



Public Document Pack STROUD DISTRICT COUNCIL

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24 November 2021

COMMUNITY SERVICES AND LICENSING COMMITTEE

A meeting of the Community Services and Licensing Committee will be held on **THURSDAY, 2 DECEMBER 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. **DECLARATION OF INTERESTS**
To receive declarations of interest.
3. **MINUTES (Pages 5 - 12)**
To approve the minutes of the meeting held on 16 September 2021.
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 Friday, 26 November 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. **COMMUNITY SERVICES AND LICENSING BUDGET MONITORING REPORT Q2 2021/22 (Pages 13 - 20)**
To present the 2021/22 forecast outturn position against the revenue budgets and Capital Programme that the Committee is responsible for in order to give an expectation of possible variances against budget.
6. **COMMUNITY SERVICES AND LICENSING COMMITTEE REVENUE ESTIMATES - REVISED 2021/22 AND ORIGINAL 2022/23 (Pages 21 - 58)**
To present to the committee the revised estimates for 2021/22 and original estimates for 2022/23
7. **COUNCIL PLAN AND PERFORMANCE INDICATORS RELEVANT TO THIS COMMITTEE (Pages 59 - 72)**
For the Committee to agree Performance Indicators for activities and projects detailed in the adopted Council Plan that relate to this Committee.
8. **COMMUNITY WELLBEING GRANTS 22/23 (Pages 73 - 82)**
To provide feedback on the revised 2020-21 Community Wellbeing Grant process to committee and propose changes to improve accessibility and effectiveness of the process.
9. **MANAGEMENT OPTIONS APPRAISAL (Pages 83 - 234)**
To provide information and rationale to Community Service & Licensing (CS&L) committee to enable committee to make an informed choice on which is the preferred management option for Stroud District Council to manage their leisure assets from 1st November 2024.
10. **MEMBER/OFFICER REPORTS (TO NOTE)**
 - (a) Gloucestershire Health Overview Scrutiny Committee
 - (b) Gloucestershire Covid-19 Local Outbreak Engagement Board
 - (c) Museum in the Park (Cowle Trust) (Pages 235 - 236)
 - (d) Police and Crime Panel (Pages 237 - 238)
 - (e) Citizens Advice (Pages 239 - 240)
 - (f) Mental Health Champions (Pages 241 - 242)
 - (g) Performance Monitoring (Pages 243 - 250)
 - (h) Woodchester Park Mansion (Pages 251 - 252)
11. **WORK PROGRAMME (Pages 253 - 254)**
To consider the work programme.
12. **MEMBER QUESTIONS**
See Agenda Item 4 for deadlines for submission.

Members of Community Services and Licensing Committee

Councillor Chris Brine (Chair)

Councillor Beki Aldam
Councillor Gordon Craig
Councillor Kate Crews
Councillor Jessie Hoskin
Councillor Julie Job

Councillor Jonathan Edmunds (Vice-Chair)

Councillor John Jones
Councillor Gill Oxley
Councillor Nigel Prenter
Councillor Steve Robinson
Councillor Ken Tucker



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COMMUNITY SERVICES AND LICENSING COMMITTEE

16 September 2021

7.00 pm - 8.43 pm

Minutes

Membership

Councillor Chris Brine (Chair)

Councillor Jonathan Edmunds (Vice-Chair)

Councillor Beki Aldam*

Councillor Gordon Craig*

Councillor Kate Crews

Councillor Jessie Hoskin*

Councillor Julie Job

Councillor John Jones

Councillor Gill Oxley

Councillor Nigel Prenter

Councillor Steve Robinson

Councillor Ken Tucker

*= Absent

Officers in Attendance

Principal Licensing Officer

Strategic Director of Resources

Corporate Policy and Governance Manager

Strategic Director of Communities

Democratic Services and Elections Officer

Project Manager Leisure, Health and Wellbeing

Community Health & Wellbeing Manager

Accountant

Other Member(s) in Attendance

Councillor Doina Cornell

CSLC.10 Apologies

Apologies were received from Councillors Aldam, Craig and Hoskin.

CSLC.11 Declaration of Interests

There were none.

CSLC.12 Minutes

RESOLVED That the Minutes of the meeting held on 24 June 2021 are approved as a correct record.

CSLC.13 **Public Question Time**

There were none.

CSLC.14 **Community Services and Licensing Budget Monitoring Report Q1 2021.22**

The Accountant presented the Budget Monitoring Report for Q1 2021/22 to Committee and advised an additional column had been added to table 1 of the report for Covid-19 pressures against the respective budgets.

