

29 June 2018

## **STRATEGY AND RESOURCES COMMITTEE**

A meeting of the Strategy and Resources Committee will be held on **THURSDAY 12 JULY 2018** in the Council Chamber, Ebley Mill, Ebley Wharf, Stroud at **7.00pm**.



David Hagg  
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 14 June 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 9 July 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 for the new civic year
- 6 **TASK AND FINISH GROUPS**
  - a) Single Use Plastics (an oral update will be given by Councillor Braun)
  - b) Terms of Reference for 2018/19 IT Working Group
  - c) Constitution Working Group (Terms of Reference)

- 7** **CHIEF EXECUTIVE'S APPOINTMENT PANEL**  
The Chair will update Members on the progress of the appointment.
- 8** **LEADERSHIP GLOUCESTERSHIRE UPDATE**  
The Chief Executive will provide an oral update on Leadership Gloucestershire business. (Notes from meeting on 14 June 2018 attached)
- 9** **CAPITAL PROJECT MONITORING**  
To receive updates on the following projects:  
a) Littlecombe Business Units, Dursley  
b) Brimscombe Port Development  
c) Housing Initiatives – Investment Options  
d) ICT Investment
- 10** **SUBSCRIPTION ROOMS, STROUD**  
To receive a report relating to the sale of the freehold of the Subscription Rooms and adjoining forecourt to Stroud Town Council on the terms set out in the report.
- 11** **MEMBERS QUESTIONS**  
See Agenda Item 4 for deadline for submission

**Members of Strategy and Resources Committee 2018/19**

**Councillor Doina Cornell (Chair)**

**Councillor Colin Fryer (Vice-Chair)**

Councillor Nigel Cooper

Councillor Stephen Davies

Councillor Nick Hurst

Councillor Keith Pearson

Councillor Simon Pickering

Councillor Mattie Ross

Councillor Tom Skinner

Councillor Chas Townley

Councillor Ken Tucker

Councillor Martin Whiteside

Councillor Debbie Young

## STRATEGY AND RESOURCES COMMITTEE

14 June 2018

7.00 pm – 9.20 pm  
 Council Chamber, Ebley Mill, Stroud

# 3

### Minutes

#### **Membership:**

Councillor Doina Cornell (Chair)	P	Councillor Mattie Ross	P
Councillor Nigel Cooper	P	Councillor Tom Skinner	P
Councillor Stephen Davies	A	Councillor Chas Townley	P
Councillor Colin Fryer (Vice-Chair)	P	Councillor Ken Tucker	P
Councillor Nick Hurst	P	Councillor Martin Whiteside	A
Councillor Keith Pearson	P	Councillor Debbie Young	P
Councillor Simon Pickering	P		

P = Present                      A = Absent

#### **Officers Present:**

Chief Executive	Community Services Manager
Director of Customer Service	Civil Enforcement Supervisor
Head of Community Services	Democratic Services Officer
Director of Tenant and Corporate Services	

#### **Other Members Present:**

Councillors Braun, Kay, Powell, Reed, Robinson and Tom Williams.

As a mark of respect for the victims of the Grenfell Fire disaster 1 minute's silence was observed.

The Chair announced a change in the order to the published agenda.

#### **SRC.009                      APOLOGIES**

Apologies for absence were received from Councillors Davies and Whiteside.

#### **SRC.010                      DECLARATIONS OF INTEREST**

There were none.

#### **SRC.011                      MINUTES**

**RESOLVED**      To approve as a correct record the Minutes of the meeting held on 24 May 2018.

**SRC.012**      **PUBLIC QUESTION TIME**

Questions were submitted and answered by the Chair. (Refer to the [Council's](#) webcast and Item 4).

**SRC.013**      **MEMBER QUESTIONS**

A question was submitted from Councillors Reed and Robinson which was answered by the Chair. (Refer to the [Council's](#) webcast and Item 8).

**SRC.014**      **CAR PARK REVIEW**

The Leader introduced the above report that had provoked a lot of public interest. Members received a powerpoint presentation from the Director of Customer Service that showed the locations of the car parks in Dursley, Nailsworth, Stratford Park and Wotton-under-Edge and outlined proposed improvements. Officers replied to members' questions.

Councillor Young was concerned that more publicity and public awareness of the review should be undertaken, not just the statutory bodies, and proposed an amendment to paragraph 2.(a) of the decision box to read "the Director of Customer Services be authorised to undertake statutory consultation and any other appropriate consultation (eg leaflets in schools) on the Order;". The amendment was seconded by Councillor Skinner.

Following member debate, the Chief Executive advised that the Director of Customer Services already had delegated authority to carry out the suggested additional form of consultation. The proposer and seconder agreed to withdraw their amendment.

Councillor Skinner proposed an amendment to paragraph 2.(b) that the report went back to "Council" instead of committee, Councillor Young seconded the amendment. The Leader stated that once the consultation had been carried out and a further report had been received at October's meeting, the committee would be able to decide who should decide matters.

On being put to the vote there were 5 votes for and 6 votes against and the amendment was lost.

In summing up the Leader said that committee should see the range of views that come out of the consultation.

On being put to the vote there were 6 votes for and 5 votes against and it was.

- RESOLVED**
- 1. The Draft Variation Order (appended to this report) be approved for consultation.**
  - 2. The Director of Customer Services:**
    - (a) be authorised to undertake statutory consultation on the Order; and**
    - (b) report back to the Committee following end of the consultation period with a recommendation as to adoption of the Order or otherwise.**

**SRC.015**      **CHIEF EXECUTIVE'S APPOINTMENT PANEL**

The Leader provided an update, confirming that joining the four Group Leaders would be another member from the Labour and Conservative Groups making a panel of 6 committee members. The advert had been published and outlined the process, a further update would be provided at the July's meeting.

**SRC.016**      **APPOINTMENTS**

Councillor Whiteside was appointed as a Performance Monitoring Representative.

The meeting closed at 9.20 pm.

Chair

**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES COMMITTEE**

**AGENDA  
ITEM NO**

**12 JULY 2018**

**5**

**WORK PROGRAMME**

<b>Date of meeting</b>	<b>Matter to be considered</b>	<b>Reporting Member/Officer</b>
04.10.18	Work Programme	All the committee
	Member reports: a) Performance Monitoring b) Investment and Development Panel	Councillor Whiteside Leader
	Task and Finish Groups a) Single Use Plastics b) ICT  c) Constitution Working Group	Director of Development Services Director of Tenant and Corporate Services Head of Legal Services and Monitoring Officer
	Brimscombe Port Redevelopment	Head of Property Services
	Housing Initiatives	Director of Development Services
	ICT Investment Plan	Head of Business Service Planning
	Financial Reports – MTFP a) Housing Revenue Account Budget Monitoring Report 2018/19 (P1) b) General Fund Revenue and Capital Budget Monitoring Report 2018/19 (P1) c) Budget Strategy 2019/20 to 2022/23	Accountancy Manager and Acting Section 151 Officer
	Subscription Rooms Update	Head of Property Services/Task and Finish Group
	Leadership Gloucestershire Update	Chief Executive
	Car Park Review	Director of Customer Service
	Local Council Tax Support Scheme 2019/20	Revenue and Benefits Manager
	Long Term Empty Properties	Revenue and Benefits Manager

<b>Date of meeting</b>	<b>Matter to be considered</b>	<b>Reporting Member/Officer</b>
17.01.19	Work Programme	All the committee
	Member report: a) Investment and Development Panel	Leader
	Task and Finish Groups a) Single Use Plastics b) ICT	Director of Development Services Director of Tenant and Corporate Services
	Brimscombe Port Redevelopment	Head of Property Services
	Housing Initiatives	Director of Development Services
	ICT Investment Plan	Head of Business Service Planning
	Financial Reports a) Housing Revenue Account (HRA) Budget 2019/20 and Medium Term Financial Plan 2019/20 to 2022/23. b) General Fund Revenue Estimates – Revised 2018/19 and Original 2019/20 c) The General Fund Budget 2019/20, Capital Programme and Medium Term Financial Plan 2019/20 to 2022/23	Accountancy Manager and Acting Section 151 Officer
	Subscription Rooms Update	Head of Property Services/Task and Finish Group
	Leadership Gloucestershire Update	Chief Executive
	Fair Pay and Senior Pay Policy Statement – 2019/20	HR Manager
	Pension Committee	Councillor Cooper
	07.03.19	Work Programme
Member reports: a) Performance Monitoring b) Investment and Development Panel		Councillor Whiteside Leader
Task and Finish Groups a) Single Use Plastics b) ICT  c) Constitution Working Group		Director of Development Services Director of Tenant and Corporate Services Head of Legal Services and Monitoring Officer
Brimscombe Port Redevelopment		Head of Property Services
Housing Initiatives		Director of Development Services
ICT Investment Plan		Head of Business Service Planning
Subscription Rooms Update		Head of Property Services / Task and Finish Group
Leadership Gloucestershire Update		Chief Executive
Work Programme		All the committee

Date of meeting	Matter to be considered	Reporting Member/Officer
11.04.19	Member reports: a) Performance Monitoring b) Investment and Development Panel	Councillor Whiteside Leader
	Brimscombe Port Redevelopment	Head of Property Services
	Housing Initiatives	Director of Development Services
	ICT Investment Plan	Head of Business Service Planning
	Financial Reports a) Housing Revenue Account Budget Monitoring Report 2018/19 (P3) b) General Fund Revenue and Capital Budget Monitoring Report 2018/19 (P3)	Accountancy Manager and Acting Section 151 Officer
	Subscription Rooms Update	Head of Property Services/Task and Finish Group
	Leadership Gloucestershire Update	Chief Executive

**To be presented to a future meeting – yet to be decided** - Update on the Assets Plan and the LEP making a presentation on Growth Hub and Local Industrial Strategy.



