

28 November 2018

## **COMMUNITY SERVICES AND LICENSING COMMITTEE**

A meeting of the Community Services and Licensing Committee will be held on **THURSDAY 6 DECEMBER 2018** in the Council Chamber, Ebley Mill, Ebley Wharf, Stroud at **7.00 pm.**



Kathy O'Leary  
Chief Executive

**Please Note:** This meeting will be filmed for live or subsequent broadcast via the Council's internet site ([www.stroud.gov.uk](http://www.stroud.gov.uk)). By entering the Council Chamber you are consenting to being filmed. The whole of the meeting will be filmed except where there are confidential or exempt items, which may need to be considered in the absence of the press and public.

### **AGENDA**

- 1 APOLOGIES**  
To receive apologies for absence.
- 2 DECLARATIONS OF INTEREST**  
To receive declarations of interest.
- 3 MINUTES**  
To approve the Minutes of the meeting held on 6 September 2018.
- 4 PUBLIC QUESTION TIME**  
The Chair of the Committee will answer any questions from members of the public, submitted in accordance with the Council's procedures.  
**DEADLINE FOR RECEIPT OF QUESTIONS**  
**Noon on MONDAY 3 DECEMBER 2018.**  
Questions must be submitted in writing to the Chief Executive, Democratic Services, Ebley Mill, Ebley Wharf, Stroud, and sent by post or by Email: [democratic.services@stroud.gov.uk](mailto:democratic.services@stroud.gov.uk).
- 5 WORK PROGRAMME**  
To consider the work programme.

**6     MEMBER REPORTS**

- a) Performance Monitoring
- b) Tourism Task and Finish Group
- c) Stroud Tourist Information Centre Service Task and Finish Group
- d) Outside bodies (Police and Crime Panel, County Health and Overview Scrutiny Committee, Cowle Trust)
- e) Subscription Rooms Update

**7     OUTSIDE BODIES**

To appoint members to represent the Council at the Cowle Trust and Kingshill House Charitable Trust.

**8     COMMUNITY SERVICES AND LICENSING COMMITTEE REVENUE ESTIMATES - REVISED 2018/19 AND ORIGINAL 2019/20**

To present the revised estimates for 2018/19 and original estimates for 2019/20.

**9     UPDATE ON STRATFORD PARK LEISURE CENTRE**

To receive a presentation on the above.

**10    MEMBER QUESTIONS**

See Item 4.

**Members of Community Services and Licensing Committee**

**Councillor Mattie Ross(Chair)**

**Councillor Jonathan Edmunds (Vice-Chair)**

Councillor Gordon Craig

Councillor John Jones

Councillor Darren Loftus

Councillor KarenMcKeown

Councillor Gill Oxley

Councillor Nigel Prenter

Councillor Sue Reed

Councillor Steve Robinson

Councillor Ken Tucker

Councillor Penny Wride

**COMMUNITY SERVICES AND LICENSING COMMITTEE****6 September 2018****7.00 pm – 8.50 pm****Council Chamber, Ebley Mill, Stroud****3****Minutes****Membership**

Councillor Mattie Ross (Chair)	P	Councillor Gill Oxley	A
Councillor Jonathan Edmunds (Vice-Chair)	P	Councillor Nigel Prenter	P
Councillor Gordon Craig	P	Councillor Sue Reed	A
Councillor John Jones	P	Councillor Steve Robinson	P
Councillor Darren Loftus	A	Councillor Ken Tucker	P
Councillor John Marjoram	A	Councillor Penny Wride	P
P = Present    A = Absent			

**Other Councillors present**

Councillor Lydon

**Officers Present**

Director of Customer Service	Democratic Services Officer
Head of Community Services	Licensing Officer
Principal Licensing Officer	Head of Finance
Accountant	

**CSLC.010****APOLOGIES**

Apologies were received from Councillors Marjoram, Loftus, Oxley and Reed

**CSLC.011****DECLARATIONS OF INTEREST**

None received.

**CSLC.012****MINUTES – 31 MAY 2018****RESOLVED****That the Minutes of the Meeting held on 31 May 2018 are confirmed and signed as a correct record.****CSLC.013****PUBLIC QUESTION TIME**

None received.

## **CSLC.014**                      **WORK PROGRAMME**

The work programme was updated.

6 December 2018 to include

- Update on Stratford Park Leisure Centre
- Update from the Task and Finish Group on the Tourist Information Centre and the future of that service.

Capital project monitoring is now being covered within the finance report.

## **CSLC.015**                      **POLICE AND CRIME COMMISSIONER ANNUAL UPDATE**

Chris Brierley, Deputy Police and Crime Commissioner and Ruth Greenwood, Policy Officer attended the meeting to give an annual update, explaining the work being done throughout the district and the County. Demand on the police is rising and issues have to be prioritised into categories such as, the greatest threat to life and the greatest risk to the public. One of the projects being undertaken is a Child Friendly Gloucestershire, with a steering group being set up to discuss a framework to use across the county.

## **CSLC.016**                      **DIRECTOR OF PUBLIC HEALTH ANNUAL UPDATE**

Sarah Scott, Director of Public Health attended the meeting and gave a presentation on Health and Wellbeing on childhood experiences and life expectancy, explaining issues surrounding children, young people and their families in Gloucestershire.

