



# STROUD DISTRICT COUNCIL

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6 December 2019

## STRATEGY AND RESOURCES COMMITTEE

A meeting of the Strategy and Resources Committee will be held on **TUESDAY 17 DECEMBER 2019** in the Council Chamber, Ebley Mill, Ebley Wharf, Stroud at **7.00pm**.

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 3 October 2019.
- 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 THURSDAY 12 DECEMBER 2019**  
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 **COUNCIL TAX – LONG TERM EMPTY PROPERTY PREMIUM**  
To consider proposals for changes to Long Term Empty Property Premiums.

- 6 REDEVELOPMENT OF BRIMSCOMBE PORT**  
To seek approval to documents for the procurement of a developer partner for the redevelopment of the Port and to commence the procurement of the infrastructure for the phase 1 works.
- 7 BUDGET MONITORING REPORT 2019/2020 QUARTER 2**  
To present to the Committee a forecast of the outturn position against the General Fund revenue budget and capital programme and Housing Revenue Account for 2019/20 in order to give an expectation of possible variances against budget and items to be considered as part of the budget setting process.
- 8 REVIEW OF THE COUNCIL'S CONSTITUTION**  
To request authority to be given to the Monitoring Officer to carry out a review of the Constitution and to re-establish the Constitution Working Group.
- 9 RECOMMENDATION FROM ENVIRONMENT COMMITTEE – 24 OCTOBER 2019**  
  
To be presented by Councillor Simon Pickering, Chair of Environment Committee.  
  
Community Infrastructure Levy (CIL) Spending Allocations (Agenda Item 5)  
  
That funding commitments are agreed according to the report.
- 10 CORPORATE DELIVERY PLAN PROGRESS**  
To consider the progress made in Quarter 2 on the Corporate Delivery Plan Key Actions for 2019/20.
- 11 LGA CORPORATE PEER CHALLENGE ACTION PLAN UPDATE**  
To note the progress made in Quarter 2 on delivering the Action Plan resulting from the LGA Corporate Peer Challenge.
- 12 WORK PROGRAMME**  
To consider the work programme.
- 13 MEMBER\OFFICER REPORTS**  
a) Investment and Development Panel  
b) Gloucestershire Economic Growth Joint Committee (GEGJC) and Scrutiny Committee
- 14 MEMBERS' QUESTIONS**  
See Agenda Item 4 for deadline for submission.

### **Members of Strategy and Resources Committee 2019/20**

**Councillor Doina Cornell (Chair)**

**Councillor Martin Whiteside (Vice-Chair)**

Councillor Nigel Cooper

Councillor Stephen Davies

Councillor Nick Hurst

Councillor Keith Pearson

Councillor Simon Pickering

Councillor Steve Robinson

Councillor Mattie Ross

Councillor Tom Skinner

Councillor Chas Townley

Councillor Ken Tucker

Councillor Debbie Young



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## STRATEGY AND RESOURCES COMMITTEE

3 October 2019

7.00 pm – 10.40 pm  
Council Chamber, Ebley Mill, Stroud

# 3

### Minutes

#### Membership:

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

P = Present                      A = Absent

#### Other Member Present:

Councillor Studdert-Kennedy

#### Officers Present:

Chief Executive	Interim Head of Legal Services and Monitoring Officer
Interim Director of Resources and Section 151 Officer	Revenue and Benefits Manager
Director of Development	Democratic Services and Elections Officer
Principal Accountant	
Canal Manager	

#### Others Present:

Dev Chakraborty, Deputy Chief Executive, GFirst LEP  
Katie Jenkins, Director of Local Industrial Strategy, GFirst LEP

#### SRC.028

#### APOLOGIES

An apology for absence was received from Councillor Cooper. Councillor Young would be arriving a little late to the meeting.

#### SRC.029

#### DECLARATIONS OF INTEREST

Councillor Young declared an interest at the beginning of Agenda Item 10 - Proposals for a District Lottery because she had community interests as a Director of Severn View Food Project and was also on the Youth Club Management Committee. Both of these organisations would probably apply to access funds from the lottery in the future and she felt that it would be inappropriate for her to be present when this item was being presented.

The Interim Head of Legal Services and Monitoring Officer advised that at this stage there would not be an interest for any Members and that, in his opinion, there was no need to declare an interest as this was to agree the principle of the lottery.

**SRC.030**                      **MINUTES**

**RESOLVED**                      **To approve as a correct record the Minutes of the meeting held on 11 July 2019.**

**SRC.031**                      **PUBLIC QUESTION TIME**

There were none.

**SRC.032**                      **LOCAL ENTERPRISE PARTNERSHIP (LEP)**

Katie Jenkins, Director of Local Industrial Strategy, GFirst LEP gave a powerpoint presentation on the Local Industrial Strategy. The main focus of the strategy would be on how to improve productivity within the county and the importance to also align with all other strategies.

The question was asked of Committee, are you comfortable to put the SDC logo onto this document once it had been completed? It was hoped that all district councils would buy into the strategy, which would be an important statement for Gloucestershire to get behind before it was submitted to Central Government. The strategy was currently out for consultation until 31 October 2019. Comments would be welcomed on the link within their website.

In reply to questions the following answers were given:-

- It would not be easy to get people around our rural area, a rail strategy was being explored and also other technologies are in the pipeline that would help.
- Local Plans would fit in with the draft Local Industrial Strategy.
- There is currently no funding available for the missing motorway link.
- Working together, perhaps with co-operatives would be the way forward because of the big changes that would be happening in agriculture in the future.

Councillor Cornell stated that the Council could make their response collectively.

**SRC.033**                      **LOCAL COUNCIL TAX SUPPORT SCHEME**

The Head of Revenue and Benefits outlined the above report, drawing particular attention to protecting the most vulnerable. He confirmed that Members would be involved in the remodelling of the current scheme next year.

Councillor Cornell suggested that there was an additional paragraph added to the decision box, "That during 2020/21 a full review and modelling would be carried out." This was supported by Members and on being put to the vote, the Motion was unanimously carried.

**RECOMMENDED TO COUNCIL**

1. That it adopts the current default scheme for 2020/21, keeping the scheme unchanged.
2. That during 2020/21 a full review and modelling would be carried out.

**SRC.034****ADVANCE NOTICE OF THE PROPOSED USE OF COMPULSORY PURCHASE POWERS FOR COTSWOLD CANALS CONNECTED ('PHASE 1B')**

The Canal Manager outlined the purpose of the report which would give the Council the power to use compulsory purchase powers, if required. In the past negotiations had taken place with various landowners resulting in no action having to be taken. To have the power in place was important to safeguard the Council and also mitigate risks.

The Chair thanked Members, the Canal Manager, staff and all of the volunteers for their hard work.

On being put to the vote, the Motion was unanimously carried.

**RESOLVED**

- 1. To support the principle of compulsory purchase of land including (and in the vicinity of) the proposed route of the reinstated canal between Stonehouse and Saul Junction (Cotswold Canals Connected – Phase 1b).**
- 2. To instruct the Head of Property Services to return to this Committee with detailed proposals for a Compulsory Purchase Order (CPO) resolution, should that be considered necessary.**
- 3. To authorise the Head of Legal Services in consultation with the Head of Property Services to engage the services of Counsel as considered appropriate with regard to the preparation and processing of a CPO to confirmation.**

**SRC.035****LEGAL SERVICES OPTIONS**

The Interim Legal Services Manager outlined the recommendation to Committee confirming that the options appraisal had been discussed with the Legal Team.

The following replies were given to Members' questions:-

- If there were a conflict of interest One Legal would instruct a solicitor. One Legal already had a Conflict of Interest Policy in place.
- As much work as possible would be undertaken in-house but there would always be a need to instruct for external advice.
- The option to join One Legal was not about cost saving but resilience.
- Currently there was not a business case, only in principle.

The Chief Executive confirmed that One Legal would not undertake the possibility of working with Legal Services, if the Council were not serious about the option. It would take over 6 months to agree what would be right for Stroud. A Monitoring Officer would be maintained in Stroud, the feasibility of other officers being located here would be explored.

Councillor Young stated that she would like to see a detailed business case at Committee. The Chief Executive explained that she could bring back to Committee the business case and emphasised this has got to be financially worthwhile for the Council.

The Interim Head of Finance gave reassurance to Members that if the business case required extra money it would have to come back to Committee. The decision made tonight would give One Legal the assurance that we are serious about the option of Stroud joining them.

The Leader confirmed that if she had any concerns with the business case in the future she would bring a further report back to Committee.

The Interim Head of Legal Services and Monitoring Officer stated that a further report would contain sensitive information. He also said that the Legal Team need certainty of what is happening for their future and it would not be in their interests to prolong the uncertainty with a further report to Committee.

The Interim Head of Finance confirmed that the business case would at least start from a similar level as the current budget

The Leader proposed an amendment to the decision box to include the Group Leaders, instead of just herself as consultees on the business case. This amendment was supported by Members and on being put to the vote, the Motion was unanimously carried.

**RESOLVED**                    **Subject to the approval of a detailed Business Case (including the financial case) by the Chief Executive in consultation with the Section 151 Officer and the Group Leaders:**

1. To approve, the joining of the Stroud District Council's legal services with Cheltenham Borough Council, Gloucester City Council and Tewkesbury Borough Council (One Legal).
2. To transfer Stroud District Council's legal services staff to Tewkesbury Borough Council under the principles of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) on a date to be agreed by the Chief Executive.
3. To delegate Stroud District Council's legal service functions to Tewkesbury Borough Council, as host authority, in accordance with section 101(1) of the Local Government Act 1972.
4. To delegate authority to the Chief Executive, in consultation with the Group Leaders, to enter into the Section 101 Agreement, any other legal documentation and to take all necessary steps to implement the above-mentioned resolutions.

**SRC.036**                    **BUDGET STRATEGY 2020/21 TO 2023/24**

The Interim Head of Resources outlined the above report which was based on assumptions highlighting the uncertainty in the levels of future pay awards, no increase in the pension scheme and no further funding for UBICO. He drew attention to Appendix C clarifying that the Equilisation Reserve had been set up by Council a few years ago and would be used to buy ourselves time. A review of the costs of services to our customers through recharging through fees and charges would be carried out, with a list being compiled.

On being put to the vote, the Motion was unanimously carried.

**RECOMMENDED**            **To approve the Budget Strategy 2020/21 to 2023/24 as set out**  
**TO COUNCIL**                    **in this report.**

Councillor Young left the meeting.

### **SRC.037                      PROPOSALS FOR A DISTRICT LOTTERY**

The Interim Head of Resources explained the proposal for a district lottery and in response to Members' questions clarified the following points:-

- We did not need to go out to tender for the setting up of the lottery, the proposal was looked at in depth and Gatherwell were the only feasible ELM hence the request to appoint them in the recommendations.
- There would be a small setting up cost and also costs for promoting the lottery for the Council.
- Local charities and community groups could apply for funding.
- There is no financial risk to the Council if ticket sales end up being low

The Leader proposed a change to the decision box by amending paragraph 3. by deleting the words 'Interim Director of Resources' and replacing with the words 'Section 151 Officer'. This amendment was accepted by Committee.

In debate a few Members stated that they were against gambling. The Leader reiterated that it would be small local organisations within the District that would benefit, not the Council.

The Chief Executive stated that at her previous authority the community lottery was very successful. Tickets are usually purchased by direct debit and are carefully regulated. There would be a competition for Members and staff to come up with a name for the lottery.

The amendment was supported and on being put to the vote, the Motion was carried.

- RESOLVED**
- 1. To agree to implement a community lottery for the benefit of good causes within the district.**
  - 2. To appoint Gatherwell Limited as the External Lottery Manager to run the lottery on behalf of the Council.**
  - 3. To delegate authority to the Section 151 Officer to carry out the process of applying to the Gambling Commission for the appropriate licenses.**
  - 4. To agree the conditions at Appendix A for those organisations wishing to join the lottery.**

### **SRC.038                      BUDGET MONITORING REPORT 2019/20 TO 31 AUGUST 2019**

The Interim Accountancy Manager confirmed that the format of the report was different. Quarter 2 would be reported at December's meeting. Key areas within the report were highlighted and confirmation was given that the Council was in a positive position.

In response to a Member's question on the ICT underspend, confirmation was given that the consultants had submitted a report and work was being carried out.

On being put to the vote, the Motion was unanimously carried.

- RESOLVED**
- 1. To note the outturn forecast for the General Fund Revenue budget and Capital Programme.**
  - 2. To note the outturn forecast for the Housing Revenue Account.**

**SRC.039****CORPORATE DELIVERY PLAN PROGRESS**

The Chief Executive stated that progress on the Corporate Delivery Plan was readily available to Members through Excelsis and the report was a snapshot of progress at the end of Quarter 1. Excellent progress was being made in most areas. But CDP.8 was not currently looking good, despite staff making every effort with the Salvation Army. In future a progress report will be provided at each Committee meeting.

**RESOLVED**            **To note the progress made in Quarter 1 on the Corporate Delivery Plan Key Actions for 2019-20, as set out in Appendix 1 and highlighted in this report.**

In accordance with the Council's Constitution (Section 3: paragraph 6) Members voted to continue with the meeting after 10.00 pm.

**SRC.040****LGA CORPORATE PEER CHALLENGE ACTION PLAN PROGRESS**

The Chief Executive confirmed that interviews for the Directors posts would be taking place on 8, 9, 23 and 24 October 2019. Some of the candidates were internal and if successful may take up their post immediately. But it was expected that all of the Directors would be in place in the New Year when further progress on the action plan could be made.

On being put to the vote, the Motion was unanimously carried.

**RESOLVED**            **To note the progress made in Quarter 1 on implementing the LGA Corporate Peer Challenge Action Plan.**

**SRC.041****VISION 2050 SEVERN VALE DELIVERY BOARD**

In presenting the above report the Chief Executive outlined the background to the setting up of the board and its terms of reference in Appendix 1.

The following replies were given to Members' questions:-

- There was no hard and fast boundary.
- Updates would be given to Members' as and when projects emerged from other boards.
- More clarification was needed on 2050.
- The board sits below Leadership Gloucestershire.

The Council were taking a leading role and the key was what the benefits to community life and our residents would be. How can residents get around the District by public transport and not a car. The Environment Agency would be involved, along with other agencies. The third bridge presented the Council with opportunities.

On being put to the vote, the Motion was unanimously carried.

**RECOMMENDED TO COUNCIL**    **1. That the Terms of Reference for the Severn Vale Board set out at Appendix 1 are agreed; and**  
**2. Stroud District Council participates in the activities of the Board.**



**SRC.042****USE OF LAND AT SALMON SPRINGS, STROUD FOR THE PLANTING OF WOODLAND AND THE DEVELOPMENT OF A LOCAL CARBON OFFSETTING SCHEME**

The Director of Development outlined the above report to use Council owned land to plant trees to form a woodland. Individuals had already contacted him volunteering to make a cash contribution.

In reply to Members' questions the following points were made:-

- Giving the public access could be harmful and costs could escalate, eg managing a car park, providing dog bins and regular surveys being carried out.
- The Wildlife Trust had been contacted to achieve optimum use of the land.
- Gloucestershire City Council were encouraging each household to plant a tree.

Councillor Pickering said that this would be a starting point in looking at land management; woodland planting was important. The District of Stroud had 12% of woodland cover and could be increased to 24%-25%. Tree planting was a long term project.

Councillor Whiteside encouraged community involvement and recognised that there would be a need for a balance of access for the community. Work with other landowners, enablers, including the Town and Parish Councils could be undertaken.

On being put to the vote, the Motion was unanimously carried.

**RESOLVED**

1. **To repurpose land at Salmon Springs for the planting of woodland to store carbon, reduce the rate of surface water runoff, enhance biodiversity and provide a local amenity.**
2. **To instruct the Head of Property Services to identify other areas of land within Council ownership to provide for further climate change mitigation and adaptation schemes.**
3. **To bring forward proposals for the establishment of a locally based offset fund to provide further opportunities.**

**SRC.043****WORK PROGRAMME**

Constitution Working Group - At a future meeting of the Group Leaders a steer of what should be reviewed would be discussed.

Cotswold Canal Project – Bid to National Heritage Lottery Fund – report would be added onto the Agenda for the meeting on 30 January 2020.

**SRC.044****MEMBER OFFICE REPORTS**

- a) Performance Monitoring – a meeting had taken place on 26 September 2019 and a report had been circulated via email prior to the meeting. Councillor Pearson confirmed citrix would be coming to the end of its life in January 2020. 290 laptops had been purchased to replace the thin client citrix boxes. Updates on the canal and Brimscombe Port were also given.
- b) Investment and Development Panel – Councillor Cornell gave an update from the meeting held on 2 September 2019. There were discussions on Brimscombe Port, May Lane, Dursley and the Gloucestershire Investment Pipeline. The next meeting would be held on 28 October 2019.

- c) Leadership Gloucestershire Update – the Chief Executive updated on the July meeting. Councillor Cornell confirmed that there would be a meeting at Waterwells next week. The local transport plan was being revised and would be out for public consultation next year.
- d) Gloucestershire Economic Growth Joint Committee (GEGJC) and Scrutiny Committee – Councillor Whiteside confirmed that they had met a few weeks ago. The next meeting would be held on 30 October 2019 at Ebley Mill. All Members would be invited to attend.

**SRC.045**

**MEMBERS' QUESTIONS**

There were none.

The meeting closed at 10.40 pm.

Chair

## STRATEGY AND RESOURCES COMMITTEE

17 DECEMBER 2019

**5**

<b>Report Title</b>	<b>COUNCIL TAX – LONG TERM EMPTY PROPERTY PREMIUM</b>
<b>Purpose of Report</b>	To consider proposals for changes to Long Term Empty Property Premiums
<b>Decision(s)</b>	<p><b>The Committee RECOMMENDS to Council that the Long Term Empty Property Premium (currently set at 50%) is:-</b></p> <ol style="list-style-type: none"> <li><b>1. increased to 100% from 1st April 2020 for those properties which have been empty for two years and over;</b></li> <li><b>2. increased to 200% from 1st April 2020 for those properties which have been empty for five years and over;</b></li> <li><b>3. increased to 300% from 1st April 2021 for those properties which are/have been empty for ten years and over.</b></li> </ol>
<b>Consultation and Feedback</b>	Consultation has taken place with the representatives from all other Gloucestershire Councils, Housing Advice and empty homes team.
<b>Financial Implications and Risk Assessment</b>	<p>Financial implications are set out in detail in the body of the report.</p> <p>In general terms there will be an ongoing Council Tax benefit to the General Fund through an increase in taxbase. Where long term empty properties belong to the HRA this increases the Council Tax bill for those properties and further incentivises the work that is taken place to bring empty units into use.</p> <p>Andrew Cummings, Strategic Director of Resources Tel: 01453 754115 Email: <a href="mailto:andrew.cummings@stroud.gov.uk">andrew.cummings@stroud.gov.uk</a></p>
<b>Legal Implications</b>	<p>The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 amended the Local Government Finance Act with effect from the 2020/21 financial year to allow the maximum premium to increase incrementally subject to the relevant criteria being satisfied.</p> <p>Patrick Arran, Interim Head of Legal Services and Monitoring Officer Tel: 01453 754369 Email: <a href="mailto:patrick.arran@stroud.gov.uk">patrick.arran@stroud.gov.uk</a></p>
<b>Report Author</b>	Simon Killen, Revenue and Benefits Manager Tel: 01453 754013 Email: <a href="mailto:simon.killen@stroud.gov.uk">simon.killen@stroud.gov.uk</a>
<b>Options</b>	Leave the empty Homes Premium at 50%. This does not provide any further incentive for property owners to bring properties back in to use.