**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES COMMITTEE**

**AGENDA  
ITEM NO**

**12 JULY 2018**

**6b**

<b>Report Title</b>	<b>TERMS OF REFERENCE FOR 2018/19 IT WORKING GROUP</b>
<b>Purpose of Report</b>	For the committee to determine the terms of reference for the Group for 2018/19
<b>Decision(s)</b>	<p><b>The Committee RESOLVES to convene the IT Working Group for 2018/19 on the following basis:</b></p> <ul style="list-style-type: none"> <li>(a) The Group examine the issues and conduct its business as, outlined in Section 2 of the report;</li> <li>(b) Membership shall comprise Cllrs Butcher, Cornell, Davies, Hayward, Baxendale and McCassey</li> <li>(c) In the event that a representative can no longer attend, then their group leader can nominate a replacement member at the committee chair's discretion</li> <li>(d) The T&amp;F group chair shall be Cllr Cornell.</li> </ul>
<b>Consultation and Feedback</b>	This report is the result of a proposal from the Leader to establish a working group, it has also been circulated to all group leaders
<b>Financial Implications</b>	<p>There are no financial implications arising directly from this report. The outcomes from the task and finish group may in themselves give rise to financial implications which must be considered in the reports back to the committee as set out in this report.</p> <p>David Stanley – Accountancy Manager (s151 Officer) Tel: 01453 754100 Email: <a href="mailto:david.stanley@stroud.gov.uk">david.stanley@stroud.gov.uk</a></p>
<b>Legal Implications</b>	<p>It is proposed that the task and finish group will examine the relevant issues and develop proposals accordingly; consequently, there are no legal implications at this stage. Any specific legal issues which arise will be addressed in the reports to committee referred to below. r2106d2106c2206</p> <p>Mike Wallbank, Solicitor <a href="mailto:mike.wallbank@stroud.gov.uk">mike.wallbank@stroud.gov.uk</a></p>
<b>Report Author</b>	Tim Power, Head of Business Service Planning
<b>Background Paper</b>	Members attention is drawn to the SOCITM review of IT service, report dated February 2018, which highlights the importance of IT and the need for effective IT strategy, setting out how we will use IT to support the strategic goals of the Council and regularly reviewed by members

## **1. BACKGROUND**

- 1.1 The Leader has previously proposed to Committee that the IT Working Group be convened to support officers to address the strategic recommendations outlined in the SOCITM report February 2018. This report sets out the proposed terms of reference for the Group.

## **2. ISSUES FOR CONSIDERATION**

The following issues are proposed for the Group's consideration:

- 2.1 In conjunction with Directors and Heads of Service, participate in the development of an over-arching vision for the Council's future application and investment in technology & our use of information. As a result of this, contribute to the development of IT, Information and Digital strategies which will set out how this will be achieved and supported by implementation plans.
- 2.2 Over see delivery of these strategies by holding the IT service to account against their delivery plans. If additional requirements arise (e.g. due to a change in legislation or an unexpected opportunity or threat) then new governance arrangements would assess the value of new proposals and would re-prioritise existing plans accordingly.
- 2.3 Contribute to the development of effective governance arrangements for the IT service.
- 2.4 Ensure that agreed strategies are delivered against agreed plans.

## **3. PRACTICAL ARRANGEMENTS**

- 3.1 It is proposed that:

- (a) the Group is cross party, comprising 5 members (2 Conservative, 2 Labour, 1 green and 1 Liberal Democrat );
- (b) the Chair of the Working Group is appointed by the Strategy and Resources Committee;
- (c) the Working Group meets in private with nominated officers, although the time and place of all meetings may be notified to all Members of Council.

- 3.2 As set out in the Decision Box to the report, various councillors have been nominated for membership and Cllr Cornell has been nominated to Chair the Group. The Committee is requested to resolve the appointments.

- 3.3 It is recommended that:

- (a) the development of the IT Strategy be addressed as a priority, with a report being submitted to Committee in October 2018; and
- (b) for the remaining items to be considered following this with a report back to committee in January 2019.

(c) that recommendations for the on going governance of our IT Strategy, are considered by the T&F Group and brought to S&R for discussion as part of the final report.

- 3.4 Given the timescales for implementation of the IT action plan, it is important that all Members appointed to the Group are able to commit to attend at least the majority of meetings over the next 6 months. Provisional meetings are currently being arranged and the committee will be verbally updated about these.
- 3.5 Officer support for the Group will come from the Director of Tenant & Corporate Services, the Head of IT and Head of Business Services Planning.

#### **4. Consultation**

- 4.1 SOCITM are to be appointed to advise the council on IT options, risks and best practice and in support of the following consultation:
- a) Work with service areas and staff to identify the best IT solution for their service needs and strategic direction over the medium term.
  - b) Members generally, i.e. beyond the membership of the T&F group.
  - c) Citizens and other stakeholders.
- 4.2 Workshops for staff and members to discuss IT use, the direction the Council wishes to go in terms of how we use IT to deliver efficient and convenient services for local citizens are to be set up. Details will be made available to members of S&R as soon as they are confirmed.

**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES COMMITTEE**

**AGENDA  
ITEM NO**

**12 JULY 2018**

**6c**

<b>Report Title</b>	<b>TERMS OF REFERENCE FOR 2018/19 CONSTITUTION WORKING GROUP</b>
<b>Purpose of Report</b>	For the committee to determine the terms of reference for the Group for 2018/19
<b>Decision(s)</b>	<p><b>The Committee RESOLVES to reconvene the Constitution Working Group for 2018/19 on the following basis:</b></p> <p style="padding-left: 40px;">(a) The Group examine the issues and conduct its business as, outlined in Section 2 of the report;</p> <p style="padding-left: 40px;">(b) Membership shall comprise Cllrs Cooper, Pearson, Townley, Reed, Kay and Studdert-Kennedy;</p> <p style="padding-left: 40px;">and</p> <p style="padding-left: 40px;">(c) The Committee Chair shall be Cllr Pearson.</p>
<b>Consultation and Feedback</b>	This report is the result of proposals from the Leader and Cllr Townley in view of issues raised by other councillors.
<b>Financial Implications</b>	There are no financial implications arising directly from this report David Stanley – Accountancy Manager Tel: 01453 754100 Email: david.stanley@stroud.gov.uk
<b>Legal Implications</b>	None
<b>Report Author</b>	Karen Trickey, Head of Legal Services Tel: 01453 754369 Email: <a href="mailto:karen.trickey@stroud.gov.uk">karen.trickey@stroud.gov.uk</a>  * amended by Craig Hallett, Solicitor & Deputy Monitoring Officer
<b>Background Paper</b>	Internal Guide on Member Meetings (in particular the Appendix setting out matters to be addressed when setting up a Task and Finish Group) March 2018 and available on the Members' Hub Page.

**1. BACKGROUND**

1.1 The Leader has previously proposed to Committee that the Constitution Working Group be reconvened to consider pertinent issues which have been raised by members in recent months. This report sets out proposed terms of reference for the Group.

## **2. ISSUES FOR CONSIDERATION**

- 2.1 In short, the following issues are proposed for the Group's consideration:
- (a) Whether a further redistribution of functions between committees should take place to reduce the number of committees;
  - (b) A review be undertaken of the Council's Financial Regulations (Part 5 Constitution) to assess how best to engage committees and Members in the budget setting process; and
  - (c) A review be undertaken of the Role Profiles for Councillors (Part 16 Constitution) to further promote and improve Member involvement in the decision making process.
- 2.2 Regarding (a), such an issue has been raised within the context of whether the Community Services and Licensing Committee and the Environment Committee should be amalgamated; and the potential for cost savings in having one less committee. If there is to be a new (or revised) committee, the Group will also need to consider the committee's terms of reference.
- 2.3 Members will recall that following the Working Group's previous consideration of point (a) between June and September 2016, in October 2016 the Committee did not consider there should be a change in the two committees at that time although it requested that the committees' workload be kept under review in 2016/17. In response to the latter, it was found that there had not been any material reduction in either committee's workload during 2016 – 2017. If anything, there appears to have been an increase since the last review. Nevertheless, in view of the medium term budget position, it has been suggested by some Members that the issue should be considered again.
- 2.4 Another main issue which has been raised for review is the Council's Financial Regulations. This follows on from Member concerns about the process for setting the annual budget and the limited involvement of committees in the budget process flagged up in January 2017's budget meeting. In response to such, the Leader has asked that this (i.e. item (b) above) also be considered by the Working Group.
- 2.5 Questions have also been raised by Members which touch upon the Role Profile for Members; the aim being to help ensure that all Members have the support they need and are clear as to their responsibilities as elected representatives. This issue potentially includes consideration of a range of

matters such as Member engagement including the better recognition of Member Champion roles in promoting Council policy objectives; improving work plans for committees including scrutiny and review functions; extending public speaking; the effectiveness of the current opportunities for Members to challenge committees; and the possible use of substitutes.

### **3. PRACTICAL ARRANGEMENTS**

- 3.1 Consistent with previous arrangements it is proposed that:
  - (a) the Group is cross party;\*
  - (b) the Chair of the Working Group is appointed by the Strategy and Resources Committee;
  - (c) the Working Group meets in private, although the time and place of all meetings may be notified to all Members of Council.
- 3.2 It is proposed the group will comprise of 6 members (2 Conservative, 2 Labour and 1 Green and the non group member).\*
- 3.3 As set out in the Decision Box to the report, various councillors have been nominated for membership and Cllr Pearson has been nominated to Chair the Group. The Committee is requested to resolve the appointments.
- 3.4 To progress matters expeditiously, it is recommended that:
  - (a) the review of the number of committees and the financial regulations (given the implications for the 2019/20 budget setting process) be addressed first, with a report being submitted to the Committee in October 2018; and
  - (b) for the remaining items to be considered afterwards with a report back to committee in 2019 after the budget setting cycle.
- 3.5 Given the timescales for the first two items, it is important that all Members appointed to the Group are able to commit to attend at least the majority of meetings over the next 3 months. Provisional meetings are currently proposed for Thursday 19 July, Thursday 2 August, Thursday 16 August and Thursday 6 September from 4.30 – 6pm.
- 3.6 The officer support for the Group will come from the Monitoring Officer and also in respect to the Financial Regulations, the Section 151 Officer.



**Leadership Gloucestershire – 14 June 2018**

**Shire Hall, Gloucester**

**1 Welcome, introduction and apologies**

<i>Name</i>	<i>Organisation</i>	<i>Apologies</i>
Cllr Mark Hawthorne (Chair) Pete Bungard Jane Burns	Gloucestershire County Council	
Doina Cornell David Hagg	Stroud District Council	
Cllr Paul James Cllr Jennie Watkins Jon McGinty	Gloucester City Council	
Cllr Roger James	Forest of Dean District Council	Cllr Tim Gwilliam
Cllr Steve Jordan Tim Atkins	Cheltenham Borough Council	Pat Pratley
Cllr Chris Hancock Christine Gore	Cotswold District Council CDC and FODDC (Publica)	
Cllr Rob Bird Mike Dawson	Tewkesbury Borough Council	
Chris Riley Paul Trott	Police and Crime Commissioner (OPCC)	PCC Martin Surl
Julian Moss	Gloucestershire Constabulary	Rod Hansen
Mark Walkingshaw	NHS Gloucestershire Clinical Commissioning Group (CCG)	Dr Andy Seymour Mary Hutton
Diane Savory David Owen	GFirst Local Enterprise Partnership (LEP)	
Stephen Marston	University of Gloucestershire	
Katie Jenkins	Area Lead for Gloucestershire, Cities and Local Growth Unit	
Jo Walker Sarah Scott Dr Tanya Richardson Fabian Toner Simon Harper	Gloucestershire County Council	
John Baker	Strategic Planning Coordinator	

## 2 **Action notes**

The notes of the meeting held on 22 February 2018 were agreed.