## **CSLC.017**                      **MEMBER REPORTS**

- (a) Performance Monitoring – Councillor Prenter gave an update and thanked the staff for the wonderful things they are doing.
- (b) Tourism Task and Finish Group – Councillor Craig, Chair submitted a written report which was circulated prior to the meeting.
- (c) Police and Crime Panel – Cllr Ross had circulated to Members minutes of the previous meeting.
- (d) County Health and Overview Scrutiny Committee – Cllr Lydon gave an update on issues within Gloucestershire and Members discussed their concerns over issues within their areas.
- (e) Cowle Trust – No update was given as councillor Marjoram was unable to attend the meeting.
- (f) Subscription Rooms Update – Cllr Robinson had sent round an update. The Task and Finish Group relating to the tourist information centre has met and will present a report to committee in December.

## **CSLC.018**                      **OUTSIDE BODIES**

Stroud Festival – Councillor Skinner had volunteered for this outside body and his appointment was confirmed.

Kingshill House Charitable Trust – no Councillor had volunteered.

**CSLC.019****COMMUNITY SERVICES AND LICENSING BUDGET MONITORING  
REPORT Q1 2018-19**

The Accountant presented this item and explained that this was the first report for this financial year. It is a summarised view of the budget, which set out the outturn forecast on the Committee's revenue and capital budgets.

**RESOLVED**

1. To note the outturn forecast for the General Fund Revenue budget and the Capital programme for this Committee.

**RECOMMENDED  
to Strategy and  
Resources  
Committee**

2. To approve the re-profiled capital budgets for Stratford Park Lido and Community Buildings, as set out in paragraph 13 and 14.

**CSLC.020****REVIEW OF STROUD DISTRICT COUNCIL'S STATEMENT OF  
PRINCIPLES UNDER THE GAMBLING ACT 2005**

The Principal Licensing Officer presented this report, gave a summary of the issues and explained the process. The Act requires the Council to have a policy.

**RECOMMENDED  
TO COUNCIL**

**Council adopts the Revised Statement of Principles (Appendix 1) at its meeting on 18<sup>th</sup> October 2018.**

**CSLC.021****IMPLEMENTATION OF SECTION 167 WHEELCHAIR ACCESSIBLE  
VEHICLE LIST**

The Licensing Officer presented this item and explained that SDC has 8 wheelchair accessible vehicles. Consultation has taken place with all the taxi and private hire licence holders.

**RESOLVED**

1. From 1<sup>st</sup> January 2019, to implement Section 167 of the Equality Act 2010; and
2. From 1<sup>st</sup> January 2019, to adopt the criteria for a vehicle to be included in the list (as detailed in section 1 of Appendix A) and adopt the Medical Exemption procedure (as detailed in section 4 of Appendix A).

**CSLC.022****MEMBERS' QUESTIONS**

There were none.

The meeting closed at 8:50 pm.

Chair

## COMMUNITY SERVICES AND LICENSING COMMITTEE

6 DECEMBER 2018

5

## WORK PROGRAMME

Date of meeting	Matter to be considered (ie insert report/project title)	Notes (eg lead member & officer)
31.1.19	Work Programme	Chair/Director of Customer Services
	Member Reports: a) The Subscription Rooms update and monitoring activity b) County Health and Overview Scrutiny Committee c) Museum in the Park d) Police and Crime Panel e) Performance Monitoring	Director Customer Services Cllr Steve Robinson Cllr Steve Lydon  Cllr Cllr Mattie Ross Cllrs J Jones and Prenter
	Update on The Pulse, Dursley	General Manager
	Work Programme	Chair/Director of Customer Services
21.3.19	Member Reports: a) The Subscription Rooms update and monitoring activity b) County Health and Overview Scrutiny Committee c) Museum in the Park d) Police and Crime Panel e) Performance Monitoring	Director Customer Services Cllr Steve Robinson Cllr Steve Lydon  Cllr Cllr Mattie Ross Cllrs J Jones and Prenter
	Budget monitoring report 2018/19	Accountant
	Health and Wellbeing Plan update	Health and Wellbeing Co-ordinator
	Museum in the Park update	Museum Manager
	Youth Service update	Senior Youth Officer

## Members Information Sheets

Date sent (& reference no)	Topic	Notes (eg responsible officer)
14 May 2018 C-2018/19-001	Review of Stroud District Council's Statement of Principles (Gambling Act 2005)	Principal Licensing Officer
30 May 2018 C-2018/19-002	Information Sheet on Community Services and Licensing Committee (services within their remit)	Director of Customer Service
July 2018 C-2018/19-003	Youth Strategy Update	Senior Youth Officer
Nov 2018 C-2018/19-004	Community Safety	Senior Community Services Officer

<b>Future Members' Information Sheets</b>		
<b>Date sent (&amp; reference no)</b>	<b>Topic</b>	<b>Notes (eg responsible officer)</b>
Nov 2018	Stratford Park Leisure Centre update	Facilities Management Officer
Jan 2019	The Pulse update	Manager The Pulse
Jan /Feb 2019	Street Trading Policy consultation	Principal Licensing Officer
March 2019	Museum in the Park update	Museum Manager
March 2019	Youth Service update	Senior Youth Officer
Annual Members' Information Sheets	May/June 2019: - Licensing - Safeguarding - Abandoned vehicles - Customer Services  Oct/Nov 2019 - Community Safety - Health and Wellbeing 6 month update	

**Forward Plan 2019/20 civic year:**

30 May 2019	Street Trading Policy report	Principal Licensing Officer
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**STROUD DISTRICT COUNCIL**  
**COMMUNITY SERVICES AND LICENSING**  
**COMMITTEE**