Councillor Robinson asked a question on the reasoning for the underspend on Licensing. The Principal Licensing Officer advised it was a result of loss of income on premises licences and annual fees on taxi licensing.

Councillor Robinson also asked on the outturn variance on street naming maintenance and requested if it could be increased back to £9,000 next year following cuts in a previous budget and there being a need for more sign replacements.

Councillor John Jones raised a question on the status of Kingshill House listed under 5.1 of the report. The Strategic Director of Resources responded advising there had been a change in Trustees and that Kingshill House are developing a business plan which the Council will need to review before Asset Transfer can take place. An update will also be provided to Committee in the future.

The motion was proposed by Councillor Robinson and seconded by Councillor Tucker.

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

RESOLVED To Note the outturn forecast for the General Fund Revenue budget and the Capital Programme for this Committee.

CSLC.15 **Draft Council Plan**

The Chair introduced the report that outlines the Draft Council Plan for 2021-2026. The Draft Council Plan was developed in consultation with the Alliance Leadership Team, Alliance Members, Strategic Leadership Team, Leadership and Management Team, Council Officers and the Stroud District Youth Council. The plan sets out 3 principle themes; Environment and Climate Change, Economy and Regeneration and Community Resilience and Wellbeing with 5-6 objectives set alongside the themes. The final tier of the plan set out 74 identified projects alongside the respective lead Officers.

The Motion was proposed by Councillor Robinson and seconded by Councillor Edmunds.

Councillor Robinson gave thanks to those Members and Officers who helped produced the plan and commented on the clear layout.

Councillor John Jones advised Committee that he is not able to support the plan as the Conservatives have not been able to meet to be able to discuss or comment on the proposed plan. The Chair advised Committee that there will still be opportunities for comments to be made before the final plan is submitted to Full Council.

On being put to the vote, the motion received 6 votes for, 0 against and 3 abstentions.

RESOLVED To Strategy & Resources Committee that the draft Council Plan is agreed and recommended to Council.

CSLC.16 Taxi Policy Review - Adoption of Common Licensing Standards for Licensing Hackney Carriage and Private Hire Drivers Standards in Gloucestershire and amend Stroud District Council's Vehicle Policy to exempt Electric Vehicles from the current age requirements

The Principal Licensing Officer advised the Department of Transport issued statutory Taxi Licensing Standards in July 2020 which outlined how the Council should undertake Licensing functions. In early 2021, Gloucestershire Councils drafted a Common Licensing Standards for Gloucestershire and consultation took place between April and July where no objections were received District or County wide. Stroud chose to include an additional proposal to exempt electric vehicles from our current vehicle age policy to assist with being Carbon Neutral by 2030.

The motion was proposed by Councillor Robinson and seconded Councillor John Jones.

Councillor Edmunds asked whether the age policy would be adopted across the County following the Climate Emergency. The Principal Licensing Officer advised that each of the authorities in Gloucestershire have varying vehicle policies, some like Stroud currently have an age policy and others have an amalgamation of age and emission criteria. Due to the different demands and geography of the different districts it is unlikely vehicle policies will be identical, but Stroud is working with the other district to achieve consistency where possible.

Councillor John Jones asked if electric vehicles also included hybrid vehicles. The Principal Licensing Officer advised that the policy currently only covers electric vehicles, but hybrid vehicles will be looked at in a later review.

Councillor Robinson asked if fast charging points were being fitted at main taxi ranks. The Principal Licensing Officer advised there were no current proposals however believed Gloucestershire County Council are liaising with Stroud's Carbon Neutral Officers

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

- RESOLVED**
- a. **Adopt the Common Licensing Standards for Licensing Hackney Carriage and Private Hire Drivers in Gloucestershire - Appendix A**
 - b. **Adopt the proposal to exempt electric vehicles from Stroud District Council's current vehicle age policy**
 - c. **Implement the above from 1st October 2021**

CSLC.17 Review of Stroud District Council's Statement of Principles under the Gambling Act 2005 for commencement 31st January 2022

The Principal Licensing Officer introduced the report to Committee and advised that the licensing authority must review and readopt the Statement of Principles every three years with our current statement due to expire on 30 January 2022. The Statement of Principles went out for consultation between May and July 2021. The Statement must be adopted by Full Council following the recommendation from Committee and will come into effect by January 2022.

The motion was proposed by Councillor Prenter and seconded by Councillor Tucker.

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

RESOLVED To Council to adopt the Revised Statement of Principles (Appendix A) at its meeting on 21 October 2021

CSLC.18 Stroud District Council - Leisure and Wellbeing Strategy 2021 - 2041

The Project Manager for Leisure, Health and Wellbeing gave thanks to Max Associates and in particular Kirsty Winders who assisted in the production of the report and strategy. She advised Members the next steps were to adopt the ethos and to start work on the Facilities and Service Interventions, review the Management Options Appraisal for Stratford Park, identify funding, invest into Stratford Park Lido and work with Communities and Community Partners.