## 3 **Matters arising**

### a) **Vision 2050**

Stephen Marston provided an update on progress. He hoped that partners would continue to encourage people to respond to the Big Conversation before the close of consultation on 31 July 2018. He noted that BBC Radio Gloucestershire and the Honorable Company of Gloucestershire were both running events in coming weeks.

He advised that consultants had been appointed to consider the options for delivery vehicles and a draft report would be ready by 31 July 2018.

By the end of October 2018, it was planned that a final report would be published on the Big Conversation and a statement would be made on the next steps. The Leadership Gloucestershire meeting scheduled for 11 October 2018 would be dedicated to this.

It was recognised that all the partners needed to be involved in the process with small group discussions taking place on particular issues through August and September. It was suggested that a steering group of Leadership Gloucestershire should be established similar to the one used for the Devolution bid in 2015. This would provide a coordinating role and help in reaching a Leadership Gloucestershire position.

*Action – Jane Burns, Mike Dawson and Stephen Marston*

## 4 **Adverse Childhood Experiences**

Assistant Chief Constable Julian Moss and Dr Tanya Richardson, Public Health Consultant, made a presentation on behalf of the Health and Wellbeing Board.

They explained what an adverse childhood experience (ACE) was and why it was important to understand their impact in developing prevention strategies and building childhood resilience. In November 2017 an ACE Summit had been held in the county and this had resulted in the formation of an ACE Panel under the leadership of the Health and Wellbeing Board.

Leadership Gloucestershire supported an ACE informed approach in Gloucestershire.

Arising from the discussion, the following actions were identified:

- a) To make a presentation on ACE to members of the Forest of Dean DC
- b) To attend a meeting of the GCC Corporate Parenting Group



- c) To engage with the early intervention partnerships in each district which already had multi-agency representation.
  - d) To look for opportunities to engage directly with schools
- Action – ACC Julian Moss and Tanya Richards*

## **5 Strategic Planning Coordinator**

Mike Dawson introduced John Baker who had recently been appointed to the position of Strategic Planning Coordinator. Mike explained that John was based at the GFirst LEP Growth Hub at Oxstalls.

John set out the scope of his role including reviewing the timescales for land use plans and ensuring that their content aligned with the Strategic Economic Plan. He would also be undertaking work relating to the emerging industrial strategy and transport plans. He recognised that the success of the role was dependent on cooperation from all the councils and GFirst LEP. He stated that coordination would be provided through a senior officer group with representation from partners. A two year project plan would be presented to the Gloucestershire Economic Growth Joint Committee on 5 September 2018.

## **6 One Public Estate**

Jo Walker introduced Fabian Toner who made a presentation on the latest position regarding the Gloucestershire One Public Estate (OPE) Programme. Leadership Gloucestershire was the sponsoring body for the programme, which had attracted £220,000 funding secured from the OPE Programme to develop four major projects involving partner organisations in Gloucester, Cheltenham, Forest of Dean and Cirencester.

Fabian stated that OPE was allowing public sector organisations to make the most of their resources in delivering a more effective and efficient estate for the benefit of the people of Gloucestershire. Organisations were engaging with Government departments on wider challenges facing the county and there were opportunities to learn from other areas on how they had delivered change.

Answering questions, he confirmed that conversations were happening with the Department of Work and Pensions, Ministry of Justice and the Ministry of Defence regarding particular projects.

He stated that the Tewkesbury Public Service Hub was seen as best practice with 10 organisations now operating from the premises.

Leadership Gloucestershire welcomed the progress made to date.

## **7 Social Mobility**

Jon McGinty introduced the report which provided information on a social mobility index at district-level and why it was important for Leadership Gloucestershire.

The report highlighted Stroud as an area of good social mobility and other areas in the county as not so good. Partners recognised that everyone should have the opportunity to build a good life for themselves regardless of their family background and every individual should have a fair chance of reaching their potential. Social mobility was a critical part of Vision 2050 in raising aspirations and ambitions for young people.

Following discussion, it was agreed that the matter should in the first instance be referred to the District Chief Executive/Heads of Paid Service Group to explore the issues in more detail. The Employment and Skills Board was suggested as the best place to develop a better understanding of the issues. It was also noted that Safer Gloucestershire might be well placed to provide support.

*Action – Jon McGinty*

## **8 Prevention Peer Review**

Sarah Scott explained that the purpose of the report was to advise Leadership Gloucestershire of the outcome of the Prevention System Peer Challenge and to request input from partners on the development of an action plan to meet the recommendations. She made particular reference to recommendation 7: *A more coordinated approach is needed by partners to gain greater traction in tackling health inequalities and focus more on the wider determinants of poor health so as to help people to help themselves and to tackle specific cohorts and communities to make the biggest impact.*

She recognised that a number of initiatives needed to be brought together by the Health and Wellbeing Board as part of the new Health and Wellbeing Strategy. She believed that a balanced approach was required with more bottom-up activity to allow the needs of local communities to be met. She said that there were benefits in adopting a more systematic approach as advocated by the Local Government Association through their 'Health in all Policies Toolkit'. She asked that partners nominate representatives from their organisations to work with the Public Health Team.

It was recognised that a more effective mechanism was required for engaging with the districts and individual localities. This would need to be developed through the Health and Wellbeing Board.

*Action – Sarah Scott*

## **9 Children and Families Service**

Pete Bungard introduced the report which provided an update one year on from the Ofsted inspection. He noted that not all of the issues had been resolved but the Council had moved a long way in improving Children's Services. He thanked partners for their support in the journey so far. Case loads had been reduced to an average of 18, the latest technology had been made available to social workers allowing more flexible working, the front door for the service had been redesigned and a strong audit system was in place.

The areas to be addressed were quality of practice, a permanent sustainable workforce and the growing number of children in care.

Partners were pleased about the progress achieved to date and they were anxious that everyone worked together to ensure that such a situation did not arise again.

## **10 Future meetings and work programme**

The work programme attached to the meeting papers was noted.

Future meetings:

26 July at Ebley Mill, Stroud

11 October at Shire Hall, Gloucester – dedicated to Vision 2050

6 December at the Council Offices, Tewkesbury

All on Thursdays starting at 10am

# Gloucestershire Health and Wellbeing Board

## Adverse Childhood Experiences

Dr Tanya Richardson & Assistant Chief Constable Julian Moss

14 June 2018

# Gloucestershire 2050



[Home](#) [Case for Change](#) [Ambitions](#) [Ideas](#) [FAQs](#) [Consultation](#)

## Ambitions



magnet



innovative



skilled



prosperous



inclusive



healthy, happy



connected



sustainable

# Prevention Peer Review

## Our presentation will cover...

- What are ACEs?
- What can we do about them?
- The journey so far.....
- What can Leadership Gloucestershire do?