**AGENDA**  
**ITEM NO**

**6b**

**6 DECEMBER 2018**

<b>Report Title</b>	<b>REPORT OF THE TASK AND FINISH GROUP: TOURISM</b>
<b>Purpose of Report</b>	To consider recommendations by the Task and Finish Group regarding the districts approach to supporting tourism.
<b>Decision(s)</b>	<b>The Committee RESOLVES to:</b> a) Note the findings set out in this report. b) Agree to share the findings with Gfirst LEP. c) Nominate a Member from this Task & Finish group for Gfirst LEP to appoint to their Visitor Economy/Tourism Business Group.
<b>Consultation and Feedback</b>	Meetings were held with tourism staff, tourism support organisations and companies, major and minor attractions, tourist information centres and parish clusters and Gfirst LEP over an extended period. Key points were recorded and shared as the process progressed.
<b>Financial Implications and Risk Assessment</b>	There are no financial implications arising directly from this report. Adele Rudkin, Accountant 01453 754109, <a href="mailto:adele.rudkin@stroud.gov.uk">adele.rudkin@stroud.gov.uk</a>
<b>Legal Implications</b>	The work of the Task & Finish Group is concluded by this report. The nomination to GFirst LEP to appoint a member to their Visitor Economy/Tourism Business Group of their Board would need to be confirmed by GFirst LEP and is not an appointment by SDC. Nicola Swan Interim Head of Legal & Monitoring Officer 01453 754369, <a href="mailto:nicola.swan@stroud.gov.uk">nicola.swan@stroud.gov.uk</a>
<b>Report Author</b>	Councillor Gordon Craig (Chair) on behalf of the Task and Finish Group
<b>Options</b>	a) Note the findings set out in this report b) Agree to share the findings with Gfirst LEP c) Nominate a Member from this Task & Finish group for Gfirst LEP to appoint to their Visitor Economy/Tourism Business Group.
<b>Performance Management Follow Up</b>	None required



## **1. Introduction/Background**

- 1.1 In 31 May 2018 it was decided that a Task & Finish Group should be set up to review the effectiveness of the District's tourism provision. This followed concerns that large areas of the District were not receiving sufficient focus. It was agreed and understood that the objective of this group was to examine and if necessary recommend a no additional cost reset in the direction of the SDC tourism operation in order to make it more effective.
- 1.2 The Task and Finish Group was made up of 7 Members – Cllr Gordon Craig, Cllr Nigel Studdert-Kennedy, Cllr Ken Tucker, Cllr George Butcher, Cllr Nigel Prenter, Cllr Sue Reed, Cllr Darren Loftus and Canal Project Manager Dave Marshall.
- 1.3 The Group was chaired by Cllr Gordon Craig and met regularly over the review period with consultees.
- 1.4 Notes were completed for each meeting and shared with the consultees.

## **2. Initial Issues**

- 2.1 Reports from tourism operators indicated an increasing lack of understanding and support for tourism away from Stroud and the Cotswold villages.
- 2.2 Reports from tourism operators voiced concerns about the cost v benefits of advertising through Cotswold Tourism.
- 2.3 Available data, although professionally presented was found to have been extrapolated from countrywide figures rather than relate to the actual district performance, rendering it unreliable as a management tool.
- 2.4 Although attempts had been made by Cotswold Tourism to obtain sound data, collecting it had proved difficult and so the output had little value.
- 2.5 Concern from tourism operators about an over reliance on Cotswold Tourism for strategic vision, allied to concerns that in turn, Cotswold Tourism's focus was being pulled ever eastwards through a service alliance between Cotswold and West Oxfordshire District Council who together are the main players of this Public / Private partnership.

## **3. Feedback from meetings with tourism support organisations**

- 3.1 Cotswold Tourism is based at the offices of West Oxfordshire District Council and is staffed by officers of both Cotswold and West Oxfordshire District Council. There is an advisory element of the operation but essentially work is carried out by council officers. There is a real lack of resource and effectively only one person interacting with the industry at large. Most of the focus has been on signing members up to drive income

and most of the output has been marketing led through publications and exhibitions. The customer base is mainly made up of large attractions with smaller members being concentrated in the more central Cotswold areas. Attempts to obtain reliable data from their customer base had proved difficult with only a small number of customers making regular returns.

- 3.2 Cotswold Edge and Severn Vale Tourism was set up out of frustration that Cotswold Tourism and Stroud District Council were not giving support to the area it covers. It has been established to act as a forum for its area. It is an area that contains many of the largest tourist attractions in the county so must have strong tourism appeal and yet because it is not easily marketable and has no AONBs (Areas of Outstanding Natural Beauty) etc. to boast of. It feels neglected of the support it needs to realise its growth potential.
- 3.3 Stroud District Council had a total resource of 2 staff members sharing a single full time job. The fringes of the district are on the edge of the Cotswolds but the largest land mass and biggest attractions are in the vale. SDC relied heavily on Cotswold Tourism for strategic direction while the two part time officers tried to put a local twist on it. For example the recognised unique selling point of Stroud District was deemed to be industrial heritage. The officers concentrated their efforts on marketing. Since this task and finish group was commissioned, the SDC central tourism resource has been removed completely.
- 3.4 The overall impression was that there was no viable strategic plan in place to support the unique characteristics of the district and the recent establishment of Cotswold Edge and Severn Vale Tourism supported this impression. In addition there was very limited resource to effect change.

#### **4. Feedback from tourism operators**

- 4.1 Large attractions such as Berkeley Castle were members of Cotswold Tourism and other similar organisations and in addition carried out their Independent advertising operations. Generally they complied with requests to complete tourist number data but were under the impression that this did not apply to outdoor events, numbers were therefore generally, greatly understated.
- 4.2 Slightly smaller but still significant attractions tended not to be members of Cotswold Tourism, their reason was that they felt it offered poor value for money, they mainly relied on their own marketing organisation and used organisations such as Glide, Pear Communications and Wessex Media to distribute their leaflets.
- 4.3 Small attractions tended to have no dedicated marketing function and operated largely independently using the internet and recommendation.
- 4.4 All felt there was a distinct lack of a regional strategy and there was no central point they could turn to for advice or support to secure funding. The Jenner Museum in Berkeley felt that it might qualify as a Unesco site of

special interest because of the impact Dr Jenner had on the human race but needed support and guidance with an application.