<b>Performance Management Follow Up</b>	Impact and outcome will be monitored on an on-going basis and will be reviewed annually with further changes considered as appropriate.
<b>Appendices</b>	Appendix A – Housing Revenue Account – Long Term Voids

## 1. BACKGROUND

Since 2013 Councils have been able to use their discretion to charge an additional 50% Council Tax, a premium, to long term empty properties which have been unoccupied and unfurnished for more than 2 years. This Council applied the 50% premium from 1st April 2016.

New legislation has been introduced increasing the premium to 100% then further incremental changes once properties have been empty for 5 and 10 years.

Unoccupied and unfurnished properties are awarded a 25% discount for the first 6 months, followed by the full 100% liability once the 6 months has expired. The premium becomes due once a property has been unoccupied and unfurnished for 2 years.

The empty property classification starts when the property becomes unoccupied and unfurnished. It does not start again as a result of a change in owner or tenant.

If a property becomes occupied or furnished this must be for a period of at least 6 weeks before it can be treated unoccupied and unfurnished again.

The decisions made so far support the council's strategy to bring empty homes back in to use more quickly and generate additional council tax income.

## 2. REASONS FOR RECOMMENDATION

In October 2015 152 properties had been empty for more than 2 years and became subject to the premium. The number of properties now is 193. Although the numbers have increased over the past few years the Government has reported that nationally, where Councils have been charging the premium consistently year on year, there has been a significant reduction in the number of homes being charged the premium.

The Government has introduced the changes as part of a number of measures to improve the housing market. It will increase council tax bill and incentivise owners to bring long-standing empty homes back into use.

A certain level of empty homes is inevitable and is a feature of a healthy housing market. However, properties which have been empty and unfurnished for 2 years or more are often subject to deterioration that can affect the fabric of the property, can cause damage to neighbouring homes and can attract other anti-social problems to the area. With increased pressure to find housing for people in need the Council wants to encourage homeowners to bring long term empty homes into use to the benefit of all residents.

Increasing the empty homes premium to the maximum allowed will send a clear message to owners that it is not acceptable to keep properties empty for long periods, often creating a local nuisance and wasting housing resource.

All Gloucestershire authorities have or are in the process of implementing these changes.

### 3. IMPACT OF CHANGES

Current position is as follows:

Empty Period	Number of properties	CTAX charge	50% Premium	Total	SDC%
2 years plus	193	297,108	148,554	445,662	53,479

Estimated impact of changes:

Empty Period	Number of properties	CTAX charge	Premium	Total	SDC%
2-5 years	111	163,443	163,443	326,886	39,226
5-10 years	53	84,767	169,534	254,301	30,516
10 years plus	29	48,898	146,694	195,592	23,471

### 4. IMPACT ON HRA

Tenant Services have been proactive in reducing the number of empty properties held within the council housing stock. Working in partnership with other service areas a recent initiative has been associated with preventing homelessness and providing temporary accommodation. A number of the empty properties are also already subject to the planned sheltered modernisation programme. Appendix A provides a breakdown of the properties and timeline.

Current position is as follows:

Empty Period	Number of properties	CTAX charge	Premium	Total
Current 2 years plus	41	51,311	25,655	76,966

The changes will have financial impact as outlined in the table below:

Empty Period	Number of properties	CTAX charge	Premium	Total
2-5 years	38	47,289	47,289	94,578
5-10 years	3	3,743	7,488	11,231

## 5. RECOMMENDATION

The proposal to increase the Council Tax premium will support the Council's priority to reduce the number of empty properties, whilst providing a modest increase in finances for the Council.

<b>Start date for level of premium</b>	<b>Length of time property has been empty</b>	<b>Level of Premium</b>
<b>From 1<sup>st</sup> April 2016</b> <i>Approved at Strategy and Resources Committee 1<sup>st</sup> October 2015</i>	<b>Properties which have been empty for 2 years or more</b>	<b>50% premium 1.5 x Council Tax is payable</b>
<b>From 1<sup>st</sup> April 2020</b>	<b>Properties which have been empty for 2 years or more</b>	<b>100% premium 2 x Council Tax is payable</b>
<b>From 1<sup>st</sup> April 2020</b>	<b>Properties which have been empty for 5 years or more</b>	<b>200% premium 3 x Council Tax is payable</b>
<b>From 1<sup>st</sup> April 2021</b>	<b>Properties which have been empty for 10 years or more</b>	<b>300% premium 4 x Council Tax is payable</b>

There are two exceptions in the legislation where the premium will not apply:

1. where the property is left empty by a serving member of the armed forces who is absent from the property as a result of such service
2. empty annexes.

## **Housing Revenue Account - Long Term Voids**

The majority (37) of the current long-term voids in the HRA are associated with the Sheltered Modernisation Programme, specifically the 'red schemes' (see report to Housing Committee in June 2016 Agenda Item 11):

- Ringfield Close, Nailsworth – 25 properties.
- Cambridge House. Dursley – 3 properties.
- Glebelands, Cam – 9 properties.

There are also:

- 2 long term voids at Gloucester Street in Wotton-Under-Edge which are part of a new build site.
- 1 ex-wardens unit which is currently undergoing works to be used for temporary accommodation.
- 1 ex-wardens accommodation which is part of an extended scheme at Broadfield Road, Eastington.

Now that the cap has been lifted on borrowing in the HRA, it is proposed that all these schemes are redeveloped for new homes by the Council rather than some sites being sold. Once a decision is made, moving tenants and undertaking the requisite surveys, feasibility, planning and tendering for the works for a new development takes some time. This means that properties can be empty and subject to void Council Tax payments for several years, before demolition begins. The current situation is as follows:

- Ringfield Close – planning application submitted, anticipated start on site Oct 2020.
- Cambridge House - viability tested and approval being sought to bring into the New Build Programme at Housing Committee ( see report on the Sheltered Modernisation Programme to Housing Committee 10<sup>th</sup> December 2019).
- Glebelands. Cam – feasibility stage, anticipated start on site Oct 2021.
- Gloucester Street – planning approval received, start on site not anticipated until 2022/23 due to the need to decant tenants from adjacent properties that form part of the development.
- Broadfield Road , Eastington – a planning application has been submitted for the scheme, start on site anticipated in Oct 2020.

Unless new regeneration schemes are identified, the current programme will result in the number of empty properties falling to two by November 2021.

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

**AGENDA  
ITEM NO**

**17 DECEMBER 2019**

**6**

<b>Report Title</b>	<b>REDEVELOPMENT OF BRIMSCOMBE PORT</b>
<b>Purpose of Report</b>	To seek approval to documents for the procurement of a developer partner for the redevelopment of the Port and to commence the procurement of the infrastructure for the phase 1 works.
<b>Decision(s)</b>	<p><b>The Committee RESOLVES:</b></p> <ol style="list-style-type: none"> <li><b>1. To approve the following documents for the procurement of a developer partner for the redevelopment of the port:</b> <ol style="list-style-type: none"> <li><b>a. The Supplier Questionnaire (SQ) questions</b></li> <li><b>b. The Tender Evaluation Matrix</b></li> </ol> <b>and to delegate authority to the Head of Property Services in consultation with the Chair and Vice Chair of Strategy and Resources to make minor amendments to these documents prior to finalising the documents for the launch of the procurement process.</b> </li> <li><b>2. To approve the procurement of a contractor for the infrastructure for phase 1 of the project on a design and build basis and to transfer the package over to the development partner who is delivering the residential/commercial development (once appointed) to co-ordinate, manage and deliver.</b></li> </ol>
<b>Consultation and Feedback</b>	Consultation has taken place with the Project Board, Investment and Development Panel and the Ward Councillor.
<b>Financial Implications</b>	<p>There are no financial implications arising directly from the report. The existing capital programme includes those sums which the Council is prepared to contribute to the development. Further financial implications can be reported at the end of the procurement process.</p> <p>Andrew Cummings, Strategic Director of Resources Tel: 01453 754115    Email: <a href="mailto:andrew.cummings@stroud.gov.uk">andrew.cummings@stroud.gov.uk</a></p>
<b>Legal Implications</b>	<p>There are no specific legal implications arising from this report which seeks authority for approval of process and strategy in relation to a future procurement exercise. There will be legal implications arising from the procurement process which will be set out in the report for the planned meeting in March.</p> <p>Patrick Arran, Interim Head of Legal &amp; Monitoring Officer Tel: 01453 754369    Email: <a href="mailto:patrick.arran@stroud.gov.uk">patrick.arran@stroud.gov.uk</a></p>
<b>Report Authors</b>	<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>



<b>Options</b>	The Council could choose not to develop a set of procurement documents to select a partner through the competitive dialogue route and market the site for sale, develop the site itself, or stop the project completely.
<b>Performance Management Follow Up</b>	Documents are reviewed by Project Board and update reports are brought to Investment and Development Panel. Regular Information Sheets are prepared for Strategy and resources Committee. A further report will be brought back to this Committee in March, before procurement commences.
<b>Background Papers/ Appendices</b>	Appendix 1 – Selection Questionnaire Appendix 2 – Tender Evaluation Matrix Appendix 3 – Comparison of Infrastructure Procurement Options Appendix 4 – Key Milestones

## 1. Introduction

- 1.1 At Strategy and Resources Committee on the 11 July 2019, members approved three of the tender documents for the procurement of a developer partner, using the competitive dialogue process, for the redevelopment of the Port namely the Output Specification, Value for Money Protocol and the Commercial Principles Paper.
- 1.2 The purpose of this report is to seek approval to further tender documentation, namely the questions for the Supplier Questionnaire (SQ), which is the pre-qualification stage to shortlist down to a minimum of 3 suppliers, and the tender evaluation matrix which is used to evaluate the final tenders submitted by bidders following the dialogue phase.
- 1.3 In addition, the report is seeking approval to commence the procurement of the infrastructure for the phase 1 works, which is all the work to the east of Brimscombe Hill.
- 1.4 A further report is proposed to be presented to Strategy and Resources Committee on the 5 March 2020 to seek approval to:
  - the Draft Heads of Terms for the Development Agreement,
  - the proposed agreement between the Council and the Parish Council for the Community Centre and
  - final approval to proceed with the procurement of a development partner.

## 2. Progress

- 2.1 **Planning** - Planning permission was submitted on 12 July for the infrastructure to include the reinstatement of the canal from Bourne Mill to Goughs Orchard lock, a new basin, a new access road off the A419 and bridge and road works on Brimscombe Hill to enable a canal and river crossing. At the same time a listed building application was submitted due to the fact that the demolition includes the modern buildings attached to the listed mill building and the Port House, which is in the curtilage of the listed building.
- 2.2 Feedback is still awaited from a number of consultees including the Environment Agency and Highways and an Environmental Statement (ES) is to be submitted by Atkins following the screening opinion from planning that the proposal is Environmental Impact Assessment (EIA) development and that an ES is required.

- 2.3 It is not clear at this stage when the application will be considered by the Development Control Committee as this will depend upon the timing of responses from third parties.
- 2.4 **Transfer of Brimscombe Port** - The legal process is well advanced for the transfer of the land from SVCC to the Council and this is due to conclude this calendar year. The amendments to the funding agreement with Homes England are also with solicitors and are progressing.
- 2.5 **Community Centre** - Further meetings have been held with the Parish Council, Stroud Valleys Canal Company (SVCC) and the Social Centre. The Parish Council has decided that it does not have the resources, either financial or practical, to develop and manage the size of community enterprise centre originally envisaged on the site. It wishes to work in partnership with SVCC and the Trustees of the Brimscombe and Thrupp Social centre to look at options for the possible replacement of the existing social centre (along with visitor and boaters facilities) on the site.

### **3. Procurement of a Developer Partner**

- 3.1 Members approved the Output Specification, Commercial Principles Paper and Value for Money Protocol in July. These are three of the key documents for the tender package for the procurement of a developer partner.
- 3.2 Members are now asked to approve the SQ questions and the tender evaluation matrix. These are attached at Appendix 1 and 2 respectively.

#### **SQ Stage**

- 3.3 At SQ stage, which is the pre-qualification stage to shortlist down to 3 suppliers, the criteria has to be based on looking at the company's capacity, not how they propose to meet the contract. It is backward looking, assessing their experience and technical ability to carry out the project. It is not appropriate to consider matters relating to the expected nature of the contract at this stage. The only criteria that can apply at SQ stage are economic and financial standing, technical or professional ability and failing to meet Regulation 23 of the EU Procurement Regulations, which relates to whether the bidder has been convicted for conspiracy, corruption, fraud etc.
- 3.4 There are standard questions that need to be asked and then a number of specific questions have been included for this project to provide us with case studies of previous projects etc. These are attached at Appendix 1.
- 3.5 The Council will use the replies to the SQ to shortlist the bidders down to 3 who will be taken through to the dialogue phase to work through their proposals.

#### **Tender Stage**

- 3.6 The Council will close the dialogue once it has identified one or more solutions capable of meeting its needs. Once it has been declared that the dialogue has ended, bidders will be asked to submit their final tenders.

- 3.7 Following tender submission, the Council may clarify, specify or fine-tune aspects of a tender but this must not involve changes to the basic features of the tender (or invitation) if such changes are likely to distort competition or have a discriminatory effect.
- 3.8 The evaluation matrix at Appendix 2 sets out the questions that the bidders will need to respond to and the weighting given to each. These responses will be scored by officers with specialist knowledge in those topic areas together with the Council's consultants, Gleeds. This will result in a preferred bidder and a recommendation will then be brought back to Committee for members to approve.

### **Soft market testing – Infrastructure Procurement**

- 3.9 A further soft market testing exercise was carried out in September. The predominant cause for concern between all those that engaged in this process was the inclusion in the procurement of a developer partner of the requirement to deliver both the canal reinstatement works along with the associated infrastructure to enable the site redevelopment.
- 3.10 The inclusion of the works together under the same contract is seen as very restrictive to the attractiveness of the scheme, with only one of the organisations who responded stating that they may be able to carry out the works by a specialist subcontractor. The extent of the infrastructure required is considered disproportionate to the size of land released for redevelopment and the number of new homes that can be delivered. There was a strong preference for these works to be tendered separately to the contractual partnership.
- 3.11 The Council could decide to continue with the procurement of a partner as planned and hope that, once the opportunity was launched and opened up to the full market, some developers would come forward. However, there is the risk of receiving no expressions of interest in the project.
- 3.12 Alternatively, in order to de-risk the project further the Council could consider a couple of options.
- Option 1 - Procurement and delivery of the canal and infrastructure works separately to the residential element through a Design and Build (D&B) contract (delivering the infrastructure itself).
  - Option 2 - Procurement of a D&B contract for the infrastructure works separately to the residential element to secure a fixed price and programme, but then transferring the package over to the developer partner who is delivering the residential/commercial development (once appointed) to co-ordinate, manage and deliver.
- 3.13 Either of the options will demonstrate to the market the Council's commitment to the project, and that feedback provided by the market has been taken on board to ensure the successful delivery of the site.
- 3.14 In terms of procurement, for either option, a mini competition through an existing framework could be utilised for the infrastructure works to minimise the delays to the programme and allow the developer partner procurement to commence at the earliest

opportunity. Either option would however, result in some delays to the programme. The benefits and disadvantages of both are set out in Appendix 3.

- 3.15 The developer partner would not be obliged to take on the contract and could procure a separate contract from its list of preferred suppliers. However, the contract procured by the Council would provide to the developer partner a market price for the works and the timescales involved in delivery that it could choose to accept.
- 3.16 It is recommended that the Council proceeds with option 2 and procures the contractor for the infrastructure on a Design and Build basis and transfers the package over to the developer partner who is delivering the residential/commercial development (once appointed) to co-ordinate and manage. This provides increased certainty for the developer partner, whilst limiting risk for the Council

### **Next steps**

- 3.17 The date for when a recommendation to proceed with the procurement process will be presented to Strategy and Resources Committee has moved from December to March. The decision to proceed is subject to various factors including the completion of the land transfer, the amendments made to the loan agreement with Homes England, the agreement for community facilities with the Parish Council, planning permission for the infrastructure and the market conditions being right. This information will not all be available until after the December meeting and hence the change in programme.
- 3.18 A re-run of the financial appraisal has provided sufficient comfort at this stage to proceed with the procurement process.
- 3.19 Once the Council has decided to proceed with procurement, a bidders' day is planned where interested developers will be given the opportunity to view the site and hear more about the project prior to the formal launch of the OJEU process.
- 3.20 The revised programme for the key milestones of the project is attached at Appendix 4.

## **4 Recommendation**

- 4.1 It is recommended that Strategy and Resources Committee approves the SQ questions and Tender Evaluation Matrix for the procurement of a developer partner for the redevelopment of Brimscombe Port and Option 2 for the procurement of a contract for the infrastructure for phase 1 of the project.