Councillor Oxley asked why no equality implications were identified on a 20-year Strategy and requested for equality impact assessments be included with reports. The Project Manager for Leisure, Health and Wellbeing advised she would circulate the equality impact assessment and explained the whole Strategy is about inclusivity and as each intervention is assessed with the action plans, further equality impact assessments will be undertaken.

Councillor Crews raised a concern on the limited opening hours at the outdoor pool at Stratford Park. The Project Manager for Leisure, Health and Wellbeing advised a feasibility study was conducted in 2017 with a business plan proposed in 2019 however the financial outcomes were not cost effective for the refurbishment and therefore further consultation would be required to identify cost effective proposals to allow longer opening hours.

Councillor John Jones asked a question on whether the Task and Finish Group had made any recommendations following their meetings. The Project Manager for Leisure, Health and Wellbeing advised the group had met three times with their main objectives being to carry out some of the objectives within the report, one of which being the Management Options Appraisal with a report coming to Committee in December.

Councillor Robinson asked for confirmation that the current contract for Sports and Leisure Management (SLM) cannot be extended again. The Project manager for Leisure, Health and Wellbeing confirmed SLM had received one extension and cannot be extended again after October 2024.

The motion was proposed by Councillor Prenter and seconded by Councillor Crews.

Councillor John Jones advised Committee that he felt the decision was premature and should be included in Decembers Committee meeting.

On being put to the vote, the motion received 8 votes for, 0 against and 1 abstention.

RESOLVED

- a. Adopt the Leisure and Wellbeing Strategy 2021-2041**
- b. Delegate authority to the Strategic Director of Communities in consultation with the Chair of this committee to consider in detail**

2021/22

options for the management of leisure and wellbeing assets post October 2024 and make recommendations to this committee this committee in December (2021)

- c. Delegate authority to the Strategic Director of Communities in consultation with the Chair of this Committee to consider in detail facility opportunities and make recommendations to a future meeting of this Committee.**
- d. Delegate authority to the Strategic Director of Communities to produce a rolling 3-year physical activity and health and wellbeing action plan to deliver the outcomes of the Leisure and Wellbeing strategy and report back to a future meeting of this Committee.**

CSLC.19 Food Justice

The Community Health and Wellbeing Manager identified the key points which included setting up a Task and Finish Group comprising of Community Services and Licensing, Environment and Housing Committee and nominating an Officer to attend the County Feeding Gloucestershire Partnership.

Councillor Job asked how often the Task and Finish Group would be expected to meet. The Community Health and Wellbeing Manager responded advising she would like to meet at least quarterly.

Councillor Job expressed her interest and was appointed as the main representative for the Committee and Councillor Robinson as substitute for the Task and Finish Group.

The Community Health and Wellbeing Manager was nominated as the officer to attend the Feeding Gloucestershire Partnership.

The motion was proposed by Councillor Job and seconded by Councillor Prenter.

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

RESOLVED

- a. Establish a Food Justice Task and Finish Group**
- b. Nominate an officer to attend the new Feeding Gloucestershire Partnership**

CSLC.20 Stroud Road Safety Liaison Group

Councillor Tucker advised Committee that district based Road Safety Groups were instigated in 2004 and in 2013 Gloucestershire County Council (GCC) withdrew substantive support to these groups however the Stroud Group continued. The group have not formally met since Covid-19 and since the last Committee in June, he had emailed Councillor Dave Norman who was appointed the Cabinet Member for Public Protection, Parking and Libraries which includes road safety aspects who advised discussions were taking place between GCC and the Police and Crime Commissioner (PCC) but as of 14 September 2021, there was no visible activity to support road safety groups. Councillor Tucker proposed that Committee do not appoint any Members to this Group until GCC and the PCC determine their proposals to re-establish these groups and he would continue to act as an unofficial spokesperson for the interim.

Councillor Jones suggested if the Committee or Full Council should write to the Cabinet Member at GCC to ensure the groups continue. The Chair advised he would liaise with the relevant officers and would be happy to write a letter on behalf of Committee expressing the Committees concerns.

The decision was unanimous not to elect representatives to this group at this current time.

CSLC.21 **Woodchester Park Mansion**

Councillor Robinson advised Committee attended his first meeting and the Chair of the Woodchester Park Mansion advised the representatives should only attend quarterly and not every meeting.