# What are Adverse Childhood Experiences (ACEs)?

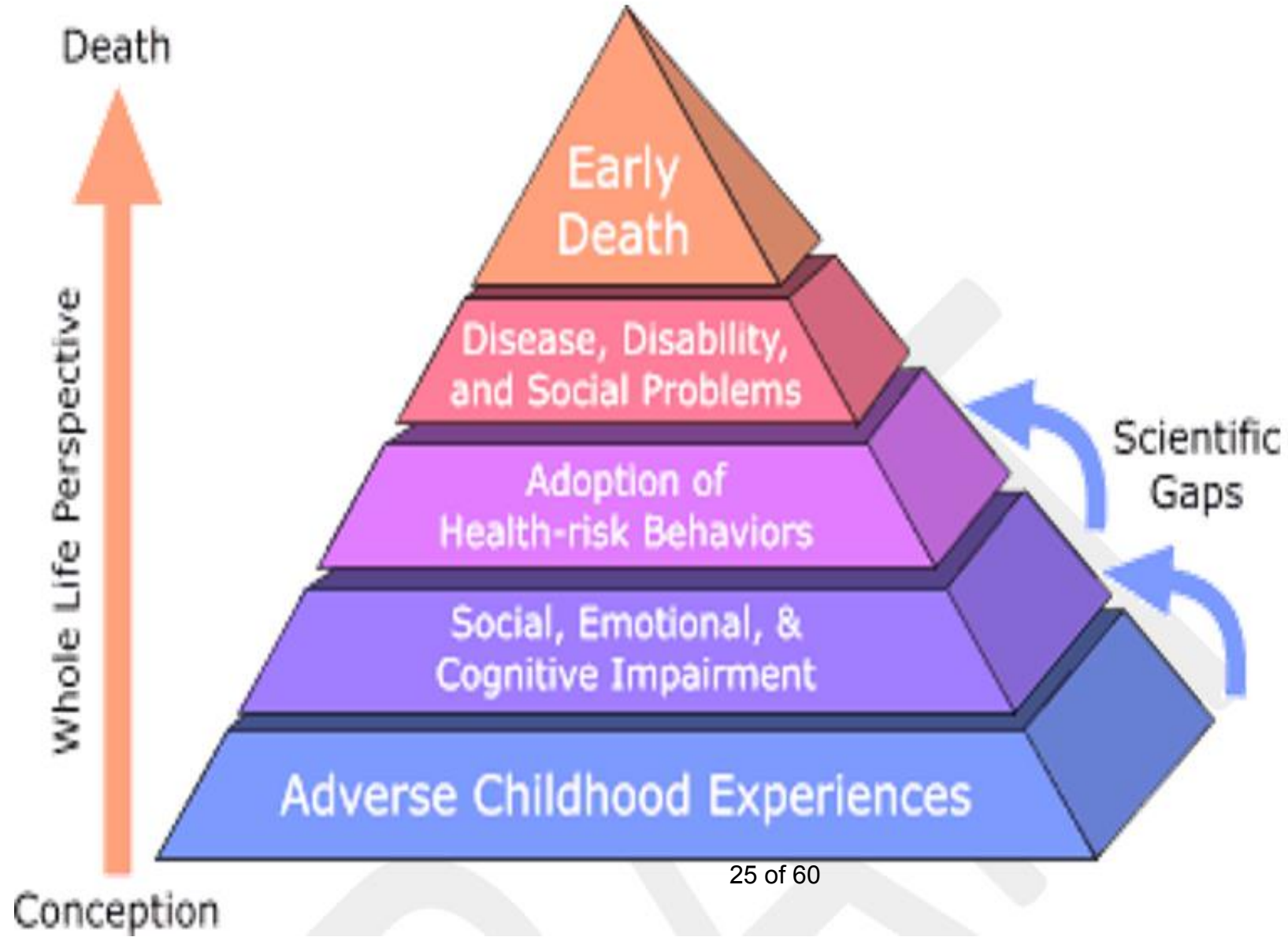


# Why?



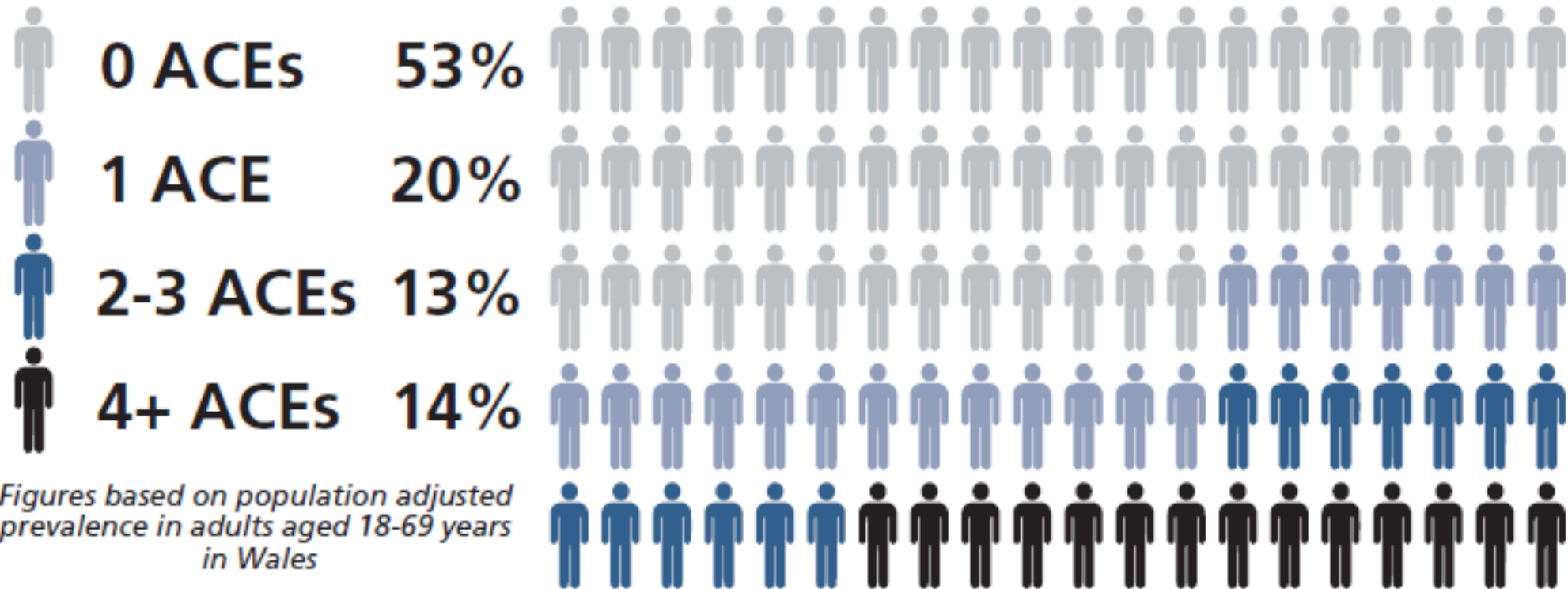


# How do ACEs have their impact?



# How common are ACEs?

For every 100 adults in Wales 47 have suffered at least one ACE during their childhood and 14 have suffered 4 or more.



# What is the prevention opportunity?

Preventing ACEs in future generations could reduce levels of:



Heroin/crack cocaine use (lifetime) by 66%



Incarceration (lifetime) by 65%



Violence perpetration (past year) by 60%



Violence victimisation (past year) by 57%



Cannabis use (lifetime) by 42%



Unintended teen pregnancy by 41%



High-risk drinking (current) by 35%



Early sex (before age 16) by 31%



Smoking tobacco or e-cigarettes (current) by 24%



Poor diet (current; <2 fruit & veg portions daily) by 16%

# But.....

- These outcomes are NOT inevitable
- Plenty of people have 4+ ACEs and don't experience these outcomes
- So what has made a difference to them?

# Resilience

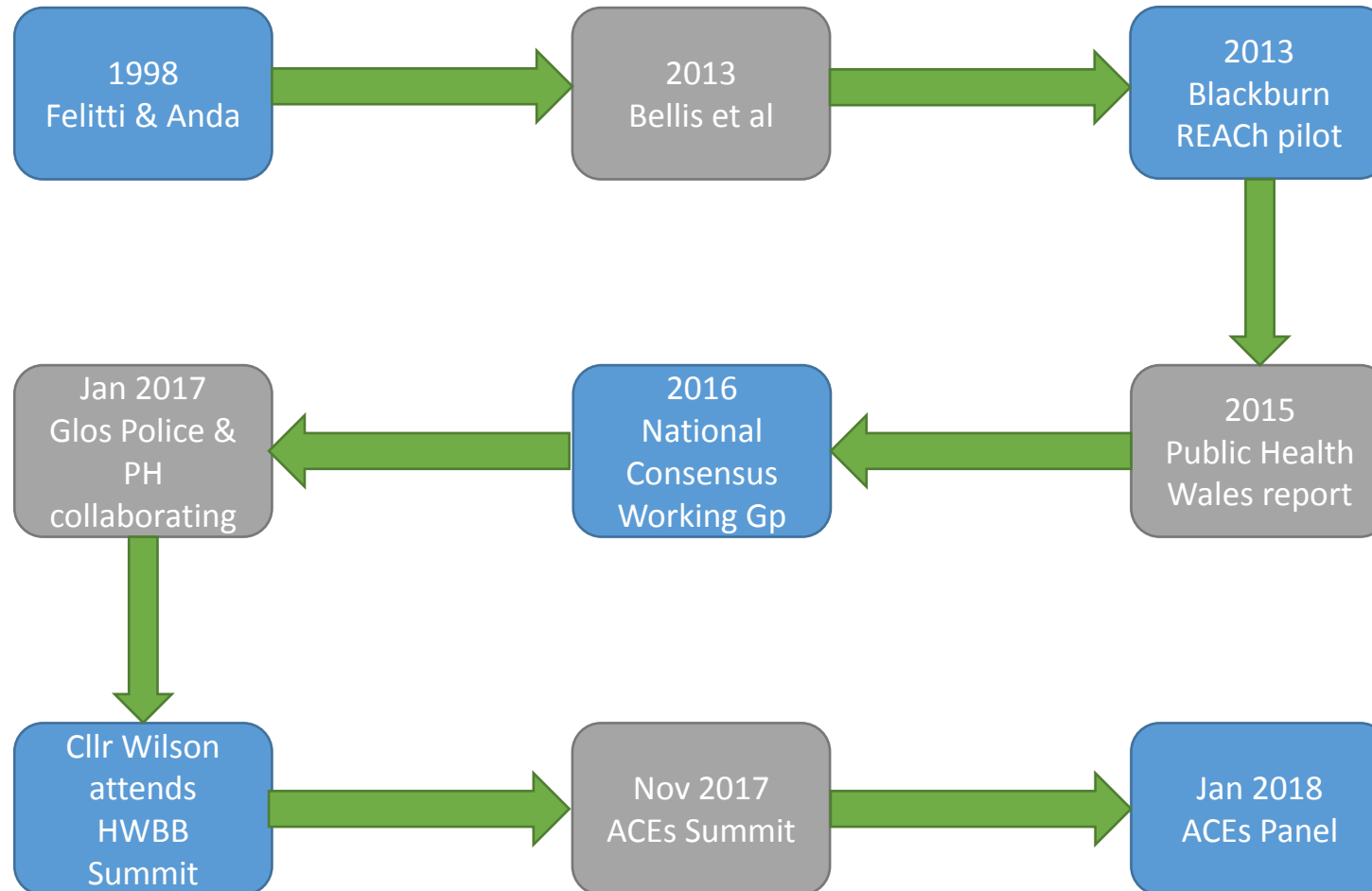


# What can we do about ACEs?

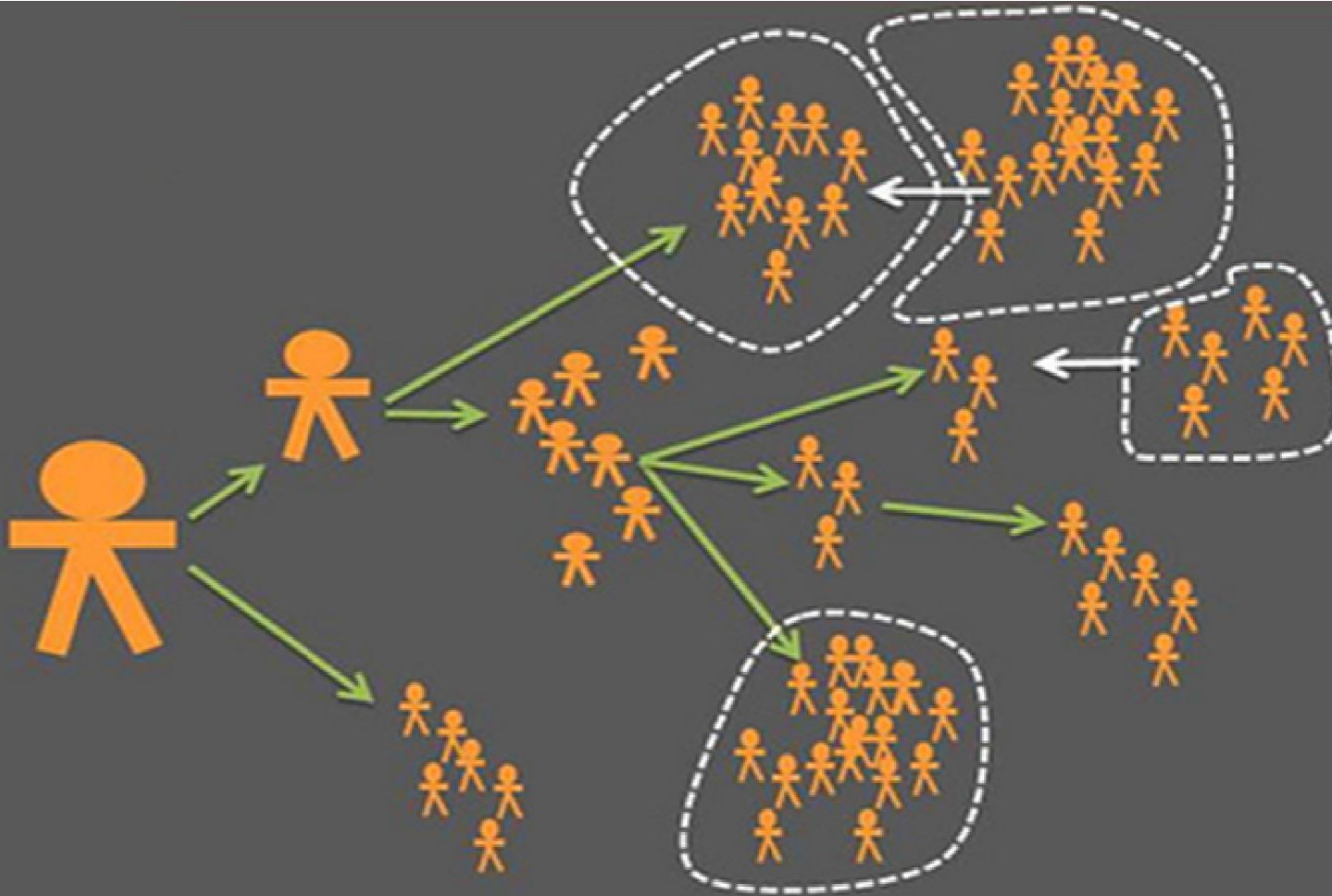
Building childhood resilience – the evidence:

- Family support
- Positive social connections/network
- Sport
- Mindfulness/meditation
- Trusted adult
- Positive role model
- Inclusion

# The journey so far . . .



# Our approach



Small set of behaviours x small group of people x networks of influence = viral change  
Critical mass + critical mass = social (copying) tipping point (new idea epidemic)

→ Social conformity  
→ Idea infection



# Kotter's model for leading change



# Community Empowerment

## What are community health assets?

All communities have health assets that can contribute to positive health and wellbeing

The skills, knowledge and commitment of individual community members

The resources and facilities within the public, private and third sector



Friendships, good neighbours, local groups and community and voluntary associations

Physical, environmental and economic resources that enhance wellbeing



# What is already happening?



The Nelson Trust  
Passionate about Recovery.



# Draft ACEs Strategy (1)

## **Our Vision**

Resilient communities acting on ACEs

## **Our Mission**

Be *AWARE*, *ASK* about, *ACT* on ACEs

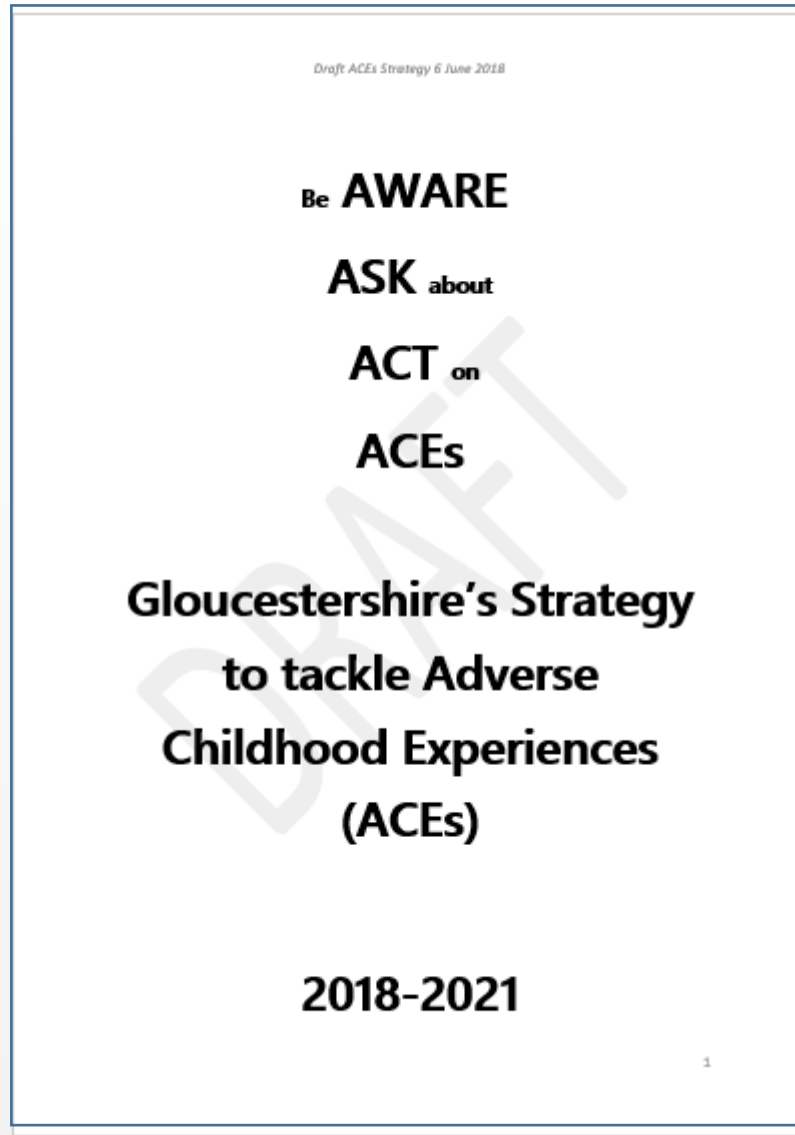
Building resilience will defeat ACEs

# Draft ACEs Strategy (2)

## Our Values / Beliefs

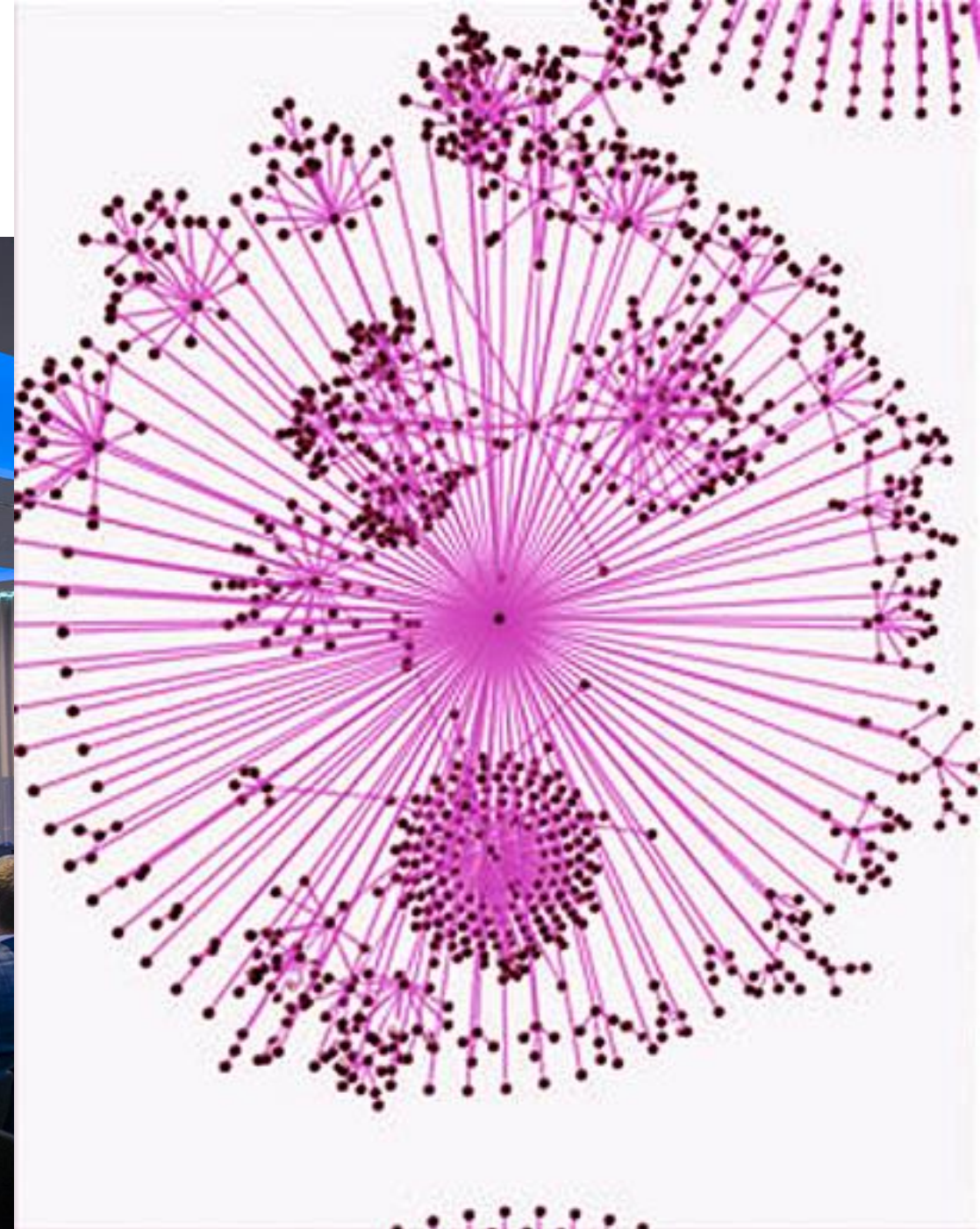
- Communities and organisations acting together will:
- Prevent ACEs
- Build resilience against long-term harm from ACEs
- There is always hope; the potential negative impacts of ACEs can be overcome

# Draft ACEs Strategy (3)



**7 Strategic Objectives / Promises**

# ACEs Conference 2018





# What can leadership Gloucestershire do?

- Agree to support an ACEs informed approach in Gloucestershire
- Offer comment on the draft ACEs strategy
- Consider how you can support the work of the ACEs strategy
  - *Join the movement - be part of the network*
  - *Who are your champions?*
  - *How can the strategy live within your organisation?*
  - *Call on the panel for advice*
  - *Make it personal as well as professional*

**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES**

**AGENDA  
ITEM NO**

**12 JULY 2018**

**9**

<b>Report Title</b>	<b>CAPITAL PROJECT MONITORING</b>
<b>Purpose of Report</b>	To inform Committee of progress on capital projects within its remit. <ol style="list-style-type: none"> <li>1. Littlecombe Business Units</li> <li>2. Brimscombe Port Development</li> <li>3. Homes for Rent</li> <li>4. ICT Investment</li> </ol>
<b>Decision(s)</b>	<b>The Committee:</b>  <b>1) RECOMMENDS to Council that the following delegations be provided to the Head of IT:</b>  <ol style="list-style-type: none"> <li>i. To invite tenders and accept tenders where provision has been made in the budget subject to both the Contract and Procurement and Financial Procedure Rules.</li> <li>ii. To ensure procedures are in place (and communicated) to protect Council ICT assets from any inappropriate activity, use, loss or removal. This will include adhering to all appropriate legislation and Council rules regarding the acquiring, use, retention and removal/destruction of all Council ICT assets (including information).</li> <li>iii. To procure contracts, additional goods, works and services as appropriate which fall within this area of responsibility subject to such being within approved budget and not contrary to policy.</li> </ol> <b>2) RESOLVES to note the remainder of the report.</b>
<b>Consultation and Feedback</b>	Details are contained within the body of the report.

