



Public Document Pack STROUD DISTRICT COUNCIL

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14 July 2021

STRATEGY AND RESOURCES COMMITTEE

A meeting of the Strategy and Resources Committee will be held on **THURSDAY, 22 JULY 2021** in the Council Chamber, Ebley Mill, Ebley Wharf, Stroud at **7.00 pm**

Kathy O'Leary
Chief Executive

Please Note: The meeting is being held in the Council Chamber at Stroud District Council and will be streamed live on the Council's [YouTube Channel](#). A recording of the meeting will be published onto the [Council's website](#). The whole of the meeting will be recorded except where there are confidential or exempt items, which may need to be considered in the absence of press and public.

Due to current Covid-19 regulations a maximum of 6 members of public will be permitted in the Council Chamber at any one time, if you would like to attend this meeting please contact democratic.services@stroud.gov.uk.

A G E N D A

1. **APOLOGIES**
To receive apologies of absence.
2. **DECLARATIONS OF INTEREST**
To receive declarations of interest.
3. **MINUTES (Pages 3 - 8)**
To approve the Minutes of the meetings held on 10 June 2021 as a correct record.
4. **PUBLIC QUESTION TIME**
The Chair of the Committee will answer questions from members of the public submitted in accordance with the Council's procedures.

DEADLINE FOR RECEIPT OF QUESTIONS
Noon on Monday, 19 July 2021

Questions must be submitted to the Chief Executive, Democratic Services, Ebley Mill, Ebley Wharf, Stroud and can be sent by email to Democratic.services@stroud.gov.uk

5. **PROCUREMENT UPDATE REPORT (Pages 9 - 42)**

To update the Committee on procurement activity across the Council in line with the aims of the Council's Procurement Strategy.

6. **PARLIAMENTARY BOUNDARY REVIEW (Pages 43 - 46)**

To ensure that the Council responds to the consultation on 2023 Review of Parliamentary Constituencies being undertaken by the Boundary Commission for England.

7. **GENERAL FUND AND HOUSING REVENUE ACCOUNT OUTTURN REPORT 2020/21 (Pages 47 - 88)**

To present to the Strategy and Resources Committee the final outturn position against the General Fund revenue budgets for 2020/21

8. **MEMBER/OFFICER REPORT (TO NOTE)**

- (a) Leadership Gloucestershire Update_(Pages 89 - 90)
- (b) Performance Monitoring_(Pages 91 - 94)
- (c) Regeneration and Investment Board_(Pages 95 - 96)
- (d) Support of the Leisure Contract Provider in Stroud (Sport and Leisure Management) to Recover from the Impact of Covid-19 Update
- (e) Brimscombe Port Update

9. **MEMBERS' QUESTIONS**

See Agenda Item 4 for deadlines for submission.

10. **WORK PROGRAMME (Pages 97 - 100)**

To consider the work programme for Civic year 2021/22.

Members of Strategy and Resources Committee

Councillor Doina Cornell (Chair)

Councillor Chris Brine
Councillor Gordon Craig
Councillor Stephen Davies
Councillor Nicholas Housden
Councillor Nick Hurst
Councillor Martin Percy

Councillor Catherine Braun (Vice-Chair)

Councillor Keith Pearson
Councillor Steve Robinson
Councillor Mattie Ross
Councillor Ken Tucker
Councillor Chloe Turner



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STRATEGY AND RESOURCES COMMITTEE

10 June 2021

7.00 pm - 9.18 pm

Council Chamber, Ebley Mill, Stroud

Minutes

3

Membership

Councillor Doina Cornell (Chair)

Councillor Catherine Braun (Vice-Chair)

Councillor Chris Brine

Councillor Gordon Craig

Councillor Stephen Davies

Councillor Nicholas Housden

Councillor Nick Hurst

P = Present A = Absent

P

P

P

P

P

A

P

Councillor Martin Percy

Councillor Keith Pearson

Councillor Steve Robinson

Councillor Mattie Ross

Councillor Ken Tucker

Councillor Chloe Turner

P

P

P

P

P

P

Officers in Attendance

Chief Executive

Strategic Director of Place

Strategic Director of Resources

Monitoring Officer

Head of Property Services

New Homes and Regeneration Manager

Senior Democratic Services & Elections Officer

Other Member(s) in Attendance

Councillor Beki Aldam

SRC.001

APOLOGIES

An apology for absence was received from Councillor Housden.

SRC.002

DECLARATIONS OF INTEREST

There were none.

SRC.003

MINUTES

RESOLVED

That the Minutes of the meeting held on 4 March 2021 are approved as a correct record.

SRC.004

PUBLIC QUESTION TIME

There were none.

SRC.005

PETITION

Debbie Bird introduced the petition which had been signed by 3570 people. She advised that children's lives had been disrupted due to the pandemic and that people should be working to make sure the facility stayed within the district. She asked the Committee to consider the community support that the facility had received and informed Members that before the pandemic Rush had welcomed over 1,000 visitors a week. She requested that the council allow Rush Skatepark and the other businesses at Brimscombe Port an extension on their lease until January 2022.

The Chair advised that the report regarding Brimscombe Port would be brought forward on the agenda and Members would be able to ask questions and debate the item further at this stage.

SRC.006

TENANCIES AT BRIMSCOMBE PORT – RUSH SKATEPARK AND GRACE NETWORK

The Head of Property Services introduced the report and provided an update from the Parish Council which advised that they wished to see the continuation of social enterprises on the site for as long as possible and that concerns had been raised. The concerns raised included the timescales for demolition and the ending of leases to early on in the process, the risk of increased anti-social behaviour and the addition of another derelict industrial site along the valley. The Head of Property Services advised that the redevelopment was about bringing the canal back into the community as the centrepiece to a new sustainable and exciting, exemplar development. It was highlighted that further delays to the programme could have an impact on the council's credibility and ability to secure high quality bids from interested partners and jeopardise the project as a whole. It was confirmed that the council had already extended the end dates for occupying the units for tenants and had liaised with them and advised them of the anticipated programme regularly since 2015. The Head of Property Services advised that the report and equalities impact assessment acknowledged the importance of Rush Skatepark and Grace Network and the facilities and services they provided to some of the most vulnerable members of the community. Officers and partners had worked towards securing new premises for all of the sites before vacant possession was required however an extension to the leases would not guarantee that new sites could be secured for the tenants.

Councillor Pearson asked for clarification over the timelines, it was confirmed that demolition would start in September or October and that work had already begun starting with demolition and asbestos surveys. It was also advised that due to bats being present some buildings would need to be demolished between October and February.

Councillor Braun asked whether any interest had been received from potential developers. The Head of Property Services advised that they had received interest which included approximately 6 emails from interested parties.

Councillor Hurst asked officers to confirm whether timescales included in the report would favour national developers rather than local consortia who may wish to create a joint venture. The New Homes and Regeneration Manager stated that they would do everything they could to ensure that as many developers as possible were aware of the opportunity.

In a response to a question about the support that had been provided to the Grace Network and Rush it was confirmed that the Council had offered council premises to Grace Network and Active Gloucestershire had been supporting Rush. Active Gloucestershire would be able to increase the level of support provided if this was the Committees request.

Councillor Aldam, Ward Councillor, asked if there was scope for Rush or other tenants to be included on the new site as part of the proposed mixed use facilities. It was advised that the site required housing to make it viable and the community facilities proposed would not be suitable in terms of size for a skatepark however the site had been offered to the Parish Council to bring forward for community use.

Councillor Aldam also asked whether a community council meeting could be arranged to ensure that community engagement remained an important part of the project. She asked whether the meeting could be structured to allow for the views of children and young people to be heard. The Head of Property Services confirmed that they would be happy to arrange a public meeting as soon as possible.

Councillor Braun proposed to include an additional section in the decision 'a) Recognise the significant services to the community delivered by the social enterprises in Brimscombe Port, and also recognise that the buildings are not suitable or safe for long-term use. Therefore the Council will continue to work with Rush and Grace Network to find suitable permanent homes'. Councillor Cornell seconded the amendment and it was confirmed with the agreement of the whole committee to be included as a friendly amendment.

Councillor Hurst proposed an alternative amendment which included the word 'timely' between ensure and vacant in section a of the decision and the inclusion of the following sections:

- 'b) In the case of Unit 3 (RUSH) this will be assessed on a monthly basis. The Committee notes that the previous lease has expired and the tenant has not sought to renew it, so is in effect in breach of lease conditions
- c) The Head of Property Services is instructed further to open discussions with the tenant to explore again the opportunity to relocate to a new site, possibly Stratford Park, through a joint venture company.
- d) In the case of Units 1a, 2a and 4 (The Grace Network) formal legal action will be deferred for three months only, to allow the tenant specifically to relocate stock and etc. to alternative premises.
- e) The demolition of units 1 (Canal bookshop) and unit2 (Inside Football) will be initiated with immediate effect, to enable easier development of the Port going forward.'

Councillor Davies seconded the amendment.

Councillor Hurst advised that his proposal is an attempt to give some elasticity to the tenancies for the 2 tenants and that because of the differences in the tenants a different approach for each could be taken. Councillor Hurst stated that the addition of section b would allow a more dynamic assessment of when Rush should be asked to vacate their premises, and that section c would allow hopefully allow the debate to be reopened regarding the use of Stratford Park. The addition of section d would allow the Grace Network time to relocate and section e would allow some progress to be made on the site in terms of creating access. Councillor Hurst stated that he believed the timescales to be optimistic and that by adjusting these the council may be able to ameliorate the situation.

Councillor Tucker asked whether Councillor Hurst thought that amendment to the timescales could endanger the funding and contingencies in place. Councillor Hurst advised that he was aware that it was a risk although if building costs were continuing to rise the value of the site should also rise.

Councillor Turner raised concerns regarding the safety of starting demolition whilst Rush was still on site operating as a children's facility. Councillor Hurst stated that this would need to be given consideration and that a risk assessment would need to be carried out,

however he stated that the site is quite large so fencing could allow for the separation needed.

In response to questions regarding the proposal of a joint venture company Councillor Hurst advised that he believed it could be viable because of the financial support, grants and sponsorships available. The Strategic Director of Resources advised that further extensive work would need to be carried out and a report would need to be brought back to committee before a decision could be made.

Councillor Davies commended Councillor Hurst's knowledge and passion and advised that the proposed amendment was not meant to be disruptive to the programme. He drew Members attention to paragraph 3.27 which stated that any occupation beyond September would jeopardise the project, and advised Members that the proposed amendment was only suggesting an extension until September.

The Chair confirmed that although she was not able to support the amendment the offer made to Rush at Stratford Park remained and could be reconsidered by the tenant if they wanted to.

The amendment was put to the vote receiving 3 votes for, 8 against and 1 abstention.

Members continued to debate the substantive. The chair acknowledged the difficulty of the decision Members were being asked to consider especially due to the toll the last year had taken on young people. She confirmed that there were still opportunities to provide further support and that even if a decision was made to extend the leases there would be no guarantee that the tenants would find alternative premises.

Councillor Pearson asked Members to remember that the development of Brimscombe Port was intrinsically linked with the development of the Canal and that the development could not be delayed any further. He also stated that the tenants were made aware from the outset that they would need to vacate their premises to allow for the redevelopment.

Councillor Brine stated that members needed to make a hard decision in order to ensure that the site could be developed without delay and that Committees could look into what further support could be provided for the tenants.

Members provided statements in support of the decision and further reinforced the need for additional support to be considered and offered to the tenants.

Councillor Percy suggested that a focus needed to be placed on communications going forward and ensuring that the correct messages were being presented to the wider community.

Councillor Braun in summing up thanked Members for their wide ranging debate and recognised the difficult decision being considered by Members. She stated that it was now the time to make a decision due to the timescales being presented and the Council would do anything that it could to support Rush and Grace Network who were themselves helping to support our communities.

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

RESOLVED

- a) To recognise the significant services to the community delivered by the social enterprises in Brimscombe Port, and also recognise that the buildings are not suitable or safe for**

long-term use. Therefore the Council will continue to work with Rush and Grace Network to find suitable permanent homes.

- b) To delegate authority to the Head of Property Services to take all necessary steps, including legal action, to ensure vacant possession of all the units required to be demolished as part of the redevelopment of Brimscombe Port including Unit 3, Industrial Estate, (occupied by RUSH Skatepark) and Units 1a, 2a and 4, Business Park, Brimscombe Port (occupied by the Grace Network), if they are not vacated at the end of June 2021.
- c) To approve the Write-Off of Sums owed by Inside Football as recommended by the S151 Officer.

SRC.007

APPOINTMENT OF PERFORMANCE MONITORS

Councillors Pearson and Housden were appointed as Performance Monitors.

SRC.008

MEMBER/OFFICER REPORTS (To Note)

a) Property Review Update

A report had been circulated. The Head of Property Services confirmed that many of the reviews had been delayed due to the Pandemic.

b) Leadership Gloucestershire Update

The Chief Executive advised that there had not been a meeting since the last Committee and an update would be brought to the next Committee.

c) Gloucestershire Economic Growth Joint Committee (GEGJC)

The Leader confirmed that the Committee had met yesterday and provided a verbal update confirming that they had looked at the economic recovery across Gloucestershire and that the County had produced a data dashboard. A decision was also made with regards the business rates pool to allocate funding to support the local plan and transport, the district would be receiving funding towards this.

d) Gloucestershire Economic Growth Scrutiny Committee (GEGSC)

Councillor Turner provided an update confirming that GFirst LEP had introduced the Committee to the Local Industrial Strategy and the priorities around the shift to net zero and the work they were carrying out with local businesses. The Committee also discussed the strands of the post Covid recovery and future transport plans.

e) Strategic Recovery Board

A report had been circulated. The Strategic Director of Place provided further updates to the Committee regarding the Canal Corridor Strategy which had begun and the One Public Estate funding which a further opportunity had arisen to secure further funding for 4 sites across the district which were already in the New Homes Programme.

f) Corporate Delivery Plan Progress Update Q4

A report had been circulated. Councillor Pearcy asked for clarification as to how much of the business rates pilot fund had been used to fund elements of recovery work. The Strategic Director of Resources advised that there was approximately £500k left in the business rates pilot fund but did not have the exact figures to hand.

g) Corporate Peer Challenge Action Plan Progress Update Q4

A report had been circulated. No questions were asked.

h) Support of the Leisure Contract Provider in Stroud (Sport and Leisure Management)

A report had been circulated. In a response to a question from Councillor Davies the Strategic Director of Resources advised that the Council had helped the Leisure Centre up to the end of November and the National Recovery had helped them from December to March.

SRC.009

MEMBER QUESTIONS

There were none.

The meeting closed at 9.18 pm.

Chair

STRATEGY & RESOURCES**22 JULY 2021****5**

Report Title	PROCUREMENT UPDATE REPORT			
Purpose of Report	To update the Committee on procurement activity across the Council in line with the aims of the Council's Procurement Strategy.			
Decision(s)	The Committee RESOLVES to note the report			
Consultation and Feedback	LMT on the new Contract Management Framework			
Report Author	Sarah Turner, Senior Policy and Governance Officer Email: sarah.turner@stroud.gov.uk			
Options	N/A			
Background Papers	Procurement and Contract Management Strategy – 2019 – 2023 https://www.stroud.gov.uk/media/1070402/final-sdc-procurement-strategy-2019.pdf Government Green Paper – Transforming Public Procurement – December 2020			
Appendices	Appendix A - Contract Management Policy Appendix A – Attachment 1 – Software Contract Guidance Appendix A – Attachment 2 – Contract Management Plan Appendix A – Attachment 3 – Contract Variation Form Template Appendix A – Attachment 4 – Contract Extension Template Appendix B – Contract Management Procedure Appendix C – Contract Management Statement of Principles			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	No	No	No	No

1. BACKGROUND

- 1.1 Members of the S&R Committee have received updates on procurement activity across the Council that support the aims of the Council's Procurement Strategy. The Strategy was adopted by Council in 2019, the actions plan in the strategy reflects the National Procurement Strategy recommendations as detailed below; and also includes our Social Value Policy and Modern Slavery Charter.
- 1.2 The Strategy defines our vision to 'demonstrate value for money through the effective procurement of goods, services and works on a whole life basis in terms of generating benefits to the community and the organisation, whilst minimising impacts to the environment'.
- 1.3 The purpose of the strategy, see link above, is to ensure that the Council's procurement activities are undertaken to a high standard, efficiently and effectively to achieve best value, and to support social, economic and environmental benefits. The strategy has 3 procurement aims as follows:
- **Showing Leadership** - With local government third party expenditure totalling around £60 billion a year in revenue alone, procurement clearly has a major contribution to make. A more strategic approach to procurement should be at the heart of thinking for our councillors and decisions makers because procurement is not merely about ensuring compliance. There is an ever-growing need to engage with service heads and procurement teams on high value, high risk procurements to drive innovation, generate savings and identify opportunities for income generation.

Agenda Item 5

- **Behaving Commercially** - We need to improve public sector commissioning and procurement to increase the effectiveness and efficiency of government. This means improving the skills of our leaders, both members and officers so their teams can design service provision, influence external parties, and shape and manage markets to get the best outcomes. This can be done by creating commercial opportunities, managing contracts and supplier relationships and risk management.
- **Achieving Community Benefits** - We can use procurement to achieve wider financial and non-financial outcomes, including improving wellbeing of individuals and communities, social value and improved environment.

- 1.4 A comprehensive procurement framework is provided on the Hub providing guidance and templates for officers this also includes details of recent motions adopted by the Council such as Single Use Plastics and the Unite Construction Charter.

2. MAIN POINTS

2.1 Contract Management

A new contract management framework has been developed to provide a clear and standardised approach to manage contracts for goods, works and services. Our Leadership and Management Team have been consulted on this framework, and the Policy and Governance Team will now roll out this new framework across the council with training and awareness raising sessions for all staff.

Contract management enables us and our suppliers to meet our contractual obligations at an agreed cost and quality by monitoring the contract throughout its lifecycle.

The effective management of contracts with suppliers is essential to maximise benefits and achieve corporate objectives, the benefits can be summarised as follows:

Business Benefits

- Maximises outcomes to the Council and our customers (i.e. the Council “gets what it is paying for”) by managing supplier performance, maintaining quality, improving productivity and identifying opportunities for improvement and innovation.

Value for Money

- Enables savings and benefits opportunities identified during the procurement or contract management process to be realised, whilst also ensuring the achievement of expected procurement outcomes.
- Enables further benefits through ongoing performance reviews, service improvements, supply chain improvements, innovation.

Risk Management

- Reduces contractual risks through the robust contract management practices.
- Ensures the Council is also aware of, and complies with, its own contractual and legislated obligations.