- 4.5 We noticed a common trend for businesses to operate in total isolation, mainly because they had not considered the benefits of working together to support one another or recognised recommendation as a low cost and highly effective form of advertising.

## **5. Feedback from independent Tourist Information Centres**

- 5.1 Meetings were held with the independent tourist information centres to establish why they were set up how they are funded and operated and what they achieve. Key points are noted below:-

- a) Space, heat /light/ telephone are provided by the town council
- b) In the case of Nailsworth, the salary of a part time organiser is paid by the town council. All other staffing is provided on a voluntary basis.
- c) Display stands and general leaflets are provided by GLIDE media free of charge. Additional local leaflets are enthusiastically provided by local organisations free of charge.
- d) In the case of Nailsworth a need was identified for a town information centre and tourism was a natural bolt on to that. In Wotton the tourist information centre has been bolted on to the Historical Society.
- e) In every case the TICs were set up to support the towns and their local area by making it easy for tourists to use local businesses and to support local attractions and events.

- 5.2 The task and finish group was very impressed by the pride these Market Town TICs took in their local area, serving as a focal point to identify and bring forward packages of things to do and places to stay that ensures tourists get a lot out of their visit and supply a boost to the local economy.

## **6.0 Feedback from meetings with town & parish clusters.**

- 6.1 We created parish clusters inviting each to a meeting at the principal town or parish hall for each cluster. The Stroud parishes met at SDC offices. We wanted to understand the level of importance parishes attributed to Tourism and how they felt about how it was being delivered. Key points are noted below:-

- a) Parishes surprised us by the importance they attributed to tourism.
- b) Tourist footfall was seen as a way of keeping local facilities open and available for the use of local people as well as having a positive effect on the local economy.
- c) Although recognising the benefit of tourism, parishes had not previously been engaged with and had little or no idea of what they could do to encourage tourism.
- d) A number of market towns indicated that they would like to set up tourist information centres.

- e) A number of parishes recognised that they had a lot in common with their neighbours and together they provided a real tourism offering while individually they didn't.
  - f) Many parishes realised that they needed a unique selling point to attract tourism but couldn't identify one, amazingly with just a little help they invariably could.
- 6.2 We were left with a definite impression that the towns and parishes could be the providers of a wonderfully strong base level of tourism in the district if encouraged and supported.

## **7.0 Feedback from Gfirst LEP**

- 7.1 Gfirst LEP indicated that their attention had been drawn to the need for a County wide tourism strategy that fully recognises the potential. A new group has been formed; the "Visitor Economy /Tourism Business Group." Early thinking is that the "Cotswold Tourism" brand appeals mainly to older people and that the county has much more to offer. The group includes representatives from Cotswold Tourism and consultants as well as representatives from the tourism sector. Given the work carried out by the SDC task & finish group which mirrored the LEP's concerns we have been requested to supply a delegate to the LEPs Visitor Economy /Tourism Business Group.

## **8.0 Conclusions**

- 8.1 A lack of overall strategic direction was evident.
- 8.2 Tourism organisations were operating in a "Silo" fashion with little or no support for one another. They saw other attractions as competitors rather than partners.
- 8.3 The Cotswold Tourism Brand is a strong one and should be exploited but new brands that better describe attractions other than rolling hills and charming villages need to be developed and there was no evidence of this.
- 8.4 Stroud District Councils attempt to build on "Industrial Heritage" as a unique selling point for the district was badly judged in light of the obvious abundance of such features around the country and the many really unique features available to them, such as The River Severn with its mud flats, tidal range, the world famous Severn Bore and the Viking and Roman history that is attached to it.
- 8.5 Parish and Town Councils recognise the value of tourism to them and want to exploit it, they could provide a focused low cost base level tourism but no one has engaged with them and they need direction.
- 8.6 Local tourist information services were providing a good service at minimum cost to the town councils. The Nailsworth Model where the TIC is bolted on to a Town Information Centre worked really well and efficiently. It was noted

that a number of additional towns were considering setting up similar schemes and we believe that should be encouraged.

## **9.0 Recommendations**

- 9.1 Following the findings, and given the divestment by SDC of a central tourism operations, the recommendations of this report are as follows:-
- a) Note the findings set out in this report
  - b) Agree to share the findings with Gfirst LEP
  - c) Nominate a Member from this Task & Finish group for Gfirst LEP to appoint to their Visitor Economy / Tourism Business Group.