PQQ Question	Criteria	Evaluation Methodology / Minimum Selection Standards	Weighting												
C1: Supplier identity, key roles and contact information	N/A		N/A												
C2: Financial information	<p>The minimum standards of economic and financial standing that the Council requires for this Contract are:</p> <ul style="list-style-type: none"> <li>• minimum annual turnover of £14 million (fourteen million pounds) (Question C2-Q1);</li> <li>• minimum levels of insurance (or evidence that the Organisation can secure such insurances) as follows:                             <ul style="list-style-type: none"> <li>• employer’s liability insurance of £10 million (ten million pounds) for each and every claim (Question C2-Q2-1);</li> <li>• public liability insurance of £5 million (five million pounds) in the aggregate over any period of 12 months (Question C2-Q2-2);</li> <li>• professional indemnity insurance of £1 million (one million pounds) for each and every claim (Question C2-Q2-3); and</li> </ul> </li> <li>• a minimum liquidity ratio of 0.20 (Question C2-Q1-6).</li> </ul>	Pass Fail	N/A												
C2: Financial information (C2-Q1-6(S) only)	<p>The Council requires Participants to self-declare their liquidity ratio. The Council reserves the right to request audited accounts from Participants to evidence the liquidity ration given.</p> <p>Participants who have high levels of provide greater financial reassurance to the Council that they are able to deliver the Project in addition to existing development projects being undertaken with increased financial security.</p> <p>Participants who are able to demonstrate high levels of liquidity will therefore score higher marks (as set out in the evaluation methodology opposite).</p>	<p>The ratio provided by the applicant will result in the following scores:</p> <table border="1" data-bbox="1518 1114 1843 1358"> <thead> <tr> <th>Ratio</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>0.00 – 0.19</td> <td>0</td> </tr> <tr> <td>0.20 – 0.59</td> <td>1</td> </tr> <tr> <td>0.60 – 0.99</td> <td>2</td> </tr> <tr> <td>1.00 – 1.39</td> <td>3</td> </tr> <tr> <td>1.40 – 1.79</td> <td>4</td> </tr> </tbody> </table>	Ratio	Score	0.00 – 0.19	0	0.20 – 0.59	1	0.60 – 0.99	2	1.00 – 1.39	3	1.40 – 1.79	4	10%
Ratio	Score														
0.00 – 0.19	0														
0.20 – 0.59	1														
0.60 – 0.99	2														
1.00 – 1.39	3														
1.40 – 1.79	4														

		<b>1.8 and above</b>   <b>5</b>	
		Any Participant who scores 0 in this question C2-Q1-6(S) will not meet the Council's minimum requirements and will be disqualified and not considered further in the procurement.	
C3: Public Sector Procurement: grounds for discretionary exclusion	The ground for discretionary exclusion and self-cleaning in relation to C3 are detailed in clause 2.3 of this PQQ.	Pass Fail	N/A
C4: Health and Safety: policy and capacity	The minimum standards of technical and professional ability that the Council requires for this Contract are: <ul style="list-style-type: none"> <li>Evidence that the Participant has acted as both Principle Designer and Principle Contractor during the RIBA Stages 5-7 on at least 1 (one) other project similar to the Works and evidence that the Organisation is competent to fulfil the roles of Principal Designer and Principal Contractor under the CDM Regulations in relation to the Works.</li> </ul>	Pass Fail	N/A
O1: Equal opportunities and diversity policy and capability	The ground for discretionary exclusion and self-cleaning in relation to O1 are detailed in clause 2.3 of this PQQ.	Pass Fail	N/A
O2: Environmental management policy and capability	The ground for discretionary exclusion and self-cleaning in relation to O2 are detailed in clause 2.3 of this PQQ.	Pass Fail	N/A
O3: Quality management and policy capability	The ground for discretionary exclusion and self-cleaning in relation to O3 are detailed in clause 2.3 of this PQQ.	Pass Fail	N/A
O4: Building Information Modelling (BIM), policy and capability	The ground for discretionary exclusion and self-cleaning in relation to O4 are detailed in clause 2.3.2 of this PQQ.	Pass Fail	N/A

<p>S1 Q1: Supplementary Question - Participant Experience</p>	<p>The Council requires the Participant to demonstrate that it has a strong level of experience in delivering projects similar to the Brimscombe Port Project. Participants are required to provide details of three [3] projects underway or completed in the last five [5] years which:</p> <ul style="list-style-type: none"> <li>• include the delivery of mixed-use development;</li> <li>• have been delivered to a high standard (in accordance with the client’s instructions); and</li> <li>• have delivered and maximised measurable benefits to the client.</li> </ul>	<p>Each project example will receive a maximum of 5 marks therefore this question is worth a maximum of 15 marks.</p>	<p>30%</p>
<p>S2 Q1-Q3: Supplementary Question - Previous Performance</p>	<p><b>S2 Q1: Modern Slavery</b> Please confirm that your organisation fully complies with the Modern Slavery Act 2015 and has not been convicted of any offence under the Modern Slavery Act 2015 in the past 5 years. If you have such convictions, please provide details of appropriate actions that have been taken to prevent any repeat of the circumstances leading to the conviction. Please confirm that your organisation will adhere to the Council’s Modern Slavery policy, as detailed in Appendix A of the this PQQ.</p>	<p>The entire response will be marked out of 0-5 in accordance with the Scoring Scale below.</p>	<p>10%</p>
	<p><b>S2 Q2: Health and Safety</b> Please confirm that you have no convictions for breaches of health and safety legislation in the past 5 years or, if you have such convictions please provide details of appropriate actions that have been taken to prevent any repeat of the circumstances leading to the conviction.</p>	<p>The entire response will be marked out of 0-5 in accordance with the Scoring Scale below.</p>	
	<p><b>S2 Q3: References</b> Please list below the full names, addresses and other details as requested in the Table below of organisations (preferably public sector) other than Stroud District Council for which your organisation(s) has individually or collectively carried out similar work or supplied similar works/services/goods over the last three years. The information given should cover the whole range of works/services/goods envisaged under the Project.</p>	<p>Each reference will be marked out of 0-5; a maximum mark of 15 is available for this question.</p>	

	<p>As a minimum, reference projects should be provided so as to collectively provide:</p> <ul style="list-style-type: none"> <li>• At least 3 reference projects for each individual organisation (being a participant in the proposed contractual entity and/or a principal provider of services as defined in Part A)</li> <li>• At least 3 reference projects that cover the following: <ul style="list-style-type: none"> <li>○ Working in partnership with a public-sector body</li> <li>○ Residential development works</li> <li>○ Office facilities</li> </ul> </li> </ul> <p>It is permissible for a single reference project to cover more than one of the above requirements (e.g. a single reference project can be used to cover multiple organisations, multiple deliverables, or a combination of organisations and deliverables as may be appropriate).</p>		
<p>S3 Q1: Supplementary Question - Social Value</p>	<p>The Council requires the Participant to demonstrate that it has a strong level of experience in delivering and maximising socio-economic benefits in the following areas:</p> <ul style="list-style-type: none"> <li>• local employment</li> <li>• training opportunities</li> <li>• SME engagement</li> <li>• demonstrating social value for public sector clients</li> </ul>	<p>The entire response will be marked out of 0-5 in accordance with the Scoring Scale below.</p>	<p>10%</p>
<p>S4 Q1-Q3: Supplementary Question - Sustainability</p>	<p><b>S4 Q1: Sustainability</b> Please provide evidence of your experience in delivering high levels of sustainability in a scheme similar to Brimscombe Port, the challenges experienced and how these were overcome. Please detail how sustainability was considered at each stage of the project, and how success was measured.</p> <p><b>S4 Q2: Environmental Legislation</b> Please confirm that you have no convictions for breaches of environmental legislation in the last 5 years or, if you have such</p>	<p>The entire response will be marked out of 0-5 in accordance with the Scoring Scale below.</p> <p>The entire response will be marked out of 0-5 in accordance with the Scoring Scale below.</p>	<p>10%</p>



	convictions please provide details of appropriate actions that have been taken to prevent any repeat of the circumstances leading to the conviction.		
	<p><b>S4 Q3: Environmental Management</b></p> <p>Please confirm that your organisation adheres to ISO 14001, or the principles of this Environmental Management standard.</p>	The entire response will be marked out of 0-5 in accordance with the Scoring Scale below.	
S5 Q1: Supplementary Question - Partnership Experience	Please detail your understanding and experience of working in a partnership, similar to that proposed for Brimscombe Port, within the Public Sector. Please outline key challenges and issues experienced including how these were managed, and successes.	The entire response will be marked out of 0-5 in accordance with the Scoring Scale below.	15%
S6 Q1: Supplementary Question - Value for Money	Using your experience and referring to the projects scheduled in S1-Q1 above (and others as appropriate), please set out how you have used tools, techniques and processes to deliver value for money for your clients.	The entire response will be marked out of 0-5 in accordance with the Scoring Scale below.	15%

Level 1 Criterion	Level 1 Weighting	Level 2		Level 3		Summary		Question	Information Made Available to Bidders to Inform their Responses	Word Limit	
		Criterion	Weighting	Criterion	Weighting	Overall Weight	Overall Rank				
<b>Deliverability of the Commercial Offer</b>  <i>This section of the ITFT has been designed to test the Bidders proposal for the strategic partnership arrangement, focusing on the structure, financing and methodology for delivery</i>		<b>Deliverability and Risk</b>  <i>Bidders will be tested on their commercial proposals, including their level of risk acceptance and how they will fund the project.</i>	27%	a	Business Plan	37%	10.0%	3	Can you fully demonstrate that you can deliver a commercially viable project by providing a fully costed business plan in the format provided?	Through the commercial principles paper, SDC will set out the contributions it will make and any commercial expectations it may have.  It is expected that the development proposals will be based on a range of other documents (as detailed throughout this matrix) SDC will also issue bidders with a pro forma template to enable the comparison of bids	1000 words.
				b	Financial Commitment	22%	5.8%	8	How will you fund the development? What evidence have you provided to confirm this?	None - will link into BP above	1000 words excluding letters of support.
				c	Acceptance of Risk	22%	5.8%	8	What is your approach to managing/sharing risk for this development? What assumptions/ exclusions have been made in the costed business plan and how will these be resolved. Will the business plan need to be amended to reflect the resolutions to these assumptions/ exclusions?	Commercial principles paper, which will set out SDC's expected/preferred position on risks and its role within the partnership	1000 words excluding pictures/diagrams. No appendices.
				d	Commercial Returns	20%	5.4%	8	What level and timing of commercial returns are you expecting to achieve?	None - will link into BP above	1000 words.
		e	Delivery Cost for Development	33%	2.7%	16	Please provide a cost proforma in the format provided.	cost proforma (linked into the business plan template)	Response should be in the form of the template proforma only - no appendices.		
		f	Viability Tests / Quantum of Guaranteed Development	33%	2.7%	17	Are your phasing proposals subject to future viability testing and/or subject to achieving future sales rates?	None	1000 words excluding diagrams.		
		g	Contracting Strategy	33%	2.7%	17	What is the your commercial strategy for delivering the project ?	None - there is a link to social value strategy but this will be for them to resolve	1000 words. No appendices.		
		<b>Development Cost and Viability</b>  <i>This section will test Bidders more deeply on their financial proposals for the strategic partnership.</i>	8%								

key stakeholders vision for the site and how will it work in partnership with the Council to achieve this?

<p><b>Strategic Partner Structure/Offer</b></p> <p><i>This section tests Bidders proposals for the strategic partnership arrangement, how they propose to work with the Council to deliver the project and to demonstrate a suitable level of resource will be provided to ensure successful delivery.</i></p>	6%	h	Structure & Governance incl Job Descriptions	50%	3.0%	12	What are your proposed governance structures for delivering the project?	None - will link into BP above	1000 words excluding diagrams.
		i	General Management Arrangements	50%	3.0%	12	What management methodology do you propose?	None	1000 words excluding diagrams.
	5%	j	Programme	50%	2.4%	14	What is your development programme?	None	750 words, excluding programme which should not exceed 4 sides A3.
		k	Sales and Marketing Strategy	50%	2.4%	14	What is your sales and marketing strategy for each of the residential and commercial offers within the overall project proposal, reflecting your phasing strategy?	None	1000 words excluding pictures/diagrams. No appendices.

Can the bidder deliver a viable project , that meets the Council's and

**Development Outcomes**  
 This section tests the Bidders on the quality of the outcomes being delivered by the Strategic Partner, focusing on their strategy for delivery, compliance with Council requirements and innovative solutions for delivering said outcomes.

**Development Outcomes**  
 This section tests bidders on the quality of the outcomes to be delivered, and compliance with the Councils Output Specification.

37%

l	Design Standards	31%	11.3%	1	What is your approach to delivering a high quality development? The submission should include a vision statement and masterplan, layouts, massing and elevations to demonstrate your approach paying regard to the details contained within the output specification.
m	Development Offer - Residential (market)	25%	9.1%	4	What numbers, sizes, types and indicative layouts are you proposing for the private residential properties with regard to the details contained within the Output Specification and what % of affordable housing are you offering overall and what numbers, types, tenure and locations are being proposed for these properties?
o	Development Offer - Commercial	13%	4.6%	11	What number, size and location of commercial units are you offering?
p	Development Offer - Public Realm	18%	6.5%	6	What is your offer in terms of public realm for the development having specific regard to the requirements in the Output Specification.

Output Specification requirements

Output Specification requirements

Output Specification requirements

Output Specification requirements

1000 words for the vision statement and an additional 1000 word explanatory text to support pictures/diagrams and mood board. No appendices.

1000 words excluding pictures/diagrams. No appendices.

1000 words excluding pictures/diagrams. No appendices.

1000 words excluding pictures/diagrams. No appendices.

			q	Development Offer - Community Facilities	15%	5.4%	7	What is your offer for the provision of community facilities , where is it located and how does it meet the requirements of the output spec?	Output Specification requirements	1000 words excluding pictures/diagrams. No appendices.
			r	Sustainability Proposals	100%	9.0%	2	What is your proposed strategy to achieve the Council's sustainability requirements and will it achieve the Building with Nature accreditation?	Output Specification requirements	1000 words excluding pictures/diagrams. No appendices.
			s	Social Value Proposals	100%	8.0%	5	What is your proposed social value strategy for the project?	Output Specification requirements	1000 words excluding pictures/diagrams. No appendices.
					100%					

0%

## Infrastructure Procurement Options: Comparison of Benefits v Disadvantages

Benefits	
Option 1 – SDC Procures and Delivers	Option 2 – SDC procures and novates delivery
This option would appear, from the soft market testing, to be the preferred option for the market. The residential and commercial development will become more attractive to potential developers as the level of risk around the canal infrastructure works has been removed as the Council becomes responsible for the delivery of the infrastructure works and takes on the risk around delays and cost increases	As with option 1, the residential and commercial development will become more attractive to potential developers as the level of risk around the canal infrastructure works has been reduced as the costs for the works have been 'fixed' through the separate procurement process. This option is <u>less beneficial</u> in this regard as it only takes the infrastructure to procurement stage not delivery.
By separating the contracts, the infrastructure will be delivered regardless of the property market and general economic conditions and this would be a major step forward in delivering the site and the canal.	The risk of the delivery and co-ordination can be shared with the developer partner. The Council has allocated funds of £4.2m to the project to assist with the costs associated with the infrastructure. However, this is a fixed, capped sum, which is the Council's contribution towards the capital costs of the project. With this option the Council could take a more equal share in the risk surrounding the canal infrastructure works, with any additional costs being shared between both parties or to continue to pass that obligation on to the developer.
	Council resources for contract administration/management would be limited to a single project delivery with potential efficiency benefits.
	Passing the canal infrastructure D&B contract over to the developer partner to manage and co-ordinate will ensure that the partner is able to manage the design co-ordination and site phasing to their design and delivery requirements, for the residential element. The planning application process for the redevelopment works can commence whilst the infrastructure works are underway.

<b>Disadvantages</b>	
<b>Option 1 – SDC Procures and Delivers</b>	<b>Option 2 – SDC procures and novates delivery</b>
Where do the infrastructure works stop and the redevelopment works start? The finish for the canal would need to be decided ahead of a planning application for the redevelopment being submitted. The co-ordination of the whole development would be split between two parties.	Option 2 may not be as desirable to the market as Option 1, however, will still give confidence to the market that the works are procured, prices are fixed (as far as possible) and the risk that the current commercial risk is reduced.
There is a risk that the canal infrastructure would be completed ahead of a partner being selected. If the procurement was unsuccessful then the redevelopment may not follow on. However, the infrastructure is part of the overall canal project to see the canal reinstated up to Bourne Mill and so has wider benefits.	The procurement of the development partner will need to be linked to the procurement of a fixed price for the infrastructure works. The fixed price will be required to support the Bidders development appraisals to demonstrate overall site viability. The SQ stage can commence in advance of this but the dialogue phase could not start until this information was provided.
The Council would need to fund the full cost of the infrastructure upfront ahead of selecting a partner together with the risk of project overruns in terms of time and cost.	
The Council would need to procure a further resource to manage the delivery of the canal and infrastructure works.	
Approval would need to be sought from Homes England to use the £2million loan to deliver the infrastructure with no guarantee about the delivery of new homes.	

**Brimscombe Port – Key Milestones**

Activity		Date	Est. timescale	Status
a)	Interim LA review of engineering options	29 Aug 2017		Completed
b)	SWDRP Workshop (Peer Review)	8 Sept 2017		Completed
c)	Submission of HIF bid	21 Sept 2017		Completed
d)	Information evening for all Councillors	12 Oct 2017		Completed
e)	Project Board meeting	25 Oct 2017		Completed
f)	Submission of LEP bid	10 Nov 2017		Completed
g)	Project Board meeting	6 Dec 2017		Completed
h)	Announcement of HIF bid (unsuccessful)	1 Feb 2018		Completed
i)	Budget costs from Atkins	14 Feb 2018		Completed
j)	Project Board meeting	19 Feb 2018		Completed
k)	Announcement of LEP bid (unsuccessful)	20 Feb 2018		Completed
l)	Strategy and Resources Committee - Approval of £1.6m additional funding from SDC	12 April 2018		Completed
m)	Project Board meeting - Decision to proceed with consultancy support for procurement of a partner	14 May 2018		Completed
n)	Investment and Development Panel Workshop	9 July 2018		Completed
o)	Project Board meeting	30 July 2018		Completed
p)	Review of draft delivery strategy by Project Board	30 July 2018		Completed
q)	Soft market testing with potential partners	Aug 2018		Completed
r)	Project Board (+ I& D Panel) meeting	5 Sept 2018		Completed
s)	I & D Panel - review of final delivery strategy report	18 Sept 2018		Completed
t)	Strategy and Resources Committee - Approval to Delivery Strategy and to proceed with the documents for the procurement of partner/developer, £50k ongoing grant to SVCC; submission of detailed and outline (hybrid planning application), renegotiation of HE loan agreement	4 Oct 2018		Completed
u)	Phase 1 modelling submitted to the EA.	18 Oct 2018		Completed

The dates are subject to change due to reliance on third parties.