The new framework consists of the following documents, and a link to these has been provided in the background papers:

- Contract Management Statement of Principles
- Contract Management Policy
- Contract Management Procedure
- Various templates to support the new framework

2.2 Spend analysis

The Policy and Governance Team produce a spend analysis each year based on the creditor payments of the previous financial year. The Council has agreed the definition of a local supplier is any supplier who has a 'GL' postcode.

The 2020/21 spend analysis information is as follows, financial figures have been rounded up, the figures in brackets show the 2019/20 figures for comparison:

Total spend (all invoices)	£29m	(£29m)
Total spend on local invoices (GL postcode)	£12m*	(15m)
Total spend on other invoices (not GL)	£17m	(£14m)
Total number of invoices	9220	(10,245)
Total number of suppliers	1209	(1,548)
GL suppliers	647	(749)
Non GL suppliers	562	(799)

* There has been a reduction in our local spend due to the insourcing of housing repairs, where previously this had been under a contract with a supplier within our local area.

2.3 Procurement Consultancy report

Colleagues in the ARA service undertook a consultancy review of procurement activity across the authority and produced a report with 5 recommendations, these will be reported to the Audit and Standards Committee, an action plan has been produced and a summary of the work to be undertaken to meet these recommendations is below:

- Review training needs relating to procurement and contract management for all staff; previous corporate training was carried out over 5 years ago, so it is an appropriate time to review this and training will be provided in the late summer/early autumn. The Policy & Governance team will also work with Finance to ensure that mandatory induction training on procurement is taking place.
- To produce a manager's dashboard report on a quarterly basis identifying what procurement and spend has taken place for each service over the previous quarter, identifying any non-compliance with procedure rules. Any non-compliance will be reported to the Strategic Leadership Team on a quarterly basis.
- The manager's dashboard will also highlight where mandatory contract award notices have not been published as a requirement of the Transparency Code obligations.
- Create and maintain a register of all procurement undertaken under PPN 01-20, which lightened the legislative requirements of public contract regulations due to Covid-19. This will no longer apply once all restrictions are removed.
- Consider the use of the e-procurement system (ProContract) for a contracts register, instead of the stand-alone system currently used.
- An update on the implementation of these actions will be presented to the Audit and Standards Committee later in the year.

2.4 New regulations

The Government produced a Green Paper in December 2020 – Transforming Public Procurement, to review public contract regulations following the Brexit transition period, these are still under review however the aims are to speed up and simplify procurement processes, the main points are covered below:

- The new regulations will state the principles of public procurement: value for money, the public good, transparency, integrity, efficiency, fair treatment of suppliers and non-discrimination.
- Replace existing procurement procedures with 3 simple and modern procedures:
 - Flexible procedure that enables negotiation and innovation.
 - Open procedure.

Agenda Item 5

- Limited tendering procedure for use in crisis or extreme urgency.
- Embedding transparency throughout the commercial lifecycle – planning, contract award, performance and completion.
- Requirement to publish contract amendment notices.
- Establishing a single digital platform for supplier registration that ensures suppliers only have to submit their data once to see any public sector procurement opportunities.
- Buyers to take account of bidder's past performance and exclude them if they do not have the capability to deliver.

If the new regulations are adopted, Members will be provided with a summary and, if necessary the Procurement Strategy will be reviewed and updated and presented to Committee for Approval.

2.5 Aim for 2021/22

- To increase local spending and to ensure that Council procurement brings economic, social and environmental benefits; we will be reviewing how we further can embed social value into our procurement processes. In particular, the need for climate and ecologically minded business practices must be included, as set out in the Council's 2030 Strategy.
- Incorporate any new actions identified in the Council Plan into our 2021/22 aims, along with actions from the 2030 strategy.
- We intend to carry out a more in depth review of our suppliers and to identify our key suppliers, local and SMEs.
- Review and provide corporate training needs relating to procurement and contract management as identified by managers.
- Identify any actions resulting from the new Corporate Plan and implement accordingly.
- Ensure all new starters are undertaking procurement training as part of their induction.
- Produce quarterly manager's dashboard relating to spend and procurement activity, identifying any non-compliance.
- Implement any changes to procedures as a result of revised public contract regulations, and provide appropriate training relating to this.

3. IMPLICATIONS

3.1 Financial Implications

There are no financial implications arising directly from this report.

Andrew Cummings, Strategic Director of Resources
Email: andrew.cummings@stroud.gov.uk

3.2 Legal Implications

There are no specific legal implications arising from this report.

One Legal

Tel: 01684 272691 Email: patrick.arran@stroud.gov.uk

3.3 Equality Implications

There are not any specific changes to service delivery proposed within this decision.

3.4 Environmental Implications

There are no significant implications within this category; however, all procurement must incorporate environmental and sustainability requirements.



Contract Management Policy

March 2021

Policy & Governance

DRAFT

Last updated: New policy

Next document review by: March 2025

Reviewed by: Policy & Governance

Approved by: Audit & Standards Committee

Agenda Item 5

Appendix

1. Purpose

- 1.1 The purpose of this Contract Management Policy is to provide a clear and standardised approach to managing and administering contracts for goods, services and works purchased from suppliers.

What is Contract Management?

- 1.2 Contract Management enables councils and their suppliers to meet their contractual obligations at an agreed cost and quality by monitoring the contract throughout its lifecycle. Circumstances may change over the life of a contract, so contract management also involves managing changes and variations in terms of scope, terms and prices. It also enables appropriate contract forward planning to ensure that the Council achieves its objectives and that procurement takes place in a structured way in compliance with the law and the Council's rules.

Why is contract management important?

- 1.3 The effective management of Contracts with suppliers is essential to the Council in maximising the benefits and achieving its corporate objectives. These benefits can be summarised as follows:

Benefits of Contract Management	
Business Benefits	<ul style="list-style-type: none">• Maximises outcomes to the Council and our customers (i.e. the Council "gets what it is paying for") by managing supplier performance, maintaining quality, improving productivity and identifying opportunities for improvement and innovation.
Value for Money	<ul style="list-style-type: none">• Enables savings and benefits opportunities identified during the procurement or contract management process to be realised, whilst also ensuring the achievement of expected procurement outcomes.• Enables further benefits through ongoing performance reviews, service improvements, supply chain improvements, innovation, etc.
Risk Management	<ul style="list-style-type: none">• Reduces contractual risks through the robust contract management practices.• Ensures the Council is also aware of, and complies with, its own contractual and legislated obligations.

- 1.3 Specific policy objectives are set out in our Statement of Principles and are to ensure:

- Business needs are achieved;
- Standard approach is undertaken;
- Compliance with legislative and administrative arrangements;
- Support the objectives of the Council's Procurement Strategy;
- Contracts are managed in a manner that facilitates business delivery while minimising risk;
- Contracts are managed maximising financial and operational performance;
- Consistency in Council's procurement activities;
- All staff are adequately skilled and trained, and understand their roles and responsibilities under a contract.

2. Scope

- 2.1 This Policy commences in the Post-Contract-Award stage of the Procurement Life-Cycle. The Pre-Contract Award stage is covered by Council's Contract and Procurement Procedure Rules (CPPRs) and Procurement Manual and guidance on the Hub

2.2 This Contract Management Policy applies to all Council staff and contractors that are involved in the management of supplier Contracts on behalf of Council.

2.3 This Policy applies to all Contracts and any other documents that create legally binding obligations on the Council for the procurement of goods, services and works which may include procurements which are simple in nature and low risk. Further, it applies to a Contract until all contractual obligations have been completed.

2.4 The following are excluded from this Policy:

- Employment contracts,
- Non-binding Memoranda of Understanding,
- Partnering and collaborative contracts with other public sector organisations.

3. Definition of Terms

Term	Meaning
Contract	An agreement, exchange of letters, heads of agreement, deeds of agreement, binding memorandum of understanding, response to tender, grant application, trust deed and any other document which creates or which may create binding obligations on the Council and on the other party / parties to the contract
Program Manager	The responsible officer (usually a Senior Manager) for overseeing the contract and any major contractual changes and strategies. The Program Manager or Director (owner) appoints the Contract Manager.
Contract Management	Refers to all activities at the commencement of, during and after the contract period, to ensure that all contractual obligations have been completed.
Contract Owner	The Council staff member who is ultimately accountable for the outcomes of the contract, usually the Strategic Director or Head of Service with the Delegated Authority. The Contract Owner approves contract variations, including extensions, as well appoints the contract management roles.
Contract Manager	The Council staff member nominated to be responsible for the management of the administration and management of a contract.
Contract Register	A register maintained for all procurements valued at over £5,000
Contract Variation	Is an addition or alteration to the original contract and may include a change to the scope of the contract, value of the contract, the contract options to be exercised, contract prices and quantity purchased.
Contractor	The supplier or the service provider (the other party) under a contract.
Value of a Contract	The value of a contract is whichever of the following values (excluding VAT) is appropriate to the kind of contract concerned: <ul style="list-style-type: none"> • The total estimated value of the project, or • The total estimated value of the goods, services or works over the term of the contract

4. Policy Statement

4.1 Contract Management

The function of contract management is the management of Contracts formed with Contractors to ensure delivery of goods, services and works as agreed over the life of the Contract.

The management of a Contract may extend beyond the current term of the contract when there are ongoing obligations associated with maintenance agreements, warranties and guarantees.

Agenda Item 5

Appendix

4.2. Stages in the Contract Management Life Cycle

- **Stage 1 - Contract Commencement:** How to initiate and plan the contract management process
- **Stage 2 - Contract Management:** How to manage and administer contracts
- **Stage 3 - Contract Close Out:** How to close and transition contracts

Stage 1 - Contract Commencement - starts before a contract is signed

- Successful Contract Management is highly influenced by activities performed prior to contract award.
- Ensuring that contract terms, conditions, scope and deliverables, KPI reporting and relationship management are clearly established in the signed contract and understood by all parties, is fundamental for effective Contract Management.

Stage 2 - Contract Management – runs until formal closure

- Properly managing supplier performance with respect to outcomes and deliverables clearly specified and agreed in the contract will help ensure Council and its customers obtain the business benefits and value for money within target timeframes.

Stage 3 - Contract Closure – the formal conclusion

- The contract close-out is the stage for closing-out Contract obligations and liabilities with suppliers.
- It may also include transitioning to another supplier for the goods, services or works.
-

4.3 Mandatory Requirements applying to contracts

The following **minimum requirements** apply to all Council contracts **valued at £25,000 or more**:

- a) Staff must adhere to Council's procurement policies, procedures and processes, specifically the Contract and Procurement Procedure Rules.
- b) Specific contract details must be entered into Council's **Contracts Register** - which is updated via the Hub
- c) A **Contract Manager** must be formally appointed.
 - i. The Contract Manager may manage a contract valued at more than their level of financial delegation. However, the Contract Manager must not approve or incur expenditure on goods, services or a project valued at more than their level of financial delegation. Note, this also applies to any changes (variations) to the original price of procurement.
- d) Council developed and recommended **Contract Templates** must be used.
 - i. Staff must use Council developed and recommended contract templates at all times, or recognised suites of templates
 - ii. Specific advice should be sought from ONE Legal or the Policy & Governance team during the planning stages of procurement to determine the appropriate terms and conditions that should apply.

e) All Contracts must include appropriate **clauses** in the areas of:

Work Health & Safety;
Quality Assurance;
Environmental;

Financial Capability;
Insurance;
Industrial Relations;
Performance;
Code of Conduct;
GDPR.

That allow and support contract compliance and risk management, with having regard to project value, requirements and complexity.

- f) All Contracts must include appropriate **Commercial clauses** in the areas of:

Payments and Retentions (or security);
Price Adjustments;
Delay to Completion (or delivery); and
Processes to Resolve Claims and Disputes.

That allow managing or regulating variations to the original contract, having regard to project value, contract requirements and complexity.

- g) Obtain all relevant **approvals and licences** prior to commencement: of the contract planning and engagement (entering into a contract).
- h) **Contract performance of all contracts valued at £75,000** or more must be regularly monitored, evaluated and reported.
- i. This is required at least annually over the term of the contract, and upon completion and upon conclusion of a contract.
 - ii. Complete and document performance evaluations and register in Council's records management system.

4.4 Contract Variations

All Contract Variations must be approved in writing in accordance with the contract and be approved by the appropriate delegate and a formal Deed of Variation completed to reflect the change.

4.5 Code of Conduct

The Council Employee Code of Conduct must always be adhered to in the management of contracts on behalf of Council.

4.6. Role of Contract Manager

The responsible Contract Owner or Program Manager assigns the day to day management of a contract to the Contract Manager.

The Contract Manager has many and varied responsibilities in undertaking the day to day management of a contract. Some key responsibilities are outlined in the Responsibilities table.

For the purpose of this Policy, staff that are responsible for managing procurement that is simple in nature and low risk, will be considered a Contract Manager. Therefore, staff must manage all related legally binding obligations on the Council in an appropriate manner in accordance with this Policy.

4.7 Contract Disclosures

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In accordance with relevant Public Contract Regulations and Transparency legislation the Council will maintain and publish a register of all Council contracts that records key information about each contract Council enters into with suppliers which has or is likely to have a value of £5,000 or more, excluding VAT.

5. Responsibilities

Position	Responsibility
Employees	<ul style="list-style-type: none">• Are responsible for managing contracts in accordance with Council's contract management framework and in a manner that is appropriate for the complexity and risk of the procurement activity.
Policy & Governance Team	<ul style="list-style-type: none">• Development of the Contract Management Framework.• Maintaining Council Contracts Registers and appropriate disclosure of Contracts valued at £5,000 or more.
HoS and Managers – supported by the Policy & Governance Team	<ul style="list-style-type: none">• Regularly monitoring and evaluating contracts valued at £25,000 or more and reporting on at least annually.
SLT	<ul style="list-style-type: none">• Overall implementation of the Framework.
Strategic Directors, HoS & Managers	<ul style="list-style-type: none">• Facilitation and oversight of contracts on the contracts register within their respective portfolio.• Appointment of a suitably qualified, capable and adequately skilled Contract Manager according to the level and complexity of a contract.• Ensuring the Contract Manager has adequate skills in managing contracts.• Assigning the day to day management of a contract to a Contract Manager.
Contract Manager	<ul style="list-style-type: none">• Development, negotiation, execution and management of contracts in accordance with approved policies, procedures and processes.• Ensuring contracts valued at £5,000 or more are registered in Council's Contracts register.• Day to day management of assigned contracts.• Clearly defining in contracts the performance standards, review mechanisms and deliverables required from contractors.• Ensuring contracts are managed in compliance with approved policies, procedures and processes and all client obligations contained in contracts are fully satisfied.

Reviewing, Renewing or Replacing Software Contracts

It is widely accepted that services are not going to replace or renew a software contract when all that is needed is an upgrade; however, the Council needs to have a procedure in place to manage software contracts.

This section gives guidance on how you should review, renew or replace your software contracts, taking into consideration the following matters:

- All contracts should have end date
- Corporate impact of change
- Support needed for change
- Interfaces
- Benchmarking
- Doing what it needs to do (or not?), functionality
- Value
- Risk
- Length been in place

Software review checklist

Product:

- If perpetual licence – does the Council have the right to use unless breach?
- If term licence – are support and upgrades included?
- Licence types – is it concurrent, named?
- Licence definitions
- Affiliates usage permitted
- Do the Council have the ability to make backup, DR, TEST, DEV copies of software at no charge?
- Are pricing guarantees for incremental purchases included?
- Price increase caps on additional licences
- Electronic delivery of software
- Software warranty – time frame, language including free from time bombs
- Acceptance testing
- Existing licence trade-in
- Inability to change licence model w/o approval
- Training prices if applicable
- No 'then current' or 'then in effect' language
- No automatic renewals
- Manuals included for all purchases / upgrades
- Licence compliance guaranteed only if software delivered to designated group / dept
- Installation included with software price
- Language re: future product evaluation

Maintenance and support:

- Operating Systems Upgrade guarantee
- Escalation procedures
- Severity levels, service level response times
- Maintenance %, based on purchase price
- Caps on maintenance increases (3% or CPI)
- Specific support hours
- Support on discontinued product
- Separate billing of maintenance and support
- Discount on pre-paid maintenance
- Penalties for missed P1 calls / SLAs

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Terms and Conditions:

- Use of name clause
- Payments due net 30 days from receipt of undisputed invoice
- Protection against assignment of product
- Audit rights – 30 days, 15 business days

Software licences and maintenance: checklist

This checklist contains a list of the main issues for suppliers and services to consider when negotiating software licences and maintenance and support agreements.

Software licences and maintenance: main points for customers to consider

Validity of licence

- Does the supplier warrant its right to grant the licence and indemnify the service against infringement of any third party's rights? Are there any circumstances or conditions which suggest that the right to grant a licence might be subject to a third party's consent and, if so, has that consent been obtained?

Extent of licence

- Does the licence cover all the users who might reasonably be expected to use the software (for example, subsidiaries, associated companies, facilities management companies)?
- Does the licence contain restrictions on the uses to which the software might be put (for example, if it is only for the benefit of a named company) or on the manner of its use (for example, if it is only for use on a particular computer processing unit (CPU) or at a particular site)? If so, are these acceptable to the service?
- Is the term of the licence satisfactory?
- Are there commercial reasons for seeking restrictions on the extent to which the supplier may permit the software (or similar software) to be used by others?

(Note that licences that refer to hardware have sometimes produced results that are uncertain and unwelcome (from the service's point of view) when they have been applied to multiple-core servers and virtualised environments.)

Clear drafting of licence scope is key. The move to the cloud, APIs & interoperable systems makes clearly drafted licence scope terms critical.

Maintenance obligations

- Are maintenance obligations clearly defined? If different priority is to be given to different categories of fault, does the suggested prioritisation reflect the relative commercial significance of the faults to the user? Are the suggested response times and "times to fix" satisfactory? Can the support be given in all necessary languages at all necessary locations?
- If the supplier can terminate its maintenance obligations on notice, consider the effects of such termination. Can the user obtain satisfactory maintenance from a third party?

Fees

- Are the provisions as to licence fees clear and fair? Has best advantage been taken of any discount or "bundling" offered by the supplier? Does the agreement set out how any additional fees will be calculated if the service's use of the software changes (for example, by increasing the number of software users or sites)?
- Are the provisions as to maintenance fees clear and fair? Is third-party maintenance available and, if so, would it offer better value?
- To what extent are upgrades included in the licence and/or maintenance package? To what extent is continued maintenance dependent on the purchase of upgrades at additional cost (how many versions of the software does the supplier or maintenance company support)?

Rights to back-up, alter and maintain

- Does the licence allow the user to make copies of the software for back-up, testing or other purposes?
- Does the licence include the right for users (and consultants and others engaged or employed by users) to alter or maintain the software? If so, do they have appropriate access to the source code and any necessary tools?
- If the terms of access to the source code are covered by an escrow agreement, is the escrow agent reliable and are the conditions for release of the software clear and easily enforceable? Will the source code be kept up to date?