Two nominations were received from Councillor Percy and Councillor Smith.

On being put to the vote, Councillor Percy received 2 votes for and Councillor Smith 5 votes for and there were 2 abstentions.

CSLC.22 **Homestart**

Councillor Bennett was appointed as the representative for Homestart.

CSLC.23 **Stroud and Rodborough Educational Charity**

Ex-Councillor Libby Bird was reinstated as the third representative to the Stroud and Rodborough Educational Charity following no interest from Members.

CSLC.24 **Gloucestershire Health Overview Scrutiny Committee**

There had not been a report submitted and therefore there were no comments.

CSLC.25 **Gloucestershire Covid-19 Local Outbreak Engagement Board**

A member report had been circulated prior to Committee. Councillor Cornell explained Gloucestershire's vaccination programme has been recognised nationally with 91% of vaccinations complete for over 50s and chronic conditions. There has also been increase in 16–17-year-olds through walk in clinics and outreach work is being undertaken in those areas of public hesitation to try and reach an overall target of 95% vaccinations.

Gloucestershire was the first in the county for issuing booster vaccinations and people are only eligible for the booster if their second vaccine was over 26 weeks prior to the booster. Flu jabs are also being encouraged and where possible, issued together with the boosters which will be Pfizer. Work is still ongoing with schools for vaccines and reviewing issues on consent.

CSLC.26 **Museum in the Park (Cowle Trust)**

The Member report had circulated prior to Committee. There were no further questions raised.

CSLC.27 Police and Crime Panel

The Member report had circulated prior to Committee. There were no further questions raised.

CSLC.28 Citizens Advice

The Member report had circulated prior to Committee. There were no further questions raised.

CSLC.29 Mental Health Champions

The chair advised members that Councillors Gray, Miles and Watson are setting out their terms of reference and a further update will be provided at next Committee.

CSLC.30 Performance Monitoring

The Member report had circulated prior to Committee. There were no further questions raised.

CSLC.31 Woodchester Park Mansion

The Member report had circulated prior to Committee. There were no further questions raised.

CSLC.32 Stroud and Rodborough Educational Charity

The Member report had circulated prior to Committee. There were no further questions raised.

CSLC.33 Safeguarding Information Sheet

The Member report had circulated prior to Committee. There were no further questions raised.

CSLC.34 Abandoned Vehicles Information Sheet

The Member report had circulated prior to Committee. There were no further questions raised.

Councillor Robinson asked questions on the cost of the removal, who removes the vehicles and if vehicles are still provided to the Fire Service for training purposes. The Chair advised a response will be provided outside of Committee for the respective officer to advise.

CSLC.35 Community Wellbeing Grant Review - Learning from the application and decision making process of the new grant

The Chair advised Committee that a further report would be coming back to Committee on the new process.

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Councillor Robinson asked a question on whether a decision had been made on where the funds from the lottery and if Committee will be responsible for distributing. The Strategic Director of Resources confirmed the remit of Community Services and Licensing Committee to decide how the funds are allocated.

CSLC.36 **Work Programme**

The Chair advised the Management Options Appraisal will be added to December Committee.

CSLC.37 **Member Questions**

There were none.

The meeting closed at 8.43 pm

Chair

STROUD DISTRICT COUNCIL

COMMUNITY SERVICES AND LICENSING COMMITTEE

THURSDAY, 2 DECEMBER 2021

Report Title	COMMUNITY SERVICES AND LICENSING BUDGET MONITORING REPORT Q2 2021/22			
Purpose of Report	To present the 2021/22 forecast outturn position against the revenue budgets and Capital Programme that the Committee is responsible for in order to give an expectation of possible variances against budget.			
Decision(s)	The Committee RESOLVES to note the outturn forecast for the General Fund Revenue budget and the Capital Programme for this Committee.			
Consultation and Feedback	Budget holders have been consulted about the budget issues in their service areas. The feedback has been incorporated into to the report to explain difference between budgets and forecast income and expenditure.			
Report Author	Adele Rudkin, Accountant Tel: Email: adele.rudkin@stroud.gov.uk			
Options	None			
Background Papers	None			
Appendices	Appendix A – Detailed breakdown of revenue position			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	No	No

1. BACKGROUND

- 1.1** This report provides the second monitoring position statement for the financial year 2021/22. The purpose of this report is to notify members of any known significant variations to budgets for the current financial year, highlight any key issues and to inform members of any action to be taken if required.
- 1.2** **Due to the volume of information contained in the report, it would be helpful where members have questions on matters of detail if they could be referred to the report author or the appropriate service manager before the meeting.**

2. SUMMARY

- 2.1** The monitoring position for the Committee at 30 September 2021 shows a **projected net revenue overspend of £430k** against the latest budget, as summarised in Table 1.