**Brimscombe Port – Key Milestones**

v)	Project Board meeting	19 Nov 2018		Completed
w)	I&D Panel	26 Nov 2018		Completed
x)	Public consultation on design of infrastructure and masterplan	13 Dec 2018		Completed
y)	I & D Panel - evaluation and scoring	21 Jan 2019		Completed
z)	Project Board – evaluation and scoring	25 Feb 2019		Completed
aa)	Project Board - evaluation and scoring	8 March 2019		Completed
bb)	Phase 2 and 3 flood modelling submitted to EA	April 2019		Completed
cc)	Project Board meeting	9 May 2019		Completed
dd)	I & D Panel - evaluation and scoring agreed	28 May 2019		Completed
ee)	Strategy and Resources Committee	13 June 2019		Completed
ff)	Approval of planning application by Homes England	June 2019		
gg)	Submit planning application for all infrastructure	July 2019		Completed
hh)	I & D Panel	8 July 2019		
ii)	Strategy and Resources Committee – seek approval to 3 of the tender documents	11 July 2019		Completed
jj)	Strategy and Resources Committee – approval to SQ questions, tender evaluation matrix and approval to proceed to procure the infrastructure	17 Dec 2019		
kk)	Procurement of the infrastructure contract	Jan 2020- May 2020		
ll)	Sign off to engineering design / flood modelling by EA	Jan 2020		
mm)	Planning approval for infrastructure across all phases	Jan 2020		Subject to third party consultees
nn)	Strategy and Resources Committee – seek approval to proceed to procure the developer partner	March 2020		Subject to planning being received and market conditions being right.
oo)	Marketing of development opportunity/ commencement of procurement for developer	March 2020		Assumes planning received and market conditions favourable.
pp)	SQ evaluation to derive shortlist of potential partners	May 2020		
qq)	Competitive dialogue process	July/Aug 2020		
rr)	ITFT submissions and evaluation	Dec 2020		

The dates are subject to change due to reliance on third parties.

**Brimscombe Port – Key Milestones**

ss)	Notice to break tenancies (serve)	June 2020		
tt)	Strategy and Resources Committee Selection and appointment of partner	Feb 2021		
uu)	Contracts completed	March 2021	1 month	
vv)	Prep of detailed planning application for development	April 2021 – Nov 2021	7 months	
ww)	Break date for vacant possession of buildings	Jan 2021		
xx)	Pre-app consultation	Aug 2021	2 months	
yy)	Submission of detailed planning application	Nov 2021		
zz)	Planning approval for residential	April 2022	5 months	
aaa)	Construction mobilisation and completion of development	April 2022 to April 2024	2 years	

The dates are subject to change due to reliance on third parties.

## STRATEGY AND RESOURCES COMMITTEE

17 DECEMBER 2019

7

<b>Report Title</b>	<b>BUDGET MONITORING REPORT 2019/20 QUARTER 2</b>
<b>Purpose of Report</b>	To present to the Committee a forecast of the outturn position against the General Fund revenue budget and capital programme and Housing Revenue Account for 2019/20 in order to give an expectation of possible variances against budget and items to be considered as part of the budget setting process.
<b>Decision(s)</b>	<b>The Committee RESOLVES:</b> a) To note the outturn forecast for the General Fund Revenue budget and Capital Programme. b) To note the outturn forecast for the Housing Revenue Account. c) To revise the salary budgets in line with the approved Senior Leadership Team structure (under the scheme of virement) as set out in paragraph 3.5.
<b>Consultation and Feedback</b>	Budget holders have been consulted about the budget issues in their service areas. The feedback has been incorporated in the report to explain differences between budgets and actual income and expenditure.
<b>Financial Implications and Risk Assessment</b>	There are no financial implications arising directly from this report. The contents set out the latest financial monitoring position for the General Fund, HRA and the Capital Programme.  Lucy Clothier, Interim Accountancy Manager Tel: 01453 754343 Email: <a href="mailto:lucy.clothier@stroud.gov.uk">lucy.clothier@stroud.gov.uk</a>
<b>Legal Implications</b>	There are no legal implications arising from the recommendations in this report  Patrick Arran, Interim Head of Legal Services & Monitoring Officer Tel: 01453 754369 Email: <a href="mailto:patrick.arran@stroud.gov.uk">patrick.arran@stroud.gov.uk</a>
<b>Report Authors</b>	Adele Rudkin, Accountant Tel: 01453 754109 Email: <a href="mailto:adele.rudkin@stroud.gov.uk">adele.rudkin@stroud.gov.uk</a>  Lucy Clothier, Interim Accountancy Manager Tel: 01453 754343 Email: <a href="mailto:lucy.clothier@stroud.gov.uk">lucy.clothier@stroud.gov.uk</a>
<b>Options</b>	None
<b>Performance Management Follow Up</b>	Budgets will continue to be monitored on a regular basis by budget holders supported by Finance. Further finance reports will update the committee in April 2020, with the outturn position reported to Strategy and Resources Committee in June 2020.

<b>Background Papers/ Appendices</b>	Appendix A – Strategy and Resources Breakdown Appendix B – Other Service Committee Summaries Appendix C – HRA Summary
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## 1. Background

- 1.1 This report provides the second monitoring position statement for the financial year 2019/20. The purpose of this report is to notify members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform members of any action to be taken if required.
- 1.1 **Due to the volume of information contained in the report, it would be helpful where members have questions on matters of detail that they could be referred to the report author or the appropriate service manager before the meeting.**

## 2. General Fund Revenue Position

- 2.1 The original net General Fund Revenue budget for 2019/20 was approved by Council at their meeting in February 2019 including budget proposals of the administration.
- 2.2 A proposal to amend the budget to reflect the Senior Leadership Team structure has been included in paragraph 3.5.
- 2.3 The forecast for the General Fund is an overspend of **£188k** (after additional reserve transfers), as shown in Table 1. This is a change of **+£69k** from the Quarter 1 position presented to Strategy and Resources in October 2019.
- 2.4 This report includes detail on both Strategy and Resources Committee budgets and the overall General Fund position. Budget information which has been presented to other committees is reproduced for information purposes in Appendix A.

Table 1 – General Fund Revenue Budgets

	2019/20 Original Budget (£'000)	2019/20 Revised Budget (£'000)	2019/20 Forecast Outturn (£'000)	2019/20 Reserve Transfers (£'000)	2019/20 Outturn Variance (£'000)
<b>GENERAL FUND</b>					
Community Services and Licensing	3,334	3,154	3,180	0	26
Environment	5,425	5,696	5,720	44	68
Housing General Fund	538	710	774	0	64
Strategy and Resources	6,480	7,308	7,357	(37)	12
Accounting Adjustments	(1,285)	(1,560)	(1,560)	0	0
<b>Net Revenue Expenditure</b>	<b>14,492</b>	<b>15,308</b>	<b>15,470</b>	<b>7</b>	<b>170</b>
Funding from Govt Grants/Council Tax	(15,068)	(15,168)	(15,150)	0	18
Transfers to/(from) Earmarked Reserves	576	(140)	(140)	0	0
<b>Total General Fund</b>	<b>0</b>	<b>0</b>	<b>181</b>	<b>7</b>	<b>188</b>

Note: tables may contain rounding differences

2.5 Key areas of variance:

### 2.6 Cultural Services – The Pulse £61k overspend

A £25k forecast has been identified within salaries. Currently there are members of the team on maternity leave, long term sick and re-allocation of duties due to medical needs.

Utilities are forecast to overspend by £19k, this has been investigated by CHP experts.

An overspend on marketing has been predicted, this is due to an upgrade of our website, which will mean the website is future proofed and will prove to be an important asset in terms of generating further income and communicating with both new and existing customers.

## 2.7 Development Control - £140k overspend

Development Control and Planning Strategy have been restructured in order to reflect an improved and more robust officer hierarchy. It is expected that this additional cost will be funded from planning application fees (in line with previous years). However, officers are mindful of future unknowns that may impact income, such as Brexit and the fact that many large strategic sites identified in the local plan have already been the subject of planning applications. This position will continue to be monitored throughout the year.

## 2.8 Homelessness - £95k overspend

Spend on temporary accommodation continues to be high and despite an increase in budget in 2019/20, the current forecast is for net expenditure to exceed budget by £95k. A pilot has been undertaken, using an HRA dwelling as temporary accommodation for a family and it is intended that this pilot be extended in order to reduce the use of expensive family accommodation out of district.

## 3. Strategy & Resources Committee Revenue budgets

3.1 The latest budget for Strategy and Resources Committee is £7.308m. The monitoring position at Quarter 2 shows a projected net overspend of £12k. Appendix A provides an overview of the committee's budget.

Table 2 – Revenue budgets Strategy & Resources Committee 2019/20

	Para Refs	2019/20 Original Budget (£'000)	2019/20 Revised Budget (£'000)	2019/20 Forecast Outturn (£'000)	2019/20 Reserve Transfers (£'000)	2019/20 Outturn Variance (£'000)
<b>Strategy &amp; Resources Committee</b>						
Car Parks	3.4	(653)	(618)	(587)	0	31
Senior Leadership Team	3.5	112	357	432	(37)	38
Commercial Properties	3.12	(21)	(14)	98	0	112
Communications		137	137	137	0	0
Corporate Business Services	3.6	201	201	174	0	(27)
Corporate Expenditure & Income	3.7	1,860	464	349	0	(116)
Corporate Services (Legal)	3.8	476	476	518	0	42
Democratic Representation & Management		506	696	704	0	8
Director (Corporate Services)		48	48	51	0	3
Facilities Management	3.9	442	441	484	0	43
Financial Services	3.10	721	721	667	0	(54)
Head of Finance		83	27	15	0	(12)
Human Resources		407	411	411	0	0
Information & Communication Technology	3.11	1,604	1,604	1,579	0	(25)
Other Properties	3.13	89	96	71	0	(25)
Pension Lump Sum		0	1,883	1,883	0	0
Property Services		470	379	374	0	(5)
<b>Strategy and Resources TOTAL</b>		<b>6,480</b>	<b>7,308</b>	<b>7,357</b>	<b>(37)</b>	<b>12</b>

3.2 The forecast for Q2 has changed by £68k. There are in year vacancies within Legal which has reduced the overall pressure by £55k, Corporate income and expenditure has changed by (£89k). Additional pressures are forecast in Investment Assets (dilapidations) and Facilities Management.

3.3 The table below outlines the key variances for this Committee

Table 3 – Headline Budget Variances

<b>Service</b>	<b>Para Refs</b>	<b>Overspend/ (Underspend) (£'000)</b>
Car Parks	3.4	31
Senior Leadership Team	3.5	38
Corporate Business Services	3.6	(27)
Corporate Expenditure & Income	3.7	(116)
Corporate Services (Legal)	3.8	42
Facilities Management	3.9	43
Financial Services	3.10	(54)
Information & Communication Technology	3.11	(25)
Commercial Properties	3.12	112
Other Properties	3.13	(25)
<b>Strategy &amp; Resources TOTAL</b>		<b>19</b>

3.4 **Car Parks - £31k overspend**

(Mike Hammond, xtn 4447, [mike.hammond@stroud.gov.uk](mailto:mike.hammond@stroud.gov.uk))

A variance has been forecast across the entirety of the budgets for car parking and enforcement. The majority of this relates to parking fee revenue that illustrates shortfall in multiple locations. This is being closely monitored and a clearer picture will be formed after the peak retail period in the lead-up to Christmas.

3.5 **Senior Leadership Team – £38k overspend**

(Kathy O’Leary, xtn 4780, [kathy.oleary@stroud.gov.uk](mailto:kathy.oleary@stroud.gov.uk))

It is proposed that the budgets for the Senior Leadership Team be amended in line with the structure approved by Strategy and Resources in July 2019. The proposal includes utilising the remaining budget on the three Director posts and creating four new Strategic Director post budgets (part year in 2019/20).

A net variance of £38k has been forecast, after a transfer from the Transformation Reserve of £37k. This variance incorporates recruitment costs associated with the new senior management structure along with salary estimates for the remainder of the financial year for these posts.

The net variance can be funded from other in year underspends including the vacant Head of Finance post.

3.6 **Corporate Business Services – (£27k) underspend**

(Andrew Cummings, xtn 4115, [andrew.cummings@stroud.gov.uk](mailto:andrew.cummings@stroud.gov.uk))

This underspend is due to a salary vacancy within the service.

3.7 **Corporate Expenditure & Income – (£116k) underspend**

(Andrew Cummings, xtn 4115, [andrew.cummings@stroud.gov.uk](mailto:andrew.cummings@stroud.gov.uk))

An underspend is forecast against the budget for the Minimum Revenue Provision (MRP). The requirement for a provision has been considered against the current capital programme. In addition, the sale of some of the Littlecombe units has created funds for debt repayment, reducing the MRP needed. This will offset loss of future

rental income. This position could change depending on the position of any sales of units at Littlecombe.

### 3.8 **Corporate Services – Legal £42k overspend**

(Patrick Arran, xtn 4369, [patrick.arran@stroud.gov.uk](mailto:patrick.arran@stroud.gov.uk))

This overspend is the additional cost associated with the Interim Legal Services & Monitoring Officer. This role has been extended until the end of this financial year. This cost is partly offset by in year vacancies within the service.

### 3.9 **Facilities Management – £43k overspend/income shortfall**

(Mike Hammond, xtn 4447, [mike.hammond@stroud.gov.uk](mailto:mike.hammond@stroud.gov.uk))

The income shortfall has arisen due to a tenant within Ebley Mill exercising their right to use the break clause within their contract, which means they will leave in January 2020. Additional Income has been taken into consideration with the letting of the New Block vacant office space from October 2019.

An overspend has been forecast on Ebley Mill expenditure, predominately around Business Rates and internal refurbishment within Ebley Mill.

### 3.10 **Financial Services – (£54k) underspend**

(Andrew Cummings, xtn 4115, [andrew.cummings@stroud.gov.uk](mailto:andrew.cummings@stroud.gov.uk))

This underspend is generally attributable to an in-year salary saving within the service. The Principal Accountant has been seconded to the Accountancy Managers role on an interim basis. The backfill arrangements that have been put into place have led to a saving.

### 3.11 **ICT – (£25k) underspend**

(Sean Ditchburn, xtn 4256, [sean.ditchburn@stroud.gov.uk](mailto:sean.ditchburn@stroud.gov.uk))

A (£55k) underspend on salaries is forecast, this is attributable to two senior ICT posts not being recruited to this financial year. A full review of the service will be dealt with by the new appointed Director of Transformation. An overspend of £30k is also forecast. Windows 2008r2 will no longer be supported from January 2020, so work around server migrations will be necessary.

### 3.12 **Commercial Properties - £112k overspend**

(Alison Fisk, xtn 4430, [alison.fisk@stroud.gov.uk](mailto:alison.fisk@stroud.gov.uk))

Members will recall that the Council's head lease of Phase 4 of the industrial units at Oldends Lane, Stonehouse expires on the 6 December 2019. The Dilapidation costs at the end of the lease have been reduced as far as possible but a settlement of £65k has been reached. This is the final phase of units to be handed back.

Lettings, sales and interest in the Littlecombe Units have increased substantially and there are now two units occupied, another one will be occupied by Tenant Services from 1 April and five are currently under offer. This leaves one unit available and we have interest in this unit. There is a loss of rental income in the budget of £30k due to units being sold rather than let and as more of the units are expected to be sold this will further impact on the revenue budget, which assumes lettings.

There is also an £8k overspend on building maintenance for Gossington Depot, pressure on the building maintenance budget has been identified in the budget setting process.

**3.13 Other Properties – (£25k) additional income**  
(Alison Fisk, xtn 4430, [alison.fisk@stroud.gov.uk](mailto:alison.fisk@stroud.gov.uk))

Additional rental income along with additional meeting room bookings have been forecast on the Old Town Hall. The remainder of the variance is (£15k) is for the Ship Inn at Brimscombe, this will be transferred to reserves at year end and become part of the funding for Brimscombe Port redevelopment.

**4. Housing Revenue Account Budget Position**

4.1 The original net Housing Revenue Account (HRA) budget for 2019/20 was a transfer to reserves of (£103k), as approved by Council in January 2019. This has now been revised to a transfer to general reserves of (£50k) following Council approval in April 2019 of funding for the in-sourcing of the Housing Reactive Repairs and Maintenance Service.

4.2 The monitoring position for the service at Quarter 2 shows a projected net underspend of (£666k) (-3.0% of gross spend) against the current budget, as summarised in Table 4.

4.3 This is a net change of (£30k) from Quarter 1, although there are significant movements within Supervision and Management (£199k), Repairs and Maintenance £56k and Sheltered Housing £95k.

Table 4 – HRA Revenue Summary

Revenue Summary	Para Ref	2019/20 Original Budget (£'000)	2019/20 Revised Budget (£'000)	2019/20 Forecast Outturn (£'000)	2019/20 Outturn Variance (£'000)
Total Income	4.6	(22,325)	(22,325)	(22,907)	(582)
Total Expenditure	4.7-4.9	9,948	10,061	10,052	(9)
Total Other Costs and Income	4.10	12,501	12,501	12,426	(75)
<b>Net HRA Expenditure</b>		<b>123</b>	<b>236</b>	<b>(430)</b>	<b>(666)</b>
Transfers to/(from) Earmarked Reserves		(226)	(286)	(286)	0
<b>Total HRA – Transfer (to)/from HRA General Reserves</b>		<b>(103)</b>	<b>(50)</b>	<b>(716)</b>	<b>(666)</b>

Note: table may contain rounding differences

4.4 A more detailed breakdown of this table can be found in Appendix C. This position was reported to Housing Committee on 10 December 2019, with further details of the variance available in that report.

4.5 Key areas of variance:

**4.6 Income – (£582k) additional income**

Additional rental income is expected in this year, in part because of prudent budgeting of dwelling numbers included in the new build programme and sheltered modernisation programme.

There are also higher than budgeted levels of income for garage rents and leaseholder charges.

There is no significant movement from Quarter 1.



#### 4.7 **Supervision and Management – (£233k) underspend**

Significant salary savings are currently expected, predominantly in Contract Services. This is largely due to posts being held vacant pending the implementation of the in-house repairs and maintenance service from April 2020.

#### 4.8 **Repairs and maintenance - £181k overspend**

Maintenance spend is currently expected to be £181k overspent over the year, an increase of £56k on Quarter 1. This relates to responsive works across general maintenance and void properties.

#### 4.9 **Sheltered Housing Service – (£12k) underspend**

As reported in Quarter 1, there is a reduced staffing cost compared to the budget (£59k) and significant savings made on services (£47k). This has however been offset by additional costs relating to works and equipment needed to implement the changes to call monitoring as approved by Housing Committee in September 2019.