Delivery, installation and testing

- In what form is the software to be delivered (for example, on disc, CD-ROM or electronically) and when?
- Determine responsibility for installation.
- Obtain an acknowledgement from the supplier that any hardware or associated items which the service is purchasing for use in conjunction with the software are satisfactory for the performance of the software in accordance with its specification.
- Will the software be tested before acceptance? If so:
 - is the service clear what will constitute success: that is, are the service's requirements well understood and will the proposed testing regime ensure that they have been met?
 - do the proposed tests cover "real life" use; for example, will they accurately demonstrate the way the software will perform in the environment in which it is intended to function and with the volumes it is intended to handle?

Warranties and indemnities

- Expect as a minimum:
 - a warranty as to the licensor's right to grant the licence (see Validity of Licence) and an indemnity against third party claims;
 - a warranty as to the conformity of the software with its specification or description.
- Consider the need for specific warranties on other matters (such as in relation to euro compliance).
- Has the service secured an indemnity against losses arising from claims that its use of the software infringes the intellectual property rights of a third party?

Other terms

Consider carefully the effect of other terms dealing with:

- Confidentiality
- GDPR
- Dispute resolution
- Limitation of liability
- Termination and remedies
- Assignment
- Third party rights
- Boilerplate

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1.10 Review Meetings

Proposed Dates	Actual Dates

1.11 Issues / Risks

Issue Ref	Issue	Responsibility	Resolution	Date
Risk Ref	Risk	Responsibility	Mitigation	Date

Contract Variation Form Template

Change Request Form	
Change Request No:	Supplier:
Requested by:	Date received:
Item (s) affected:	Issue affected:
Description of Change:	
Reason for Change:	
Effect of not implementing change:	
Analysis results:	
Resource:	Time:
Value change / Price modification:	
Implementation timescale:	
Agreed action: Accept / Reject	
Authorised by:	
Signed:.....(For SDC) Date.....	
Signed:.....(Supplier) Date.....	
Reason for Rejection:	

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Appendix 4 - Contract Extension Form Template

This template should be completed to demonstrate how the proposal meets business need, is affordable, achievable, has explored the appropriate options and is likely to achieve value for money/improvements in service.

Proposer Name	Service Area

Title	Role

Contract Name and Ref	Service Provider	Value to Date

Contract Type (Goods, Services or Works)	Procurement Route	Contract Start Date

Extension Period and Value	Start Date	End Date

2. Proposal

Give a brief description of the proposal

This section captures, as clearly and succinctly as possible, what it is that's being proposed.

3. Business Need

Give a brief description of the business need that gives rise to this proposal

This section captures, as clearly and succinctly as possible, the need/gap/issue that gives rise to this proposal.

4. Options

Give a brief description of the options considered, their strengths and weaknesses, and highlight your recommended option (include the option of doing nothing)

- Option 1 – Do Nothing**

Strengths of option	Weaknesses of option

- Option 2 –**

Strengths of option	Weaknesses of option

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Appendix A – Attachment 4

• Option 3 –

Strengths of option	Weaknesses of option

5. Performance

Performance measured against Key Performance Indicators (KPI's). Customer and Client satisfaction.

This section captures, as clearly and succinctly as possible, the performance that gives rise to this proposal. Refer to any background papers which support this proposal.

6. Risks

What key risks are involved in implementing the proposal and how will they be managed?

Risk	How it will be managed

7. Lifetime Costs

What are the costs to implement and run this contract over extension period? Assume 5 years if no clearer duration is available.

Procured Value	Spend To Date	Year 1	Year 2	Year 3	Year 4	Year 5
TOTAL						

Authorising Officer (HOS/Director)		Comments	Date
Name:			
Signature:			
In Support of Extension	Yes/No		
Officer Delegation Scheme where applicable Please state relevant paragraph and page no. of the Constitution or Council / Committee Decision or Authorising Office			

Authorising Officer (HOS/Director)		Comments	Date
Name:			
Signature:			
In Support of Extension	Yes/No		



Contract Management Procedure

Contents

- 1. Introduction**
- 2. Purpose of Contract Management**
- 3. Aims of this document**
- 4. Level of Contract Management**
- 5. Priorities**
- 6. Contract Management Process**
- 7. Contract Implementation**
 - 7.1 End-user Information Packs**
 - 7.2 Supplier / Buyer Events**
- 8. Software Contracts**
- 9. Contract Management Plan**
- 10. Contract Performance Review Meetings**
- 11. Change Control**
- 12. Change Control Procedure**
- 13. Exit Strategy**

Appendix 1 – Software Contract renewal checklist

Appendix 2 – Contract Management Plan

Appendix 3 – Contract Variation Template

Appendix 4 – Contract Extension Template

1. Introduction

This procedure has been created as part of the Contract Management Framework in conjunction with, the Contract Management Policy and Statement of Principles; it also compliments the Council's Procurement Strategy. Furthermore, it recognises the aims and values set out within the National Procurement Strategy 2018.

The Contract Management Procedure sets a foundation for the implementation of a consistent approach to contract management across all service areas, in order to drive value from new and existing contracts.

As well as implementing consistent cross-service processes for contract management, the Council aims to improve existing supplier relationships through increased effective engagement and at the same time maximise spend with local businesses and SMEs.

2. Purpose of Contract Management

The function of Contract Management is to:

- ensure a contract is successfully executed
- provide a formalised method of monitoring supplier performance against contract requirements
- ensure that there is clarity of the roles and responsibilities by all parties relating to contract management
- monitor overall compliance by all parties to the terms of the agreement and contract, refining and improving KPIs, SLAs and service delivery through honest, open communication between the supplier and the Council, delivering improvements to both parties
- improve and develop relationships with key supplier representatives based on mutual trust and understanding, open communications and a joint approach to managing delivery
- realise estimated and planned savings through continuous monitoring of spend
- identify potential additional savings and benefits through proactive contract management
- co-ordinate the supply chain
- provide a focus for development of initiatives / innovation
- deliver learning and knowledge transfer
- drive continual improvement
- Ensure effective and timely procurement planning

3. Aims of this Document

Supporting the objectives set out in the Council's Procurement Strategy, this procedure aims to provide a standard corporate approach and guidance to contract management, defining clear ownership for operational day-to-day management throughout the lifecycle of a contract.

This procedure will achieve its aims by defining the procedure for developing and maintaining close relationships with business partners and key providers, and creating a consistent, standard contract management process, applicable to all goods, services and works.

4. Determine Level of Contract Management

It is important when developing the Contract Strategy to determine the level of management required for the proposed contract once awarded, based on size, value and organisational risk, as this will influence and determine the frequency and content of supplier review meetings.

Guidelines are given below, but each service, will need to consider the appropriate level of management required for individual contracts, by considering factors such as value and length of contract, business criticality and dependency, number of customers / end-users, public visibility, openness to complaints or challenges, risk, performance criteria and compliance with requirements of governing bodies.

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- **Low level** - ensuring compliance to the contract by monitoring management information from the supplier, end-user feedback, managing delivery, and compliance of the contract.
- **Medium level** - managing the performance of the contract and the supplier through management information monitoring, end-user feedback and a minimum of one performance review meeting held per annum.
- **High level** - managing the performance of the contract and the supplier using a combination of management information monitoring, and quarterly (or other frequency determined) meetings.

5. Priorities

Priority areas to achieve contract management objectives include the:

- Implementation of standardised templates for managing and documenting supplier meetings consistently across all commodity / category areas.
- Incorporation of a mechanism to review council performance and feedback within review meetings
- Introduction of management meetings with identified key suppliers for each category, with an aim of continuous improvement in the execution of contracts.
- Regular review of both contract performance and supplier performance through structured joint and service-inclusive meetings to improve output, savings and knowledge, and to reduce risk
- Encouragement of prime contractors to engage with local suppliers and SME's through the inclusion of Community Benefit / Sustainability clauses, and early engagement in commodity strategies
- Standardisation of the supplier management process, and implementation of rigorous controls to manage the supplier database and transactions within Procurement systems.
- Continual review of the Contract management process to ensure it remains fit-for-purpose.

6. Contract Process

This document sets out the procedure that is used to manage contracts and the supplier relationship post-supplier selection and contract award. Equally, it applies to the management of existing contracts.

The Contract Management process begins with migration and mobilisation, and continues through a post-contract award meeting with the successful supplier, which as a guideline, should be conducted within 1-3 weeks of the contract award. The purpose of this meeting is to discuss the contract implementation phase and agree roles, responsibilities, identify activities and agree SLA's, KPI's, timescales and expectations. It is important to keep in regular contact with the supplier during the contract implementation phase and to arrange meetings and maintain open dialogue throughout.

7. Contract Implementation

Contract Implementation consists of three distinct phases:

- **Mobilisation** - the process of moving from contract award to 'go-live' i.e. the point when a user can actually buy from the contract
- **Migration** - facilitating the movement of an organisation to a new contract post 'go-live'
- **Communication** – ensuring all stakeholders are aware of the contract and what it involves

Actions that should be considered to migrate and mobilise a contract include:

7.1 End-User Information Packs

An information pack may be required to communicate and publicise the contract to inform end-users of its content, which can contain key information about the use of the contract including:

- contract objectives, details of the goods and services available, prices, supplier contact details, ordering and invoice process, returns / complaints / escalation process, and Contract management process.

Any information pack should be proportionate to the contract, and should demonstrate how it delivers best value and provides information relating to the benefits of the contract, e.g. cost savings, KPIs, SLAs, improvements in quality and service.

7.2 Supplier / Buyer Events

Depending on the size, value and risk level involved with the contract, a useful way to raise awareness of the contract amongst end users is to organising a Supplier / Buyer 'launch' event to give stakeholders who have yet to meet as part of the selection and award stage, the opportunity to meet each other, and present details of the contract and what it affords. This is also an opportunity to distribute information packs / buyers guides. Where a large number of users are affected, it may be useful to also publish a news item via the Intranet.

8. Software Contracts

It is widely accepted that services are not going to replace or renew a software contract when all that is needed is an upgrade; however, there are certain parts of a contract that need to be reviewed and therefore a procedure in place to manage software contracts. Appendix 1 provides more detail on contract considerations for reviewing, renewing or replacing software contracts.

Process to Review, Renew or Replace

This section gives guidance on how software contracts should be reviewed, renewed or replaced, taking into consideration the following matters:

- All contracts should have an end date / identify any extensions
- Corporate impact of change
- Support needed for change
- Interfaces
- Benchmarking
- Functionality - Doing what it needs to do (or not?),
- Value
- Risk
- Length been in place

Many companies lease systems and software on an annual basis and have to find a way of keeping track of renewal dates. Unfortunately, many software suppliers fail to notify customers of renewal dates and either continue to take direct debit payments or disable the software when payment is not received on time. Both can be equally detrimental to a business and can be avoided or mitigated by appropriate planning and monitoring.

It is important to review the cost and efficiency of leased services regularly to ensure that:

- a) the performance still meets requirements; and
- b) financially, it is the best deal in the market place.

The same applies to annual software maintenance payments, domain name renewals and even I.T. equipment which are leased.

9. The Contract Management Plan

Once the contract implementation has been completed and the level of management determined, a Contract Management Plan, see Appendix B for an example, should be constructed which outlines:

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- Roles & responsibilities
- Agreed level of management (low/medium/high)
- Contract objectives
- Performance Management Framework, e.g. KPIs & SLAs
- Mobilisation Plan
- Migration Plan
- Contract Compliance
- Escalation process (within supplier organisation and the council)
- Review meeting schedule
- Risks & issues

This will need to be agreed with your supplier. All of these, in particular, the routes for escalation and the review meeting schedule should have been built into the initial Contract(s) Strategy and tender, with reference to the fact that a Contract Management plan will be developed.

10. Contract Performance Review Meetings

Performance Review Meetings are an important part of the Contract Management process and provide Service Users and the Supplier with an opportunity to focus on what is going well, identify any problems at an early stage and agree opportunities for improvement and innovation.

For contracts / suppliers where a **medium** level of management is being applied, there should be at least one performance review meeting per year. Meetings for Contracts / Suppliers where a **high** level of management is being applied should be held at least quarterly.

Meetings should focus on:

- i Review of Actions and Minutes from previous meeting(s)
- ii Supplier Business Review, with updates on new products / product developments, customer-affecting issues (e.g. product issues, recalls), complaints, etc.
- iii Council Business Review / Service Improvement Plan Update
- iv KPI review – (to determine current level of performance (Improving / Degrading)
- v Sustainability & Other Benefits Realisation
- vi Review of risks and Issues
- vii Issues for escalation
- viii Financial Monitoring (Spend monitoring, P2P, Invoicing, financial stability).
- ix Areas of Improvement (e.g. Innovation, new process)
- x Change Control

These are suggested agenda topics for discussion however these will need to be adapted for specific types of contract and / or suppliers.

The initial performance review or inaugural or kick-off meeting should also include a 'Lessons Learned' session with the supplier on the tendering and contract implementation process, and cover areas such as roles and responsibilities, performance levels, invoicing arrangements, etc.

Meetings should recur as agreed until the contract approaches its completion, and documented (minutes, actions, change in performance) throughout, with actions followed up as agreed.

Minutes of meetings and agreed actions should be communicated to all stakeholders following each meeting (supplier & service area management, Policy & Governance Team for SLT reporting).

11. Change Control

Changes (variations) to services, procedures or contracts are likely to occur throughout the lifecycle of a contract, especially lengthy and / or major, strategic contracts, which could have an effect on many aspects of the contract including:

- Service delivery
- Scope of work
- Performance
- Costs
- Product availability / changes to specification / obsolescence / revision of rates
- Whether the contract continues to represent value for money

The primary aim in managing variations is to minimise their likelihood, however sometimes change is inevitable, therefore the specification and management of change (Change Control) is an integral and important part of contract management and administration. Change control procedures should be included within the contract and discussed at the inaugural meeting.

The respective roles and responsibilities of both parties in the change control process must be clearly identified, along with procedures for raising, evaluating, costing and approving change requests.

A single change control process should be applied to all contract changes. Flexibility does however need to be built into the process to deal with issues such as emergencies. A change control process should provide clear steps and clearly allocated ownership and responsibilities for:

- Requesting changes
- Assessment of impact
- Prioritisation & authorisation
- Agreement with provider
- Control of implementation
- Documentation and communication of change
- Updates to terms & conditions where applicable

If a specific change, or cumulative changes significantly increase or decrease the scale or scope of the contract, the responsible Contract Manager must question the contract's ability to achieve best value and value for money overall.

Similarly, the Contract Manager must also ensure that any changes do not take the contract outside the scope of the original tender in relation to the UK thresholds advertisement, or permitted extensions to contracts. When this is in doubt, the change should be referred to the Policy & Governance team or One Legal for guidance.

The same level of diligence should be applied to contract variations as that applied to letting a contract.

12. Change Control Procedure

The change control procedure as detailed in the Contract should be used by services and supplier to enable changes to the contract, to provide clarity and documentary evidence of the change, and agreed actions. Appendix 3 details a contract variation template.

13. Exit Strategy

As a contract progresses, the Contract Managers will have responsibility for ensuring that both parties are working towards the planned fulfilment and exit of the contract, and the procurement process for securing subsequent supply arrangements if required.

The Exit Strategy should involve a full review of the Contract's performance. This should include a 'lessons learned' review which incorporates feedback from end-users and the supplier.

The final review and lessons learned should be clearly documented and communicated to appropriate stakeholders, as it may inform any subsequent procurement for similar commodities in the future.

Appendix 1 – Reviewing, Renewing or Replacing Software Contracts

It is widely accepted that services are not going to replace or renew a software contract when all that is needed is an upgrade; however, the Council needs to have a procedure in place to manage software contracts.

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- Escalation procedures
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- Does the licence contain restrictions on the uses to which the software might be put (for example, if it is only for the benefit of a named company) or on the manner of its use (for example, if it is only for use on a particular computer processing unit (CPU) or at a particular site)? If so, are these acceptable to the service?
- Is the term of the licence satisfactory?
- Are there commercial reasons for seeking restrictions on the extent to which the supplier may permit the software (or similar software) to be used by others?

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Clear drafting of licence scope is key. The move to the cloud, APIs & interoperable systems makes clearly drafted licence scope terms critical.

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- If the supplier can terminate its maintenance obligations on notice, consider the effects of such termination. Can the user obtain satisfactory maintenance from a third party?

Fees

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- To what extent are upgrades included in the licence and/or maintenance package? To what extent is continued maintenance dependent on the purchase of upgrades at additional cost (how many versions of the software does the supplier or maintenance company support)?

Rights to back-up, alter and maintain

- Does the licence allow the user to make copies of the software for back-up, testing or other

purposes?

- Does the licence include the right for users (and consultants and others engaged or employed by users) to alter or maintain the software? If so, do they have appropriate access to the source code and any necessary tools?
- If the terms of access to the source code are covered by an escrow agreement, is the escrow agent reliable and are the conditions for release of the software clear and easily enforceable? Will the source code be kept up to date?

Delivery, installation and testing

- In what form is the software to be delivered (for example, on disc, CD-ROM or electronically) and when?
- Determine responsibility for installation.
- Obtain an acknowledgement from the supplier that any hardware or associated items which the service is purchasing for use in conjunction with the software are satisfactory for the performance of the software in accordance with its specification.
- Will the software be tested before acceptance? If so:
 - is the service clear what will constitute success: that is, are the service's requirements well understood and will the proposed testing regime ensure that they have been met?
 - do the proposed tests cover "real life" use; for example, will they accurately demonstrate the way the software will perform in the environment in which it is intended to function and with the volumes it is intended to handle?

Warranties and indemnities

- Expect as a minimum:
 - a warranty as to the licensor's right to grant the licence (see Validity of Licence) and an indemnity against third party claims;
 - a warranty as to the conformity of the software with its specification or description.
- Consider the need for specific warranties on other matters (such as in relation to euro compliance).
- Has the service secured an indemnity against losses arising from claims that its use of the software infringes the intellectual property rights of a third party?

Other terms

Consider carefully the effect of other terms dealing with:

- Confidentiality
- GDPR
- Dispute resolution
- Limitation of liability
- Termination and remedies
- Assignment
- Third party rights
- Boilerplate

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Contract Management Statement of Principles

The purpose of this document is to identify a set of principles that underpin our approach to contract management. These principles complement the contract management guidance.

1. Ensure that contracts are known and understood by all those who will be involved in their management.

Make sure that adequate resource is identified and appointed well before award of contracts and that there is an effective handover or transition from procurement to contract management.

2. Be clear about accountability, roles and responsibilities.

Ensure contract ownership, management processes and governance mechanisms are clear with defined roles and responsibilities at appropriate levels of seniority. Make sure contracts have a documented Contract Management Plan.