**STROUD DISTRICT COUNCIL**  
**COMMUNITY SERVICES AND LICENSING COMMITTEE**  
**6 DECEMBER 2018**

**AGENDA  
ITEM NO  
6c**

<b>Report Title</b>	<b>REPORT OF THE TASK AND FINISH GROUP: STROUD TOURIST INFORMATION CENTRE (TIC) REVIEW</b>
<b>Purpose of Report</b>	To consider recommendations by the Task and Finish Group regarding the future of the Stroud Tourist Information Centre
<b>Decision(s)</b>	<b>The Committee RESOLVES to:</b> Approve the recommendation by the Task and Finish group to close the SDC funded Stroud TIC on 31 March 2019 and change the service by encouraging the District Town Councils to develop a district wide tourist information service with the help of an SDC one off grant payment of £2,000.
<b>Consultation and Feedback</b>	A Task & Finish Group meeting was held at the Subscription Rooms on 3 August 2018 where members of the group met separately with TIC staff and representatives from Stroud Town Council, to receive feedback.
<b>Financial Implications and Risk Assessment</b>	There are Financial implications associated with the recommendation of this report. Any redundancy costs would have to be met in this financial year, if the decision is to close it by the 31 March 2019. The one off grant payment could be met from the budget savings of £81k (excluding support service costs) in 2019/20. Should members wish to consider another option further Financial implications would apply. Adele Rudkin, Accountant Tel: 01453 754369 Email: <a href="mailto:adele.rudkin@stroud.gov.uk">adele.rudkin@stroud.gov.uk</a> Risk: a decision is required as there will be no accommodation in the Subscription Rooms for the Stroud based TIC after 31 March 2019 Report Author <a href="mailto:joanne.jordan@stroud.gov.uk">joanne.jordan@stroud.gov.uk</a>
<b>Legal Implications</b>	Legal implications are outlined in the report concerning employment issues. Since the Council owns the property on which the service is sited, no legal formalities are required to alter occupation.  Nicola Swan, Interim Head of Legal & Monitoring Officer Tel: 01453 754369 Email: <a href="mailto:nicola.swan@stroud.gov.uk">nicola.swan@stroud.gov.uk</a>
<b>Report Author</b>	Joanne Jordan on behalf of the Task and Finish Group Director of Customer Services Tel: 01453 754005 Email: <a href="mailto:joanne.jordan@stroud.gov.uk">joanne.jordan@stroud.gov.uk</a>

<b>Options</b>	1) To retain the SDC funded Stroud TIC service and operate from an alternative building in Stroud 2) Stop the SDC funded Stroud TIC service 3) Change the service by encouraging the Town Councils to develop a district wide service with a one off grant payment
<b>Appendix A</b>	TIC summary actual financial performance data 2016/17 and 2017/18

## 1. Background

- 1.1 At the 31 May 2018 meeting this committee set up a cross party task and finish group to review the Tourist Information Centre (TIC) based in the Stroud Subscription Rooms. The group consists of Councillors Gordon Craig, John Jones, John Marjoram, Steve Robinson, and Ken Tucker.
- 1.2 The decision to review the TIC service was made as a consequence of the decision to transfer the Subscription Rooms building and business to Stroud Town Council/Stroud Subscription Rooms Trust on 31 March 2019 and also the need to reduce ongoing SDC revenue costs due to increasing financial pressures. The TIC may have to close slightly earlier than the transfer date of 31 March 2019 to enable the service to be decommissioned.
- 1.3 The TIC is located within the Subscription Rooms and the room currently used to accommodate the TIC is going to be used for a different purpose after the transfer. The business plan from the Stroud Town Council/Stroud Subscription Rooms Trust shows no other suitable floor provision to accommodate the TIC within the building following the transfer and it is not part of the legal transfer agreements.
- 1.4 Following a meeting with Stroud Town Council in the Subscription Rooms and recent reviews of serviced office space in Stroud, indications are that any outside body would find it difficult to secure and fund suitable premises from which to sustain a stand-alone, district wide tourism operation.
- 1.5 There are three permanent staff who have a split role covering tourist information and the Subscriptions Rooms box office. If there is a split role and part of that role (i.e. the tourist information centre) will discontinue in its current form a decision has to be made whether or not the staff transfer under the Transfer of Undertakings Protection of Employment (TUPE) Regulations. HR advice, based on the current TUPE guidance, is that you should consider what the 'majority' of the work is. Analysis of their work has shown that the majority of their work is on tourist information rather than box office. Consequently the three TIC/Box office permanent staff will not TUPE transfer with the Subscription Rooms as the TIC service is not included as part of the transfer agreements. The staff concerned have been consulted and notified of their redundancy with effect from 31 March 2019.
- 1.6 The TIC in Stroud Town Centre was established to provide tourist information for the whole district. However, there are clear indications from the district that a central model is not supplying all the answers. This is evidenced by setting up of additional TICs in Nailsworth, Painswick and Wotton-under-Edge

and both Dursley and Berkeley are in the process of setting one up. These TICs are operated by volunteers, supported by their local town and tourism information which includes surrounding parishes.

- 1.7 It should be noted that with the increasing availability of local tourist information on line, customers can self-serve by doing their own research and bookings so there is less need to visit or contact a TIC.
- 1.8 The actual financial cost to the Council of running the TIC varies each year depending on the level of income (see Appendix A). However, the General Fund budget includes an allowance of £81k as the subsidy to the service. It is this £81k which will be included in the budget as a saving if the decision is made to close, less the cost of any grants awarded in the first year post closure.

## **2. Alternative Options considered by the Task and Finish Group**

### **2.1 To retain the SDC funded Stroud TIC service and operate from an alternative building in Stroud.**

- 2.2 This option would require the service to move into a different vacant building in the centre of Stroud.
- 2.3 A recent review by the Asset Management team of a serviced office space of a similar size for the TIC in the centre of Stroud would be around £11,000 to £13,500 per annum. Additional costs would also be incurred with setting up the office space such as the initial fitting out, furniture, installing IT and phone connections.
- 2.4 There would also be an increase in staff management costs as currently the staff are supervised as part of the Subscription Rooms service which would not be possible following the transfer to Stroud Town Council/Stroud Subscription Rooms Trust on 31 March 2019.
- 2.5 This option could use volunteers instead of paid staff but would require significant staff resource in recruiting, maintaining and managing a pool of volunteers.