#### 4.10 **Interest payable/receivable – (£75k) underspend**

It is expected that the investment income will be higher than budgeted by £75k in this year. This is dependent on levels of reserves throughout the year and the prevailing interest rate and so is subject to change.

### 5. **Capital Programme**

5.1 The 2019/20 Capital Programme of £18.769m was approved by Council in January 2019. This was revised to £22.118m following approval of the carry forwards/slippage and profiling changes by Strategy and Resources Committee at their meeting in June 2019. Further re-profiling is proposed to go to Strategy and Resources Committee in January 2020.

5.2 Following the re-profiling of the capital programme as part of budget setting, the total General Fund capital budget is £5,997k. Currently spend is forecasted at £4,521k, as shown in Table 5, however the majority of the **(£1,476k) underspend** relates to the Canal, which is still under review and the profiling of the budget is expected to change in line with the amended Lottery Fund application timeline.

5.3 Other variances include IT works (£246k), which will continue to be monitored. Any slippage at the end of the year will be carried forward as part of the overall programme of IT works.

5.4 The Warm Homes grants, which cover grants for the whole county for which Stroud is leading, is expected to be £174k over budget. This additional cost can be reclaimed from Affordable Homes Solutions (funded by National Grid) and so won't affect the position of the General Fund.

5.5 The revised HRA capital budget of £10,010k is expected to have a net **underspend of (£86k)**. This includes an underspend in major works of (£168k), offset by additional spend on the new depot at Littlecombe of £150k.

5.6 There is also an underspend of (£216k) on the new build scheme at Tanners Piece and a property has been purchased totalling £143k.

5.7 The following table gives a breakdown of the capital programme.

Table 5 – Capital Summary

	2019/20 Original Budget (£'000)	2019/20 Revised Budget (£'000)	2019/20 Forecast Outturn (£'000)	2019/20 Outturn Variance (£'000)
<b>Environment Capital Schemes</b>				
Community Buildings Investment	0	0	0	0
Stratford Park Lido	200	0	0	0
<b>Community Services Capital Schemes TOTAL</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>
Canal	732	2,029	605	(1,424)
Market Town Centres Initiative Fund	50	113	113	0
Multi-Service Contract Vehicles	684	684	684	0
Stroud District Cycling & Walking Plan	100	100	100	0
Wallbridge-Gateway	0	0	0	0
<b>Environment Capital Schemes TOTAL</b>	<b>1,566</b>	<b>2,926</b>	<b>1,502</b>	<b>(1,424)</b>
Affordable Housing-Support to Registered Providers	0	39	39	0
Disabled Facilities Grant Scheme	330	330	330	0
Health through Warmth Grants	200	200	200	0
Park Homes	0	76	86	10
Private Sector Housing Loans	0	0	27	27
Temporary Accommodation	0	0	0	0
Warm Homes	1,000	853	1,027	174
<b>Housing General Fund Capital Schemes TOTAL</b>	<b>1,530</b>	<b>1,498</b>	<b>1,709</b>	<b>211</b>
Avon Mutual	0	50	50	0
Brimcombe Port Redevelopment	166	242	242	0
Ebley Mill Works	0	98	112	14
Electric Vehicle Aquisition	0	257	257	0
ICT Investment Plan	500	746	500	(246)
Littlecombe Business Units, Dursley	54	54	54	0
MSCP Resurfacing	0	120	89	(32)
Subscription Rooms - Refurbishment	0	6	6	0
<b>Strategy and Resources Capital Schemes TOTAL</b>	<b>720</b>	<b>1,573</b>	<b>1,310</b>	<b>(264)</b>
<b>TOTAL GENERAL FUND CAPITAL SCHEMES</b>	<b>4,016</b>	<b>5,997</b>	<b>4,521</b>	<b>(1,476)</b>
Major Works	8,549	7,581	7,414	(168)
New Build and Development	5,590	1,640	1,570	(70)
Other Capital Works	0	175	325	150
Sheltered Housing Modernisation	614	614	615	1
<b>TOTAL HRA SCHEMES</b>	<b>14,753</b>	<b>10,010</b>	<b>9,924</b>	<b>(86)</b>
<b>TOTAL CAPITAL SCHEMES</b>	<b>18,769</b>	<b>16,007</b>	<b>14,445</b>	<b>(1,562)</b>

Note: table may contain rounding differences

## 6. Strategy and Resources Capital Programme

6.1 Table 6 below shows the Capital Forecast position at Quarter 2 for Strategy and Resources Committee and shows a projected outturn of **£1.310m**.

Table 6 – Strategy and Resources Capital Programme

Strategy & Resources Capital Schemes	2019/20 Original Budget (£'000)	2019/20 Revised Budget (£'000)	2019/20 Forecast Outturn (£'000)	2019/20 Outturn Variance (£'000)
Avon Mutual	0	50	50	0
Brimscombe Port Redevelopment	166	242	242	0
Ebley Mill Works	0	98	112	14
Electric Vehicle Acquisition	0	257	257	0
ICT Investment Plan	500	746	500	(246)
Littlecombe Business Units, Dursley	54	54	54	0
MSCP Resurfacing	0	120	89	(32)
Subscription Rooms - Refurbishment	0	6	6	0
<b>Strategy and Resources Capital Schemes TOTAL</b>	<b>720</b>	<b>1,573</b>	<b>1,310</b>	<b>(264)</b>

## 6.2 Avon Mutual

The share purchase in the co-operative bank is now complete and a share certificate has been received. Avon Mutual continue to update on their progress and an update will be given to this committee when their banking licence is issued.

## 6.3 Brimscombe Port Redevelopment

Due to a delayed start to the procurement process, there will be reduced expenditure in some areas, further costs will be incurred on soft market testing and an updated appraisal. Overall the forecast budget remains on target.

## 6.4 Ebley Mill Works

Works are certified as practically complete, final progress payments have been paid to the contractors. (Contract retention is due for release, subject to final inspection in July 2020).

## 6.5 Electric Vehicle Acquisition

All the electric vehicles have now been delivered with the SDC fleet charging points currently being installed. The public charging electric points for are still being discussed at a new established Electric Vehicles and Fleet Sub Group with the County Council, this will ensure that a fair coverage for EV charge points are spread across our District.

## 6.6 ICT Investment Plan

The current forecast for this financial year for this project is £500k. This includes the replacement of the laptop Citrix terminals and the Storage Network (SAN). The server host and infrastructure programme will also start to get underway, which incorporates a new disaster recovery solution.

## 6.7 Littlecombe Business units, Dursley

£54k remains outstanding in the capital budget; this sum will cover the defects retention which will be returned on expiry of the defects liability period in this Financial Year.

## 6.8 MSCP Re-surfacing

The resurfacing works at the Multi Storey Car Park are have been certified as essentially complete. Final payments have been released to contractors, with release of retention subject to final inspection in June 2020.

## Strategy and Resources Committee Breakdown

	Para Refs	2019/20 Original Budget (£'000)	2019/20 Revised Budget (£'000)	2019/20 Forecast Outturn (£'000)	2019/20 Outturn Variance (£'000)	2020/21 Original Budget (£'000)
<b>Strategy &amp; Resources Committee</b>						
Car Parks (Other)		45	61	64	3	50
Car Parks (Stroud)		(698)	(679)	(651)	28	(698)
<b>Car Parks</b>	<b>3.4</b>	<b>(653)</b>	<b>(618)</b>	<b>(587)</b>	<b>31</b>	<b>(648)</b>
Chief Executive		112	197	271	36	219
Director of Resources		0	82	83	1	107
Director of Transformation		0	26	26	0	107
Director of Place		0	26	26	0	107
Director of Communities		0	26	26	0	107
<b>Chief Executive</b>	<b>3.5</b>	<b>112</b>	<b>357</b>	<b>432</b>	<b>38</b>	<b>646</b>
Brunel Mall		(44)	(37)	(35)	2	(66)
Brimscombe Port Business Park		50	50	50	0	(73)
Gossington Depot		29	29	37	8	63
Industrial Units, Stonehouse		(9)	(9)	61	70	0
Littlecombe Development, Dursley		(47)	(47)	(15)	31	(68)
<b>Commercial Properties</b>	<b>3.1</b>	<b>(21)</b>	<b>(14)</b>	<b>98</b>	<b>112</b>	<b>(145)</b>
Communications		137	137	137	0	140
<b>Communications</b>		<b>137</b>	<b>137</b>	<b>137</b>	<b>0</b>	<b>140</b>
Business Services		126	126	126	0	137
Corporate Change Team		75	75	48	(27)	166
Workforce Plan savings		0	0	0	0	0
<b>Corporate Business Services</b>	<b>3.6</b>	<b>201</b>	<b>201</b>	<b>174</b>	<b>(27)</b>	<b>303</b>
Corporate Expenditure & Income		1,860	2,247	2,132	(116)	1,530
<b>Corporate Expenditure &amp; Income</b>	<b>3.7</b>	<b>1,860</b>	<b>2,247</b>	<b>2,132</b>	<b>(116)</b>	<b>1,530</b>
Legal Services		411	411	453	42	419
Procurement		65	65	65	0	67
<b>Corporate Services (Legal)</b>	<b>3.8</b>	<b>476</b>	<b>476</b>	<b>518</b>	<b>42</b>	<b>486</b>
Youth Councils		3	3	3	0	3
Democratic Services		82	82	82	0	84
Democratic Representation & Management		(148)	42	36	(6)	42
Members Expenses		364	364	361	(3)	364
Electoral Registration		107	107	120	13	121
Elections		98	98	101	3	105
<b>Democratic Representation &amp; Management</b>		<b>506</b>	<b>696</b>	<b>704</b>	<b>8</b>	<b>719</b>
Director (Tenant & Corporate Services)		48	48	51	3	0
<b>Director (Corporate Services)</b>		<b>48</b>	<b>48</b>	<b>51</b>	<b>3</b>	<b>0</b>
Emergency Management		29	29	29	0	22
Facilities Management		10	10	10	0	0
Ebley Mill		402	401	444	43	452
<b>Facilities Management</b>	<b>3.9</b>	<b>442</b>	<b>441</b>	<b>484</b>	<b>43</b>	<b>474</b>
Financial Services		721	721	667	(54)	815
<b>Financial Services</b>	<b>3.10</b>	<b>721</b>	<b>721</b>	<b>667</b>	<b>(54)</b>	<b>815</b>

	Para Refs	2019/20 Original Budget (£'000)	2019/20 Revised Budget (£'000)	2019/20 Forecast Outturn (£'000)	2019/20 Outturn Variance (£'000)
<b>Strategy &amp; Resources Committee</b>					
Head of Finance		83	27	15	(12)
<b>Head of Finance</b>		<b>83</b>	<b>27</b>	<b>15</b>	<b>(12)</b>
Human Resources		407	411	411	0
<b>Human Resources</b>		<b>407</b>	<b>411</b>	<b>411</b>	<b>0</b>
Information & Communication Technology		1,604	1,604	1,579	(25)
<b>Information &amp; Communication Technology</b>	<b>3.11</b>	<b>1,604</b>	<b>1,604</b>	<b>1,579</b>	<b>(25)</b>
Bus Stations/Shelters		(4)	2	5	3
Merrywalks Precinct		0	0	1	1
Miscellaneous Properties and Land		84	92	62	(29)
May Lane		9	3	3	(0)
<b>Other Properties</b>	<b>3.13</b>	<b>89</b>	<b>96</b>	<b>71</b>	<b>(25)</b>
Head of Property Services		60	60	60	(0)
Property Services		254	254	248	(6)
Building Maintenance		157	66	67	1
<b>Property Services</b>		<b>470</b>	<b>379</b>	<b>374</b>	<b>(5)</b>
<b>Strategy and Resources TOTAL</b>		<b>6,480</b>	<b>7,208</b>	<b>7,257</b>	<b>12</b>

## Other Service Committee Summaries

### Community Services & Licensing Committee

	2019/20 Original Budget (£'000)	2019/20 Revised Budget (£'000)	2019/20 Forecast Outturn (£'000)	2019/20 Outturn Variance (£'000)
<b>Community Services Committee</b>				
Community Safety	208	220	225	5
Cultural Services - Arts and Culture	700	640	632	(8)
Cultural Services - Community Health & Wellbeing	169	205	204	(1)
Cultural Services - Sports Centres	(170)	(153)	(92)	61
Customer Services	387	387	346	(41)
Director (Customer Services)	135	23	9	(14)
Grants to Voluntary Organisations	337	337	337	0
Licensing	(62)	(62)	(43)	19
Public Spaces	1,286	1,323	1,341	19
Revenues and Benefits	244	129	119	(11)
Youth Services	101	106	102	(4)
<b>Community Services and Licensing TOTAL</b>	<b>3,334</b>	<b>3,154</b>	<b>3,180</b>	<b>26</b>

### Environment Committee

	2019/20 Original Budget (£'000)	2019/20 Revised Budget (£'000)	2019/20 Forecast Outturn (£'000)	2019/20 Reserve Transfers (£'000)	2019/20 Outturn Variance (£'000)
<b>Environment Committee</b>					
Canal	6	32	40	0	8
Carbon Management	71	135	78	52	(5)
Development Control	41	130	270	0	140
Director (Development Services)	119	78	78	0	0
Economic Development	91	102	91	0	(11)
Health & Wellbeing	780	951	914	0	(37)
Land Charges & Street Naming	(51)	(42)	(15)	0	28
Planning Strategy/Local Plan	309	374	461	(76)	11
Statutory Building Control	92	(29)	(122)	69	(24)
Waste & Recycling: Other	20	20	20	0	1
Waste and Recycling: MSC	3,947	3,947	3,904	0	(42)
<b>Environment TOTAL</b>	<b>5,425</b>	<b>5,696</b>	<b>5,720</b>	<b>44</b>	<b>68</b>

**Housing Committee – General Fund**

<b>Housing Committee</b>	<b>2019/20 Original Budget £k</b>	<b>2019/20 Revised Budget £k</b>	<b>2019/20 Forecast Outturn £k</b>	<b>2019/20 Outturn Variance £k</b>
Homelessness	105	105	200	95
Homelessness Prevention	141	141	134	(7)
Housing Strategy	138	309	292	(16)
Private Housing	154	154	147	(7)
<b>Housing General Fund Total</b>	<b>538</b>	<b>710</b>	<b>774</b>	<b>64</b>

## Housing Committee – Housing Revenue Account

Revenue Summary	2019/20 Original Budget (£'000)	2019/20 Revised Budget (£'000)	2019/20 Forecast Outturn (£'000)	2019/20 Outturn Variance (£'000)
Dwelling Rents and Service Charges	(21,855)	(21,855)	(22,364)	(509)
Other Charges and Income	(551)	(551)	(623)	(73)
Provision for Bad Debts	80	80	80	0
<b>Total Income</b>	<b>(22,325)</b>	<b>(22,325)</b>	<b>(22,907)</b>	<b>(582)</b>
Supervision and Management	4,203	4,256	4,022	(233)
Repairs and Maintenance	3,733	3,793	3,974	181
Sheltered Housing Service	1,083	1,083	1,071	(12)
Other Expenditure	460	460	497	38
Sheltered Housing Modernisation Programme	470	470	487	17
<b>Total Expenditure</b>	<b>9,948</b>	<b>10,061</b>	<b>10,052</b>	<b>(9)</b>
Support Service Charges from GF	1,560	1,560	1,560	0
Revenue Funding of Capital Programme (Depreciation and RCCO)	6,687	6,687	6,687	0
Provision for Repaying Debt	900	900	900	0
Interest Payable/Receivable	3,354	3,354	3,279	(75)
<b>Total Other Costs and Income</b>	<b>12,501</b>	<b>12,501</b>	<b>12,426</b>	<b>(75)</b>
<b>Total Housing Revenue Account</b>	<b>123</b>	<b>236</b>	<b>(430)</b>	<b>(666)</b>
Transfers to/(from) Earmarked Reserves	(226)	(286)	(286)	0
Transfers to/(from) General Reserves	103	50	50	0
<b>Total Transfers to Reserves</b>	<b>(123)</b>	<b>(236)</b>	<b>(236)</b>	<b>0</b>

Note: table may contain rounding differences



## STRATEGY AND RESOURCES COMMITTEE

17 DECEMBER 2019

8

<b>Report Title</b>	<b>REVIEW OF THE COUNCIL'S CONSTITUTION</b>
<b>Purpose of Report</b>	To request authority to be given to the Monitoring Officer to carry out a review of the Constitution and to re-establish the Constitution Working Group.
<b>Decision(s)</b>	<b>The Committee RESOLVES:</b>  <ol style="list-style-type: none"> <li>1. To re-establish the cross party Constitution Working Group to oversee a review of the Constitution; and</li> <li>2. To authorise the Monitoring Officer to carry out a review of the Constitution on an incremental basis in consultation with the Constitution Working Group and to bring reports proposing amendments to this Committee to consider from time to time.</li> </ol>
<b>Consultation and Feedback</b>	Consultation has taken place with the Alliance Group Leaders and a member event was held by the Local Government Association with senior members regarding the roles of members and officers.
<b>Financial Implications and Risk Assessment</b>	There are no financial implications arising from this report.  Andrew Cummings, Strategic Director of Resources Tel: 01453 754115 Email: <a href="mailto:andrew.cummings@stroud.gov.uk">andrew.cummings@stroud.gov.uk</a>
<b>Legal Implications</b>	Save that any amendments to the Constitution have to be agreed by Council, there are no legal implications arising from this report.  Patrick Arran, Interim Head of Legal Services & Monitoring Officer Tel: 01453 754369 Email: <a href="mailto:patrick.arran@stroud.gov.uk">patrick.arran@stroud.gov.uk</a>
<b>Report Author</b>	As above
<b>Options</b>	The Committee can decide not to follow the recommendations, but this would risk the Constitution not being up to date
<b>Performance Management Follow Up</b>	This will be an ongoing process and no changes may be made to the Constitution without Council approval.

## 1. Background - duty to have a constitution

Under s.9P Local Government Act 2000 (as amended), a local authority is under a duty to prepare and keep up to date its constitution. The Constitution must contain:

- The standing orders/procedure rules;
- The members' code of conduct;
- Such information as the Secretary of State may direct;
- Such other information (if any) as the authority considers appropriate.