3. Establish and use strong governance arrangements to manage risk and enable strategic oversight.

Ensure that governance structures are proportionate to size and risk of contracts, are suitably empowered and support the business outcomes and objectives. Ensure appropriate business continuity and contingency plans are in place.

4. Adopt a differentiated approach based on risk

Distinguish between operational and strategic contracts, direct the most/strongest resource to contracts where the risks and rewards are highest. Consider a 'self-managing' approach with exception reporting for lower risk contracts.

5. Manage contracts for business / public service outcomes.

The owners of the required outcomes should be accountable for successful contract performance. Focus on successful outcomes and take account of public service and accountability obligations and risks.

6. Accept that change will happen and plan for it.

Develop flexible approaches to change through joint working with suppliers; accept that change will affect both parties during the contract life, but control costs with robust change control mechanisms. Ensure that senior level assurance and controls are in place to prevent changes from altering the strategic intent of the contract.

7. Measure and report on performance and use KPIs and data efficiently to incentivise good performance.

Administer contracts proactively and efficiently, making maximum use of benchmarking and performance measurement data. Use a balanced scorecard to measure 'hard' data such as KPI performance alongside 'soft' measures e.g. customer satisfaction and relationship management, with a focus on achievement of outcomes. React quickly to issues when they arise. Ensure KPIs and incentives are appropriate and proportionate to the contract.

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Appendix

Challenge KPIs and incentives regularly and ensure a mechanism to change and evolve them through the life of the contract.

8. Drive continuous improvement, value for money and capture innovation.

Actively use contract tools and provisions to leverage the relationship, continually drive value for money and seek out and implement innovative ideas for improvement.

9. Accept that successful delivery of major projects is best achieved through a single fully integrated team.

Where the supplier and the client work as a single team with one focus, delivery of the successful outcomes.

STROUD DISTRICT COUNCIL
STRATEGY AND RESOURCES

**AGENDA
ITEM NO**

22 JULY 2021

6

Report Title	PARLIAMENTARY BOUNDARY REVIEW 2023			
Purpose of Report	To ensure that the Council responds to the consultation on 2023 Review of Parliamentary Constituencies being undertaken by the Boundary Commission for England.			
Decision(s)	The Committee RESOLVES to: a. Note the initial proposals from the Boundary Commission for England; and b. Approve the draft Council response to the consultation			
Consultation and Feedback	Consultation has been held with Alliance Group Leaders			
Report Author	Hannah Emery, Corporate Policy and Governance Manager Email: Hannah.emery@stroud.gov.uk			
Options	The Council is not compelled to respond to the consultation, however this is an opportunity to respond to the BCE with written comments. Members have the opportunity to feedback their responses on the initial proposals directly to the Boundary Commission for England.			
Background Papers	The proposed changes can be found at https://www.bcereviews.org.uk/ and the proposals for the South West can be found via this link			
Appendices	None			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	No	No	No	No

1. BACKGROUND

- 1.1** The Boundary Commission for England (BCE) is an independent and impartial non-departmental public body which is responsible for reviewing Parliamentary constituency boundaries in England.
- 1.2** Following the passing of the Parliamentary Constituencies Act 2020 in December 2020, and the publication of the relevant parliamentary electorate data in January 2021, the BCE have begun a review of all parliamentary constituencies in England. The BCE are required to report their final recommendations by 1 July 2023.
- 1.3** As part of the review, the BCE is holding a public consultation for 8 weeks from 8 June 2021 to 2 August 2021. Everyone is encouraged to respond to the consultation to help shape the

Agenda Item 6

new constituencies. Those who respond to the consultation are requested to say whether they approve of, or object to, the BCE's proposals. In particular, objectors are advised to say what they propose in place of the BCE's proposals, objections accompanied by a viable counterproposal are likely to carry more weight than a simple statement of objection. The Council has been promoting the consultation on its communications channels and has also contacted all parish and town Councils. There is no requirement for SDC to issue a response but it would be good practice to do so.

2. INITIAL PROPOSALS

- 2.1** The number of parliamentary seats in England is increasing from 533 to 543 and the number of seats in the South West region is increasing from 55 to 58, the review will decide how to divide these seats between England's parliamentary constituencies.
- 2.2** The BCE is required to ensure that each proposed constituency has an electorate as at the 2 March 2020 that is no less than 95% and not more than 105% of the UK electoral quota. This quota has been calculated at 73,393. Accordingly, each constituency must have an electorate that is no smaller than 69,724 and no larger than 77,062.
- 2.3** The legislation states that, when deciding on boundaries, the Commission may take into account:
 - 2.3.1 Special geographical considerations, including in particular the size, shape and accessibility of a constituency;
 - 2.3.2 Local government boundaries which existed on the 1 December 2020;
 - 2.3.3 Boundaries of existing constituencies;
 - 2.3.4 Any local ties that would be broken by changes in constituencies; and
 - 2.3.5 The inconveniences attendant on such changes.

3. PROPOSALS FOR THE STROUD CONSTITUENCY

- 3.1** It has not been possible for the BCE to allocate whole numbers of constituencies to individual counties, therefore some county council and unitary authority areas have been grouped into sub-regions. Gloucestershire and Wiltshire has been grouped into a sub-region with an allocation of 14 constituencies (an increase of one).
- 3.2** The BCE states that the existing Stroud constituency is too large to remain unchanged with an electorate of 84,573. The majority of the wards in the District are unaffected and are proposed to remain in the same Parliamentary constituency at the next elections. The BCE has however, recommended that:
 - 3.2.1 The District wards of Hardwicke, Painswick & Upton, Bisley and Chalford are transferred to The Cotswolds constituency.
 - 3.2.2 Minchinhampton ward remains in The Cotswold constituency.
 - 3.2.3 The wards of Kingswood and Wotton-under-Edge are transferred from The Cotswolds constituency to the Stroud Constituency.
- 3.3** This results in Minchinhampton, Hardwicke, Painswick & Upton, Bisley and Chalford wards forming part of The Cotswolds constituency and all other twenty-two district wards will make up the Stroud constituency.
- 3.4** When considering a response to the consultation, it is worth noting that considerable changes are being proposed for The Cotswold constituency with the boundary being

extended westwards to include seven wards from the existing Tewkesbury constituency together with the four wards from the Stroud constituency. Twenty wards from the existing The Cotswolds constituency would then be included in a new cross-county boundary constituency together with seven wards from the existing North Wiltshire constituency with the proposed name of Cirencester and North Wiltshire constituency.

4. DRAFT RESPONSE TO THE CONSULTATION

- 4.1** It is expected that political parties will wish to respond to the consultation with their own views and it is therefore proposed that the council responds with the following:
- 4.2** 'Stroud District Council is largely in support of the Boundary Commission for England's proposals and we are pleased that the initial proposals do not recommend the local authority area to be split between three different constituencies as recommended in the previous review. We also welcome the fact that this new proposal no longer contains any element of joining with constituencies outside the County Boundary of Gloucestershire.
- 4.3** However, there is concern that the proposal to transfer the wards of Hardwicke, Painswick and Upton, Bisley and Chalford to The Cotswolds constituency does not reflect local ties or geographical factors such as shape and accessibility. This is particularly the case for Hardwicke ward which has far stronger ties with Gloucester City than it does The Cotswolds. In addition, the wards of Wotton-under-Edge and Kingswood have built local ties with The Cotswold constituency and the transfer of these wards to the Stroud constituency will break these ties. However, as these wards are within the Stroud District, are closer geographically to Stroud than Cirencester and were historically in the Stroud Constituency, it is also recognised that there will be strong affiliation with the Stroud constituency. As already stated, it is welcomed that all wards remain within Gloucestershire Constituencies.

It is understood that the Council's response will be strengthened if alternative proposals can be suggested. Due to the substantial changes being proposed for The Cotswolds constituency and the proposed creation of the Cirencester and North Wiltshire constituency it is very difficult for the Council to suggest alternative arrangements that do not impact a number of constituency boundaries and ensure the key criteria stipulated (such as electorate range) can be met. The Council therefore asks the BCE to acknowledge these concerns and depending on the strength of feeling in other submissions made, consider if there are any alternative arrangements.'

5. NEXT STAGES FOR THE REVIEW

- 5.1** A secondary consultation period will take place in early 2022. The purpose is for people to see what others have said in response to the initial proposals and to make comments on those reviews. The BCE will then host between two and five public hearings in each region for views to be given directly to one of the assistant commissioners. The Commission will analyse the representations from the initial and secondary consultation periods and if the evidence presented persuades the BCE to change the initial proposals, revised proposals will be published and consulted upon for four weeks.
- 5.2** Following the conclusion of all three consultation periods, the Commission will look at all the evidence received before forming its final recommendations.

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- 5.3** The Commission must submit its final report and recommendations to the Speaker of the House of Commons by July 2023 and the new parliamentary constituencies will be used at the next General Election after the completion of the review.

6. IMPLICATIONS

6.1 Financial Implications

There are no significant implications within this category

Andrew Cummings, Strategic Director of Resources

Email: Andrew.cummings@stroud.gov.uk

6.2 Legal Implications

There are no significant implications within this category.

One Legal

Email: Patrick.arran@stroud.gov.uk

6.3 Equality Implications

This report is to note the review and respond to the consultation, the Boundary Commission for England will carry out an appropriate impact assessment.

6.4 Environmental Implications

There are no significant implications within this category.

STRATEGY AND RESOURCES COMMITTEE REVENUE DETAIL

Table 1 Strategy & Resources Outturn Detail

Strategy & Resources Committee	Para Refs	2020/21 Original Budget (£'000)	2020/21 Revised Budget (£'000)	2020/21 Actual (£'000)	2020/21 Reserve Transfers (£'000)	2020/21 Outturn Variance (£'000)
Car Parks		(668)	(680)	(142)	0	538
Commercial Properties		(72)	(78)	(82)	0	(4)
Communications		154	154	143	0	(12)
Corporate Expenditure & Income		894	877	2,035	(1,013)	145
Corporate Policy & Governance		1,135	1,080	911	0	(169)
Corporate Services (Legal)		418	418	505	13	100
Covid-19		0	0	549	(139)	410
Facilities Management		475	484	452	0	(32)
Financial Services		884	884	784	0	(100)
Human Resources		431	435	412	0	(23)
Information & Communication Technology		1,654	1,654	1,992	(195)	144
Other Operating Income & Expenditure		0	0	0	0	0
Other Properties		(717)	(731)	(1,530)	761	(38)
Pension Lump Sum		1,567	1,567	1,567	0	(0)
Property Services		439	400	375	0	(26)
Senior Leadership Team		607	607	609	4	7
Youth Councils		3	4	1	0	(3)
Strategy and Resources TOTAL		7,204	7,076	8,581	(569)	937

1.1 Car Parks - £538k Unachieved Income

(Mike Hammond xtn 4447, mike.hammond@stroud.gov.uk)

Members will recall that an income shortfall had been forecast due to Covid-19 restrictions and national lockdowns in the subsequent budget monitoring reports for this Committee. The continued guidance to work from home has severely impacted car park revenues. Its unclear how quickly pre-lockdown conditions will return, if indeed they will at all, given new ways of working.

Government grant funding of £342k has been received to offset the lost car park income as part of the Sales, Fees and Charges scheme. This is included in the Funding from Government Grants line in the General Fund Summary.

1.2 Corporate Expenditure & Income – £145k

(Lucy Clothier xtn 4343, lucy.clothier@stroud.gov.uk)

The significant reduction in the Bank of England base rate due to the impact of Covid-19 has led to a much reduced expectation of investment income in this financial year.

This has been partly offset by a lower than budgeted Minimum Revenue Provision (MRP). This is a combination of slippage in the Capital Programme and the sale of industrial units at Littlecombe that allow the debt to be 'repaid' using the capital receipt from the sale.

1.3 Corporate Policy & Governance - (£169k) Underspend

(Hannah Emery xtn 4383, hannah.emery@stroud.gov.uk)

The proportional significant variance that contributes to the underspend is salary related (£94k) This is due to the delay in recruitment to the new posts within the structure of the Corporate Policy and Governance Team as well as the retirement of the Democratic

Services and Elections Officer. Recruitment has now taken place and the following posts have now been filled, Information Governance Officer, Senior Executive Assistant, Executive Assistant and the Democratic Services and Elections Officer.

In addition, there was a general underspend (£26k) within Members Expenses and the Civic Fund. Due to the effects of the pandemic, all committee meetings and other meetings have been held online, therefore there has been no mileage or general expenses incurred for attending events or external training, there has also been a vacancy in Amberley and Woodchester ward since April 2020.

A (£27k) saving has also been achieved within Elections. The Coronavirus Act 2020 delayed the elections scheduled for May 2020 and all by-elections were postponed. The underspend in is also due to the change of process to the annual canvass held in 2020; this is partly due to the reform but also to the pandemic as we were unable to undertake the personal canvass and knock on the door of households which reduced canvasser fees.

1.4 Corporate Services - Legal – £100k Overspend

(Andrew Cummings, xtn 4115, andrew.cummings@stroud.gov.uk)

The transfer of legal services to One Legal was delayed from April 2020 to October 2020 due to Covid-19. The additional cost relates in part to one-off costs associated with the transfer and loss of income during the year due to Covid-19.

1.5 Covid-19 – £410k Additional Cost

(Lucy Clothier, xtn 4343, lucy.clothier@stroud.gov.uk)

Additional spend has been identified in many service areas including homelessness and temporary accommodation, additional staff and personal protective equipment (PPE) for Ubico contracts, PPE for SDC staff and modifications for Ebley Mill, community grants. Some additional spend relating to Covid-19 has been included within service lines.

Further costs associated with Covid-19 are included in other service lines. A full list of the financial impact of Covid-19 can be found in Appendix J.

1.6 Facilities Management – (£32k) Underspend

(Brian McGough xtn 4411, brian.mcgough@stroud.gov.uk)

(Adrian Blick, adrian.blick@stroud.gov.uk)

The majority of the variance relates to Ebley Mill and the vacant space (BBG & New Build) which we have been unable to let. The New Build suite was occupied until November 2020, when the tenant surrendered their lease when winding up the company due to the impact of the pandemic. There is some additional income offsetting the income shortfall relating to the dilapidations and settlement figure of the former tenant of BBG. There is also an underspend on electricity which will have been impacted by lower usage in 20/21 due to staff working from home, rather than in the Mill.

The Business Continuity budget is underspent as these funds were allocated to support BC/DR Testing. Prioritising the associated activity to move people to home working during the Pandemic has completed the Business Continuity test. Disaster Recovery testing is currently being worked on to establish a complete capability at Littlecombe and will engage with the wider business sponsor in order to agree the DR Plan later in second half of 2021-22 and after Covid-19 responsibilities have reduced.

1.7 Financial Services – (£100k) Underspend

(Lucy Clothier, xtn 4343, lucy.clothier@stroud.gov.uk)

This underspend is due to vacancy savings within the finance team. The vacant Principal Accountants Post has now been recruited to, with the Post holder due to start in July 2021.

1.8 Human Resources – (£23k) Underspend

(Lucy Powell xtn 4286, lucy.powell@stroud.gov.uk)

An underspend is forecast due to a delay in recruitment around the Apprentice Budget and events not progressing as intended this year due to Covid-19 restrictions. However, we plan to use this funding to support jobs and skills growth within the District in line with Council priorities for the forthcoming financial year.

1.9 ICT – £144k Overspend

(Adrian Blick, adrian.blick@stroud.gov.uk)

This forecast is mainly due to several large offsetting variances. A (£86k) in year saving on salaries, this is due to the delayed recruitment of several senior posts. The Head of Technology and Infrastructure Manager posts have now been filled. An overspend of £60k is also forecast which is directly attributable to Foresight consultancy for the ICT review. An additional one off £40k variance has also arisen due to the migration to a cloud based fully hosted Civica Pay service. This upgrade was necessary because the current version was no longer being supported and not WCAG compliant. Additional costs include Unit4, Resource-link and Mimecast Licences amounting to £90k. A new five-year contract was also established for hardware £52k to provide an upgrade to licences for Ebley Mill & Littlecombe so data can be synchronised between both sites. A number of smaller overspends have also been recognised across the whole of the service which contribute to this variance.

1.10 Other Properties (£38k) Underspend

(Alison Fisk xtn 4430, alison.fisk@stroud.gov.uk)

The Brimscombe Port site has been transferred to Stroud District Council in line with the redevelopment agreement. There will be no impact on the overall General Fund as any running costs (including some major refurbishment works to the Mill already underway) will be funded from rental income from the site which has also been transferred to SDC. All remaining funding will be used to fund the redevelopment of the site.

At 31 March 2021 a net amount of £397k has been transferred to a Brimscombe Port development reserve from the funding received from Stroud Valleys Canal Company as part of the transfer.

1.11 Property Services – (£26k) Underspend

(Alison Fisk xtn 4430, alison.fisk@stroud.gov.uk)

This underspend is mainly due to a reduction in hours within the current establishment. Additional resource will be needed in 2021-22 so the budget will be fully utilised. There are a number of additional small variances which contribute the overall underspend with the service.

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COMMUNITY SERVICES AND LICENSING COMMITTEE REVENUE DETAIL

		2020/21 Original Budget (£'000)	2020/21 Revised Budget (£'000)	2020/21 Actual (£'000)	2020/21 Reserve Transfers (£'000)	2020/21 Outturn Variance (£'000)
Strategy & Resources Committee	Para Refs					
Community Safety	1.1	211	226	157	38	(31)
Cultural Services - Arts and Culture	1.2	415	428	375	0	(53)
Cultural Services - Community Health & Wellbeing	1.3	159	179	39	120	(20)
Cultural Services - Sports Centres	1.4	(197)	(81)	1,115	(14)	1,183
Customer Services	1.5	403	403	340	0	(64)
Grants to Voluntary Organisations		341	341	343	0	2
Licensing	1.6	(59)	(59)	(27)	0	32
Public Spaces	1.7	1,412	1,434	1,325	19	(91)
Revenues and Benefits	1.8	141	141	473	314	645
Youth Services		104	123	103	5	(15)
Community Services and Licensing TOTAL		2,931	3,136	4,243	482	1,588

1.1 Community Safety – (£31k) Underspend/Additional Income

(Mike Hammond xtn 4447, mike.hammond@stroud.gov.uk)

A favourable variance has arisen within the Careline budget. This is due to supplementary income (£7k) as a result of the increase in customer numbers resulting from the development of the Independent Living sites. An underspend on equipment has materialised due to problems with supplies coming into the country due to Covid-19, fortunately there were sufficient stock levels within SDC to meet demand. The CCTV budget was also underspent mainly due to Covid-19 restrictions. A number of analogue CCTV cameras are at the end of their life and need replacing, however restrictions in place at the Police headquarters meant our contractors were unable to access the building as it was not considered essential maintenance/upgrades. This work will be deferred to 2021/2022.