<p><b>Financial Implications and Risk Assessment</b></p>	<p>There are a number of updates included in this report that will impact on the Council's wider capital programme and subsequently the capital financing.</p> <p>It is unclear at this stage what effect these updates will have on the capital expenditure profile and the capital financing available to support it. Any changes will need to be considered alongside a wider review of the Council's capital programme and Medium Term Financial Plan as part of the 2019/20 budget setting process.</p> <p>David Stanley – Accountancy Manager (Section 151 Officer)  Tel: 01453 754100  Email: <a href="mailto:david.stanley@stroud.gov.uk">david.stanley@stroud.gov.uk</a></p>
<p><b>Legal Implications</b></p>	<p>There is an additional purpose of this report which is to seek agreement for the Scheme of Officer Delegations to be amended so as to give the Head of IT the delegated authority as set out under number 1 of the Decision(s). Full Council will need to approve the delegating of this authority to the Head of ICT. Those decisions (set out under number 1 of the Decision(s)) currently would be made (when in accordance with SDC policy and procedure) under the appropriate Director's general power at paragraph B1.2 of the Scheme of Officer Delegations, which would remain should Committee decide not to recommend to Council to delegate authority to the Head of IT.</p> <p>The remainder of this report is provided for information purposes only. The Council has a legal requirement to ensure that it monitors and reviews its capital expenditure in line with the approved budgets for the relevant year. Further legal implications will be considered when the particular projects require decisions of the committee. Any planning for investment will need to take account of and allow time for the relevant procurement procedures to take place. Any updates to strategic risks pertinent to the programmes should be included in the Strategic Risk Register as appropriate.</p> <p>Craig Hallett, Solicitor &amp; Deputy Monitoring Officer  Tel: 01453 754364  Email: <a href="mailto:craig.hallett@stroud.gov.uk">craig.hallett@stroud.gov.uk</a></p> <p>RD28.06C29.06</p>

<b>Report Authors</b>	<p>Jill Fallows –Property Manager Tel: 01453 754433 Email: <a href="mailto:jill.fallows@stroud.gov.uk">jill.fallows@stroud.gov.uk</a></p> <p>Leonie Lockwood – New Homes and Regeneration Manager Tel: 01453 754153 Email: <a href="mailto:leonie.lockwood@stroud.gov.uk">leonie.lockwood@stroud.gov.uk</a></p> <p>Barry Wyatt - Director of Development Services Tel: 01453 754210 Email: <a href="mailto:barry.wyatt@stroud.gov.uk">barry.wyatt@stroud.gov.uk</a></p> <p>Mark Fisher – Head of IT Tel: 01453 754258 Email: <a href="mailto:mark.fisher@stroud.gov.uk">mark.fisher@stroud.gov.uk</a></p>
<b>Options</b>	<ul style="list-style-type: none"> <li>• The Committee can decide not to delegate authority to the Head of It</li> <li>• The remainder of the report is for information only</li> </ul>
<b>Performance Management Follow Up</b>	Update reports are brought to Committee on a regular basis
<b>Background Papers/ Appendices</b>	Appendix A – Brimscombe Port: Key Milestones Appendix B - Planned IT capital investments 2018/19

## 1. Littlecombe Business Units – Dursley

- 1.1. Officers are pleased to report that WPD have completed the works relating to the electricity supply, practical completion has been achieved within budget and the business units have been handed over to SDC.
- 1.2. The finished units continue to be actively marketed, with Heads of Terms already agreed for 2 of the medium sized units. Now the business park is completed officers expect that there will be additional interest in the site, particularly from parties who have been awaiting completion.
- 1.3. Details and photographs of the units can be found using the following link to our agent: [https://www.ashproperty.co.uk/Properties/Dursley - Phase II, Littlecombe Business Park, Lister Road.aspx](https://www.ashproperty.co.uk/Properties/Dursley_-_Phase_II,_Littlecombe_Business_Park,_Lister_Road.aspx)

## 2. Brimscombe Port Redevelopment

- 2.1. At the meeting held on the 12 April 2018, members approved a further £1.6 million of capital funding towards the cost of the infrastructure at Brimscombe Port to support the redevelopment of the site.

- 2.2. All of the highway issues have been resolved and the information is now with Gloucestershire County Council for final approval. The baseline flood model has been agreed with the Environment Agency (EA) and the modelling is progressing to establish whether the design takes the site out of flood risk.
- 2.3. Current development proposals superimposed onto the plans indicate that more work is required to resolve all of the flooding issues and a revision of the master plan may be required to ensure that all of the development area is free from flood risk. This has delayed the programme as the modelling and design options are worked through with the EA to find a definitive design solution (see programme at Appendix A).
- 2.4. However, a positive meeting has recently been held with representatives from the EA who are supportive of finding a solution and have agreed to work towards the submission of a planning application in September. A further meeting is to be held with their biodiversity colleagues to look at possible improvements to the river bank.
- 2.5. CCTV drainage survey and a Ground Penetrating Radar survey have been carried out to help inform the scheme.
- 2.6. Meanwhile a consultant (Gleeds) have been appointed to provide advice and support in assessing the delivery options available to the council and to determine which of these would be the most appropriate means of progressing the scheme.
- 2.7. The first step is a workshop session with Investment and Development Panel to be held on the 9<sup>th</sup> July. This will be followed by soft market testing with potential partners in early September to establish market appetite and refine the proposal in order to stimulate competition in the OJEU procurement process to follow.
- 2.8. It is proposed that a delivery strategy is then presented to members at the Committee meeting on the 4<sup>th</sup> October 2018.
- 2.9. Work is progressing on the redrafting of the funding agreement with Homes England and the transfer of the freehold interest in the site from SVCC to the council.

### **3. Housing Initiatives - Investment Options**

- 3.1 The Capital Programme, approved by Council in January 2017, included a capital scheme of £8 million to support the provision of new homes for rent. This was on the basis that at best the investment would make a positive return or, at worst, would cover costs. However, after consideration, given the levels of subsidy required it was clear that even a 'covering the cost' option was not achievable.

Consequently the Capital Programme, as approved by Council in January 2018, reduced the capital scheme to £2 million and titled 'Housing Initiatives' in order to broaden the spectrum of potential schemes. Clearly the same constraints impact on the nature of schemes irrespective of the size of the budget.

- 3.2 A number of potential options are being worked up by officers that cover three sectors: 1) temporary accommodation 2) new affordable homes and 3) older persons' accommodation. A report will be brought to a future meeting setting out options under these sectors. In advance of this further report progress has been made (at no cost to the capital budget) in securing new temporary accommodation in conjunction with a third party management company, as a pilot.
- 3.3 Each option will include consideration of the financial and legal issues. At a future meeting, members will need to consider their appetite for offering financial support to a housing initiative in light of the financial and legal advice. This may include options where there may be no financial return to the authority but there may be some indirect saving or return, or if their wish is to invest in a capital asset where the value is retained within the property, or where the investment reduces the pressure on other council services.

#### **4. ICT Investment**

- 4.1. A strategic review of our ICT has been completed by SOCITM (the society of IT managers). Their review encompasses our current systems, infrastructure, service needs and the likely future use and demands on our ICT service by the wider council service areas, including associated risks. A draft report containing key recommendations has been produced for consideration by Corporate Team and a briefing session for members of Strategy and Resources has been delivered.
- 4.2. The review essentially describes a way forward for making improvements to the structure of the ICT service, the management of the service and how the ICT service should be managed by the organisation, where the business establishes a management framework for setting the priorities for the ICT service to ensure it is aligned with the wider business objectives.
- 4.3. The Capital Programme, includes a capital scheme of £1.8m for ICT investment over the next 4 years. However, we anticipated the profiling of the expenditure would change significantly as a result of the SOCITM report and recommendations.
- 4.4. Therefore, it is proposed that the capital scheme is reprofiled over a five year period to meet the already identified need to develop a continuous ICT capital investment programme linked to projected ICT product life cycles.

4.5. There is the need to invest in new systems, services and practices to enable and support business change and deliver improved services to customers. As the ICT strategy is developed these additional capital investment requirements will become clearer.

4.6. We should also note that in order to ensure the implementation of our revised ICT investment strategy that we draw upon the best sector based learning and experience. We have worked with the LGA on a project to share information supporting councils to lever the highest levels of productivity from their use of ICT. Through this we have been awarded funding from the LGA to support the employment of an ICT productivity expert, with previous experience in other Local Authorities, who can support us in planning and implementing the delivery of the right ICT infrastructure and systems, drawing on past lessons and the SOCITM review. These projects will be managed so that one leads straight into the other through quarter 4 of the financial year.

4.7. Planned IT capital investments this financial year are shown in the table at Appendix B along with the current status. The current budget profile allocates £400,000 of the £1.8m in 2018/19.

4.8. In order to ensure the programme progresses without delays, it is recommended to committee that the Head of IT be provided with the following delegations:

- I. To invite tenders and accept tenders where provision has been made in the budget subject to both the Contract and Procurement and Financial Procedure Rules.
- II. To ensure procedures are in place (and communicated) to protect Council ICT assets from any inappropriate activity, use, loss or removal. This will include adhering to all appropriate legislation and Council rules regarding the acquiring, use, retention and removal/destruction of all Council ICT assets (including information).
- III. To procure contracts, additional goods, works and services as appropriate which fall within this area of responsibility subject to such being within approved budget and not contrary to policy.