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- 2.2** This position does not include the expected financial impact of Covid-19, which is reported to Strategy and Resources Committee. A summary of the position for this committee included in Section 4.
- 2.3** The Capital programme is showing a forecast spend of £30k against a budget of £147k.
- 2.4** Table 3 shows the capital spend and projected outturn for the Community Services & Licensing Committee for 2021/22.

3. REVENUE BUDGET POSITION

- 3.1** Council approved the General Fund Revenue budget for 2021/22 in February 2021 including budget proposals of the administration.
- 3.2** The latest budget for Community Services and Licensing Committee taking into account the adjustments for carry forwards is £3.252m (Original Budget was £3.010m). An adjustment re-designating Tourism and Car Park Enforcement budgets has been actioned, these will now sit under Environment and Strategy & Resources Committee.
- 3.3** The monitoring position for the committee at 30 September 2021 shows a **projected net overspend of £430k** against the latest budget, as summarised in Table 1. This does not incorporate the Covid pressures outlined in table 2, this will be reported in the overall position on the General Fund to Strategy and Resources Committee.
- 3.4** The outturn position is mainly attributable to those items outlined in Table 1 with an explanation of the significant variances (including Covid related issues) that have arisen (a significant variation is defined as being +/- £20,000 on each reporting line).
- 3.5** Appendix A provides a more detailed breakdown on the Committee's budget.

Table 1 – Community Services and Licensing Revenue budgets 2021/22

	Para Refs	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Outturn Variance (£'000)	Covid-19 Pressures (Reported in S&R)
Community Services Committee						
Community Safety		213	207	207	0	0
Cultural Services - Arts and Culture		416	426	434	8	18
Cultural Services - Community Health & Wellbeing	3.6	160	279	276	(3)	0
Cultural Services - Sports Centres	3.7	(119)	(20)	27	47	306
Customer Services	3.8	392	392	474	82	0
Grants to Voluntary Organisations		336	336	335	(2)	0
Licensing		(54)	(54)	(39)	15	0
Public Spaces		1,408	1,423	1,408	(15)	0
Revenues and Benefits	3.9	152	152	451	299	80
Youth Services		105	110	111	0	0
Community Services and Licensing TOTAL		3,010	3,252	3,682	430	404

Table contains roundings

3.6 Cultural Services - £26k unachieved income/underspends

(Kevin Ward 01453 760916, kevin.ward@stroud.gov.uk)

Museum in the Park

Income targets will not be met this year due to the Museum being closed for the first quarter of this financial year as a result of the Covid-19 pandemic. Some indoor areas were opened from 18th May but controls remained and limited numbers and activities for the remainder of the quarter and into the next. The museum establishment also had two Stroud 2 posts vacant during the first quarter which will contribute towards the corporate vacancy saving target.

3.7 Cultural Services – Sports Centres - £353k unachieved income/overspend

(Darren Young 01453 540995, darren.young@stroud.gov.uk)

The Pulse

During Q1 2021/22 we continued to see a huge impact to capacities in the centre both due to national restrictions and local customer nervousness. As a result, the centre operated at 60% capacity for the period 12th April to 30th June 2021 which was reflected in income for that period.

Capacities in the centre have increased during Q2 and we target close to 100% removal of capacity restrictions towards the end of Q3 so the expectation is that this will start to be evidenced financially during Q4, with the desire to work hard to squeeze the operational deficit for this financial period.

Expenditure remains high in the area of staffing and cleaning materials as we continue to constantly move round the centre making it clean, sanitised and safe for our visitors but again this will return to a more 'normal' level from late Q3 with no additional staff scheduled to clean areas.

In summary, Q3 & Q4 should start to see expenditure stabilise and income start to build to normal monthly levels.

3.8 Customer Services – £82k overspend

(Keith Gerrard 01453 754227, keith.gerrard@stroud.gov.uk)

Additional staffing costs have been recognised as part of the Customer Services review and transformation. These new posts within the team will strengthen our ability to handle all community contact as efficiently and effectively as possible. It will help provide more resilience and stability with good quality first point of contact and additional support for those with complex needs. The additional budget pressure will be dealt with as part of the budget setting paper.

Some savings have also been achieved with the cancellation of the G4S cash collection service at Ebley Mill.

3.9 Revenue & Benefits - £379k unachieved income/overspends

(Simon Killen 01453 754013, simon.killen@stroud.gov.uk)

The most significant variance £370k 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.