1.1 A Constitution Direction was issued by the Secretary of State in December 2000 that required certain matters to be included within constitutions relating to Councils operating executive or alternative arrangements and a modular constitution was

developed as a result of that which a lot of Councils have followed. The types of matters included members' allowances schemes, details of procedures for meetings, details of joint arrangements amongst other things. The guidance does not bind this Council given that we operate a committee system, and as such, there is a degree of latitude as to what may be included, but elements of the Direction will be useful e.g. setting out the information relating to how the Council works in Articles at the beginning of the Constitution

- 1.2 In the case of a committee system local authority, the constitution must also contain a statement as to whether the authority has resolved to have an overview and scrutiny committee.
- 1.3 Constitutions must be available for inspection at all reasonable hours by members of the public and supplied to anyone who asks for a copy on payment of a reasonable fee. The Constitution is available on the Council's website.
- 1.4 In addition to the legal requirement to keep the constitution up to date, local authorities have faced a significant amount of change over the past few years and it is likely that there will have been legislative changes, organisational changes that may mean that the Constitution requires updating. There is no doubt that Stroud's constitution needs to be reviewed as certain elements e.g. the Scheme of Delegation no longer reflects the managerial make up of the Council.
- 1.5 The constitution for a Council operating a committee structure such as Stroud may by its nature, be shorter (as it will not cover executive matters) but essentially, the constitution should contain all of the rules and procedures required by the Council.
- 1.6 Whilst precedent from elsewhere may be helpful, a constitution should primarily be a locally driven document which reflects the character and culture of the organisation and facilitates Council business and priorities, speeding up decision making and processes, rather than something that creates bureaucracy. There is therefore the opportunity to review the Council's constitution and to consider the processes and procedures to ensure that they are fit for purpose.
- 1.7 Discussions have been had with the Alliance Group Leaders and it has been suggested that this report should be brought to the Strategy and Resources Committee to consider the following principles and to re-establish the Constitution Working Group to oversee and be consulted upon the work which will be carried out by the Monitoring Officer. Likewise, officers will have views of what works well and what might need to be changed, consultation can be carried out via Senior Leadership Team and the Operational Managers network.
- 1.8 There has been a cross party Constitution Working Group (CWG) established in the past, but it will need to be re-established and it is suggested that, for the sake of continuity, the Committee agrees to retain the previous membership and ask Group Leaders to nominate replacement members to the group in the event that an original member is no longer able to participate. The members on the CWG will be familiar with the document and will consider the following types of questions:
  - What works well?
  - What could be improved?
  - Is the structure right and does it work (length/articles/summary etc)?
  - Is it sufficiently "public facing" - can people express their views at meetings adequately?

- Are complaints and other processes (e.g. FoIA) clear?
- New legislation - has it been picked up?
- Are the schemes of delegation up to date, understandable and all encompassing?
- Are Proper Officer functions up to date?
- Are appeals at the right level, only involving members where appropriate?

1.9 As stated above, the Scheme of Delegation needs to be updated to reflect the new senior management structure; there is an opportunity to consider the following types of questions:

- Should more functions be delegated to Officers to speed up decision making?
- Are the Councils financial limits meaningful, realistic and specified?
- Do the standing orders and delegations facilitate shared services and reflect delegations from or to officers of other authorities (for example), where appropriate?
- Is the senior management structure up to date?
- The Council will need to create an Independent Person Panel as a standing body?
- Could scrutiny in committees be more effective?
- Does the Council consider the interaction of the Pay Policy Statement requirements with the Council's Constitution with, in particular, the requirement to regularly review any policies allowing for voluntary severance, early retirement or redundancy and access to pensions as well as disciplinary and grievance policies, etc?
- Consultation approach and protocol for stakeholder engagement.

1.10 Initial work 'packages' have been suggested by members and these are set out below.

**1.11 Scope of Constitution Review (light touch v complete overhaul to modular constitution)**

1.11.1 A Light touch approach was agreed to start with and then a complete review after the next AGM.

1.11.2 It was proposed that Council should set up a formal Constitution Working Group as a permanent committee at the next AGM. If that is something that is agreed, terms of reference will need to be drafted for consideration. In the meantime, it was agreed that the existing CWG would be re-established to deal with issues set out below in the intervening period.

**1.12 Articles of the Constitution need to be considered and added**

1.12.1 It was agreed that the Monitoring Officer would draft Articles for discussion by the CWG

**1.13 The Scheme of Delegation needs to be overhauled and sub-delegations brought up to date.**

1.13.1 This must be a priority piece of work as the current Scheme is out of date which could render the Council open to challenge if not addressed. The Monitoring Officer has suggested that the extent of delegations to officers should be considered with only important / high profile matters going to committee for decision. The CWG

would consider what is proposed in terms of delegations, but it is clear that members require officers to consult on anything which is, or could be, politically sensitive. This has already been picked up in the draft Member / Officer Relations Protocol (referred to below) and the Monitoring Officer is in the process of devising training for officers on political sensitivity.

#### **1.14. A Fit for purpose Member / Officer Relations Protocol needed**

1.14.1 This was an action arising out of the Corporate Peer Challenge insofar as it was identified that there should be some work done around clarifying roles. A cross party event facilitated by the LGA was organised for the 21<sup>st</sup> of November at which it was discussed that the Member / Officer Relations Protocol drafted by the Monitoring Officer should be distributed to the members who were invited to attend that event.

1.14.2 The Member / Officer Protocol was sent to all Group Leaders and deputies and all Committee Chairs and deputies for comment. Any suggested amendments will be considered and applied in time for the next Committee meeting in January.

#### **1.15 Code of Conduct & Investigation Procedure needs to be re-drafted to include the best practice agreed by Audit and Standards Committee**

1.15.1 The Monitoring Officer took a report to Audit and Standards Committee on the 7<sup>th</sup> May 2019 which outlined the (then) recent report of the Committee for Standards in Public Life. The report can be accessed [here](#).

1.15.2 The A&S Committee agreed that the Council should adopt best practice recommended by the Committee for Standards in Public Life and it was also agreed that the Monitoring Officer would review the Code of Conduct and investigation procedure as part of this work. However, given the clear crossover of work between the Strategy & Resources and Audit & Standards in terms of ethical standards, it was considered prudent to ensure that all prospective changes were channelled through the CWG. Members also asked the Monitoring Officer to consider the position on interests given that the current Code does not necessarily capture potential conflicts of interest.

#### **1.16 Substitutes**

1.16.1 Members asked the Monitoring Officer to look at the potential for amending Standing Orders to allow for substitutes. This was for balance and consistency in relation to outside bodies and committees. This is recognised as being permissible but good practice dictates that this should be a named substitute who has been appointed by Council.

#### **1.17 Parental Leave**

1.17.1 Members asked the Monitoring Officer to look at the issue of parental leave and determine what would be best practice to enable participation. This is something that is permissible, but which is still subject to the 6 month rule for members to attend meetings.

#### **1.18.1 Councillor speaking rights as 'invited guests'– members taking part in other committees**

1.18.2 This is a rule that currently exists but causes some confusion and is inconsistent in application. In short, the Chair of a Committee has discretion to allow all members, who are not members of the committee, to speak at a meeting. It has been suggested that this could be retained for other committee but will be excluded for DCC, and, it is suggested, licensing sub-committee. This is something that the CWG can consider.

#### **1.19 Items going to different committees unnecessarily – speed up decision making**

1.19.1 Currently, there are some matters which appear on numerous committee agendas and it has been suggested that this needs to be addressed.

#### **1.20 Task & Finish / Working Groups**

1.20.1 Despite clear advice that these groups are legally permissible, there are still concerns about the legitimacy of these working arrangements on the basis that there is a perception of a lack of transparency. By their very nature, these groups cannot make decisions and are advisory only. Therefore, any recommendations made will be contained in an open report to Council or Committee thus ensuring that the Council makes decisions in an open and transparent way.

1.20.2 The Monitoring Officer is clear that these groups have their place within the Council and allow matters and policies, which are at a formative stage, to be discussed privately in an uninhibited way. If more formality is required, then sub-committees would have to be set up which would have the same formal requirements as the parent committee – though the advice is that this should be done sparingly.

#### **1.21 Resident Engagement**

1.21.1 This point was mentioned above and relates to giving the public the ability to make statements at Council meetings.

1.21.2 Members would also like to give a voice to the Youth Council.

#### **1.22 Protocol for public speaking in DCC to be drafted**

1.22.1 A protocol was adopted by DCC at its meeting on the 26<sup>th</sup> of November.

1.23 There are some other matters which had been suggested previously and which could be considered by the CWG as part of its work plan.

Examples are:

- The budget cycle and consideration of draft budgets by committees
- Task & Finish Group parameters and guidelines
- Strengthening the mechanism which allows an issue to be transferred for consideration by full Council from a committee
- Whether an improved means of dealing with questions from the public might be introduced.
- Whether we need improved means of receiving petitions from the public.

## **2. CONCLUSION**

There is a clear need to ensure that the Constitution is updated regularly and the proposals in this report, if accepted, will ensure that this is done in a consistent way.

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

**AGENDA  
ITEM NO**

**17 DECEMBER 2019**

**9**

**ENVIRONMENT COMMITTEE – 24 OCTOBER 2019 – AGENDA ITEM 5**

<b>Report Title</b>	<b>COMMUNITY INFRASTRUCTURE LEVY (CIL) SPENDING ALLOCATIONS</b>
<b>Purpose of Report</b>	To recommend CIL spending allocations to Strategy and Resources Committee.
<b>Decision(s)</b>	<b>The Committee RECOMMENDS to Strategy &amp; Resources Committee that funding commitments are agreed according to the report below.</b>
<b>Consultation and Feedback</b>	Members of Planning Review Panel have considered these proposals and they have been amended to take account of points raised.
<b>Financial Implications and Risk Assessment</b>	There are sufficient funds collected by CIL to date to cover the spend as outlined in Appendix, and that it meets the criteria required for the Regulation 123 list. Adele Rudkin, Accountant Tel: 01453 754109 Email: <a href="mailto:adele.rudkin@stroud.gov.uk">adele.rudkin@stroud.gov.uk</a>  Risk Assessment: Having a robust governance system in place for managing CIL spending is intending to mitigate the risk of development taking place without adequate infrastructure in place to support it.
<b>Legal Implications</b>	Local authorities must spend the levy on infrastructure needed to support the development of their area, who will decide what infrastructure is needed in line with adopted policy. Patrick Arran, Interim Head of Legal Services Tel: 01453 754369 Email: <a href="mailto:patrick.arran@stroud.gov.uk">patrick.arran@stroud.gov.uk</a>
<b>Report Author</b>	Pippa Stroud, Policy Implementation Manager Tel: 01453 754099 Email: <a href="mailto:pippa.stroud@stroud.gov.uk">pippa.stroud@stroud.gov.uk</a>  Krista Harris, Senior Community Infrastructure Officer Tel: 01453 754325 Email: <a href="mailto:krista.harris@stroud.gov.uk">krista.harris@stroud.gov.uk</a>
<b>Options</b>	Options are: 1. approve the proposed CIL spending allocations; or 2. amend the proposed CIL spending allocations, or 3. delay the proposed CIL spending allocations for further internal discussion.
<b>Performance Management Follow Up</b>	Annual reports will be considered by Environment Committee as part of the governance and budgetary process to manage the spending of CIL income.
<b>Background Papers/ Appendices</b>	Appendix A: Funding recommendations

## **INTRODUCTION / BACKGROUND**

- 1.1** Community Infrastructure Levy (CIL) was introduced by government in 2010 as a mechanism to fund the infrastructure required to deliver Local Plan growth strategies. The District Council adopted CIL in February 2017 and implemented the charge from April 2017.
- 1.2** CIL partially replaces the s.106 arrangements which secure payments through the planning system for the infrastructure necessary for new development.
- 1.3** CIL liability is calculated per m<sup>2</sup> of new dwellings (£90.72/m<sup>2</sup>) and retail warehouses (£85.05/m<sup>2</sup>), of which either 15% or 25% goes to local Town and Parish Councils as a 'neighbourhood portion' according to their NDP status and 5% is retained by the local authority to cover the costs of administering the scheme. The remainder of the funding collected is held by the local authority to be spent on strategic capital infrastructure projects.
- 1.4** CIL payments are triggered by the commencement of development and can be paid in instalments. At time of writing, two and a half years after CIL launch, funds of £431,100 have been collected and a further £241,200 is currently due for collection. Profiles show that a total of £1,750,400 funds *could* be collected by CIL, dependent on a number of factors.
- 1.5** Council resolved in December 2018 to approve a mechanism to priorities spending on qualifying infrastructure projects. This report covers the results of the implementation of that mechanism and sets out a recommended spend.

## **2. ISSUES FOR CONSIDERATION**

- 2.1** The strategic infrastructure projects that CIL can be spent on are outlined in the adopted Regulation 123 list and related Infrastructure Delivery Plan, and are broadly grouped into capital infrastructure items such as education, social infrastructure, transport and strategic flood risk. Projects must also align with the objectives of the Councils adopted Local Plan.
- 2.2** However, CIL income will not be sufficient to meet all the district's infrastructure needs. Instead, CIL should be viewed as one aspect of a number of infrastructure funding streams available to providers. CIL Strategic funding cannot be used to support current existing funding programmes or deficiencies.
- 2.3** Given that the Regulation 123 list is the basis for eligible project types, all the strategic infrastructure providers who deliver these service types were contacted with information on how to apply for CIL strategic funding. These providers included the County Council (for Education, Highways, and Libraries), the Environment Agency, local colleges, Emergency Services, and certain service areas within the District Council especially those known to deliver unique capital infrastructure projects.

- 2.4** Since CIL has the two funding routes; 1) the neighbourhood portion to Town and Parish Councils for local projects and 2) the strategic infrastructure delivery fund, it is important that applicants note the difference in order to understand their eligibility. Strategic infrastructure must serve a significant population or cover a geographical area much wider than their immediate area. Social infrastructure projects such as community halls, local open space or parish sports provision are not therefore seen to be 'strategic' and as such should be funded via the parish proportion of CIL, should the relevant town or parish council wish to do so
- 2.5** Some strategic delivery agencies that were contacted did not have projects ready to deliver in 2020/2021. We have allowed these organisations to submit basic project information in the form of an 'Expression of Interest'. This illustrates providers' interest in seeking funding for that project in future years. This approach also gives SDC useful evidence as it proves that the infrastructure demand for future years is significant, and this project data can be used in the formulation of the Infrastructure Delivery Statement which will ultimately replace the Regulation 123 list.
- 2.6** Bids received were recorded and assessed for their fit against the CIL Strategic Funding core objectives; in particular for their ability to directly meet the priorities of the Infrastructure Delivery Plan, align with the Council's Local Plan and help to address the infrastructure needs arising from development. A meeting with CIL Officers and Senior Managers was held to discuss and assess the merits of individual applications.
- 2.7** The projects that best aligned with the policy requirements also appear to offer good value, and could be easily accommodated within the available CIL budget.
- 2.8** Officers also noted that there were a significant number of projects submitted as 'Expressions of Interest' for future years. The County Council has indicated a need for investment of around £852k in Education, alongside a need for £20 million to fund highways improvements and sustainable travel provision. In addition, expressions of interest show £300k is required for strategic waste provision, £200k for flood risk management infrastructure, £14 million for social infrastructure, £1 million for the canal and £3 million for health and wellbeing projects. Clearly these sums are likely to be far in excess of what may be collected by CIL within the Stroud District, but it provides justification for the need to retain some funding for use in years beyond 2020/2021.

### **3. CONCLUSION / RECOMMENDATION**

- 3.1** It is proposed that payments are made to infrastructure providers in accordance with the recommendations made at Appendix A. This totals £114,000, which is 26% of the total funding currently available (£431,100).
- 3.2** Members will note that not all of the available funding is proposed to be spent this year; instead, it is considered prudent to retain some funding to create a larger fund over time in order to support more significant infrastructure projects in future.



## APPENDIX A

### Recommended CIL Project Bids for 2020/2021 funding

Project Name:	Brief Outline:	Total Project Costs:	Amount Requested:	Comments:	Reg 123 & IDP ?	Local Plan
Stratford Park Outdoor Swimming Pool (SDC)	Reconfiguring the existing CHP plant to capture additional heat to increase the Outdoor Pool temperature and improve user comfort.	£10,000	£10,000	Good value for money, low risk delivery and immediate public benefit. Consultation identified heating pool is top priority (96% public support).	Reg 123 Yes IDP Yes	CP14, ES1, ES2, ES10, ES12, ES15, EI10, Stroud Valleys Cluster Guiding Principles 2, 4, 7, 9, 11, 12. CP6
Salmon to Salmon Springs – River Frome Restoration (Environment Agency and Rivers Trust)	Works to address physical barriers on the River Frome with restoration measures and conservation objectives	£600,000	£60,000	Well written bid, considerable match, proven track record of successful delivery	Reg 123 Yes IDP Yes	ES3, ES6, ES7, ES4, ES12, ES13, ES14, CP14, Stroud Valleys Cluster Guiding Principles 2, 4, 5, 8,9, 10, 12. CP6, CP4
Strategic Tree Planting in Stroud District (Stroud Valleys Project)	Planting of between 4000/5000 trees and hedges to improve green infrastructure across the District. Tree planning will also help to reduce flood risk, mitigate carbon emissions and assist with reducing the impact of climate change	£20,000	£14,000	Good value for money project at approx £3-4 per tree. Low risk project delivery and quick-win. Locations in parishes across the District to be pre-approved taking into account landscape character.	Reg 123 Yes IDP Yes	ES6, ES7, ES8, ES14, ES12, ES13, CP4, CP6, All clusters protect and enhance high quality landscape principles

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Rural SuDS (SDC)	Working with natural processes to elevate flooding and to protect/enhance riverine habitats	£85,000	£30,000	For capital works, good project bid. Benefits to environment and amenity.	Reg 123 Yes  IDP Yes	Cp4, Cp6, Es4, CP14, All clusters protect and enhance high quality landscape principles
		<b>Total</b>	<b>£114,000</b>			

### CIL Bids for 2020/2021 funding – not recommended for approval

Project Name:	Brief Outline:	Total Project Costs:	Amount Requested:	Comments:	Reg 123 / IDP ?	Local Plan
Waste Container provision (SDC)	Provision of waste receptacles for new properties essential to continuation of existing waste regime	£25,000/annum	£15,000	No capital match. Reg 123 List excludes on site collection facilities.	Reg 123 No IDP No	No
The REACH (South Glos & Stroud College)	Special support facility for 14-16 year olds who have been permanently excluded from school especially with social and mental health issues, enables them to engage and achieve in education	£595,000 revenue + £540,000 capital	£540,000 (capital costs)	Not primary infrastructure with direct causal link to increase in development. No capital match, amount beyond CIL funding availability.	Reg 123 not direct link IDP Yes 58	CP6 but not direct. Berkeley Cluster Guiding Principles 2.
College Multi-use Gaming Area (MUGA), South Glos & Stroud College, Berkeley	Sporting facilities for students studying at Berkeley University Tech, which would be made available to the public outside working hours	£240,000	£240,000	Large request with no capital match. 127 learners from Stroud District attend Berkeley UTC. Project not identified in latest open space and GI study.	Reg 123 not direct IDP Yes	ES15 and CP6 but not direct. Berkeley Cluster Guiding Principles 2.
Stroud Sub Rooms – Development Phase (Stroud Town Council)	Full refurbishment of building and forecourt to provide more accessible and inclusive services. Improvements will help grow the potential of the building.	£1.2mil	£ tbc	Specific project needs to be presented that more aligns with CIL Regs. To be treated as expression of interest for future years.	Reg 123 Yes IDP yes but not direct	ES16, EI10, CP14, ES10, Stroud Valleys Cluster Guiding Principles 7, 9.