### **2.6 Stop the SDC funded Stroud TIC Service**

- 2.7 This would mean that there would be no SDC funded TIC service in Stroud. However this does reflect the model in the rest of the district whereby the TICs are mainly run by volunteers and are funded by the local town council.
- 2.8 There would be a cost of making the three permanent staff redundant as we would have to decommission the service.

### **2.9 Change the service by encouraging the Town Councils to develop a district wide service with a one off grant payment**

- 2.10 This option would still stop the SDC funded Stroud TIC service which would mean that the staff would be made redundant.



- 2.11 This option would provide for a one off grant of £2,000 to encourage the promotion of district wide tourist information. This would assist the existing volunteer led TICs in Nailsworth, Painswick, and Wotton-under-Edge and also help to develop tourist information in Town Council areas where this facility doesn't currently exist.
- 2.12 The one off grant in 2019/20 would only be available to the seven Market Town Councils (Berkeley, Dursley, Nailsworth, Painswick, Stonehouse, Stroud and Wotton-under-Edge). The Town Councils would be encouraged to apply for the grant and to work with their neighbouring Town/Parish councils to discuss how to best use the funds to promote and develop a district wide tourism service. The total amount set aside for awarding the one off grants would be £14,000 and would be funded by the revenue savings in 2019/20 relating to not running the SDC funded Stroud TIC service.
- 2.13 After careful consideration the Task and Finish group are recommending this option to committee as this is considered the most cost effective way of continuing to provide an element of a district wide tourism service.

## Stroud District Council

### Finance and Business Services

#### Tourist Information Centre - Financial Data 2016/17 to 2017/18

##### Summary Table

Cost Type	2016/17	2017/18
<b>Tourist Information Centre - Controllable Costs</b>		
Staff Costs - Contracted (e.g. Wages, National Insurance)	51,521	48,840
Staff Costs - Casual (e.g. Wages, National Insurance)	17,630	24,182
Premises Costs (e.g. Electricity, Repairs and Maintenance)	0	2,000
Transport/Vehicle Costs (e.g. Mileage)	38	0
Running Costs (e.g. Stationery, Software, Advertising, Equipment Maintenance)	58,006	55,008
Contractor Payments (e.g. PA Equipment Hire, Recycling)	0	0
Income (e.g. Ticket Sales, Room Hire)	-78,934	-62,318
<b>Subtotal</b>	<b>48,261</b>	<b>67,712</b>
<b>Tourist Information Centre - Non-Controllable Costs</b>		
Salary Costs (e.g. FRS17 Pension Cost)	3,108	6,036
Premises Costs (e.g. Planned & Responsive Maintenance)	0	0
Support Charges (e.g. Finance, HR, Audit, IT Support Charges)	22,003	23,022
Capital Charges (e.g. Depreciation)	0	0
<b>Subtotal</b>	<b>25,111</b>	<b>29,058</b>
<b>Tourist Information Centre Total</b>	<b>73,372</b>	<b>96,771</b>

**STROUD DISTRICT COUNCIL**  
**COMMUNITY SERVICES AND LICENSING COMMITTEE**

**AGENDA  
ITEM NO**

**6 DECEMBER 2018**

**8**

<b>Report Title</b>	<b>COMMUNITY SERVICES AND LICENSING COMMITTEE REVENUE ESTIMATES – REVISED 2018/19 AND ORIGINAL 2019/20</b>
<b>Purpose of Report</b>	To present to the committee the revised estimates for 2018/19 and original estimates for 2019/20.
<b>Decision(s)</b>	<b>The Committee RECOMMENDS to Strategy and Resources Committee</b> The revised CS&L revenue budget for 2018/19 and original 2019/20 revenue budget are approved.
<b>Consultation and Feedback</b>	Consultation has been undertaken with residents and businesses. Feedback on the outcome of the consultation will be provided to Strategy and Resources committee at the meeting on 17 January 2019.
<b>Financial Implications &amp; Risk Assessment</b>	<p>The revenue and capital budgets for 2019/20, as detailed in this report, will be included in the General Fund Estimates report and incorporated into the Council's MTFP being considered by Strategy and Resources committee in January 2019.</p> <p>David Stanley, Accountancy Manager  Tel: 01453 754100  Email: <a href="mailto:david.stanley@stroud.gov.uk">david.stanley@stroud.gov.uk</a></p>
<b>Legal Implications</b>	<p>This report forms part of the revenue budget setting process and in making recommendation to Strategy &amp; Resources Committee, Members should rely on financial advice provided during decision-making and raise further inquiry of the Finance Team at the meeting, if required.</p> <p>Nicola Swan  Interim Head of Legal &amp; Monitoring Officer  Tel: 01453 754369  Email: <a href="mailto:nicola.swan@stroud.gov.uk">nicola.swan@stroud.gov.uk</a></p>
<b>Report Author</b>	<p>Adele Rudkin, Accountant  Tel: 01453 754109  Email: <a href="mailto:adele.rudkin@stroud.gov.uk">adele.rudkin@stroud.gov.uk</a></p>
<b>Options</b>	The Administration will be considering its budget options at the Strategy & Resources Committee meeting on 17 January 2019. Council will consider the overall budget position for 2019/20 on 24 January 2019.