## APPENDIX A

### Brimscombe Port – Key Milestones July 2018

	Activity	Date	Status
a)	Interim LA review of engineering options	29 August 2017	Completed
b)	SWDRP Workshop (Peer Review)	8 September 2017	Completed
c)	Submission of HIF bid	21 September 2017	Completed
d)	Information Evening for all Councillors	12 October 2017	Completed
e)	Project Board meeting	25 October 2017	Completed
f)	Submission of LEP bid	10 November 2017	Completed
g)	Project Board meeting	6 December 2017	Completed
h)	Announcement of HIF bid (unsuccessful)	1 February 2018	Completed
i)	Budget costs from Atkins	14 February 2018	Completed
j)	Project Board meeting	19 Feb 2018	Completed
k)	Announcement of LEP bid (unsuccessful)	20 February 2018	Completed
l)	Decision to include infrastructure in main developer agreement	April 2018	Completed
m)	Strategy and Resources Committee	12 April 2018	Completed
n)	Project Board meeting	14 May 2018	Completed
o)	Decision to proceed with consultancy support for procurement of a partner	14 May 2018	Completed
p)	Strategy and Resources Committee	14 June 2018	Completed
q)	Investment and Development Panel Workshop	9 July 2018	
r)	Strategy and Resources Committee	12 July 2018	
s)	Project Board meeting	30 July 2018	
t)	Review of draft delivery strategy by Project Board	30 July 2018	
u)	Soft market testing with potential partners	August 2018	
v)	Project Board meeting	24 September 2018	
w)	Review of final delivery strategy report	24 September 2018	
x)	Sign off to engineering design from EA	Sept 2018	
y)	Public consultation on design of infrastructure	Sept – Mid Oct 2018	
z)	Public consultation on Development Brief	Sept – Mid Oct 2018	
aa)	I&D Panel	1 October 2018	
bb)	Strategy and Resources Committee	4 October 2018	
cc)	Approval from S&R to Delivery Strategy and decision to proceed with procurement of partner/developer	4 October 2018	
dd)	Submit planning application for all infrastructure	October 2018	
ee)	Submit outline planning application for phase 1	October 2018	
ff)	Project Board meeting	19 November 2018	
gg)	I&D Panel	26 November 2018	
hh)	Planning approval for infrastructure across all phases and outline for phase 1	January 2018	
ii)	Strategy and Resources Committee	17 January 2019	
jj)	Strategy and Resources Committee	7 March 2019	
kk)	Selection of partner	Sept 2019	
ll)	Earliest date for vacant possession of buildings	Jan 2020	
mn)	Prep of planning application for development	Sept 2019 – March 2020	
nn)	Planning approval for residential	June 2020	
oo)	Construction mobilisation and completion of development	Aug 2020 to Aug 2022	

**NB** The dates beyond the black line are subject to change due to reliance on third parties.



**APPENDIX B**  
**Planned IT capital investments 2018/2019**

<b>Description</b>	<b>Projected Cost</b>	<b>Actual Cost</b>	<b>Status</b>
SAN - tier1 storage	£38,000	£tbc	Seeking quotes
Server upgrades -part 1	£40,000.00	£40,730.64	Order placed, awaiting delivery
Server upgrades -part 2	£40,000.00	£40,730.64	Will place order once server upgrades – part 1 has been completed
backup server disk array	£8,000	£5,389.67	Order placed, awaiting delivery
Install 2 x 24-core single mode fibre optic links, LB1-PABX & LB1-server room	£1,500	£2,880	Order placed, awaiting installation
high level Cat6a cabling of LB0	£4,500	4,462.50	Completed
Additional server licenses	£10,000	£tbc	Seeking quotes
Telephony system upgrade	£14,500	£tbc	Seeking quotes
Lease line upgrades	£16,000	£tbc	Seeking quotes
Network replacement	£160,000	£tbc	Scoping project

**STROUD DISTRICT COUNCIL**  
**STRATEGY AND RESOURCES**

**AGENDA  
ITEM NO**

**10**

**12 JULY 2018**

<b>Report Title</b>	<b>SUBSCRIPTION ROOMS, STROUD</b>
<b>Purpose of Report</b>	To authorise the sale of the freehold of the Subscription Rooms (which includes the adjoining forecourt) to Stroud Town Council and completion of associated works and agreements including grant payment.
<b>Decision(s)</b>	<p><b>The Committee RESOLVES to:</b></p> <ol style="list-style-type: none"> <li><b>1. Transfer the Council’s freehold interest in the Subscription Rooms (which includes the forecourt) and the business operated therefrom to Stroud Town Council for a consideration of £1, subject to the following:</b> <ol style="list-style-type: none"> <li><b>(a) exchange of contracts for the transfer (to include (i) agreed terms in respect of the matters referred to in resolutions (b), (c) and (d), (ii) overage provisions (iii) terms relating to the application of TUPE and (iv) any interim management arrangements) to be exchanged by the 30th September 2018 with completion of the transfer to take place on or before the 31<sup>st</sup> March 2019.</b></li> <li><b>(b) the provision of a one-off grant of £230,000 to the Town Council towards the operating costs, subject to the completion of a grant agreement.</b></li> <li><b>(c) this council funding the costs of and procuring the works to replace the roof and to carry out repairs to the flat roof and masonry, subject to a maximum cost of £125,000.</b></li> <li><b>(d) the sale to include fixtures and fittings and all fixed and movable assets as part of the transfer (currently valued at £20,000).</b></li> </ol> </li> <li><b>2. Subject to the above, to delegate authority to the Head of Property Services to approve the terms of the contract, transfer and all associated agreements.</b></li> </ol>
<b>Consultation and Feedback</b>	Group Leaders have been consulted on the Heads of Terms agreed. Councillor Whiteside has commented that they look appropriate.

**Financial Implications and Risk Assessment**

There are a number of financial implications arising from the decisions as set out in this report that members need to consider.

The provision of a one-off grant of £230,000 can be funded from the operating budget of the Subscription Rooms in 2019/20. Other things being equal, the budget would then be allocated as a budget saving from 2020/21 onwards.

The proposed capital expenditure up to a maximum value of £125,000 is not budgeted for and would need to be approved as part of the Council's capital programme. In order to finance this expenditure, it is recommended that the expenditure incurred on the replacement and repair of the roof is forward funded from the Capital Reserve. There is the option to reimburse the Capital Reserve from the 2020/21 revenue budget saving outlined above.

Fixtures and fittings (approximately £20,000), if included in the transfer, will need to be written-off against the revenue account in the current financial year.

The report also sets out the position the authority has taken with regard to the Town Council/Trust in the event that the covenants surrounding the transfer of the Subscription Rooms cannot be met. Overage on a market sale would be applied on a tapered basis.

Should members agree to the transfer, as set out in the report and subject to the delegation requested for the Head of Property Services, the operational budget will be removed and allocated as a budget saving. No further financial support to the Subscription Rooms will be available beyond the date of transfer.

The report also sets out 3 options:

- (1) Approve the resolution in the decision box;
- (2) Run the Sub Rooms with limited opening to reduce costs
- (3) close the building;
- (4) remarket the building on an unrestricted basis

The financial implications above are consistent with Option 1.

With regard to Option 2, no data has been provided to enable an assessment of the financial implications.

<p><b>Financial Implications and Risk Assessment</b> Cont'd/...</p>	<p>However, based the historic financial performance of the service and the 2017/18 outturn, it would not be unreasonable to suggest that the current level of subsidy required to support the service would be unlikely to reduce, even if this was run with limited opening. Members will recall from the December 2017 report to committee, there was a proposal to continue to provide the Subscription Rooms 'in-house'. This was not considered a viable option.</p> <p>If the decision was to pursue Option 3, the Council would incur costs associated with the discontinuation of the service (e.g. redundancy costs) which would need to be met from the operating budget of the Subscription Rooms.</p> <p>If the building was subsequently remarketed on an unrestricted basis, the Council may be able to realise a capital receipt.</p> <p>Therefore, Option 1 can be seen to forgo a Capital Receipt to the Council through the transfer of the asset to Stroud Town Council.</p> <p>David Stanley – Accountancy Manager (s151 Officer) Tel: 01453 754100 Email <a href="mailto:david.stanley@stroud.gov.uk">david.stanley@stroud.gov.uk</a></p>
<p><b>Legal Implications</b></p>	<p>The disposal of the Sub Rooms proposed by this report requires consideration of the implications of section 123 of the Local Government Act 1972 and of the State Aid Regulations. Those matters are dealt with in paragraphs 4.2 - 4.5 (inclusive) of this report.</p> <p>The Sub Rooms is listed as an Asset of Community Value and its disposal must be in accordance with the relevant provisions of the Localism Act 2011. Paragraph 4.1 of this report deals with this issue.</p> <p>TUPE will apply to the transfer of the business undertaking which will take place simultaneously to the transfer of the property i.e. 31<sup>st</sup> March 2019 or earlier by agreement.</p> <p>An over-arching contract for the transfer of the property and the undertaking will be prepared and will include all agreed terms in respect of asset and staff transfer, overage, grant conditions, repair works and interim arrangements for management of the business with a view to such agreement being concluded by the end of September.</p> <p>Alan Carr – Solicitor Tel: 01453 754357 Email: <a href="mailto:alan.carr@stroud.gov.uk">alan.carr@stroud.gov.uk</a></p>

<b>Report Authors</b>	Jill Fallows - Property Manager Tel: 01453 754433 Email: <a href="mailto:jill.fallows@stroud.gov.uk">jill.fallows@stroud.gov.uk</a>  Joanne Jordan – 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. Approve the resolution in the decision box 2. Run the Sub Rooms with limited opening to reduce costs 3. Close the building 4. Remarket the building on an unrestricted basis
<b>Performance Management Follow Up</b>	1. Exchange contracts by 30 <sup>th</sup> September 2018 3. Complete building works by October 2018 4. Complete Transfer of building, service and staff by 31 <sup>st</sup> March 2019
<b>Background Papers/ Appendices</b>	Appendix A - Heads of Terms and site plan

## 1. Background

- 1.1 At its meeting on 12<sup>th</sup> April 2018 this committee resolved to delegate authority to the Head of Property Services in consultation with the Director of Customer Services and Group Leaders to agree terms for a transfer of the Subscription Rooms and forecourt to Stroud Town Council, subject to a report back to Strategy & Resources Committee for approval.