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Although a significant amount it should be noted that this represents a variance of only 2.3% on the housing benefit subsidy budget. This will continue to be monitored and the situation is subject to change throughout the year as housing benefit claims change and are difficult to predict.

An in year saving on salaries (£68k) is forecast due to a previous unsuccessful recruitment drive. The two posts have now been re-evaluated and currently being advertised with the intention to recruit in the near future.

Due to the Covid-19 pandemic enforcement income and recoverable costs will be lower than budget £80k. In order to support residents, enforcement action was suspended during the lockdown period and a sensitive approach will be considered for the immediate future.

4. COVID PRESSURES

- 4.1 Table 2 below outlines the particular Covid pressures borne though either additional expenditure or loss of income within with each service for this Committee.
- 4.2 The impact of these figures will be included in the budget monitoring report to Strategy & Resources Committee against the budget allocated by Council in February, and any expected grant income from Government.

Table 2 – Covid Pressures reports to Strategy and Resources Committee

Committee Summary Heading	Committee Service Area	Outturn Forecast (£'000)
Cultural Services - Sports Centres	The Pulse	28
Subtotal Covid-19 Additional Expenditure		28
Cultural Services - Arts and Culture	Museum in the Park	18
Cultural Services - Sports Centres	The Pulse	278
Revenues and Benefits	Council Tax Collection	80
Subtotal Covid-19 Loss of Income		376
TOTAL Covid Pressures		404

5. CAPITAL

- 5.1 Table 3 below shows the 2021/22 Capital Programme for this Committee.

Table 3 – Capital Outturn forecast

	Para Refs	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Outturn Variance (£'000)
Community Services Capital Schemes					
Community Buildings Investment	5.2	0	117	0	(117)
Stratford Park Lido	5.3	30	30	30	0
Community Services Capital Schemes TOTAL		30	147	30	(117)

5.2 Community Buildings Investment

Discussions have continued to take place with Kingshill House Trust regarding a Community Asset Transfer. A capital budget provision of £50,000 in 2017/18 and £50,000

in 2018/19 was made as part of a funding package to help assist the transfer. A tapering reduction in core funding was also agreed as part of the funding package, (£15K in 21/22). Covid has had a significant impact on Kingshill House and there have been changes on the board of Trustees. The council will need to see a robust business case and be confident that the board is in a position to take on the freehold interest before agreeing final terms and reporting back S&R for approval.

5.3 Stratford Park Lido

Due to Covid19 pandemic, the 2019 business plan developed for the lido had not been explored further. It has subsequently been picked up by the leisure consultants and included within the 20-year Leisure and Wellbeing Strategy.

The indicative costs to fully upgrade the Lido were estimated at £7.3m. £1.8 m would provide a sustainable heating system and upgrade the plant room. The money allocated to the lido to upgrade the facility is not enough on its own therefore one of the actions coming out of the strategy is to explore further funding options for this facility. This will be included as part of the bigger picture to secure future capital for all the Leisure facilities.

6. IMPLICATIONS

6.1 Financial Implications

There are no financial implications arising from this report as it looks at current revenue and capital forecasts for this committee's budgets.

Lucy Clothier, Accountancy Manager

Tel: 01453 754343 Email: lucy.clothier@stroud.gov.uk

6.2 Legal Implications

There are no significant legal implications arising from this report and the recommendation.

One Legal

Tel: 01684 272012 Email: legalservices@onelegal.org.uk

6.3 Equality Implications

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

6.4 Environmental Implications

There are no significant implications within this category.

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Appendix A

	Para Refs	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2021/22 Forecast Outturn (£'000)	2021/22 Outturn Variance (£'000)
Community Services Committee					
Careline Services		(106)	(106)	(106)	0
Community Safety		13	50	50	0
Neighbourhood Wardens		237	237	237	0
Stroud and Dursley CCTV		27	27	27	0
Car park Enforcement		43	0	0	0
Community Safety		213	207	207	0
Museum in the Park		402	422	426	4
Subscription Rooms		4	4	8	4
Tourism		10	0	0	0
Cultural Services - Arts and Culture	3.6	416	426	434	8
Community Health & Wellbeing		160	279	276	(3)
Cultural Services - Community Health & Wellbeing		160	279	276	(3)
Stratford Park Leisure Centre		193	201	209	8
The Pulse		(312)	(221)	(182)	39
Cultural Services - Sports Centres	3.7	(119)	(20)	27	47
Customer Service Centre		392	392	474	82
Customer Services	3.8	392	392	474	82
Grants to Voluntary Organisations		336	336	335	(2)
Grants to Voluntary Organisations		336	336	335	(2)
Licensing		(54)	(54)	(39)	15
Licensing		(54)	(54)	(39)	15
Amenity Areas		158	177	182	5
Cemeteries		30	27	24	(3)
Commons and Woodlands		15	15	18	3
Grassed Areas Contribution to HRA		200	200	200	0
Public Conveniences		230	228	204	(24)
Public Space Service		561	561	561	0
Stratford Park		209	211	213	2
Street Naming Maintenance		5	5	7	2
Public Spaces		1,408	1,423	1,408	(15)
Business Rate Collection		(101)	(101)	(103)	(2)
Council Tax Collection		199	199	208	10
Council Tax Support Administration		22	22	3	(19)
Creditors		97	97	84	(13)
Housing Benefit Administration		113	113	26	(87)
Rent Allowances and Rebates		(178)	(178)	233	411
Revenues and Benefits	3.9	152	152	451	299
Hear by Right / Youth Services		105	110	111	0
Youth Services		105	110	111	0
Community Services and Licensing TOTAL		3,010	3,252	3,682	430