1.2 Cultural Services - Arts & Culture – (53k) Underspend

(Kevin Ward 01453 544335, kevin.ward@stroud.gov.uk)

The outturn reflects a year of uncertainty, particularly in regards to being closed in the last quarter which was not predicted at Q3 reporting. The whole year saw very limited visitor numbers permitted on site to take into account the ability to accommodate guidelines on social distancing, so consequently normal earned income was restricted. Underspend on some expenditure budgets, including vacant posts, also resulted from the periods of closure

1.3 Cultural Services - Community Health & Wellbeing – (20k) Underspend

(Emma Keating Clark 01453 544177, emma.keatingclark@stroud.gov.uk)

This variance is a direct result of in year salary savings, the vacancy was recruited to in January 2021. Savings have been made across the whole service as our interventions and projects were unable to run due to Covid 19 restrictions.

1.4 Cultural Services - Sports Centres – £1,183k Unachieved Income/Overspend

(Angela Gillingham 01453 540995, angela.gillingham@stroud.gov.uk)

(Mike Hammond xtn 4447, mike.hammond@stroud.gov.uk)

The overall variance is split between The Pulse £1.088m and Stratford Park Leisure Centre £99k.

The Pulse

During 2020/21 the leisure industry was hit with three national lockdowns. The knock on effect of this is The Pulse was only open for four months in total for this financial year. During the months of opening severe restrictions were in force which resulted in operating at only 50% of normal capacity. In December further conditions were sanctioned on the leisure industry when the tiers changed, this resulted in no classes at the Centre. The staff have been paid throughout the closure and many of the fitness instructors have delivered classes and activities through Facebook and live streaming. This has brought in a small amount of income however in the current lockdown competition is fierce for online apps and we decided to reward all members for their loyalty with free access and keep them active to help with their mental health and physical wellbeing. Essential roof repairs were also carried out during this year which put an increased pressure on the budget and further compacted the loss of income and operational deficit.

The Pulse re-opened in a very limited capacity, as part of the Governments step 2 out of lockdown, on April 12. Further opening of activities were then arranged for step 3 and hopefully increased capacity from step 4 (Date TBC). Plans are in place to recover strongly from the pandemic and expect this to be evident in the financial outturns from Q3 in the 2021/22 financial year.

Grant funding of £729k has been received from Government to offset the lost fees and charges from the Pulse. This is included in the Funding from Government Grants line in the General Fund Summary.

Stratford Park Leisure Centre

Members will recall Strategy and Resources Committee agreed a sum of up to £150k in additional support of services at Stratford Park Leisure Centre in 2020/21. Of this only £68k was required in year and represents an overspend on the additional budget. In addition to that direct support additional costs were incurred for legal and consultancy support to ensure the Council was adequately supported not only in negotiating that sum but in completing the extension of the contract with SLM up to November 2024, as agreed by CS&L Committee.

1.5 Customer Services - (£64k) Underspend

(Shobhan Sen xtn 4700, shobhan.sen@stroud.gov.uk)

As reported in the Q3 budget monitoring report the underspend is mainly around salaries. There are currently in-year vacancies which recruitment is underway, these vacant posts are anticipated to be filled by the summer. A saving has also been achieved regarding the G4S cash collection service, which has not been in operation due to Ebley Mill being closed as a result of the Covid-19 pandemic

1.6 Licensing - £32k Unachieved Income

(Rachel Andrew xtn 4401, rachel.andrew@stroud.gov.uk)

The main loss of Licensing Act 2003 income for 2020/21 has been a result of the significant reduction in temporary event notices due to the fact that occasional events were mainly been prohibited under the Covid-19 restrictions. During 2019/20 there were 670 temporary event notices submitted, by the end of Q4 2020/21 only 62 had been submitted. Many pubs, cafes and bars had to remain closed or had restricted opening. All invoices for the annual fees for current licences, that were due in the financial year 2020/21, were been raised, although about 70 were unpaid as of 31 March 2021. It is expected these outstanding payments will be made as premises start to re-open. The total number of premises licences has not reduced significantly and remains at about 470.

Taxi licensing income was also down for 2020/21. This is due to the fact that many taxis and private hire businesses have not had little or no work, during the Covid-19 restrictions. Many businesses have surrendered their licences and some have deferred their renewals to when things pick up. There have been very few new driver, vehicle and operator applications during this period in comparison to other years. In Jan 2020 there were 186 driver licences and 177 vehicles licences. As of 31 March 2021 there are 155 driver licence and 152 vehicle licences.

1.7 Public Spaces – (£91k) Underspend

(Mike Hammond xtn 4447, mike.hammond@stroud.gov.uk)

The underspend on Stratford Park (£25k) is reflective of the part-year saving on contract costs associated with the transfer of the grounds maintenance function to Ubico. Public Conveniences is also underspent (£38k), due to a saving on the cleaning contract through Ubico and more efficient electricity bills received against budget. There are additional small additional savings achieved across the rest of the service.

1.8 Revenues and Benefits– £645k Unachieved Income

(Simon Killen xtn 4013, simon.killen@stroud.gov.uk)

The most significant variance £486k is the shortfall on housing benefit subsidy claims, principally for supported accommodation. Although there is a higher rent allowable in supported accommodation, where the cost of housing is significantly higher than the amount allowable under housing benefit this cannot all be claimed back through housing benefit subsidy and part of the cost is borne by the local authority. This cost continues to rise as both the cost and number of supported accommodation placements increase. Although a significant amount it should be noted that this represents a variance of only 2.8% on the housing benefit subsidy claim.

There has been an underspend in salaries of (£71k) which is primarily around three vacant posts that have not been filled over the lockdown period, due to the Covid-19 pandemic. As reported in the previous budget monitoring reports a shortfall has materialised on enforcement and recoverable income of £170k. In order to support residents, enforcement action was not undertaken during the lockdown period and a sensitive approach is currently being used.

A transfer to reserves of £314k relates to Council Tax Hardship funding from Government that will be used to support residents in 2021/22.

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HOUSING COMMITTEE (GENERAL FUND) REVENUE DETAIL

Table 1 – Housing GF Outturn Detail

	Para Refs	2020/21 Original Budget (£'000)	2020/21 Revised Budget (£'000)	2020/21 Actual (£'000)	2020/21 Reserve Transfers (£'000)	2020/21 Outturn Variance (£'000)
Strategy & Resources Committee						
Housing Advice	1.1	348	348	341	40	33
Housing Strategy	1.2	135	302	101	167	(34)
Private Sector Housing	1.3	161	161	137	0	(24)
Housing General Fund TOTAL		644	811	579	207	(25)

1.1 Housing Advice – £33k Overspend

(Pippa Stroud, pippa.stroud@stroud.gov.uk)

Spend on Temporary Accommodation and Bed and Breakfast continues to be high, and although much of this can be covered through Housing Benefit, the generally higher costs of temporary accommodation mean that the full cost cannot be recovered. There is an overspend of £78k across the service. This has been partially offset by salary savings of £45k (after a £40k carry forward). There are additional temporary accommodation costs included in the Covid-19 line of Strategy and resources.

1.2 Housing Strategy – (£34k) Underspend

(Pippa Stroud, pippa.stroud@stroud.gov.uk)

An underspend of £34k relates to budget which has not been utilised during the pandemic as the focus has been on Covid-19 response and recovery. There are additional housing costs included in the Covid-19 line of Strategy and resources.

1.3 Private Sector Housing – (£24k) Underspend

(Maria Hickman, maria.hickman@stroud.gov.uk)

A number of small running costs and some salary underspends (£10k), along with small amounts of extra income and government grants make up this variance.

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ENVIRONMENT COMMITTEE REVENUE DETAIL

Table 1 – Environment Committee Outturn Detail

		2020/21 Original Budget (£'000)	2020/21 Revised Budget (£'000)	2020/21 Actual (£'000)	2020/21 Reserve Transfers (£'000)	2020/21 Outturn Variance (£'000)
Strategy & Resources Committee	Para Refs					
Canal	1.1	164	164	247	0	82
Carbon Management		109	109	80	13	(16)
Development Control	1.2	184	184	348	0	163
Economic Development	1.3	99	99	(357)	436	(20)
Health & Wellbeing	1.4	831	1,007	863	112	(32)
Land Charges & Street Naming	1.5	(19)	(19)	(50)	0	(31)
Planning Strategy/Local Plan		410	370	356	7	(7)
Statutory Building Control	1.6	(93)	(93)	(73)	112	133
Waste & Recycling: Other		12	12	27	0	15
Waste and Recycling: MSC	1.7	4,241	4,241	3,858	5	(379)
Environment TOTAL		5,937	6,073	5,298	685	(91)

1.1 Canal - £82k Overspend

(Dave Marshall xtn 4646, dave.marshall@stroud.gov.uk)

Although showing as an overspend against budget, this cost is fully funded within the Canal Phase 1B programme, with these costs funded from the agreed council contribution of £3m. Further detail on the project is included within the Capital programme detail in Appendix G.

1.2 Development Control – £163k Unachieved Income/Underspend

(Geraldine LeCointe xtn 4233, geraldine.lecointe@stroud.gov.uk)

The Covid-19 pandemic has had a significant impact on income from planning applications, however, there was no overall pattern to the variances month on month. In February 2021, the service received a record breaking income of over (£260K). However, January 2021 saw one of the lowest incomes ever recorded of (£31K). Overall the outturn variance in income was £250K, which was better than anticipated at Q3 (forecast at £500K). In year salary savings have offset some of the overall reduction in income. There is no budget for planning appeals and there were costs in this area relating to a number of ongoing cases, principally linked to planning enforcement action.

The number of applications received on 20/21 was high, with an increase in the submission of applications that either attract no fee, such as applications for listed building consent, or a small fee, such as prior approval notifications. However, with the progression of the draft local plan, it is anticipated that 21/22 may see an increase in major applications.

The loss of income due to Covid-19 is eligible for the Governments compensation scheme for lost sales, fees and charges. The scheme covers 75% lost income, after deducting 5% to account for volatility in income plus any 'savings' over the same period, and a total of £139k has been claimed for development control. This income is reported as Funding from Government Grants in the General Fund Summary.

1.3 Economic Development – (£20k) Underspend

(Tom Ridley, tom.ridley@stroud.gov.uk)

The majority of this underspend is directly related to the CIL admin fee. CIL is collected over a number of years after planning permission is granted and therefore impacts when the funds can be collected. It has been running for a few years now, and 20-21 has seen the Council collect more money and therefore the 5% admin fee we retain is higher than expected. The regulations stipulate this money must be spent on CIL administration, it will therefore need to be reviewed annually in order to allocate as required and ultimately may make the CIL function fully self-sufficient in future years. There are some additional small underspends across the rest of the service.

1.4 Health & Wellbeing – (£32k) Underspend

(Ginny De Haan, ginny.dehaan@stroud.gov.uk)

There are a number of insignificant variances across the whole of the Health & Wellbeing Service which contribute to the overall variance. The transfer to reserves movement encompasses a number of projects as set out below:

Land drainage includes a number of projects which comprise of external funding over several financial years. They comprise of (£80k) (external funding from the County Council) to fund land drainage enforcement work. Due to the Covid-19 pandemic no suitable funding projects were carried out in 2020/21. This funding will now be allocated in 21/22. An income surplus has been forecast on flood prevention projects and S106 monies for flood prevention work and is a combination of funding from the Environment Agency. This has been allocated towards on-going schemes in the new financial year. The Rural SUDS Project budget is funding received from the EA to mainly pay for the project officer who is to remain in post for the next 6 years, funding has now been secured for this.

1.5 Land Charges & Street Naming – (£31k) Additional Income

(Neil Marriott xtn 4112, neil.marriott@stroud.gov.uk)

Property market activity and therefore demand for Local Authority Local Land Charges Search requests increased significantly following the Government's announcement of a "Stamp Duty Holiday". Consequently, since the summer of 2020 Local Land Charges have been handling volumes of search requests at unprecedented levels in comparison to recent financial years. The knock on effect has been a marked increase in income above and beyond the budgetary figure.

1.6 Statutory Building Control – £133k Unachieved Income

(Paul Bowley xtn 4250, paul.bowley@stroud.gov.uk)

Income for the year was £428k, which is down by £202k against budgeted income due in part to fluctuations in construction activity as a result of Covid-19. Over the year the service had 2.5 vacant posts, additionally two business support officers have left the service which contributed to offset most of the income reduction. In 2021/22 one surveying post and two business support posts will be filled with the remaining surveyor post removed from the establishment.

Government grant income of £86k has been claimed against the reduction in fees and charges (included in the Funding from government grants line in the General Fund Summary), giving an overall net loss of £47k. The year-end position includes a transfer from the Building Control reserve in line with the purpose of the reserve.

1.7 Waste & Recycling – (£379k Underspend)

(Mike Hammond xtn 4447, mike.hammond@stroud.gov.uk)

A more favourable outturn variance compared to the Q3 forecast has been achieved.

The UBICO contract final spend was (£152k) under the original budget of £6.095m across all Committees. This saving has been generated across all services within the Multi Service Contract and is focused around diesel costs, employee costs, tyres and Insurance, with offsetting variances on vehicle repairs and vehicle hire. Whilst this is an extremely positive outcome, we continue working closely with Ubico to work on a more robust approach to their budget monitoring process, so any variances will continue to be identified and reported earlier in the financial year.

Garden Waste has continued to achieve improved revenue levels due to the increased subscriber base. Demand is still continuing and expansion of the service will be addressed in 2021-22 to meet these expectations.

Additional income on Bulky Collections has been achieved (£46k). This appears to be a direct result of the Covid19 pandemic with a surge in demand for the service. This has been sustained for the whole of the whole of the financial year.

Re-cycling waste volumes have increased by 10% over the last Financial year with re-cycling and residual amounts impacted. Revenue through credits have resulted in a favourable variance due to the additional tonnage generated. However increased recycling tonnages meant it was more expensive to sort the mixed loads and this wasn't totally offset by material sales, with prices somewhat depressed in the current market.

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EARMARKED RESERVES DETAIL

	Balance 31 March 2020 £000	Transfers From Reserves £000	Transfers To Reserves £000	Balance 31 March 2021 £000
General Fund:				
Brexit reserve	53	0	0	53
Building control shared service	122	(47)	0	75
Brimscombe Port Redevelopment	0	0	397	397
Business rates pilot	590	0	386	976
Business rates safety net	1,892	0	600	2,492
Capital	4,257	(656)	0	3,601
Climate change	275	0	163	438
Collection Fund Smoothing reserve	0	0	5,235	5,235
Community infrastructure levy	565	0	436	1,001
Covid-19 recovery	492	(139)	200	553
Culture, arts and leisure reserve	130	(14)	0	117
General Fund carry forwards	420	(420)	975	975
Homelessness prevention	98	0	0	98
Investment risk	310	0	0	310
Legal counsel	50	0	0	50
MTFP equalisation	6,723	0	123	6,846
Neighbourhood planning grant	14	(2)	0	12
Opportunity land purchase	250	0	0	250
PDG	31	0	0	31
Planning appeal costs	100	0	0	100
Redundancy	250	0	0	250
Repairs and replacement	252	0	52	304
Street cleaning funding	12	(11)	16	17
Transformation	678	(285)	0	393
Waste management	600	0	0	600
Welfare reform	30	0	0	30
Total earmarked reserves - General Fund	18,192	(1,573)	8,583	25,203
HRA:				
Independent Living Modernisation	2,405	(949)	1,380	2,836
Estate Redevelopment	1,170	0	0	1,170
Staffing	250	0	0	250
HRA General Contingency	100	0	0	100
HRA Carry Forwards	0	0	21	21
Provision for repayment of debt	0	0	918	918
Transformation	0	0	234	234
Retrofit	0	0	139	139
Total earmarked reserves - HRA	3,925	(949)	2,692	5,668
Total earmarked reserves	22,118	(2,522)	11,275	30,871

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HOUSING REVENUE ACCOUNT DETAIL

	Para Refs	Revised Budget £k	Amount £k	Additional Reserve Transfers £k	Outturn Variance £k
Dwelling rents and service charges		(22,424)	(22,228)	0	196
Other charges and income		(629)	(715)	0	(86)
Provision for bad debt		110	138	0	28
Total Income	1.1	(22,943)	(22,805)	0	138
Supervision and management	1.2	4,155	3,751	0	(404)
Repairs and maintenance	1.3	4,235	3,947	21	(267)
Independent Living service		630	602	0	(28)
Other expenditure	1.4	542	661	0	120
Independent Living Modernisation	1.5	329	403	0	74
Total Expenditure		9,890	9,364	21	(505)
Support Service Charges from the GF	1.6	1,995	1,876	0	(120)
Revenue Funding of Capital Programme (Depn & RCCO)		6,218	6,289	0	71
Provision for repaying debt		918	0	918	0
Interest Payable/Receivable	1.7	3,309	3,352	0	43
Total Other Costs and Income		12,440	11,516	918	(6)
Total Housing Revenue Account		(612)	(1,924)	939	(373)

Transfers to/(from) HRA Earmarked reserves		431	431	0	0
Transfers to/(from) HRA General Reserves		181	181	0	0
Total Transfers to/from reserves		612	612	0	(373)

1.1 Income – £136k Income Pressure

As previously reported rental income has been lower than budgeted. Void properties increased during the lockdown period in 2020 as new tenancies were only given in exceptional circumstances. Although empty properties were being let from late summer, this can only happen at a pace in line with capacity for repairs works to be undertaken and tenancy management to start tenancies. This has unfortunately slowed the process of letting all the properties and the higher level of voids, although reducing, will continue into 2021/22.

1.2 Supervision and Management – (£404k) Underspend

A number of posts have been vacant during the year, with total staffing underspend of £232k. £119k of this relates to Contract Services (excluding Property Care which is included in Repairs and Maintenance).

Some areas currently have underspends in running costs, primarily where work or programmes have been delayed or changed due to Covid-19, such as consultancy work

and estate works. There have also been fewer small parcels on land being sold at auction as part of the planned review of garage sites.

1.3 Repairs and maintenance – (£267k) Underspend

The underspend on repairs and maintenance predominantly relates to the planned cyclical programme (decorating and rendering) (-£223k underspend). The programme was re-profiled to support safe working around Covid-19 and concentrated on houses and bungalows before undertaking work in communal areas due to the number of people being enclosed in areas for lengths of time. The remaining works which mainly comprise of 1 block and flooring has been moved as priority work for the 2021/22 programme. A carry forward of £21k is being requested in order to support the revised programme for 2021/22. The in house Property Care service had an overall overspend against budget of £81k due to additional external subcontractors being needed more than expected, including for covering self-isolating or shielding staff. This has been managed within the wider HRA and has not caused any significant pressure.