<b>Performance Management Follow Up</b>	Budget monitoring reports are presented to Committee in September and March each year. Members will be informed of the outturn position for 2018/19 at the Strategy and Resources Committee meeting in May 2019.
<b>Background Papers and Appendices</b>	None

## Background

1. The Budget Strategy report to Strategy and Resources Committee in October 2018 set out the way in which the Council would approach setting budgets for the forthcoming financial year.
2. Members will be aware from both the 2018/19 budget and MTFP (approved in January 2018) and the Budget Strategy reports, the Council is facing a number of financial challenges in 2019/20 and future years. A budget deficit has been forecast in the latter part of the medium term due to anticipated reductions in the level of government funding, and inflationary and cost pressures across the Council's services. The service committee's revenue budgets have been prepared in accordance with the budget framework set out in the Budget Strategy report.
3. The Medium Term Financial Plan (MTFP) report to Strategy and Resources will set out a projection of General Fund Expenditure over the medium term 2019/20 to 2022/23. This report sets out a more detailed analysis of the changes to the Community Services and Licensing Committee budget for 2018/19 (Revised Estimates) and 2019/20 (Original Estimates).
4. **It would be helpful where members have questions on matters of detail if they could be referred to the report author or the appropriate service manager before the meeting.**

## Revenue Budget position

5. The original budget for the Community Services and Licensing committee was £3.554m.
6. This has subsequently been used as the base estimate for both 2018/19 revised and 2019/20 original estimates. The revised estimates incorporate changes arising from budget pressures and efficiency savings. The original budget approved in February 2018 has only changed as a result of items reported to the committee in budget monitoring reports.

Indicative revenue budgets were included in Appendix A of the September budget monitoring report and were based upon assumptions and known changes at the time. Budgets presented in this report will differ as a result of more detailed work undertaken by budget holders/finance team etc.

7. The original estimate for Community Services & Licensing budget for 2019/20 is **£3.253m a decrease of £301k** on the base budget. This is largely due to the following significant budget changes:

- Technical adjustments of **(£77k)** (para 8)
- Pay inflation **£67k** (para 9)
- Budget pressures of **£45k** (para 10 and table 3)
- Budget and efficiency savings of **(£345k)** (para 10 and table 3)
- Insurance savings of **(£23k)** as a result of a review of the insurance requirements of the Council undertaken in May of this year prior to the full retender over the summer
- Workforce planning savings of **(£196k)** (para 10 and table 3)

An updated estimate of the committee's budget will be presented to Strategy and Resources committee in January 2019. There may be minor changes to the committee in this report around the **Multi-Service Contract** – Further detailed discussions between SDC and Ubico to determine the final 19/20 budget are expected to be finalised over the next few weeks.

**Table 1 – Summary of changes from the 2018/19 Original Budget**

<b>Community Services &amp; Licensing Committee</b>	<b>2018/19 Original Estimate (£'000)</b>	<b>2018/19 Revised Estimate (£'000)</b>	<b>2019/20 Original Estimate (£'000)</b>
[a] Original Budget	3,554	3,554	3,554
[b1] In-year virements		195	189
[b2] Technical Adjustments		55	<b>(77)</b>
[c] Reversal of Prior-year Budget Proposals			
[d] Pay Inflation 2019/20			67
[e] Price & Income Inflation			38
<b>Base Budget</b>	<b>3,554</b>	<b>3,805</b>	<b>3,772</b>
[f] Previous Policy Decisions			
[g] Budget Pressures			45
[h] Efficiency Savings		<b>(8)</b>	<b>(345)</b>
[i] WFP Savings		<b>(140)</b>	<b>(196)</b>
[j] Recharge Adjustment *			0
[k] Insurance Adjustment			<b>(23)</b>
<b>Net Service Revenue Expenditure Budget</b>	<b>3,554</b>	<b>3,657</b>	<b>3,253</b>

(Table subject to rounding's)

## **8. Technical adjustments/In year virements**

In year virements include centralisation of service software budgets to ICT (across all committees) and alignment of budgets to agreed establishment structures. Technical adjustments include the 2018/19 1% salary inflationary catch up, re-structuring changes to budgets across the committees following the workforce plan review and re-distribution of the building maintenance budget according to the proposed schedule of works with each committee.

## **9. Inflation**

### **d) Pay Inflation**

The 2019/20 salary budgets have been increased by an initial 2% in line with budget strategy.

### e) Price inflation

Gas and electricity supplies have seen a significant inflationary increase due to the renewal of both contracts from the beginning of October. Software budgets have been increased by CPI in line with budget strategy.

## 10. Budget Pressures & Efficiencies

Table 3 provides a detailed overview of the budget pressures and efficiencies for 2018/19 and 2019/20, which have been incorporated into the General Fund budget.

The most significant change to the budget in 2019/20 is an increase in the level of budgeted income for The Pulse, Dursley (£285k). The Pulse continues to maintain a large presence within the local community. Additional investment has been made into this year's marketing activities in order to reach a wider and broader audience which has helped increase our market share in the local area.

The business has managed to keep a steady flow of new users coming to the centre whilst retaining a higher than industry average of existing customers. This has been achieved through programming, investment in staff training and good levels of customer satisfaction.

Obviously, the performance of The Pulse will need to be kept under review as the business matures, which may change the income potential or mean that costs need to adjust to reflect changing market conditions. The additional income that has been included in the 2019/20 budget is consistent with actual performance over the last 18 months.

## 11. Workforce Plan

There are a number of Phase 2 reviews that have been completed and implemented for this Committee, these include the Museum in the Park, Community Services and Regeneration which have resulted in savings of (£140k) in 2018/19 and (£196k) in 2019/20. The table below outlines the net post reductions across these services. Please note that the reductions within Community Services will impact over several committees.

### Number of net post reductions

Phase 2 WFP	Net post reductions
Museum in the Park	-2
Community Services	-7
Regeneration	-3

At the time of writing this report there were still a number of services within Phase 2 that were in the process of being reviewed. These include Revenues and Benefits and Customer Services, as these have yet to complete there may some future impact on the Community Services Committee budget.