## STRATEGY AND RESOURCES COMMITTEE

17 DECEMBER 2019

**10**

<b>Report Title</b>	<b>CORPORATE DELIVERY PLAN PROGRESS</b>
<b>Purpose of Report</b>	To consider the progress made in Quarter 2 on the Corporate Delivery Plan Key Actions for 2019/20.
<b>Decision(s)</b>	<b>The Committee RESOLVES to note the progress made in Quarter 2 on the Corporate Delivery Plan Key Actions for 2019/20 as set out in Appendix 1 and highlighted in this report.</b>
<b>Consultation and Feedback</b>	The Corporate Delivery Plan Key Actions for 2019/20 were agreed at full Council on 16 May following a series of workshops involving senior management and alliance group members of the Strategy & Resources Committee.
<b>Financial Implications and Risk Assessment</b>	There are no direct financial implications arising from this report. Lucy Clothier, Interim Accountancy Manager Tel: 01453 754343 Email: <a href="mailto:lucy.clothier@stroud.gov.uk">lucy.clothier@stroud.gov.uk</a>  There are no risks arising from this report. Risks relating to individual projects will be recorded on Excelsis.
<b>Legal Implications</b>	There are no legal implications arising from this report  Patrick Arran, Interim Head of Legal Services and Monitoring Officer Tel: 01453 754369 Email: <a href="mailto:patrick.arran@stroud.gov.uk">patrick.arran@stroud.gov.uk</a>
<b>Report Authors</b>	Kathy O'Leary, Chief Executive Tel: 01453 754780 Email: <a href="mailto:kathy.oleary@stroud.gov.uk">kathy.oleary@stroud.gov.uk</a> Petula Davis, Principal Projects Officer Tel: 01453 754289 Email: <a href="mailto:petula.davis@stroud.gov.uk">petula.davis@stroud.gov.uk</a>
<b>Options</b>	The Council is not required to have a Corporate Delivery Plan, however, it is a useful way of drawing together the political and managerial key actions for 2019/20 and setting them in the context of the Council's priorities and 4-year focus. It enables the Council to set out what it is seeking to achieve this year and gives the public and partners a means by which they can be informed of progress and hold the Council to account.
<b>Performance Management Follow Up</b>	The actions arising from the CDP will continue to be recorded and monitored on Excelsis with further quarterly updates to Committee.
<b>Background Papers/ Appendices</b>	<a href="#">Report to Council on Corporate Delivery Plan and Key Actions for 2019/20, 16 May 2019.</a> <a href="#">Report to S&amp;R Committee 3 October 2019 on Quarter 1.</a> Appendix 1 – Corporate Delivery Plan Quarter 2 Update

## 1. BACKGROUND

- 1.1 The Corporate Delivery Plan incorporating Key Actions for 2019/20 was agreed at full Council on 16 May 2019 following a number of officer and member workshops.
- 1.2 The workshops explored the Key Actions for 2018/19 that were achieved, not achieved and those that needed to be rolled forward and updated for 2019/20. Consideration was also given to emerging priorities and challenges, and key deliverables for longer-term projects in 2019/20.
- 1.3 The resulting Key Actions for 2019/20 are set out under the unchanged CDP vision and key priorities.

## 2. PROGRESS ON THE KEY ACTIONS FOR 2019/20

- 2.1 The Corporate Delivery Plan Quarter 2 update report at Appendix 1 shows the summary progress recorded on Excelsis for each CDP Key Action 2019/20 (CDP1-24). There are many more detailed sub-actions identified, monitored and recorded. Below, under each of the 5 Corporate Delivery Plan priorities, are the headlines of the progress made:

### **ECONOMY: Help create a sustainable and vibrant economy that works for all (CDP1-4)**

- Following Council approval in July a number of electric vehicles, replacing the former fleet, are now in service to support the work of neighbourhood wardens.
- Initial discussions have taken place to develop 'Peer to Peer' lending options for local business.
- In respect of the Brimscombe Port redevelopment, planning permission is still to be determined and consultations are under way. A report to approve the next steps is elsewhere on the agenda for this Committee.

### **AFFORDABLE HOUSING: Provide affordable, energy efficient homes for our diverse and changing population (CDP5-10)**

- Following the Council commitment to Carbon Neutral 2030, a revised direction of travel for our new build council homes has been agreed.
- Housing Review Panel has agreed 4 revised priorities, these will be incorporated into the HRA Delivery Plan and a full report presented to Housing Committee in December.
- The reopening of the refurbished Concord, Nailsworth in October coincided with residents' celebrations of the 50th anniversary of Concord's opening.
- The project to provide high quality safe temporary accommodation has been difficult to progress with partners, and is behind schedule, but persistence has been rewarded with recent positive communications with the Salvation Army about the Chapel Street building.
- The project to bring reactive maintenance service in-house continues to progress well, with all 16 sub (mini) projects on target and risks being addressed and kept under review.
- The Housing Strategy 2019-24 was adopted at Housing Committee in September and has been published.

**ENVIRONMENT: Help the community minimise its carbon footprint, adapt to the changing climate and continue to improve recycling rates (CDP11-15)**

- The CN2030 Officer started in September and is making progress in coordinating the development of the action plan with partners.
- Working in partnership, the resurfacing of the southern stretch of the Nailsworth to Dudbridge cycle / walkway with more than 8000 recycled tyres has commenced. Funding sources for the northern stretch are being explored. Good progress is being made on preparations for other routes.
- The completed Green Infrastructure, Recreation and Open Space Study has been presented to members and is now published on our website.

**HEALTH AND WELL BEING: Promote the health and well-being of our communities and work with others to deliver the public health agenda (CDP16-20)**

- Two of the four priorities for this year have already been achieved – the adoption of a new Health and Wellbeing Plan and the establishment of a weekly parkrun in Stratford Park.
- The Stratford Park Leisure Centre contract will be the subject of a report to Committee in January. Short, medium and long term decisions will need to be set in the context of the long term investment plan for leisure and cultural facilities in Stratford Park and in the district more generally. Financial provision for the study work needed is being made as part of the current round of budget setting.

**DELIVERY: Provide value for money to our taxpayers and high quality services to our customers (CDP21-24)**

- A report in December will update on progress on the Council's Older People's Housing Strategy and will include changes to hardwired alarm system and customer choice lifeline pendants, a review of the allocations process and funding opportunities.
- A budget workshop to explore opportunities for income generation has been held. Work is being progressed on setting up a local good causes community lottery, improving our returns from Treasury Management and reviewing fees and charges, as well as exploring further ideas.


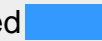


**2.2** In summary, 4 of the 24 Key Actions have been completed. The rest are currently on target, with the exception of CDP8, CDP17 and CDP18. As set out above and in Appendix 1, CDP 8, providing temporary accommodation, stalled earlier on but progress is now being made with discussions. CDP17 and 18 require any short-term decisions about the Stratford Park Leisure Centre contract to be set in the context of understanding what the longer term investment plan for Stratford Park might be, and making funding available to carry out the studies necessary to reach that understanding. A report to Committee is due in January.

### **3. CONCLUSION**

**3.1** Members are asked to note the good progress made in Quarter 2 to deliver the agreed Corporate Delivery Plan Key Actions for 2019/20 and the action being taken to progress the few outlined in the paragraph above which are behind target.



## Corporate Delivery Plan – Q2 update report

### CDP1: ECONOMY: Help create a sustainable and vibrant economy that works for all



Code	Action Required	Deadline	Lead Officer	Status		Comments
<a href="#">CDP.1</a>	Continue to allocate funds from the business rates pilot fund in line with the agreed principles: Supporting Local Businesses; Improving the Council's long-term financial position; Local Wealth Building; Supporting a Zero Carbon District; Reducing inequality	30/04/2020	Andrew Cummings	On Target		15/11/2019: Quarter 2: Electric Vehicles have begun to arrive during the quarter. S&R have made no further allocations of funds but initial discussions have been held around a peer to peer lending option being developed.
<a href="#">CDP.2</a>	Support local wealth creation and local business growth through an updated procurement strategy incorporating social value principles.	31/03/2020	Sarah Turner	Completed		30/07/2019: Quarter 2: Updated procurement strategy approved by Council on 18 July 2019. It incorporates local wealth creation under Procurement Aim 3 - Achieving Community Benefits. Also includes a Social Value Policy.
<a href="#">CDP.3</a>	Progress and deliver the redevelopment of Brimscombe Port by securing planning permission and being ready to seek a development partner.	31/07/2020	Leonie Lockwood	On Target		20/09/2019: Quarter 2: Planning consultations in progress, soft market testing and financial appraisal underway
<a href="#">CDP.4</a>	Submit a bid to the National Lottery Heritage Fund by April 2020 to restore the canal link between Stonehouse and Saul.	24/04/2020	Dave Marshall	On Target		18/09/2019: Quarter 2: Draft bid document 60% complete

## Corporate Delivery Plan – Q2 update report

**CDP2: AFFORDABLE HOUSING: Provide affordable, energy efficient homes for our diverse and changing population**



Code	Action Required	Deadline	Lead Officer	Status		Comments
<a href="#">CDP.5</a>	Contribute to our identified local housing need, by building new council homes through: a) submitting planning applications for 56 units on 6 sites b) agreeing an approach to purchase more land	30/04/2020	Kimberley Read	On Target		23/09/2019: Quarter 2: The revised specification was presented to Housing Review Panel on 8th October. There is further information to be provided to members about the options for achieving a SAP rating of 86, for example indicative running costs to tenants, and the cost of changing from gas to air source heat pumps or electric heating. This is to be provided by the next Housing Review Panel meeting on 12th November for further discussion.
<a href="#">CDP 6</a>	Adopt the Housing Revenue Account 5-year delivery plan	24/12/19	Kevin Topping	On Target		08/10/2019: Quarter 2: HRP meeting in November being used to enable members to shape the delivery plan based on consultation feedback, the CDP and the MTFP

## Corporate Delivery Plan – Q2 update report

Code	Action Required	Deadline	Lead Officer	Status	Comments
<a href="#">CDP 7</a>	Commence improvements to the sheltered housing schemes in Nailsworth (Concord) and Minchinhampton (George Pearce House)	31/03/2020	Chris Horwood	On Target 	24/09/2019: Quarter 2: The refurbishment works at Concord are due to be completed as planned on the 18th October and an official re-opening event is planned for that day followed by the residents' celebrations for the 50th anniversary of Concord originally opening. Designs have been prepared for George Pearce House and costs are awaited in order that these can be presented to Steering Group for approval. As the contractors has already been appointed through the Westworks DPS they have already visited the site and are involved in developing the proposals. The works are due to commence on site in January.
<a href="#">CDP 8</a>	Provide high quality, safe temporary accommodation for homeless single people and families within the district	30/04/2020	Pippa Stroud	Overdue 	13/11/2019: Quarter 2: We had reluctantly decided to abandon the project to provide temporary accommodation in the Chapel Street Salvation Army building due to a persistent lack of response from the Salvation Army's central office. However, our communication to the SA about this has galvanised them into action and the project is once more making progress. Unfortunately, project partners Gloucester City Homes have recently announced their decision to withdraw from the project in order to concentrate on new-build general needs affordable housing




## Corporate Delivery Plan – Q2 update report


Code	Action Required	Deadline	Lead Officer	Status	Comments
<a href="#">CDP.9</a>	Work to bring the reactive maintenance service in-house by 1 April 2020, providing better customer service and efficiencies.	01/04/2020	Joe Gordon	On Target 	14/11/2019: Quarter 2: All of the 16 mini projects are on target. TUPE remains high risk due to the uncertainty of trades available for transfer to the new service. Risk is being addressed operationally and strategically at monthly meetings (PCM and MGM). Void works are out to tender. Works will commence on fitting out of the depot 18 November. Updates and progress are available to aces via the HUB
<a href="#">CDP.10</a>	Adopt the housing strategy incorporating the delivery of community-led housing	31/03/2020	Pippa Stroud	Completed 	13/11/2019: Quarter 2: The new Housing Strategy 2019 - 24 was adopted at Housing Committee on 10th September and has been published: <a href="https://www.stroud.gov.uk/housing/housing-strategy">https://www.stroud.gov.uk/housing/housing-strategy</a>

## Corporate Delivery Plan – Q2 update report




**CDP3: ENVIRONMENT: Help the community minimise its carbon footprint, adapt to the changing climate and continue to improve recycling rates**

Code	Action Required	Deadline	Lead Officer	Status	Comments
<a href="#">CDP.11</a>	Implement the revised Environment Strategy and develop an action plan with partners to incorporate our commitment to being a Carbon Neutral district by 2030 (CN2030).	30/04/2020	Barry Wyatt	On Target 	08/08/2019: Quarter 2: The CN2030 post commenced 2 <sup>nd</sup> September 2019 and is making progress in all areas covered by the commitments made by the council. The RE resource assessment is complete and the draft report is being finalised ahead of the Local Plan Consultation. Highlights include: the Council Tax and Business rate project is secured and initiating, the EOI to ERDF was submitted in partnership with Glos County Council, viability work on PV and Storage projects in our sheltered housing is secured through funding and cross county collaborations on the CN2030 agenda are in discussion.

## Corporate Delivery Plan – Q2 update report



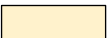

Code	Action Required	Deadline	Lead Officer	Status	Comments
<a href="#">CDP 12</a>	Work with partners to implement the next phase of the cycling and walking strategy, focussing on routes between Dudbridge-Nailsworth; Dursley–Cam-Uley; Wotton-Kingswood-Charfield.	30/04/2020	Mark Russell	On Target 	01/11/2019: Quarter 2: Progress on the routes to date is as follows: Dudbridge to Nailsworth – Resurfacing for southern half (Nailsworth to Woodchester) has commenced, with preliminary works already started. Sources of funding to complete the northern half (Woodchester to Dudbridge) is being explored. Dursley-Cam-Uley – Definitive route now identified. Follow up work including resurfacing, footpath to bridleway re-designation, highway redesign options, is being explored. Ongoing negotiations between the local Greenway group and developers to implement those sections within Littlecombe and North East Cam developments. Wotton-Kingswood-Charfield – Sustrans feasibility report completed looking at route options and willingness of landowners to cooperate. The local Greenway group will now look at detailed design options and are seeking sources of funding with assistance of SDC.

## Corporate Delivery Plan – Q2 update report

Code	Action Required	Deadline	Lead Officer	Status		Comments
<a href="#">CDP.13</a>	In our role as statutory waste collection authority, support community groups to phase out single use plastics; whilst also reducing its use across council services	30/04/2020	Mike Hammond	On Target		14/11/2019: Quarter 2: This project has continued to progress across the District
<a href="#">CDP.14</a>	In Partnership with Stroud Town Council and Friends of the Lido submit a bid to National Lottery Heritage Fund for additional funding to refurbish Stratford Park Lido.	30/04/2020	Rob Griffiths	On Target		14/11/2019: Quarter 2: Tricolor Associates progressing well with the support of Rupert Blackstone at Wattcraft on heat options study for the Lido - investigating the heating of the Lido using the CHP capacity and the positive gas boiler spare capacity from the Leisure Centre"s indoor plant room. Initial Appraisal of Design Interventions from Purcell and we are still working to define the Small, Medium and Large options for redevelopment of the Lido. Our aim is to finish the business case and bid by 31/01/2020
<a href="#">CDP.15</a>	Publish an assessment of opportunities to expand the green infrastructure network through the Local Plan Review.	30/04/2020	Mark Russell	On Target		01/11/2019: Quarter 2: The GI, Recreation and Open Space Study has been completed and published. A members seminar was held to receive a presentation by the consultants.



## Corporate Delivery Plan – Q2 update report

**CDP4: HEALTH & WELLBEING: Promote the health and wellbeing of our communities and work with others to deliver the public health agenda**

Code	Action Required	Deadline	Lead Officer	Status	Comments
<a href="#">CDP.16</a>	Adopt a new Health and Well Being Plan to guide council service delivery.	31/03/2020	Jon Beckett	Completed 	25/09/2019: Quarter 2: Health and Wellbeing plan Adopted by Community Services and Licensing committee in September 2019.
<a href="#">CDP.17</a>	Make a decision extending the contract for the provision of leisure centre services at Stratford Park and consider options for future provision	31/01/2020	Mike Hammond	On Target 	25/09/2019: Quarter 2: See below. A report will be brought to Committee to set out options for how to proceed in respect of the current contract, where there is the contractual possibility to extend the current contract to 2024 as well as to end it in 2021.
<a href="#">CDP.18</a>	Agree a long term investment and management plan for Stratford Park with partners and contractors	31/03/2020	Mike Hammond	Not Started 	14/11/2019: Quarter 2: Financial provision will be made, as part of the current round of budget setting, for a study to investigate what we want to achieve in the longer term with all the different leisure and cultural facilities in Stratford Park and across the district more generally. This will inform our short-term view on the contract for the provision of leisure centre services at Stratford Park.
<a href="#">CDP.19</a>	Support the setting up and delivery of a weekly parkrun in Stratford Park	31/08/2019	Mike Hammond	Completed 	25/09/2019: Quarter 2: The first parkrun was held on Saturday 31 August 2019 and is now established as a weekly event which is well supported by both participants and volunteers.