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STROUD DISTRICT COUNCIL

COMMUNITY SERVICES AND LICENSING COMMITTEE

THURSDAY, 2 DECEMBER 2021

Report Title	COMMUNITY SERVICES AND LICENSING COMMITTEE REVENUE ESTIMATES – REVISED 2021/22 AND ORIGINAL 2022/23			
Purpose of Report	To present to the committee the revised estimates for 2021/22 and original estimates for 2022/23			
Decision(s)	The Committee RECOMMENDS to Strategy and Resources Committee a) The revised Community Services and Licensing revenue budget for 2021/22 and original 2022/23 revenue budget are approved. b) The Fees and Charges list as shown at Appendix B is approved.			
Consultation and Feedback	Consultation has been undertaken with residents and businesses. Feedback on the outcome of the consultation will be provided to members in January 2022.			
Report Author	Adele Rudkin, Accountant Tel: Email: adele.rudkin@stroud.gov.uk			
Options	The Administration will be considering its budget options at the Strategy and Resources Committee meeting on 27 January 2022. Council will consider the overall budget position for 2022/23 on 17 February 2022.			
Background Papers	None			
Appendices	Appendix A – Committees detailed budgets Appendix B – Fees & Charges			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	No	No

1. BACKGROUND

- 1.1 The Budget Strategy report to Strategy and Resources Committee in October 2021 set out the way in which the Council would approach setting budgets for the forthcoming financial year.
- 1.2 Members will be aware from both the 2021/22 budget and MTFP (approved in January 2021) and the Budget Strategy reports, the Council is facing a number of financial challenges in

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2022/23 and future years. A budget deficit has been forecast in the latter part of the medium term due to anticipated reductions in the level of Government funding and inflationary/cost pressures across the Council's services.

- 1.3 The Medium Term Financial Plan (MTFP) report to Strategy and Resources will set out a projection of General Fund expenditure over the medium term 2022/23 to 2025/26. This report sets out a more detailed analysis of the changes to the Community Services and Licensing Committee budget for 2021/22 (Revised Estimates) and 2022/23 (Original Estimates).
- 1.4 The Committee's service revenue budgets have been prepared in accordance with the budget framework set out in the Budget Strategy report. They are presented in draft format and are subject to further change as the budget setting process progresses. Any subsequent changes will be included in the MTFP report to Strategy and Resources and Council.
- 1.5 **It would be helpful where members have questions on matters of detail if they could be referred to the report author or the appropriate service manager before the meeting.**

2. Summary

- 2.1 The original budget for the Community Services and Licensing Committee was **£3.010m** (the base budget has subsequently been changed to **3.252m**. The revised budget in 2021/22 has been updated with the following adjustments to reflect carry forwards and re-profiling of service budgets.
- 2.2 This has subsequently been used as the base estimate for both 2021/22 revised and 2022/23 original estimates. The revised estimates incorporate changes arising from budget pressures and efficiency savings. The original budget approved in February 2021 has only changed as a result of items reported to the Committee in budget monitoring reports.
- 2.1 The original estimate for Community Services and Licensing budget for 2022/23 is **£3.307m an increase of £55k** on the base budget. This is largely due to the following budget changes, as outlined in table one below.

Summary of change from the 2021/22 Original Budget

Community Services and Licensing Committee	para	2021/22 Revised Estimate (000's)	2022/23 Original Estimate (000's)
Base Budget		3,010	3,252
Virements/adjustments		243	(293)
Recurring changes:			
Pay increases			139
Fees and charges growth			(48)
Contract increases			44
Proposed budget adjustments			212
Net Service Budget		3,252	3,307

3. In year virements/adjustments

3.1 In year virements include carry forwards from prior year, re-distribution of corporate maintenance budgets according to the proposed schedule of works within each Committee.