Members will recall from the Strategy and Resources meeting on the 4<sup>th</sup> October 2018 that the freehold interest in the Subscription Rooms and forecourt and the

business will transfer on 31<sup>st</sup> March 2019. The 2019/20 budget reflects the one off grant of £230,000 as set out in the conditions of transfer.

A separate report is being considered by the committee concerning the Tourist Information Centre (TIC) in Stroud. For the purposes of this report, no change has been made to the TIC budgets for 2019/20. Any decision made by this committee regarding TIC provision will be reflected in the budget estimates included in the report to Strategy and Resources and Council in January 2019.

## 12. Capital

Table 4 below outlines the capital schemes that the committee is responsible for. The budget monitoring report to Strategy and Resources committee in October 2018 recommended a change in the budget profile of the capital schemes for Stratford Park Lido and Community Building Investment.

These changes have been reflected in the table below, but at this stage, not further changes have been incorporated into the Capital Programme. Council will consider the Capital Programme and the Capital Strategy at their meeting in January 2019.

**Table 4 – Capital schemes 2018/19 and 2019/20**

	2018/19 Original Estimate (£'000)	2018/19 Revised Estimate (£'000)	2019/20 Original Estimate (£'000)
<b>Capital Scheme</b>			
<b>Community Services</b>			
Stratford Park Lido	80	-	200
Community Building Investment	100	138	-
<b>Subtotal Community Services</b>	<b>180</b>	<b>138</b>	<b>200</b>

Further detail on the capital schemes was contained in the Capital Projects Monitoring report in May 2018 <https://www.stroud.gov.uk/media/682343/item-8-capital-projects-monitoring.pdf>

<b>Community Services</b>	<b>2018/19 Original Estimate (£'000)</b>	<b>2018/19 Revised Estimate (£'000)</b>	<b>2019/20 Original Estimate (£'000)</b>
Community Safety	63	18	24
Abandoned Vehicles	5	(2)	3
Careline Services	(32)	(73)	(89)
Neighbourhood Wardens	236	185	194
Car Parks Enforcement	47	43	40
Stroud and Dursley CCTV	41	41	37
<b>Subtotal Community Safety</b>	<b>360</b>	<b>212</b>	<b>208</b>
Hear by Right / Youth Services	100	100	101
Director (Customer Services)	133	134	135
Grants to Voluntary Organisations	337	337	337
<b>Subtotal Grants to Voluntary Organisations</b>	<b>337</b>	<b>337</b>	<b>337</b>
Customer Service Centre	390	393	387
Public Space Service	293	553	526
Cemeteries	25	26	27
Amenity Areas	127	126	137
Commons and Woodlands	14	14	14
Stratford Park Grounds Maintenance	180	199	190
Grassed Areas Contribution to HRA	170	170	170
Public Conveniences	222	215	215
<b>Subtotal Public Spaces</b>	<b>1,031</b>	<b>1,302</b>	<b>1,279</b>
Business Rate Collection	(109)	(109)	(119)
Council Tax Collection	239	241	208
Council Tax Support Admin	65	67	52
Rent Allowances and Rebates	(77)	(77)	(77)
Housing Benefit Administration	84	87	142
<b>Subtotal Revenues and Benefits</b>	<b>202</b>	<b>209</b>	<b>205</b>
Licensing	(68)	(67)	(62)



<b>Community Services</b>	<b>2018/19 Original Estimate (£'000)</b>	<b>2018/19 Revised Estimate (£'000)</b>	<b>2019/20 Original Estimate (£'000)</b>
Museum in the Park	406	384	378
Subscription Rooms	227	215	230
Tourism	148	104	92
<b>Subtotal Cultural Svcs - Arts and Culture</b>	<b>781</b>	<b>703</b>	<b>700</b>
Health and Wellbeing	35	35	36
Sport and Health Development	131	132	133
<b>Subtotal Cultural Svcs - Sport &amp; Health Dev.</b>	<b>165</b>	<b>167</b>	<b>169</b>
The Pulse Dursley	(49)	6	(327)
Joint Use Sports Centres	49	41	0
Stratford Park Leisure Centre	124	119	122
<b>Subtotal Cultural Svcs - Sports Centres</b>	<b>124</b>	<b>166</b>	<b>(205)</b>
<b>COMMUNITY SERVICES Total</b>	<b>3,554</b>	<b>3,657</b>	<b>3,253</b>

(Budgets are shown net of support charges, depreciation and IAS19 adjustments)

## Budget Pressures and Efficiencies

TYPE	SERVICE	REASON FOR EFFICIENCY/PRESSURE	2018/19 000's	2019/20 000's
BP	Licensing	Reduced Income - Consistent for last 3 years		6
BP	Amenity Areas	MSC Contract Budget pressure		7
BP	Neighbourhood Wardens	HRA funding contribution removed		16
BP	Abandoned Vehicles	Ad hoc Reimbursement no longer budgeted		5
BP	Community Safety	HRA funding contribution removed		8
BP	Community Safety	Removed Service - fixed penalty notice		3
<b>Subtotal - Pressures</b>				<b>45</b>
ES	Sports Centres	Closure of Maidenhill and Thomas Keble Joint Use Sports Centres	-8	-50
ES	The Pulse - Dursley	Increased budgeted income		-285
ES	Various	Work Force Plan Review savings over various services including Community Services, Museum and Tourism	-140	-196
ES	Public Spaces	Public Conveniences - Business rates legislation review		-11
<b>Subtotal - Efficiencies</b>			<b>-148</b>	<b>-541</b>
<b>Total Community Services Pressures and Efficiencies</b>			<b>-148</b>	<b>-496</b>