## Corporate Delivery Plan – Q2 update report


**CDP5: DELIVERY: Provide value for money to our taxpayers and high quality services to our customers**

Code	Action Required	Deadline	Lead Officer	Status		Comments
<a href="#">CDP.20</a>	Implement the first year's action plan of the Council's Older People's Housing Strategy	24/12/2019	Lynne Mansell	On Target		13/11/2019: Quarter 2: as quarter one, actions identified will be shared with members by way of a briefing note on progress in December 2019 including the removal of the hardwire alarm system, customer choice lifeline pendant which can be opted in or out depending on circumstances, checking allocations advice, reviewing promotional advice to new and future tenants, review of allocations process and funding opportunities from the newly appointed project officer
<a href="#">CDP.21</a>	Create a strategic approach to building more effective partnerships with parish and town councils.	30/04/2020	Andrew Cummings	On Target		15/11/2019: Quarter 2: An initial meeting has been held with a working group to consider the "Working Together" protocol with another one planned for the end of November. SLT is to consider progress and how these can be integrated into a corporate approach.

## Corporate Delivery Plan – Q2 update report

Code	Action Required	Deadline	Lead Officer	Status	Comments
<a href="#">CDP.22</a>	Adopt a clear vision and digital strategy which is fit for purpose to deliver good quality, convenient and efficient services for staff, residents and local businesses.	31/01/2020	Andrew Cummings	On Target	15/11/2019: Quarter 2: Significant progress has been made with the appointment of Foresight Consulting to lead on IT development. Foresight have both produced a report setting out a capital investment programme and led on the technical project management. Clear workstreams have been identified and weekly progress reports are received and reviewed.
<a href="#">CDP.23</a>	Explore the opportunities for income generation to help achieve financial self-sufficiency.	31/03/2020	Andrew Cummings	On Target	14/11/2019: Quarter 2: LGA commissioned consultant has delivered one of the budget workshops to members. Of the ideas shared a lottery and better Treasury Management are being taken forward as immediate priorities with the final TM panel planned for November 14th. Lists of fees and charges will be presented to service committee throughout the budget setting process. Contact has also been made with Cheltenham BC who have agreed to bring officers and members to deliver a presentation on their commercial journey.

## Corporate Delivery Plan – Q2 update report

Code	Action Required	Deadline	Lead Officer	Status		Comments
<a href="#">CDP.24</a>	Work collaboratively through partnerships and external stakeholders to achieve greater influence to deliver the Council's objectives.	31/03/2020	Andrew Cummings	On Target		15/11/2019: Quarter 2: S&R have now agreed the partnership with One Legal subject to a business case. Terms of Reference have been agreed for the Severn Vale Board with Stroud also being invited to form part of other "Vision 2050" Boards. The District has recently hosted the GCC "Economic Growth Scrutiny Committee"



## STRATEGY AND RESOURCES COMMITTEE

17 DECEMBER 2019

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<b>Report Title</b>	<b>LGA CORPORATE PEER CHALLENGE ACTION PLAN UPDATE</b>
<b>Purpose of Report</b>	To note the progress made in Quarter 2 on delivering the Action Plan resulting from the LGA Corporate Peer Challenge.
<b>Decision(s)</b>	<b>The Committee RESOLVES to note the progress made in Quarter 2 on implementing the LGA Corporate Peer Challenge Action Plan.</b>
<b>Consultation and Feedback</b>	The Peer Challenge Action Plan was developed following the Peer Challenge in March 2019, which involved Members, staff, stakeholders and partners and resulted in a feedback report.
<b>Financial Implications and Risk Assessment</b>	There are no direct financial implications arising from this report. Lucy Clothier, Interim Accountancy Manager Tel: 01453 754343 Email: <a href="mailto:lucy.clothier@stroud.gov.uk">lucy.clothier@stroud.gov.uk</a>
<b>Legal Implications</b>	There are no legal implications arising from this report. Patrick Arran, Interim Head of Legal Services & Monitoring Officer Tel: 01453 754369 Email: <a href="mailto:patrick.arran@stroud.gov.uk">patrick.arran@stroud.gov.uk</a>
<b>Report Authors</b>	Kathy O'Leary, Chief Executive Tel: 01453 754780 Email: <a href="mailto:kathy.oleary@stroud.gov.uk">kathy.oleary@stroud.gov.uk</a> Petula Davis, Principal Projects Officer Tel: 01453 754289 Email: <a href="mailto:petula.davis@stroud.gov.uk">petula.davis@stroud.gov.uk</a>
<b>Options</b>	Options in respect of actions are being set out in reports to Committee as appropriate.
<b>Performance Management Follow Up</b>	Progress against the Action Plan will continue to be regularly monitored and reported to this Committee. The LGA will follow up with a visit in the next 18 months to 2 years to assess progress against their recommendations.
<b>Background Papers/ Appendices</b>	<a href="#">LGA Corporate Peer Challenge Action Plan progress 3 October 2019</a> Appendix 1 – LGA Corporate Peer Challenge Quarter 2 Update

**1. BACKGROUND**

- 1.1** The Local Government Association (LGA) offers all local authorities the opportunity to participate in a Corporate Peer Challenge every 4 years or so as part of its sector-led improvement programme.
- 1.2** The Council's Corporate Peer Challenge took place between 26 and 29 March 2019. It was conducted by a team of elected members and senior officers from other local authorities together with LGA advisors.
- 1.3** The Peer Challenge team reviewed the Council's self-assessment, key documents. They conducted site visits, interviews and workshops with a wide selection of staff, members, stakeholders and partners, meeting with 107 people and holding 47 meetings during their stay.

- 1.4 The Council received the Peer Challenge team's feedback report in May 2019 and reported it to Council on 16 May 2019. The report set out eight recommendations in respect of areas for development and improvement.
- 1.5 An Action Plan was developed in respect of the 8 recommendations, including timescales and organisational leads. These are recorded on our performance management system – Excelsis.

## 2. PROGRESS ON THE ACTION PLAN

- 2.1 The Action Plan progress made in Quarter 1 was reported to this Committee on 3 October and detailed the improvements made in respect of the eight areas.
- 2.2 Appendix 1 sets out the progress made in Quarter 2. In summary:

### **REC 1 (CRD1) Commence senior officer restructure to ensure sufficient strategic capacity is in place at the top of the organisation**

- Interviews for the 4 Strategic Directors commenced on 8 October 2019. So far three appointments have been made, with the final interviews for the remaining role, Strategic Director of Communities, due to take place on 16 December 2019. The successful candidates so far are: Andrew Cummings – Strategic Director of Resources, who is already in post, Caron Starkey – Strategic Director of Change and Transformation, who starts on 9 December and Brendan Cleere – Strategic Director of Place who starts on 6 January 2020.

### **REC 2 (CRD2) Agree short-term priorities and actions for the period to May 2020.**

- This action was completed with the adoption of the Corporate Delivery Plan Key Actions for 2019/20 at Council on 16 May 2019. Updates are reported quarterly to this Committee and recorded and monitored on Excelsis.

### **REC 3 (CRD3) Ensure the integrity of the current IT system. Review the progress and suitability of current plans, capability and capacity in respect of this, and beyond that to confirm the emerging plans in respect of ICT development and digital delivery fit with longer term transformational plans.**

- As detailed above Caron Starkey has been appointed the Strategic Director of Change and Transformation and will be joining the Council in December. Foresight Consulting (IT consultants) have reviewed all the available documentation and the IT architecture, and have produced a detailed and costed action plan to address current infrastructure issues. This will be discussed with the ITC Task & Finish Group when it next meets in December. In the meantime good progress is being made by the IT Team, with project management support from Foresight Consulting, on action plan implementation, starting with the urgent replacement of Citrix terminals which will be unsupported from January 2020.

### **REC 4 (CRD4) Work with all key stakeholders over the next year to develop a clear vision and priorities for the council aligned to our Medium Term Financial Plan (MTFP), to be agreed in the next iteration of the Corporate Delivery Plan (CDP) and once approved ensure this is communicated effectively to residents, businesses and other partners.**

- Progress has been relatively limited in the quarter due to the team being short staffed for most of the period. A timetable for development of the CDP has been produced and some elements are underway including the annual survey of residents and businesses.

**REC 5 (CRD5) Create time, once the senior officer team is appointed, for the political and managerial leadership teams, both informally and formally, to have 'strategic conversations'. This will help develop a strong leadership team and help them develop clear priorities and plans to be put in place focused on SDC's improvement, for the district and wider county and sub region.**

- Budget workshops were used to develop strategic conversations around financial plans and priorities for the upcoming year. Three out of the 4 new Strategic Directors are now appointed and once in place there are plans to hold regular conversations with political leaders, which will include workshops and awaydays to facilitate team building and agree priorities.

**REC 6 (CRD6) Establish effective workforce planning and performance management arrangements so that the Council has a committed and engaged staff group with clarity in terms of the expectations of them and sufficient capacity to deliver its plans. The Council should:**

- Review is future staffing arrangements, ensuring strategic fit and the development of a 'one council' ethos
- Develop core transformation plans and ensure sufficient capacity to enable effective delivery and monitoring. This includes consideration of ICT provision.
- Establish appropriate pay and reward arrangements for staff
- Ensure consistent compliance with, and outcomes arising from, core HR policies are delivered eg appraisals
- Ensure consistent oversight, management and compliance with key performance management practices.
  - Plans for a new corporate policy team continue to develop which will give the framework for much of this work.
  - The new Strategic Director of Change and Transformation will be the lead in the majority of these projects working with colleagues including the new policy team and HR.

**REC 7 (CRD7) Building on its relatively strong financial position, review how its investment and commercial plans could be enhanced. A key focus of this will be to help deliver the Council's priorities as well as sustain its financial viability into the medium term.**

- The member investment panel have agreed the funds in which they would be comfortable with the Council investing.
- Fees and Charges lists have been produced and will be distributed with committee budget papers.

**REC 8 (CRD8) Consider reviewing governance arrangements to ensure better decision making in order to deliver its revised priorities and plans. As part of this the Council should:**

- Look to develop better collaboration at an early stage in producing policy or service options, taking account of expertise available from members where

**appropriate, together with ensuring that operational, financial and legal implications of options are effectively understood**


- **Seek to build greater political consensus before decision making reports come to members, with greater opportunity for testing and rigour.**
  - We have made a lot of progress in terms of governance. Examples are:
    - Positive audit result on transparency;
    - Reports to Audit and Standards to include a new terms of reference and the proposal for an Independent Member of the Committee;
    - Training for members on good decision making;
    - Devising a new report template to be rolled out in the New Year;
    - Training for officers on governance and report writing;
    - Developing and implementing a Forward Plan;
    - Member session on roles and responsibilities and preparation of a new Member / Officer Relations Protocol to further define these.
  - A report to implement a review of the Constitution will be presented to this Committee.

**2.3** The Action Plan will be kept under review and progress will be regularly reported to this Committee. The intention is to make continual improvement and substantial progress on the Action Plan within the next 18 months.



### **3. CONCLUSION**


**3.1** Members are asked to note the good progress made in Quarter 2 in the implementation of of the Action Plan as set out in Appendix 1.

## Corporate Peer Challenge LGA 2019/20 – Q2 update report


Code	Action Required	Deadline	Lead Officer	Status	Comments
<a href="#">CRD1</a>	Commence senior officer restructure to ensure sufficient strategic capacity is in place at the top of the organisation.	31/10/2019	Lucy Powell	On Target 	18/11/2019: Quarter 2: Interviews for the 4 Strategic Directors commenced on 8 <sup>th</sup> October 2019 with the final interviews on the 16 December 2019.



Code	Action Required	Deadline	Lead Officer	Status	Comments
<a href="#">CRD2</a>	Agree short-term priorities and actions for the period to May 2020.	16/05/2019	Kathy O'Leary	Completed	16/07/2019: Quarter 1: The updated Corporate Delivery Plan with Key Actions for 2019/20 was approved by Council 16 May 2019. Progress will be recorded and monitored regularly by SLT and OMT (on Excelsis) and reported quarterly to SLT and committees.

Code	Action Required	Deadline	Lead Officer	Status	Comments
<a href="#">CRD3</a>	Ensure the integrity of the current IT system. Review the progress and suitability of current plans, capability and capacity in respect of this, and beyond that to confirm that emerging plans in respect of ICT development and digital delivery fit with longer term transformation plans.	31/05/2020	Sean Ditchburn	On Target 	18/11/2019: Quarter 2: Foresight Consulting have produced a detailed plan to remediate the immediate infrastructure issues. Commencing with a desktop refresh of laptops to replace the existing Citrix terminals. Additionally anticipating future cloud requirements we are increasing the capacity and speed of both our site to site and external web connections.
<a href="#">CRD4</a>	Work with all key stakeholders over the next year to develop a clear vision and priorities for the council aligned to our medium term financial plan (MTFP), to be agreed in the next iteration of the Corporate Delivery Plan (CDP) and once approved ensure this is communicated effectively to residents, businesses and other partners	31/05/2020	Andrew Cummings	On Target 	15/11/2019: Quarter 2: Progress has been relatively limited in the quarter due to the team being short staffed for most of the period. A timetable for development of the CDP has been produced and some elements are underway including the annual survey of residents and businesses.

Code	Action Required	Deadline	Lead Officer	Status	Comments
<a href="#">CRD5</a>	<p>Create time for the political and managerial leadership teams, both informally and formally to have the 'strategic conversations'.</p> <p>This will help develop a strong leadership team and help them develop clear priorities and plans to be put in place focused on SDC's improvement, for the district and the wider county and sub region.</p>	30/04/2020	Andrew Cummings	On Target 	15/11/2019: Quarter 2: Budget workshops were used to develop strategic conversations around financial plans and priorities for the upcoming year. 3/4 of Strategic Directors are now appointed and once in place regular conversations will be scheduled with political leaders



Code	Action Required	Deadline	Lead Officer	Status	Comments
<a href="#">CRD6</a>	<p>Establish effective workforce planning and performance management arrangements so that the Council has a committed and engaged staff group with clarity in terms of the expectations of them and sufficient capacity to deliver its plans. The Council should:</p> <ul style="list-style-type: none"> <li>• Review is future staffing arrangements, ensuring strategic fit and the development of a 'one council' ethos</li> <li>• Develop core transformation plans and ensure sufficient capacity to enable effective delivery and monitoring. This includes consideration of ICT provision.</li> <li>• Establish appropriate pay and reward arrangements for staff</li> <li>• Ensure consistent compliance with, and outcomes arising from, core HR policies are delivered eg appraisals</li> <li>• Ensure consistent oversight, management and compliance with key performance management practices.</li> </ul>	30/04/2020	Andrew Cummings	On Target 	15/11/2019: Quarter 2: Plans for a new corporate policy team continue to develop which will give the framework for much of this work. The new Strategic Director of Change and Transformation will be the lead in the majority of these projects working with colleagues including the policy team and HR.

Code	Action Required	Deadline	Lead Officer	Status	Comments
<a href="#">CRD7</a>	Building on the Council's relatively strong financial position, review how our investment and commercial plans could be enhanced. A key focus of this will be to help deliver the council's priorities as well as sustain our financial viability into the medium term.	30/04/2020	Andrew Cummings	On Target 	15/11/2019: Quarter 2: The member investment panel have agreed the funds in which they would be comfortable with the Council investing. Fees and Charges lists have been produced and will be distributed with committee budget papers.
<a href="#">CRD8</a>	Consider reviewing governance arrangements to ensure better decision making, in order to deliver the Councils' revised priorities and plans. As part of this the Council should: <ul style="list-style-type: none"> <li>• Look to develop better collaboration at an early stage in producing policy or service options, taking account of expertise available from members where appropriate, together with ensuring that operational, financial and legal implications of options are effectively understood</li> <li>• Seek to build greater political consensus before decision making reports come to members, with greater opportunity for testing and rigour.</li> </ul>	30/06/2020	Patrick Arran	On Target 	18/11/2019: Quarter 2: We have made a lot of progress in terms of governance. Examples are: Positive audit result on transparency; reports to Audit and Standards to include a new terms of reference and the proposal for an Independent Member of the Committee; training for members on good decision making; devise a new report template to be rolled out in the New Year; training for officers on governance and report writing; Forward Plan being developed and implemented; preparation of a new Member / Officer Relations Protocol to further define roles and responsibilities. We are also taking a report to Strategy & Resources Committee in December to implement a review of the Constitution

## STRATEGY AND RESOURCES COMMITTEE

17 DECEMBER 2019

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## WORK PROGRAMME

Date of meeting	Matter to be considered	Reporting Member/Officer
30.1.20 (Budget)	Member\Officer reports: a) Performance Monitoring b) Investment and Development Panel c) Leadership Gloucestershire d) Gloucestershire Economic Growth Joint Committee (GEGJC) and Scrutiny Committee	Councillors Cooper & Pearson Leader Chief Executive
	Financial Reports	Strategic Director of Resources
	Budget with Fees and Charges Policy (recommendation to Council)	Strategic Director of Resources
	The Changing Future of Play Areas	Head of Housing Services and Head of Community Services
	Cotswold Canal Project – Bid to National Heritage Lottery Fund	Canal Manager
	Work Programme	Committee
	Corporate Delivery Plan Quarterly Update	Principal Policy Officer
	LGA Corporate Peer Challenge Action Plan Progress Report	Principal Policy Officer
5.3.20	Member\Officer reports: a) Investment and Development Panel b) Leadership Gloucestershire c) Gloucestershire Economic Growth Joint Committee (GEGJC) and Scrutiny Committee	Leader Chief Executive
	Corporate Delivery Plan Quarterly Update	Principal Policy Officer
	LGA Corporate Peer Challenge Action Plan Progress Report	Principal Policy Officer
	IT Update	Director of Change and Transformation
	Work Programme	Committee
16.4.20	Member\Officer reports: a) Performance Monitoring b) Investment and Development Panel c) Leadership Gloucestershire Update d) Gloucestershire Economic Growth Joint Committee (GEGJC) and Scrutiny Committee	Councillors Cooper & Pearson Leader Chief Executive
	The Fair Pay and Senior Pay Policy 2019/20	HR Manager
	Work Programme	Committee
	Corporate Delivery Plan Quarterly Update	Principal Policy Officer
	LGA Corporate Peer Challenge Action Plan Progress Report	Principal Policy Officer

## **Information Sheets**

<b>Ref/Date</b>	<b>Topic</b>	<b>Author(s)</b>
SR-2019/20-001 05/06/2019	Redevelopment of Brimscombe Port	New Homes and Regeneration Manager
SR-2019/20-002 05/06/2019	Cotswold canals connected update – regenerating cultural and natural heritage for everyone	Canal Manager

## **Items for Future Meetings**

- Confirmation of the use of Compulsory Purchase Powers for Cotswold Canals Connected (Phase 1B)

<b>Date of meeting</b>	<b>Matter to be considered</b>	<b>Reporting Member/Officer</b>
18.6.20	Procurement Annual Update	
9.9.20		
8.10.20		
10.12.20		
28.1.21		
4.3.21		
22.4.21		