## 2. Progress

- 2.1 Since the committee meeting officers have met with representatives from Stroud Town Council 5 times. The Town Council has demonstrated confidence in their business plan (for which they had consultant's advice) and have committed £50,000 working capital to the project. Heads of terms for the transfer of the freehold interest of the Subscription Rooms and forecourt have been negotiated and agreed and are shown at Appendix A of this report. Those terms have been negotiated with a view to securing the long term cultural and community use of the building which is considered to be important in sustaining and promoting the socio economic interests of Stroud town and district. The key terms are as follows:

- i. Consideration: £1
- ii. Permitted use: the Subscription Rooms and forecourt to be used as a venue for the provision of live entertainments and other cultural artistic and community activities. Additional restrictions are contained in the draft transfer which will be passed on should Stroud Town Council dispose of the premises in the future. Overage will also be payable should any of the restrictions be released in the next 40 years

- iii. Grant: a one off grant of £230,000, payable as a lump sum at the beginning of year one (2019/20), towards the operational costs for operating the venue in compliance with the permitted use. The figure of £230,000 is based upon the working capital required by the Town Council in their business plan. The grant agreement will be dated 31<sup>st</sup> March 2019 or earlier and the grant payment will be made on 1<sup>st</sup> April 2019.
- iv. Capital Works: Stroud District Council will replace the roof and carry out repairs to the flat roof and masonry, ideally by the end October 2018, but before the building is transferred - subject to a maximum cost of £125,000.
- v. Prior to transfer, Stroud Town Council will use all reasonable endeavours to secure the registration of a charitable trust (with appropriate objects) for the purpose of taking a lease of the property and will demonstrate that terms for such a lease have been agreed between the Town Council and the Trust. To this end the Town Council will endeavour to identify appropriate trustees and obtain their agreement to a draft trust deed before the end of June 2018.

2.2 **Tourist Information Centre (TIC)** - The Town Council's business plan does not provide accommodation for the TIC and this is reflected in the heads of terms. The TIC will have to vacate the building, subject to Community Services and Licensing Committee's decision on the future of the service.

2.3 **Repairs** -The District Council has agreed to replace the roof and carry out repairs to the flat roof and masonry. This has the benefit of this council being able to control the costs and quality of the works that it is paying for (the Town Council's consultant's estimate for these is c. £125,000). The repairs will ideally be carried out during the summer/early autumn this year, but before the building is transferred. Arrangements for this work will be provided for in the sale contract.

2.4 Members should, therefore, be aware that we are effectively carrying out the repairs "at risk". However, this is work that has been identified as being necessary for some time and will need to be undertaken if the council retains the building. If the transfer does not proceed and the council remarkets the property for an alternative use, it will arguably make the building more marketable.

2.5 **Fixtures and fittings** – fixtures and fittings and all fixed and movable assets, (excluding telephones and computers) will be included in the transfer to the value of £20,000.

### 3. Programme:

3.1 In the committee report of 12<sup>th</sup> April a programme was recommended to ensure that significant progress was made as quickly as possible and to

help satisfy the council that the disposal will promote the economic and/or social well-being of the district.

3.2 Significant progress has been made and key achievements at the time of writing the report have been:

- Heads of Terms for a transfer of the building and forecourt and the key legal documents for these have been drafted and are substantially agreed (subject to formal approval of the Town Council on 2<sup>nd</sup> July)
- Interim and transitional management arrangements for the business have also been agreed in principle
- 8 Trustees have been appointed to the newly forming 'Stroud Subscription Rooms Trust' and they are reviewing the draft Charitable Incorporated Organisation document provided by SDC's legal team
- An application to register the new trust is expected to be submitted to the Charities Commission by the end of June
- Stroud Town Council is appointing an architect with the aim of submitting a Listed Building application to enable any internal alterations to take place in August 2019

3.3 At the time of writing this report some issues are outstanding with regard to the detail in the legal agreements and a verbal update on whether these have been agreed and formally approved by the Town Council will be given at committee. Discussions are already progressing well with regard to how the practical handover of the building would happen.

3.4 It is proposed that contracts will be exchanged with the Town Council by the end of September 2019 with the District Council continuing to operate the current service up to 31<sup>st</sup> March 2019, but not beyond that date. This is both to demonstrate commitment from both parties and ensure progress continues at pace. It also enables the focus to move to the work required to successfully handover the operation of the building, including the transfer of staff and set up of the Trust by the end of March next year.

3.5 This will be documented by way of an overarching legal agreement that brings together the transfer document, overage provisions, grant agreement, CIO (Charitable Incorporated Organisation document) and the management and transfer of the business. Contracts will be exchanged by the end of September committing the Town Council to take the property, the service and the staff on, or before, 31<sup>st</sup> March 2019.

3.6 This means that the council's involvement with the building will end with handover at the end of March 2019, with the exception of monitoring the use of the grant monies.

3.7 The following is a summary of the programme of events and key dates

Date	Event	Responsibility
End of September 2018	Complete legal documentation	SDC & STC
End of September 2018	Exchange unconditional contracts	SDC & STC
By the end of Oct 2018	Replace roof and carry out flat roof and masonry repairs	SDC
Oct 2018 – end of March 2019	Operate current service	SDC
31st March 2019	Service, staff and property transfer	SDC & STC

#### 4 Other legal matters

- 4.1 **Assets of Community Value.** The Subscription Rooms is an Asset of Community Value. A notice to dispose of the asset was issued on 1<sup>st</sup> March 2017. The interim and full moratorium periods have ended but the (18 month) Protected Period does not end until 31<sup>st</sup> August 2018. In the event that a notice is issued to provide a further Protected Period of 18 months, a transfer can take place at any point within that period to a community Interest group, so this will not impact on the timing of any transfer to the Town Council.
- 4.2 **S123** This is a disposal at less than best consideration (the freehold interest in the building was put on the market with a guide price of £600k in 2017). In order to comply with section 123 of the Local Government Act 1972 the consent of the Secretary of State is therefore required for the disposal either by virtue of the 2003 General Consent or a specific consent in circumstances where the General Consent does not apply. The General Consent applies where (1) the authority considers that the disposal will help to secure the promotion or improvement of the economic, social or environmental well-being of its area and (2) the consideration does not amount to a subsidy exceeding £2 million.
- 4.3 The key terms and restrictions imposed by the district council (details of which are set out in Appendix A(6) and (7) of this report) are intended to secure the provision of cultural and community facilities for public benefit on the premises and to protect existing public access and use of the forecourt. Those key terms are supported by overage provisions to cover the possibility of any alternative uses or release of any restrictions in the future.
- 4.4 It is for the Council therefore to exercise its judgement as to whether the disposal would meet the criteria for application of the General Consent referred to in paragraph 4.2 (1) and provided it has reasonable grounds for concluding that it would, then the disposal would be lawful. Officers are of the view that the Council could reasonably draw that conclusion.



- 4.5 **State Aid.** The proposed disposal of the Sub Rooms does have the potential to be state aid, even though the proposed disposal is to a public body/charity. However, officers are satisfied that the “aid” in this case would fall within one of the new block exemptions introduced by Commission Regulation 651/2014. Article 53 of that regulation covers aid for culture and heritage conservation and expressly includes artistic and cultural centres, theatres, concert halls and other live entertainments etc. The exemption applies to both capital and revenue support.

## **5.0 Summary and Recommendation**

- 5.1 Group leaders have been consulted on the negotiations and the Heads of Terms agreed, in accordance with the current delegation and their comments are documented in the consultation and feedback box to this report where received.
- 5.2 Significant progress has been made by officers and the Town Council with the key terms and conditions for a transfer agreed, and the majority of the legal agreements required also drafted and substantially agreed. However, if it is not possible to exchange or complete the transfer of the Subscription Rooms the matter will be referred back to committee for consideration.
- 5.3 The transfer will bring to an end the ongoing subsidy that is required to keep the building open and provide the current level of service and no further financial support to the Subscription Rooms will be available beyond the date of transfer. However, the Subscription Rooms is a valuable asset and the transfer will also secure the ongoing provision of cultural and community facilities for public benefit on the premises and protect existing public access and use of the forecourt.
- 5.4 Committee is therefore recommended to authorise the sale of the freehold of the Subscription Rooms (which includes the adjoining forecourt, fixtures and fittings etc.) and transfer the business to Stroud Town Council on the terms set out in this report, including the provision of a grant and completion of repair works to the structure.

### Heads of Terms

1. Seller: Stroud District Council, Ebley Mill, Ebley Wharf, Stroud, Glos
2. Purchaser: Stroud Town Council, Thanet House, 58 London Road, Stroud, Glos GL5 2AD
3. Property: Stroud Subscription Rooms and forecourt, George Street, Stroud as shown outlined in red and blue respectively on the attached plan.
4. Consideration: £1 (one pound)
5. Fixtures & Fittings: An inventory and valuation of the fixtures and fittings to be included in the transfer.
6. Permitted Use: The Subscription Rooms and forecourt to be used as a venue for the provision of live entertainments and other cultural artistic and community activities and any other use which is incidental or ancillary to the Permitted Use and which assist in securing the Well Being Objective (securing the promotion or improvement of the economic, social or environmental well being of the district of Stroud).
7. Restrictive Covenants: Stroud Town Council will be required to enter into covenants with Stroud District Council
  - To make parts of the property available for bookings for the purpose of putting on live and other entertainments
  - To have a varied programme of live entertainment suitable to a wide variety of social groups and to enhance the reputation of the property as an arts and entertainment venue locally and regionally.
  - To make appropriate parts of the building available for public exhibitions, educational events and other community uses at all reasonable times and at reasonable cost.
  - To permit the free use of the forecourt for public passage and assembly
  - To comply with the grant conditions
  - To comply with the overage conditions - overage will be triggered by any event which has the effect of discharging or modifying the covenants contained in the transfer or the obtaining of a planning permission which (if implemented) will conflict with the covenants. The overage payable will be the difference between the unrestricted market value and the restricted value of the property on a tapering basis (100% in year one reducing to 0% after 40 years)
  - To keep the building in good and substantial repair
  - Not to make any disposition of the premises unless the purchaser enters into a deed of covenant on the same terms as the transfer to the Town Council

8. Capital Works: Stroud District Council will replace the roof and carry out repairs to the flat roof and masonry by October 2018.
9. Grant: Stroud District Council will provide a one-off grant of £230k (payable in one lump sum) towards the operational costs for operating the venue in compliance with the permitted use (from April 1<sup>st</sup> 2019).
10. Other Conditions:
  - i. Stroud Town Council will submit a Listed Building application for its proposed alterations to the property by the 30<sup>th</sup> June 2018
  - ii. Stroud District Council will cease operating the service on the 31<sup>st</sup> March 2019.
  - iii. Exchange contracts by end of September 2018. Stroud District Council will continue to operate the current service until completion and transfer of the property, service and staff on 31<sup>st</sup> March 2019 or earlier by agreement.
  - iv. Prior to transfer the Town Council will use all reasonable endeavours to secure the registration of a charitable trust (with appropriate objects) for the purpose of taking a lease of the property and demonstrate that terms for such a lease have been agreed between the Town Council and the Trust. To this end the Town Council will endeavour to identify appropriate trustees and obtain their agreement to a draft trust deed before the end of June 2018.
11. Costs: each party will be responsible for its own costs in this matter.