1.4 Independent Living Modernisation – Funded from earmarked reserve

The Independent Modernisation Programme (previously known as the Sheltered Modernisation Programme) includes modernisation works to green and amber schemes, as well as the decanting costs and void costs e.g. council tax for the red schemes. It consists of works to schemes that are part revenue and part capital.

This is fully funded from the Sheltered modernisation earmarked reserve, along with a contribution towards the lost service charges that formed part of the original business case. Overall, across revenue and capital, the programme is on budget.

Improvement works at Willow Road, the first Independent+ scheme, were successfully completed in December 2020. Springfields Court, the fourth Hub to be created, completed just into the 2021/22 financial year, in April 2021, with works having started in January.

1.5 Other expenditure - £120k Overspend

The cost of grounds maintenance, particularly rubbish collection from communal areas, continues to be higher than budgeted. A Cleaner Estates Strategy Action Plan was presented to Housing Committee in June 2021.

There has also been additional spend on play areas.

1.6 Support Charges from the General Fund – (£120k) Underspend

Charges from the General Fund for shared and support services such as IT, HR and finance are £120k lower than budgeted for the year. This is largely due to underspends on salaries and running expenses as reported in the General Fund sections in the main report.

1.7 Interest payable/receivable – £43k Loss of income

Investment rates have significantly reduced due to Covid-19. This is expected to continue into 2021/22.

GENERAL FUND CAPITAL PROGRAMME DETAIL

1.1 Community Buildings Investment

The Kingshill House Trust continues to be keen to take on the freehold interest of Kingshill House (Community Buildings Investment). Discussions are ongoing and a transfer date of 2021/22 is now anticipated. It is expected that a report will be taken to a future meeting of Strategy and Resources Committee to approve, in principle, the terms for a transfer once they have been.

1.2 Stratford Park Lido

The preparation work has been undertaken by the consultants regarding submission of a bid. This work has now been completed but due to Covid-19 has not been followed up. Their recommendation is to submit bids into alternative funding before a submission is made to HLF. These bids will support the submission to the HLF as well as catering for any possible changes that might be recommended following the Stratford Park review. Due to the impact of Covid-19, this has now been re-profiled to 2021/22.

1.3 Canal

Following the announcement of the National Lottery Heritage Fund grant award in October, the necessary preparatory work is well underway. This includes land acquisition, detailed design work and the Missing Mile planning application. Volunteer work has been delayed due to the impact of Covid-19.

1.4 Market Town Centers Initiative Fund.

The Distribution of Market Towns Funding was agreed at the January 2019 by Strategy and Resources Committee. In order to be able to distribute the funds to the relevant Town Councils, written confirmation has been sought that they would spend the funds as agreed. Some responses were received after the relevant financial year, resulting in a variance against the profiled budget, this will be taken into account in 2021/22.

1.5 Multi- Service Contract – Vehicles

The 2020/21 budget was revised in-line with the Ubico fleet replacement programme this incorporated slippage from previous years along with budget re-profiled from future years. Overall the Capital programme is still on schedule, but the pandemic has affected manufacturers which meant a small number of vehicles were delivered beyond the end of March 2021. Any slippage as a consequence of this will be re-profiled into next financial year.

1.6 Stroud District Cycling and Walking Plan

The allocated budget for 20/21 remained unspent and is requested to be carried forward. This was due to some delays in implementing projects which are being coordinated by Gloucestershire County Council. Despite this, progress has been made on the Nailsworth – Dudbridge track relating to bridge repairs and resurfacing some missing sections. Requests for contributions to this work are expected Q1 2021/22. Previous allocations will remain in place to be allocated as work progresses. Future expenditure are expected to be aligned with the draft Local Cycling and Walking Plan (LCWIP) and established greenway projects.

1.7 Stratford Park Acquisition of Machinery

The transfer of grounds maintenance contract for Stratford Park and Brimscombe Cemetery to Ubico was approved on the 14 April 2020 by Officer decision in consultation with group leaders and Chairs of the relevant Committees. £95k capital funding was allocated to the project (£81k fleet mobilisation and £14k for site enhancements.) from within the current MTFP and is fully spent in 2020/21, which allowed the mobilisation of the contract on 1 December 2020. Currently the £14k remains unspent, whilst works options are reviewed further. It is anticipated to be fully utilised on 2021/22.

1.8 Wallbridge Gateway

A preliminary design for the scheme has been discussed with Stroud Town Council, however, the detail of the design has not been progressed since the onset of the Covid-19 pandemic. The implementation of the final scheme is now therefore anticipated for completion by summer 2022. It is recommended in light of this information, that the budget is therefore proposed to be re-profiled to 2021/2.

1.9 Brimscombe Port Mill Works

The Office spaces and common areas of the Mill required improvement and refurbishment prior to re-letting at a total projected contract cost of £437k, of this £325k is deemed Capital expenditure. These works have been completed and we await issue of practical completion and agreement of the final account.

A settlement of £68k in respect of dilapidations has been reached with the former tenant of suites 4, 5 & 6 and consultants have been instructed to recover dilapidations costs from the former tenant of suites 7,8 & 9 where the current projection is £35-40k

All costs will be funded from the Brimscombe Port funding transferred from SVCC at transfer.

1.10 Brimscombe Port Redevelopment

The underspend for 2020/21 is mainly due to fact that the procurement process has not started. These costs will now be spent in 2021/22. Approval to proceed with the procurement of a developer partner was granted by Strategy and Resources on the 4 March 2021 and planning permission for the infrastructure was received on the 24 March 2021. Now that these are in place the procurement process can commence together with the demolition of the buildings across the Port in accordance with the current key milestones.

1.11 Electric Vehicle Acquisition

The County group have met regarding installing electric vehicle points across the county. However due to the Covid-19 pandemic the group has not met recently. A plan is being drawn up, but nothing has been agreed and will now hopefully commence in 2021/22.

1.12 ICT Investment Plan

The underspend is due to the planned works to upgrade the Wi-Fi solution at Ebley Mill and other sites, this work has been delayed until 2021/22 due to the Covid-19 pandemic. The underspend will be transferred to the transformation programme for 21/22.

1.13 Water Source Heat Pumps

The Capital project to install the Water Source Heat Pumps at Ebley Mill and Brimscombe Port was approved by Council on the 16th July 2020. The spend in this financial year is £78k

for the cost of planning fees and the contractor's final design fees in order to bring the schemes to the construction phase.

Works have commenced on both sites and are due for completion in August 2021 at Brimscombe Port Mill and October 2021 at Ebley Mill.

1.14 Affordable Housing (Support to Registered Providers)

This is funding to provide occasional grant assistance to housing associations. It is requested that the remaining budget from 2020/21 will be carried forward into 2021/22.

1.15 Better Care Fund Projects

This is funding made available from the Better Care Fund (administered by Gloucestershire County Council).

1.16 Disabled Facilities Grant Scheme

This funding is provided through the Better Care Fund, with any underspends being returned to the countywide pot to fund other projects.

1.17 Green Homes LADS Park Homes

A Department for Business, Energy and Industrial Strategy (BEIS) funded scheme to install insulation and air source heat pumps in park homes in off-gas rural areas. This scheme covers Gloucestershire and South Gloucestershire.

It is requested that the remaining funding at year end carry forward into 2021/22, with an extended deadline of 30 June now in place. There is additional funding secured for the 2021/22 financial year.

1.18 Health through Warmth Grants

This is funded by the Clinical Commissioning Group (CCG) and like Warm Homes covers the whole county. The funding for the Health through Warmth is predominantly used for insulation and heating systems to increase thermal efficiency in homes of people with cold or damp related health issues. Where possible this used in conjunction with the Warm Homes funding. A delay due to Covid-19 lockdowns has led to an underspend in this year.

1.19 Park Homes

Prior to the announcement of the Green Homes LADS scheme for park homes, funding had been agreed from the Better Care Fund. From the commencement of the Green Homes LADS scheme, that funding has been prioritised and no additional spend was made from the Better Care Fund in this year.

1.22 Warm Homes

This is funding for central heating systems in homes across Gloucestershire, for which SDC is leading. It is externally funded by National Grid, through Affordable Homes Solutions.

The scheme was due to end in 2020/21, however, due to slippage because of Covid-19 discussions are underway to try and extend the scheme. Any slippage to 2021/22 can only be spent up to the external funding level received.

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CAPITAL PROGRAMME 2021/22 (REVISED) – 2025/26

Capital Scheme	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
Community Services & Licensing					
Community Building Investment	117	-	-	-	-
Stratford Park Lido	30	170	-	-	-
Total Community Services & Licensing	147	170	-	-	-
Environment					
Canal Phase 1B	8,215	4,905	574	-	-
Market Town Centres Initiative Fund	40	-	-	-	-
MSC - In Cab Technology	120	-	-	-	-
MSC - Vehicles	1,088	207	2,960	-	-
Rural SuDS	30	30	30	30	30
Stratford Park Machinery	14	-	-	-	-
Stroud District Cycling & Walking Plan	404	-	-	-	-
Wallbridge	100	-	-	-	-
Total Environment	10,011	5,142	3,564	30	30
Housing General Fund					
Affordable Housing - Support to Registered Providers	39	-	-	-	-
CCG Health through Warmth Grants	200	-	-	-	-
Disabled Facilities Grants	330	330	330	330	330
Green Homes LADS Park Homes	1,604	-	-	-	-
Private Sector Homes Scheme	15	15	15	15	15
Temporary Accommodation	500	-	-	-	-
Warm Homes Fund	343	-	-	-	-
Total Housing General Fund	3,031	345	345	345	345
Strategy and Resources					
Brimscombe Port Redevelopment	273	42	3,665	-	-
Electric Vehicles	12	-	-	-	-
ICT Investment Plan	476	-	-	-	-
Water Source Heat Pumps	1,354	-	-	-	-
Total Strategy and Resources	2,115	42	3,665	-	-
Total General Fund	15,304	5,699	7,574	375	375
Housing Revenue Account					
Major Works	10,459	4,586	4,445	4,576	4,119
Other HRA Capital	435				
New Homes	11,276	14,782	2,000	2,000	2,000
Independent Living Modernisation	403	584	843	882	-
Total Housing Revenue Account	22,573	19,952	7,288	7,458	6,119
Total Capital Programme	37,877	25,651	14,862	7,833	6,494

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CAPITAL FINANCING

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
1. Capital Expenditure						
Community Services	-	147	170	-	-	-
Environment	2,966	10,011	5,142	3,564	30	30
Housing General Fund	1,643	3,031	345	345	345	345
Housing Revenue Account	7,171	22,573	19,952	7,288	7,458	6,796
Strategy and Resources	904	2,115	42	3,665	-	-
Estimated Expenditure	12,684	37,877	25,651	14,862	7,833	7,171
Financed by:						
Borrowing HRA	761	7,750	10,097	1,400	1,400	1,400
HE Grant	218	291	98	-	-	-
HRA Usable capital receipts (3)	1,349	3,235	3,856	600	600	600
Major Repairs Reserve	4,442	10,894	4,586	4,445	4,576	4,119
Revenue funded	402	403	1,315	843	882	677
HRA Financing Total	7,172	22,573	19,952	7,288	7,458	6,796
Borrowing GF	2,085	3,642	207	4,520	-	-
Capital grants (5)	1,628	2,507	360	360	360	360
Capital reserve (4)	656	1,377	170	-	-	-
External funding	724	7,374	4,920	2,589	15	15
General Fund usable capital receipts (2)	14	39	-	-	-	-
Revenue funded	405	273	42	105	-	-
Other reserves	-	92	-	-	-	-
General Fund Financing Total	5,512	15,304	5,699	7,574	375	375
Total Financing	12,684	37,877	25,651	14,862	7,833	7,171
2. General Fund Usable Capital Receipts						
Brought forward 1 April	502	505	496	526	526	561
add: received in year	17	30	30	35	35	35
less: applied as above	(14)	(39)	-	-	-	-
Carried forward 31 March	505	496	526	561	561	596
3. HRA Usable Capital Receipts						
Brought forward 1 April	10,110	9,754	7,119	3,863	3,863	3,863
add: received in year	993	600	600	600	600	600
less: applied as above	(1,349)	(3,235)	(3,856)	(600)	(600)	(600)
Carried forward 31 March	9,754	7,119	3,863	3,863	3,863	3,863
4. Capital Reserve						
Brought forward 1 April	4,257	3,601	2,224	2,054	2,054	2,054
add: received in year	-	-	-	-	-	-
less: applied as above	(656)	(1,377)	(170)	-	-	-
Carried forward 31 March	3,601	2,224	2,054	2,054	2,054	2,054
5. Capital Grants (General Fund)						
Disabled Facilities Grant due	115	330	330	330	330	330
Better Care	15	-	-	-	-	-
Park Homes	572	1,604	-	-	-	-
Health through Warmth	86	200	-	-	-	-
Rural SuDS	-	30	30	30	30	30
Warm Homes Fund	840	343	-	-	-	-
Capital grants	1,628	2,507	360	360	360	360

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General Fund Covid-19 Financial Impact 2020/21

1. The financial impact of Covid-19 has been significant, with additional expenditure being incurred on response and recovery to the pandemic, supporting residents and businesses. There has also been a substantial loss of income to the Council from a reduced use of services, particularly The Pulse, car parks and planning, and also other loss of income such as reduced rental income due to approved rent holidays as well as non-payment of rents, and also reduced investment income due to lower interest rates. There were also reductions in income from the Museum in the Park, but these have been offset within year savings from reduced running costs due to the closure.
2. The below table shows a summary of the financial impact, which for directly provided services totals £4.115m.

Impact on Services:

	£k
Loss of Income	
Car Parks	578
The Pulse	1,088
Development Control	235
Building Control	147
Other fees and charges	50
Rental Income	342
Investment Income	259
Revenues enforcement income	169
Total loss of income	2,868
Additional Expenditure	
Homelessness	198
Ubico - waste and cleaning	88
PPE and facilities management costs	67
Community Grants	50
Externally funded Community grants	24
Communications with residents	56
Additional staff	89
IT software and equipment	41
Support for SLM (Stratford Park Leisure Centre)	195
Elections	15
Reopening the High Street	36
One Legal - loss of income	17
Compliance and enforcement	28
Council Tax Hardship funding	314
Other identified costs	29
Total additional expenditure	1,247
Total Financial Impact of Covid-19	4,115

Agenda Item 7

Appendix

- In order to support local authorities, Government have made large amounts of grant funding available, with general Local Authority Support grant of £1.486m, and a specific Sales, Fees and Charges scheme to offset some of the lost income due to the pandemic. In total £3.642m has been received to help offset the costs incurred.

External Funding Received

Covid Funding Received for Services		£k
Central Government		
Local Authority Support*		1,486
Sales, fees and charges scheme*		1,322
New burdens funding*		302
BID funding		31
Council Tax Hardship*		314
Sport England*		127
Reopening the High Street		36
* further funding available or carried forward to 2021/22		
Total Central Government support		3,618
Other sources (Magnarox and Lottery)		24
Total Funding Received		3,642

- Stroud District Council has also been involved in providing services funded by Gloucestershire County Council, with staff undertaking or managing the workstreams.

Workstreams undertaken with County funding		£k
Community grants including winter grants and food		75
Community Outbreak Management Fund		36
Covid Marshal		24
Total (some work will continue into 21/22)		135

- Government has also made considerable amounts of business support available during the year, and also Test and Trace support payments of £500 for residents who would be face financial hardship when being asked to self-isolate by NHS Test and Trace.
- In total £36.860m was paid to businesses in business grants up to 31 March 2021, and £98k to residents in support payments.

Government funded business and resident support		£k
Grants to businesses		36,860
Test and Trace Support Payments (£500)		98
Total		36,958

STRATEGY AND RESOURCES COMMITTEE

22 JULY 2021

7

Report Title	GENERAL FUND AND HOUSING REVENUE ACCOUNT OUTTURN REPORT 2020/21			
Purpose of Report	To present to the Strategy and Resources Committee the final outturn position against the General Fund revenue budgets for 2020/21			
Decision(s)	The Committee RESOLVES to: <ol style="list-style-type: none"> Note the General Fund Revenue Outturn position for 2020/21, as shown in Table 1. Note the Housing Revenue Account outturn position for 2020/21, as shown in Table 6. To note the transfers to and from earmarked reserves for the year, as detailed in Sections 5 and 8 and Appendix E. Approve the ring-fencing of the Business Rates pool gain for economic development projects. To note the Capital Programme outturn position for 2020/21, as shown in Table 11. Approve slippage of the Capital Programme budget and a revised Capital Programme budget for 2021/22, as shown in Table 11 and Appendix H. 			
Consultation and Feedback	Budget holders have been consulted about the budget issues in their service areas. The feedback has been incorporated into the report to explain difference between budgets and actual income and expenditure.			
Report Author	Lucy Clothier, Accountancy Manager Email: lucy.clothier@stroud.gov.uk Adele Rudkin, Accountant Email: adele.rudkin@stroud.gov.uk Graham Bailey, Principal Accountant Email: graham.bailey@stroud.gov.uk			
Options	None			
Background Papers	None			
Appendices	Appendix A – Strategy and Resources Committee Revenue Detail Appendix B – Community Services and Licensing Committee Revenue Detail Appendix C – Housing Committee (General Fund) Revenue Detail Appendix D – Environment Committee Revenue Detail Appendix E – Earmarked Reserve Detail Appendix F – Housing Revenue Account Revenue Detail Appendix G – Capital Outturn Detail Appendix H – Capital Budget 2021/22 Appendix I – Capital Financing Appendix J – Covid-19 Financial Impact			
Implications	Financial	Legal	Equality	Environmental
	No	No	No	No

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(further details at the end of the report)	Appendix			
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1. Background

- 1.1 This report sets out the final outturn position for the 2020/21 financial year and considers changes to balances and reserves.
- 1.2 This report is to provide members with a more detailed view of the performance against the General Fund revenue budget, Housing Revenue Account revenue budget and Capital Programmes for 2020/21.
- 1.3 **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.**

Key

1,000 Expenditure / Overspend (higher spend or lower income)

(1,000) Income / Underspend (lower spend or additional income)

2. Summary

- 2.1 The **General Fund** has an **underspend of £0.786m**, as set out in Section 3. This has been allocated to a number of reserves for future use. A full breakdown of the allocation can be found in Section 4.
- 2.2 The **Housing Revenue Account (HRA)** has a net **underspend of £0.373m**, as set out in Section 7. This predominantly relates to staffing and running cost savings. This has been allocated to a number of reserves for future use. A full breakdown of the allocation can be found in Section 8.
- 2.3 There is total **Capital expenditure of £12.684m**, giving net underspend/slippage of £10.000m. It is proposed that £8.694m is carried forward and added to the 2021/22 Capital Programme budget.
- 2.4 Covid-19 has had a substantial impact on the financial position, resulting in additional expenditure for the General Fund (£1.247m) and loss of income (£2.868m). Significant financial support from Government has offset some of this cost and a full breakdown of this can be found in Appendix J. It is expected that this impact will continue into 2021/22, with some service impacts potentially longer lasting.

