavilion, and the condition of the roof is a significant risk to the ongoing viability of the project	5000
		TOTAL	£430,459.00									TOTAL	128355

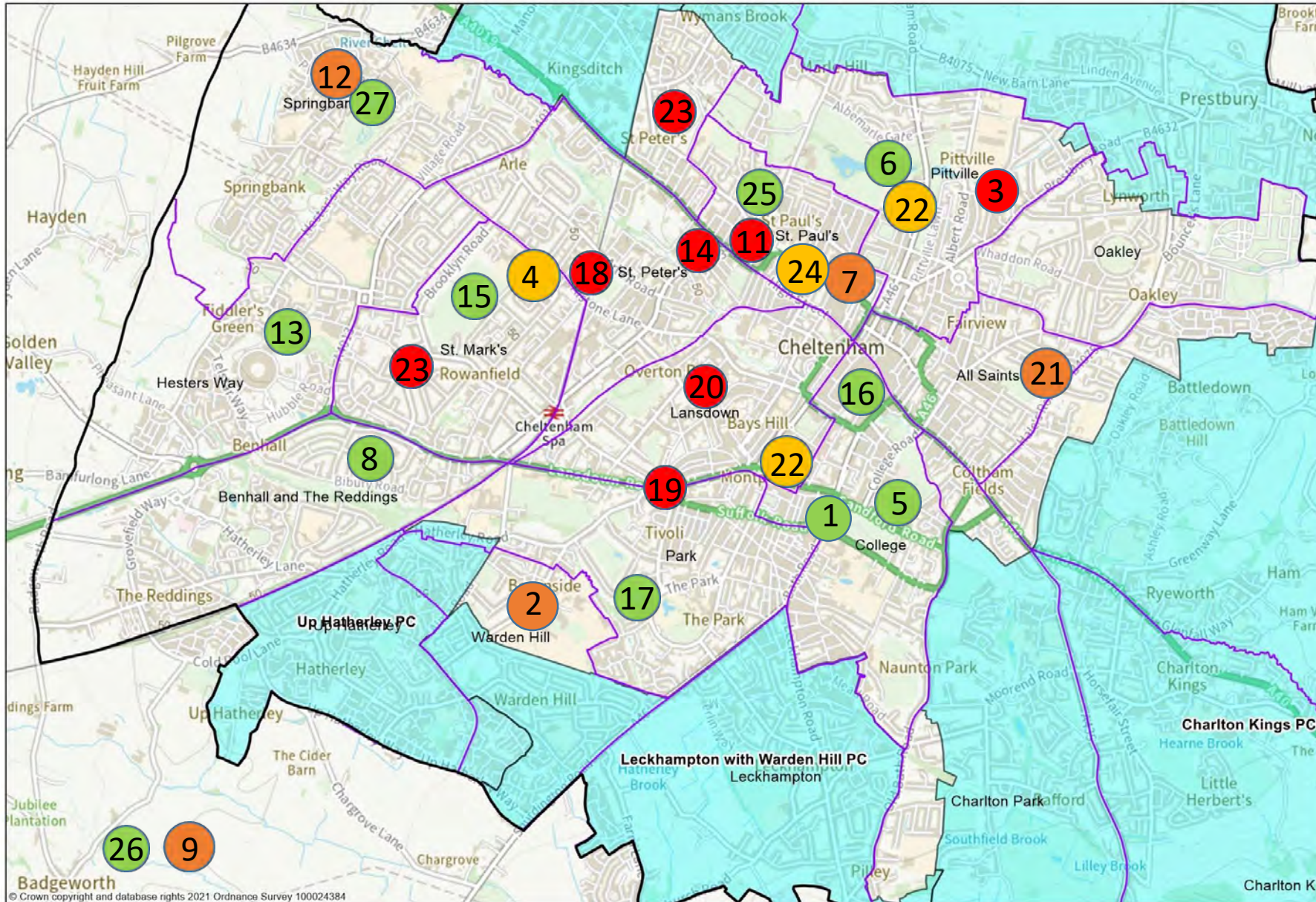
Total amount of CIL available =
Unallocated

128,474.82
119.82

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Neighbourhood CIL – project locations June 2023

■	Parished areas
■	Support
■	Do not support
■	Grant to be held in principle: to allow time to raise funds or provide business case
■	Grant to be reconsidered at a later date in second CIL round



Project
1 Bath Road Utility Box Decoration
2 Bournside Safe Crossing Campaign
3 North Cheltenham Schools and Communities - Winter Event (Fireworks fiesta)
4 Rowanfield Schools Road Safety Plan
5 Safer Sandford
6 Sensory beds in Pittville Park
7 Planet Cheltenham
8 Benhall Air Quality Survey
9 Public Hearts Defibrillator Campaign – 9 sites
11 Gas Green Community Garden
12 Springbank Creative Youth Space
13 Fiddlers Green Park Play Area Improvement
14 Fresh Hope Family Pantry
15 KGV Park Perimeter Path Phase 1
16 Regent Street Outdoor Café Culture Project
17 Rowena Cade playground improvements
18 YMCA Sports Centre Community AED Project
19 Feasibility study for safe pedestrian crossing to Westal Green filling station / Lansdown Road.
20 Christ Church Eco-Garden
21 Cheltenham Cricket Club Disability Ramp
22 Montpellier Gardens and Pittville Park tennis court refurbishment – 2 sites
23 Woodcarving Residency – 2 sites
24 School House Cafe Kitchen Rebuild /Re-purposing
25 Honeybourne Honey
26 Cheltenham Paint Festival – multiple areas
27 Reroofing the Ron Smith Pavilion – Phase 1

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