3. General Fund Revenue Outturn 2020/21

- 3.1 The final General Fund Revenue budget for 2020/21, including corporate items and reserve transfers, was £15.105m. The final outturn position for the year is £17.010 million with a further transfer to reserves of £6.039 million. Total funding was £23.835m, generating an underspend of £0.786 million.

3.2 Table 1 shows a breakdown of the outturn position, by Committee

Table 1 – General Fund Outturn Summary

	2020/21 Revised Budget (£'000)	2020/21 Actual (£'000)	2020/21 Reserve Transfers (£'000)	2020/21 Outturn Variance (£'000)
GENERAL FUND				
Community Services and Licensing	3,136	4,243	482	1,588
Environment	6,073	5,298	685	(91)
Housing General Fund	811	579	207	(25)
Strategy and Resources	7,076	8,581	(569)	937
SSC Income from HRA	(1,995)	(1,876)	0	120
Net Revenue Expenditure	15,101	16,825	804	2,528
Funding from Govt Grants/Council Tax	(15,104)	(23,835)	5,235	(3,495)
Transfers to/(from) Earmarked Reserves	4	185		181
Total General Fund	0	(6,825)	6,039	(786)

3.3 The underspend of (£786k) for the year is made up of items relating to the Service Committees as well as specific additional income sources and cost savings. This is after a net transfer of £6,224k to earmarked reserves (including from the capital reserve which is used to finance the Capital Programme and a transfer of government funding to a Collection Fund smoothing reserve). Further detail on reserve transfers can be found in Section 5.

3.4 A summarised table of the significant variances is shown below.

Table 2 – Summary of General Fund significant variances

Committee		Variance (under)/ overspend £k
Various	Covid-19 expenditure/loss of income (Appendix J)	4,115
Strategy & Resources	Covid-19 funding received (Appendix J)	(3,642)
Various	Salaries	(502)
Community Services and Licensing	Housing Benefit rent rebates	486
Environment	Waste and recycling	(379)
Environment	Public spaces	(90)
Various	Corporate maintenance	(61)
Various	General running underspends	(390)
Strategy & Resources	IT software	144
Strategy & Resources	Support charge income from HRA	120
Strategy & Resources	Minimum Revenue Provision (MRP)	(160)
Strategy & Resources	Business Rates Pool gain	(386)
Various	Other variances (net)	(41)
	Total	(786)

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- 3.5 Covid-19 has had a substantial impact on the financial position with additional spend on response and recovery (£1.247m), and loss of income (£2.868m). This additional has been supported with significant additional funding from Government (£3.6m in 2020/21). Further detail of this is included in Appendix J.
- 3.6 There has also been an indirect impact of Covid-19, although the precise financial value is not possible to accurately determine. This will include some savings, with staff recruitment reduced during lockdown and changes in working reducing running costs in some areas, but will also include some service impact where prioritisation of Covid recovery impacted on the resource or staffing available.
- 3.7 Further detail on the year end variances can be found, by Committee, in the appendices.

4. Allocation of General Fund Underspend

- 4.1 The underspend position allows funding to be put in reserves to cover future costs and fund priority works.
- 4.2 The Section 151 Officer has allocated the funding as set out below.

Table 3 – Allocation of General Fund underspend

Reserve	Allocation to Reserve £k
Business Rates Pool – economic recovery	386
Covid new burdens funding (Revenues recovery)	150
Repairs reserve	50
Climate change reserve	150
Recovery reserve	50
Total Allocation	786

4.3 Details of these reserves:

4.3.1 Business Rates Pool - £386k

The 'gain' created by being part of the Gloucestershire Business Rates Pool will be allocated to the Business Rates Pilot reserve and ring-fenced for economic development work to be set out in the Economic Development Strategy when presented to this Committee.

4.3.2 Revenues recovery - £150k

Some of the New Burdens funding made available from Government will be allocated to the Revenues Team in 2021/22. This will provide additional support where resource was reallocated to Covid-19 response and recovery in providing business grants and test and trace support payments to local businesses and individuals.

4.3.3 Repairs and Maintenance Reserve - £50k

As part of the Strategy and Resources Committee decision to replace the Community Services fleet with zero or low emission vehicles it was stated that it is important to put aside sums to pay for their eventual replacement. £50k is to be transferred to the reserve for that purpose, in line with the transfer made in 2019/20.

4.3.4 Climate Change Reserve - £150k

Funding of £150k will be set aside in the Climate Change Reserve towards the potential upgrade to electric road sweepers to be used by Ubico in the district. There is a considerable cost premium to the capital purchase of electric vehicles, as we would be early adopters. The underspend on the Ubico contract in 2020/21 gives an opportunity to place some funding in a reserve to partially meet these increased costs.

4.3.5 Recovery Reserve - £50k

A final balance of £50k is transferred to the recovery reserve to provide initial resource for projects emerging from the new Corporate Delivery Plan.

5 **General Fund Earmarked Reserve Movements**

- 5.1 The following section sets out the impact of the outturn on the earmarked reserves held by the Council. These are held for specific purposes and are in addition to the General Fund balance. The normal operation of Council business includes movements on earmarked reserves including spending existing reserves or placing new funding aside for use in future years.
- 5.2 General Fund earmarked reserves have increased from £18.193m at 1 April 2020 to £25.203m at 31 March 2020. The in year movement of £7.010m is made up of budgeted transfers to or from reserves (including those approved during the year), transfers included in the year end position, the planned use of the capital reserve to finance the Capital Programme, and the allocation of the General Fund underspend to reserves for future use.
- 5.3 This also includes a transfer of £5.235m to a Collection Fund smoothing reserve. This is funding, predominantly specific grant funding from Government, which will be needed to offset the loss of council tax and business rates income from 2020/21. Under Government rules this will be gradually transferred to the General Fund over three financial years.
- 5.4 Ownership of the redevelopment site at Brimscombe Port has passed into SDC ownership during the financial year. This has included the transfer of the redevelopment fund into Council ownership which has been placed directly to a reserve, value £397k, as it is part of the funding of the site.
- 5.5 The transfer to the Business Rates Safety Net Reserve of £600k is part of the agreed Medium-Term Financial Plan. This is intended to protect the Council from the anticipated loss of income from future reduction in permitted levels of retained Business Rates.
- 5.6 The increase in the level of the General Fund Carry Forward reserve includes £314k related to Council Tax hardship funding received from Central Government. This will be used to support Council Tax payers in 2021/22.
- 5.7 The CIL reserve increase of £436k represents funding received from developers which will be allocated in line with the process agreed by Environment Committee.

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- 5.8 Aside from the re-budgeted and one off items the general movement of reserves was broadly stable for the year and there has been no movement in the Council's General Fund balance of £2.169 million.
- 5.9 A summary of these movements is included in the below table.

Table 4 – Movements to/(from) earmarked reserves during 2020/21

Reserve	Budgeted Transfers £k	Capital Financing £k	Year End Transfers £k	Underspend Allocation £k	Total Reserve Movements £k
Building control shared service	(159)		112		(47)
Brimscombe Port Redevelopment	144		253		397
Business rates pilot				386	386
Business rates safety net	600				600
Capital		(656)			(656)
Climate change			13	150	163
Collection Fund Smoothing reserve			5,235		5,235
Community infrastructure levy			436		436
Covid-19 recovery			11	50	61
Culture, arts and leisure reserve			(14)		(14)
General Fund carry forwards	(420)		826	150	556
MTFP equalisation	123				123
Neighbourhood planning grant	(9)		7		(2)
Repairs and replacement			2	50	52
Street cleaning funding			5		5
Transformation	(94)		(191)		(285)
Waste management	(181)		181		0
Total	4	(656)	6,876	786	7,010

- 5.10 A full breakdown of the earmarked reserves can be found in Appendix E.
- 5.11 Included within the earmarked reserves is the Carry Forward Reserve, used where services need to transfer external funding or budget for specific projects from one year to the next. The reversals from 2019/20 and amounts carried forward from 2020/21 are shown in the table below.

Table 5 – Movement on General Fund Carry Forward Reserve

		2019/20 Carry Forwards (£'000)	2020/21 Carry Forwards (£'000)
Committee Sub-Heading	Detail		
Community Safety	PCC external funding	(15)	37
Youth Services	External funding	(19)	5
Public Spaces	External funding for playpark improvements	(19)	19
Cultural Services - Community Health & Wellbeing	External funding for health and equalities projects	(20)	120
Revenues and Benefits	Council tax hardship funding	0	314
Health & Wellbeing	Land drainage, joint flood alleviation and rurals SUDS	(176)	112
Housing Strategy	Community Housing Fund and Custom Build Grant funding	(167)	167
Housing Advice	Salary underspend to support two posts in 2021/22	0	40
Corporate Services (Legal)	One off costs associated with transfer to One Legal	0	13
Human Resources	Apprentice funding	(4)	0
Allocation of GF underspend	Covid new burdens - Revenues and Benefits	0	150
		(420)	975

6 General Fund General Reserves

- 6.1 The General Fund balance has been maintained with no change at £2.169 million.
- 6.2 There are no budgeted transfers to or from General Fund un-earmarked balances in 2020/21.

7 Housing Revenue Account

- 7.1 The HRA is a self-financing account for the Council's landlord function, which must be budgeted to break even (net of transfers to/from HRA reserves).
- 7.2 The revenue outturn position of the HRA shows a **net underspend of £0.373m** (1.7% of gross expenditure budget).
- 7.3 A summary of the HRA position follows in Table 6.

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Table 6 – Summary of HRA Outturn Position

	2020/21 Original Budget (£'000)	2020/21 Revised Budget (£'000)	2020/21 Actual (£'000)	2020/21 Reserve Transfers (£'000)	2020/21 Outturn Variance (£'000)
Housing Revenue Account					
Total Income	(22,943)	(22,943)	(22,805)	0	138
Total Expenditure	9,890	9,890	9,364	21	(505)
Support Service Charges from the GF	1,995	1,995	1,876	0	(120)
Total Other Costs and Income	10,445	10,445	9,641	918	114
Total Expenditure/Income	(612)	(612)	(1,924)	939	(373)
Transfers to/(from) HRA earmarked reserves	431	431	431	0	0
Transfers to/(from) HRA general reserves	181	181	181	0	0
Total Housing Revenue Account	0	0	(1,312)	939	(373)

7.4 The outturn variance of (£373k) includes transfers to and from earmarked reserves. Further detail can be found on these transfers in Section 9 and Appendix E.

7.5 Below is a summary of the key variances within the HRA outturn position.

Table 7 – Summary of HRA Key Variances

Area	Variance (under)/ overspend £k
Loss of rents and charges due to Covid-19	196
Salary underspends (including Property Care)	(478)
Non salary savings across supervision and management	(176)
Additional grounds maintenance costs	120
Other variances (net)	(35)
Total Underspend	(373)

7.6 Further detail on the HRA outturn position and variances can be found in Appendix F.

8 Allocation of HRA Underspend

8.1 The underspend position allows funding to be put in reserves to cover future costs and fund priority works.

8.2 The Section 151 Officer has allocated the funding as set out below.

Table 8 – allocation of HRA underspend

Reserve	Allocation to Reserve £k
Transformation	234
Retrofit	139
Total Allocation	373

8.3 Details of these reserves:

8.3.1 Transformation - £234k

A transfer to a transformation reserve is being made to make allowance for the HRA share of the council-wide Fit for the Future programme. Funding has already been allocated in the General Fund, but legislation states that costs must be shared fairly. The HRA would of course also share in any ongoing savings.

This reserve would also be available for housing specific work, such as an 'agent of change' to put the housing service on a good path for the future.

8.3.2 Retrofit - £139k

This small pot would fund the upfront costs of a co-operative energy project (see para 11.11), with the remaining £100k to be used for additional resource to help facilitate the planning of the wider retrofit programme.

9 Housing Revenue Account Earmarked Reserves

9.1 These are held for specific purposes and are in addition to the HRA general reserves. The normal operation of Council business includes movements on earmarked reserves including spending existing reserves or placing new funding aside for use in future years.

9.2 HRA earmarked reserves have increased from £3.925m at 1 April 2020 to £5.668m at 31 March 2021. The in year movement of £1.743m is made up of planned transfers to reserves of £1.349m (transfers to Independent Living Modernisation fund - net of use of the Sheltered Modernisation fund in year, and the provision for repayment of debt), a carry forward of £0.021m maintenance funding from 2020/21 into 2021/22, and allocation of the £0.373m underspend to specific reserves.

Table 9 – Movements to/(from) HRA earmarked reserves during 2020/21

Reserve	Budgeted Transfers £k	Provision for Repayment of Debt £k	Year End Transfers £k	Underspend Allocation £k	Total Reserve Movements £k
Independent Living Modernisation	431				431
HRA Carry Forwards			21		21
Provision for repayment of debt		918			918
Transformation				234	234
Retrofit				139	139
Total	431	918	21	373	1,743

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9.3 A full breakdown of marked reserves can be found in appendix E.

10 Housing Revenue Account General Reserves

10.1 The opening balance of HRA general reserves at 1 April 2020 was £4.430m. The base budget included a transfer of £0.181m to reserves, giving a final balance of £4.611m.

10.2 There is an additional £0.281m transfer to HRA general reserves budgeted in 2021/22.

Table 10 – HRA General Reserves

	2020/21 £k	2021/21 £k
Opening balance	4,430	4,611
Budgeted transfer to/(from) general reserves – Council Feb 2021	181	281
Closing balance	4,611	4,891

Note: Table includes rounding differences

11 Capital Programme

- 11.1 The 2020/21 Capital Programme of £22.684m was approved by Council in February 2021.
- 11.2 The full capital outturn position is included in Table 11, below, and the funding schedule of the Capital Programme can be found in Appendix I.
- 11.3 The revised **General Fund Capital Programme** is £10.548m, against which there is spend of £5.513m.
- 11.4 Works on Phase 1B of the Canal project (Cotswold Canal Connected) is now underway, as is the installation of water source heat pumps at the Ebley Mill and Brimscombe Port Mill, with a refurbishment of Brimscombe Port Mill also undertaken in 2020/21.
- 11.5 Improvement works on private sector and housing association homes totaling £1.613m have been undertaken during the year, utilizing external funding for disabled adaptations and heating and insulation works.
- 11.6 Much of the £5.035m underspend relates to timing differences in the programme and £4.855m slippage is being requested to be carried forward into 2021/22 to continue to fund these projects. This includes the Canal project (£1.584m), water source heat pumps at Ebley Mill and Brimscombe Port Mill (£1.354m) and an extension to the Green Homes LADS funding for Park Homes (£0.654m).
- 11.7 The water source heat pump project has seen an increase in capital cost since the original Council approval and is now expected to overspend on the capital element of the scheme by £160k. This is in part due to works to upgrade the electricity supply. This increased capital cost is matched by increased income from the Renewable Heat Incentive so no further Council contribution is expected over the totals in the original Council report.
- 11.8 The revised **HRA Capital Programme** totals £12.136m, with spend of £7.171m, an underspend of £4.965m of which £3.838m relates to slippage.
- 11.9 The 2020/21 Major Works Programme has been reprogrammed a number of times to support government guidelines in relation to Covid-19. There is a net underspend of £533k across Major Works on dwellings and other capital spend, with additional spend on void

properties and asbestos removal, and slippage requested for App heating (£200k), kitchens and bathrooms (£170k), doors and windows (£162k) and external works (£145k) programmes.

- 11.10 SDC has also been awarded a grant of £426k from the Department for Business, Energy and Industrial Strategy (BEIS) for 2021/22 from the Social Housing Decarbonisation Demonstrator Fund, in a joint bid with Cheltenham Borough Homes and Two Rivers Housing. It is proposed that this is added to the 2021/22 capital programme (in line with the Budget Setting report approved at Council in February 2021). The total cost of the scheme to retrofit 28 independent living properties is £1.065m, with SDCs contribution to be funded from the existing heating programme.
- 11.11 There is also a proposal to include the upfront cost (£39k) of a cooperative energy project in the Capital Programme for 2021/22. This project would retrofit to up to 7 independent living properties with air source heat pumps, PV panels and batteries with Gloucestershire Community Energy Cooperative. This addition would be funded from the 2020/21 revenue underspend, with ongoing costs of up to £5k pa funded from the revenue budget.
- 11.12 The New Build and Development programme is £4.170m underspent in total however, this relates to the opportunity led budgets for property acquisitions (£1.492m underspend of which there is slippage of £0.492m) and land acquisitions (£3.000m slippage). These budgets are available to be used, but it is not expected that these budgets will be spent to budget every year.
- 11.13 A total of seven properties have been added to the HRA stock during the year from property acquisitions. The slippage of £0.492m relates to slippage in the Next Steps Accommodation Programme for rough sleepers.
- 11.14 Five properties were completed at Southbank, Woodchester during 2020/21, with three now rented and two shared ownership. The next phase of the new build programme is underway, with schemes at Ringfield Close, Broadfield Road and Summerfield Road now on site. A revised schedule of build has been included in the five-year Capital Programme based on the current forecast of the contractors. This will continue to change as more information is known.
- 11.15 The Independent Living Modernisation programme has capital underspends of £262k, but the overall programme remains largely on target and the change in mix between revenue and capital works does not affect the funding of the overall scheme.
- 11.16 Further detail in the HRA Outturn Information paper (July 2021).
- 11.17 A copy of the revised capital programme for 2021/22, taking into account slippage from 2020/21 and other budget changes is in Appendix H.

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Table 11 – Capital Schemes

	2020/21 Revised Budget (£'000)	2020/21 Amount (£'000)	2020/21 Outturn Variance (£'000)	Slippage
Capital Schemes				
Community Buildings Investment	117	0	(117)	117
Stratford Park Lido	0	0	0	0
Community Services Capital Schemes TOTAL	117	0	(117)	117
Canal	3,702	2,118	(1,584)	1,584
Market Town Centres Initiative Fund	50	60	10	(10)
Multi-Service Contract Vehicles	1,056	707	(349)	349
Stratford Park Acquisition of Machinery	95	81	(14)	14
Stroud District Cycling & Walking Plan	204	0	(204)	204
Environment Capital Schemes TOTAL	5,107	2,966	(2,141)	2,141
Affordable Housing-Support to Registered Providers	39	0	(39)	39
Better Care Fund Projects	0	15	15	0
Disabled Facilities Grant Scheme	330	115	(215)	0
Green Home LADS Park Homes	1,094	440	(654)	654
Health through Warmth Grants	227	86	(141)	0
Park Homes	0	132	132	0
Private Sector Housing Loans	15	15	(0)	0
Warm Homes	1,183	840	(343)	343
Housing General Fund Capital Schemes TOTAL	2,888	1,643	(1,245)	1,036
Brimscombe Port Mill Works	295	325	30	0
Brimscombe Port Redevelopment	200	80	(120)	120
Electric Vehicle Aquisition	12	0	(12)	12
ICT Investment Plan	497	421	(76)	76
Water Source Heat Pump-Ebley Mill & Brimscombe Port	1,432	78	(1,354)	1,354
Strategy and Resources Capital Schemes TOTAL	2,436	904	(1,532)	1,562
TOTAL GENERAL FUND CAPITAL SCHEMES	10,548	5,513	(5,035)	4,856
Major Works	4,969	4,418	(551)	677
New Build and Development	6,503	2,333	(4,170)	3,116
Other Capital Works	0	18	18	0
Sheltered Housing Modernisation	664	402	(262)	45
TOTAL HRA SCHEMES	12,136	7,171	(4,965)	3,838
TOTAL CAPITAL SCHEMES	22,684	12,684	(10,000)	8,694

12 IMPLICATIONS

12.1 Financial Implications

The whole report is financial in nature, reporting the General Fund and Housing Revenue Account revenue and capital position for 2020/21.

Lucy Clothier, Accountancy Manager
Email: lucy.clothier@stroud.gov.uk

12.2 Legal Implications

There are no significant implications within this category.

Patrick Arran, Monitoring Officer
Tel: 01453 754369 Email: patrick.arran@stroud.gov.uk

12.3 Equality Implications

There are not any specific changes to service delivery proposed within this decision.

12.4 Environmental Implications

There are no direct environmental implications arising from this report. The allocation of underspends includes a transfer of £150k to the General Fund climate change reserve and £139k towards retrofit investigation and works in the HRA. The capital programme for 2021/22 includes additional decarbonisation and retrofit projects totalling £1.1m.

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STRATEGY & RESOURCES COMMITTEE

MEMBER/OFFICER REPORT

NAME OF ORGANISATION/BODY	Leadership Gloucestershire
DATE OF LAST MEETING ATTENDED	17 June 2021
BRIEF REPORT:	
Verbal updates were given on the following:	
Elections 2021	
a) Local Government	
Cllr Mark Hawthorne, Leader of Gloucestershire County Council, gave a picture of how the elections had affected the political landscape of the county.	
b) Police and Crime Commissioner	
Chris Nelson, the new PCC, outlined his ambition to bid for new Government funding and confirmed that he was in the process of appointing a new deputy.	
Covid-19 update	
Sarah Scott, the Director of Public Health, highlighted the concerns over the new Delta variant with cases rising to 54.4 per 100,000 in the county and expected to continue to rise.	
Lateral Flow Device (LFD) test kits were now available to pick up in local pharmacies and it is possible to have assisted tests there, in view of which the county is closing its assisted testing stations.	
Western Gateway	
Pete Bungard of GCC provided an update on the latest position.	
Cllr Rowena Hay, Leader of Cheltenham BC, had attended as the District Council representative on the Western Gateway Board from Gloucestershire. Current projects are being mapped, including a digital accelerator programme, under 4 broad headings: Innovation, Connectivity, Global gateway and Net Zero.	
The bid for a fusion power plant at Berkeley and Oldbury had made it into the next Government round alongside 14 or 15 other sites nationwide, 6 or 7 of which were in Scotland and 8 were in England and Wales. This is expected to be shortlisted to 5 sites in due course.	

Gloucestershire City Region Board

Mike Dawson, CE of Tewkesbury BC, reported that there had been no meeting of the Board. The CEs group had been looking at the governance of growth meetings in the county and planned to bring a paper to the next meeting of Leadership Gloucestershire in September.

One Gloucestershire – Integrated Care System

Mark Walkingshaw, deputising for Mary Hutton, updated the meeting on the progress of the Bill on reform, expected to have its second reading before the Summer recess. The new Integrated Care System pattern is expected to be in place by April 2022. CCGs will be closed down, with the ICS becoming a statutory body with commissioning functions, and the ICS design framework issued, including roles, functions, governance and management arrangements. Board roles are expected to be designated over the next 2-3 months ready for April 2022.

AOB

a) City of Culture

Cllr Richard Cook from Gloucester City Council raised the change in Government rules widening the scope for the UK City of Culture and set out Gloucester City's interest in leading an Expression of Interest (EOI) to Government for a 'Gloucester for Gloucestershire' bid, which could be groups of cities and towns and could include the rural hinterland. He was keen that this included all of Gloucestershire and emphasised that all that was being asked of district leaders at this stage was to support the EOI, with any funding commitments being further down the line if the EOI was shortlisted. Costs would be less if they were shared. Gloucester City planned to raise a significant amount of funding from the private sector. The EOI needs to be submitted by mid-July. District leaders asked for further details and Gloucester City agreed to provide these.

b) Resettlement of Afghan refugees

Government had requested assistance from all councils associated with the withdrawal of troops from Afghanistan and the resettling of vulnerable Afghan civilians in the UK. Leadership Gloucestershire committed to support this, which is being followed up by the Strategic Oversight Group and Housing leads across the county.

FUTURE MEETINGS	30 September 2021 2 December 2021
REPORT SUBMITTED BY	Kathy O'Leary
DATE	9 July 2021

Performance Monitoring Report: S&R Committee

DATE OF MEETING	22 July 2021
ATTENDEES	Members: Nick Housden Officers: Andrew Cummings
PERFORMANCE UPDATE <i>(please give a brief progress update on the following areas)</i>	
CDP PRIORITIES <i>(see Excelsis)</i>	CDP 1 – Continue to allocate funds from the business rates pilot fund in line with the agreed principles The budget for 2021/22 included a number of items related to economic recovery from the pandemic. The business rates pilot was included as a funding source as part of those proposals. In Autumn 2021 a report will be presented allocating sums from this fund to new Council Plan priorities.
	CDP 1.3 – Progress and deliver the redevelopment of Brimscombe Port by securing planning permission and being ready to seek a development partner At its meeting on June 10 th 2021 Strategy and Resources Committee members agreed to seek vacant possession of units which are to be demolished in order to allow for infrastructure works. Officers have been working to implement this decision whilst supporting the tenants as the Committee requested. A dedicated project manager has now been appointed to lead the project as it continues. The Council was successfully in securing £776k of Land Release funding from the One Public Estate Programme towards the cost of the scheme.

	<p>CDP 1.4 – Submit a bid to the National Lottery Heritage Fund by April 2020 to restore the canal link between Stonehouse and Saul.</p> <p>This quarter has seen the retirement of Dave Marshall the Canal Manager who had driven the project so successfully including the recent HLF bid.</p> <p>Work to get the “permission to start” continues and is reaching its conclusion. As part of this process the Council has committed to review the governance and the project to ensure that consideration of Equality, Diversity and Inclusion remains a key part of the project throughout.</p> <p>It has been confirmed with Network Rail that the delayed works on the Ocean Bridge, Stonehouse will now take place at Christmas 2021.</p>
	<p>CDP 1.6 – Create a strategic approach to building more effective partnerships with parish and town councils.</p> <p>The development of a new engagement strategy with Town and Parish Councils is a key element of the 2021 workplan for the Corporate Policy and Governance Team. This project will include consideration of engagement with Town and Parish Councils across the whole authority. As both the District and Parish Councils were subject to elections in May 2021 this new project is set to begin now that new Councillors are in place.</p>
	<p>CDP 1.7 – 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.</p> <p>The Digital Platform procurement was cancelled in order to develop a joint procurement with CBC. The objective is to select the same vendor and enjoy improved commercials along with opportunities to share experience, artefacts and (potentially) development resource.</p> <p>A demonstration session is to be arranged for members to show the benefits of a digital platform and to begin shaping how we can use it to better serve our residents.</p> <p>The procurement is underway with tender responses expected mid-July and services to start in October.</p>

	<p>CDP 5.2 - Explore the opportunities for income generation to help achieve financial self-sufficiency</p> <p>The outturn report is being presented to this committee. The new upcoming Council Plan will include full consideration of the resourcing of Council priorities.</p>
PROJECTS / CAPITAL PROGRAMME (if not covered in CDP)	<p>The major capital projects for the Committee are the Canal and Brimscombe Port which are included in the actions above.</p>
RISKS (see Excelsis)	<p>CCR 1 Failure to develop a Budget Strategy 6/16 (was 9/16) 2021/22 Budget and MTFP were approved at full Council in Feb 2021. The longer term need to generate savings remains in place but the Council remains financially sustainable in the medium term. CCR 4 Business Continuity 16/16 The work to plan and prioritise the recovery of Council IT services will start later in July.</p> <p>CCR10 Inability to recruit specialist staff 4/16 – (previous 16/16) A People Strategy has been produced to set out how the Council supports and develops staff within the organisation. Subject to clearance of references, the ICT team has recently recruited a second Infrastructure engineer. This will reduce the risks associated with operation of the Council's IT services</p> <p>CCR 16 Inadequate telephony and IT infrastructure 8/16 – The Infrastructure Refresh Programme is delivering a wide range of improvements that will improve the stability and resilience of the IT service and the risk has been rescored accordingly. This work is now scheduled to complete in July, following a change 'freeze' that we decided to impose in order to ensure IT reliability over the election period. The Council's telephony has now been upgraded to modern, internet-based technology that enables softphone functionality. The roll-out of softphones is in pilot stage and we hope to complete the full roll-out in July. Refer to CCR 4 for update on Disaster recovery.</p> <p>CCR 19 Covid-19 pandemic 9/16 The pandemic is being actively managed as an ongoing risk. It has significant impacts, short and long-term on service delivery and financial position. The wider SLT group meets every fortnight to consider the current position.</p>
RISKS (see Excelsis)	<p>CCR91 – Inadequate Information Governance Framework 6/16 Mandatory Data Protection Course in place and work is underway to implement a second intermediate level course for Service</p>

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	<p>Heads/Information Asset Owners and Information Governance Coordinators to increase their level of knowledge. Both courses will also reflect data breach investigations to address and prevent further occurrence.</p> <ul style="list-style-type: none"> - An enhanced training exception report has been built with the Learning provider which highlights which staff and members have not yet completed training. - Statutory DPO providing detailed GDPR expertise, advice and support with a recently introduced role of Information Governance Officer to support adherence to regulations and compliance. - revised incident reporting framework and procedure in place, with investigation form completed for all breaches and learning taken forward and shared. - Data Breaches are to be included in a Dashboard to SLT to enable effective response.
RELEVANT FINANCE ISSUES	<p>The Statement of Accounts was signed by the Section 151 Officer on July 1st and the External Audit has now commenced.</p> <p>The outturn report will be presented to this Committee.</p>
ANY OTHER ISSUES CONSIDERED AT THE MEETING (eg staffing / resources)	<p>The Strategic Director of Change and Transformation has left the Council during the Quarter. Internal adverts are currently out for a temporary replacement. The appointment is likely to have been made before the Committee date.</p>
FOLLOW UP (any issues for consideration at the next meeting)	
PERFORMANCE MEASURES (see <i>Excelsis</i> where applicable)	<p>None available at this point.</p> <p>The new Council Plan is currently being prepared and objectives will be given a clear set of KPIs.</p>
ANY ISSUES OF SIGNIFICANT CONCERN TO BE REPORTED TO AUDIT AND STANDARDS	
ANY ACTIONS/RECOMMENDATIONS FOR THE COMMITTEE	
REPORT SUBMITTED BY	Nick Housden
DATE OF REPORT	14/07/2021



STRATEGY & RESOURCES COMMITTEE

MEMBER/OFFICER REPORT

NAME OF ORGANISATION/BODY	Regeneration and Investment Board
DATE OF LAST MEETINGS ATTENDED	15 July 2021
BRIEF REPORT:	
<p>The Regeneration and Investment Board meeting of 15 July 2021 considered the following items:</p> <p>Draft Economic Development Strategy – Members provided comments on an emerging draft economic development strategy and noted that consultation with stakeholders would take place over the Summer and early Autumn, prior to consideration by Strategy and Resources Committee later this calendar year.</p> <p>Regeneration Pipeline and Brownfield Sites – Members approved a pipeline of regeneration schemes and priority brownfield sites as a living and evolving approach to prioritising investment. The pipeline will be reviewed and updated on a regular basis to ensure alignment with the emerging Corporate Delivery Plan.</p> <p>Levelling Up Fund – Members approved the establishment of a task force to review options and develop a bid in round 2 of the Government's Levelling Up Fund (LUF). The initial focus will be on Stroud Town Centre, its connections and potential to drive prosperity locally and across a wider area.</p> <p>The task force would comprise a range of partner organisations as well as the Leader of the Council and ward member to be identified. The task force would be overseen by the Regeneration and Investment Board and any decisions required would come to Strategy and Resources Committee. Any bid would also require the support of the local MP.</p>	
FUTURE MEETINGS	16 Sept 2021
REPORT SUBMITTED BY	Brendan Cleere – Strategic Director of Place
DATE	20 July 2021

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STRATEGY AND RESOURCES COMMITTEE**22 JULY 2021****10****WORK PROGRAMME**

Date of meeting	Matter to be considered	Reporting Member/Officer
30.09.21	New Corporate Delivery Plan	Strategic Director of Resources / Corporate Policy and Governance Manager
	ED Strategy Adoption	Senior ED Specialist
	Budget Strategy	Strategic Director of Resources
	Member\Officer reports to be circulated prior to Committee:	
	<ul style="list-style-type: none"> a) Leadership Gloucestershire Update b) Performance Monitoring c) Gloucestershire Economic Growth Joint Committee (GEGJC) d) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) e) Regeneration & Investment Board f) Corporate Delivery Plan Progress Update Q1 g) Corporate Peer Challenge Action Plan Progress Update Q1 h) Support of the Leisure Contract Provider in Stroud (Sport and Leisure Management) to Recover from the Impact of Covid-19 Update i) Brimscombe Port Update 	<p>Chair & Chief Executive Councillors Pearson and Housden Chair & Chief Executive</p> <p>Councillor Turner</p> <p>Strategic Director of Place Chief Executive & Policy and Performance Officer Chief Executive & Policy and Performance Officer Chair, Councillor Brine, and Strategic Director of Communities</p> <p>New Homes & Reg Manager</p>
	Work Programme	Committee
25.11.21	Council Tax Support	Revenue & Benefits Manager
	<p>Member\Officer reports to be circulated prior to Committee:</p> <ul style="list-style-type: none"> a) Leadership Gloucestershire Update b) Performance Monitoring c) Gloucestershire Economic Growth Joint Committee (GEGJC) d) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) e) Regeneration & Investment Board f) Corporate Delivery Plan Progress Update Q2 g) Corporate Peer Challenge Action Plan Progress Update Q2 h) Support of the Leisure Contract Provider in Stroud (Sport and Leisure Management) to Recover from the Impact of Covid-19 Update i) Brimscombe Port Update j) Water Source Heat Pumps Update 	<p>Chair & Chief Executive Councillors Pearson & Housden Chair & Chief Executive</p> <p>Councillor Turner</p> <p>Strategic Director of Place Chief Executive & Policy and Performance Officer Chief Executive & Policy and Performance Officer Chair, Councillor Brine, and Strategic Director of Communities</p> <p>New Homes & Reg Manager Head of Property Services</p>

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	Work Programme	Committee
13.01.22	Budget Reports	Strategic Director of Resources
	Community Infrastructure Levy – Spending Allocations	Senior Community Infrastructure Officer
	The Fair Pay and Senior Pay Policy Statement 2020/21	HR Manager
	Stroud Cemetery Chapel	Property Manager
	Canal Corridor Strategy	Strategic Director of Place
	Member\Officer reports to be circulated prior to Committee:	
	<ul style="list-style-type: none"> a) Leadership Gloucestershire Update b) Performance Monitoring c) Gloucestershire Economic Growth Joint Committee (GEGJC) d) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) e) Regeneration & Investment Board f) Support of the Leisure Contract Provider in Stroud (Sport and Leisure Management) to Recover from the Impact of Covid-19 Update g) Brimscombe Port Update 	<p>Chair & Chief Executive Councillors Pearson & Housden Chair & Chief Executive</p> <p>Councillor Turner</p> <p>Strategic Director of Place Chair, Councillor Brine, and Strategic Director of Communities</p> <p>New Homes & Reg Manager</p>
	Work Programme	Committee
10.03.22	Play Areas Strategy	Head of Housing Services, Community Services Manager
	Asset Review	Property Manager
	Member\Officer reports to be circulated prior to Committee:	
	<ul style="list-style-type: none"> a) Leadership Gloucestershire Update b) Performance Monitoring c) Gloucestershire Economic Growth Joint Committee (GEGJC) d) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) e) Regeneration & Investment Board f) Corporate Delivery Plan Progress Update Q3 g) Corporate Peer Challenge Action Plan Progress Update Q3 h) Support of the Leisure Contract Provider in Stroud (Sport and Leisure Management) to Recover from the Impact of Covid-19 Update i) Brimscombe Port Update 	<p>Chair & Chief Executive Councillors Pearson & Housden Chair & Chief Executive</p> <p>Councillor Turner</p> <p>Strategic Director of Place Chief Executive & Policy and Performance Officer Chief Executive & Policy and Performance Officer Chair, Councillor Brine, and Strategic Director of Communities</p> <p>New Homes & Reg Manager</p>
	Work Programme	Committee
	Member\Officer reports to be circulated prior to Committee:	
07.04.22	<ul style="list-style-type: none"> a) Leadership Gloucestershire Update b) Performance Monitoring c) Gloucestershire Economic Growth Joint Committee (GEGJC) d) Gloucestershire Economic Growth Scrutiny Committee (GEGSC) e) Regeneration & Investment Board 	<p>Chair & Chief Executive Councillors Pearson & Housden Chair & Chief Executive</p> <p>Councillor Turner</p> <p>Strategic Director of Place</p>

	f) Corporate Delivery Plan Progress Update Q4	Chief Executive & Policy and Performance Officer
	g) Support of the Leisure Contract Provider in Stroud (Sport and Leisure Management) to Recover from the Impact of Covid-19 Update	Chair, Councillor Brine, and Strategic Director of Communities
	h) Brimscombe Port Update	New Homes & Reg Manager
	Work Programme	Committee

Items for a future Meeting:

- Kingshill House – Date TBC - Property Manager
- Leisure Review - Dependant on CS&L decision
- CN2030 Update – Date TBC – Senior CN2030 Officer
- Modernisation Update
- Brimscombe Port Developer Partner – May 2022 – Head of Property Services
- Procurement Update – June 2022 – Senior Policy and Governance Officer

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