3.2 Inflation

3.3 **Pay Inflation - £139k**

The 2022/23 salary budgets have been increased by an initial 2.5% in line with budget strategy.

3.4 **Fees & Charges Growth – (£48k)**

Fees and charges budgets have been inflated by 3% unless stated otherwise on the fees and charges appendix.

A full list of fees and charges for this committee is included in Appendix B.

3.5 **Contract Increases - £44k**

Contract inflation has been updated in line with the Budget Strategy.

4. Budget Pressures

SERVICE	Para	REASON FOR PRESSURE/SAVING	2022/23 (£'000)
Revenue & Benefits		Shortfall on Housing Benefit Subsidy (supported accommodation)	200
Customer Services		Staffing (includes two fixed term temporary posts (2 years)	67
Kingshill House		MTFP saving	(5)
Various		Minor adjustments over all services	(50)
		Total Community Services & Licensing	212

4.1 **Revenue & Benefits - £200k pressure**

Simon Killen 01453 754013, simon.killen@stroud.gov.uk

Further budget is likely to be needed to meet the shortfall on housing benefit subsidy claims, as reported previously to this committee. This is principally for supported accommodation. There is a higher rent allowable for supported accommodation, however, if the cost of housing is significantly higher than the amount allowable under housing benefit this cannot all be claimed back through housing benefit subsidy. This means that the excess cost falls back to be met by the General Fund. As the cost and number of placements has continued to increase an additional budget allowance of £200k has currently been included. This will be monitored going forward as additional resource may be required if the current level of pressures continues long term.

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4.2 Customer Services – £67k pressure

Keith Gerrard 01453 754227, keith.gerrard@stroud.gov.uk

Additional staffing costs have been recognised as part of the Customer Services review and transformation. These new posts within the team will strengthen our ability to handle all community contact as efficiently and effectively as possible. It will help provide more resilience and stability with good quality first point of contact and additional support for those with complex needs. This includes two posts that are fixed term for two years.

4.3 Adjustments – (£55k) saving

There are a number of minor adjustments across all services that contribute towards this figure and are generally below the reporting threshold (+/- £20k). An adjustment has been on the Ubico Contract at Stratford Park due to re-allocation of costs on the overall contract. Whilst in isolation this appears to be a saving, the 2022-23 contract has increased.

5. CAPITAL PROGRAMME

- 5.1 Table three below outlines the capital schemes that the Committee is responsible for. These changes have been reflected in the table below, but at this stage, no further changes have been incorporated into the Capital Programme. Council will consider the Capital Programme and the Capital Strategy at their meeting in January 2022.

Table 3 – Capital schemes 2021/22 and 2022/23

	2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2022/23 Original Budget (£'000)
Capital Schemes			
Community Buildings Investment	0	117	0
Stratford Park Lido	30	30	170
Community Services Capital Schemes TOTAL	30	147	170

5.2 Community Building Investment

Discussions have continued to take place with Kingshill House Trust regarding a Community Asset Transfer. A capital budget provision of £50,000 in 2017/18 and £50,000 in 2018/19 was made as part of a funding package to help assist the transfer. A tapering reduction in core funding was also agreed as part of the funding package, (£15K in 21/22). Covid has had a significant impact on Kingshill House and there have been changes on the board of Trustees. The council will need to see a robust business case and be confident that the board is in a position to take on the freehold interest before agreeing final terms and reporting back S&R for approval. Providing the criteria is met then the budget will be spent this year, however this may have to be re-profiled into 2022/23.

5.3 Stratford Park Lido

The planned spend for the Lido in 2022-23 will encompass the following areas, pool heating, disabled access, changing facilities along with establishing any possible match funding from the HLF to fund work on the diving boards which are a listed commodity. This will be discussed and agreed by the Stroud Lido Task and Finish group which will have their first meeting in December 2021. Further updates will be reported to Committee as the project

progresses. It is planned that the work will get underway prior to the opening of the next season particularly on the heating solution for the pool.

6. IMPLICATIONS

6.1 Financial Implications

This report sets out the draft budget relating to the Committee for 2022/23. This will form part of the budget setting process to be considered by Strategy and Resources Committee in January 2022 and Council in February 2022.

Lucy Clothier, Accountancy Manager

Tel: 01543 754343 Email: lucy.clothier@stroud.gov.uk

6.2 Legal Implications

The proposals in this report are designed to meet the Council's statutory obligations in relation to setting a balanced budget. This includes the duty to report to the Council on the robustness of the estimates provided and the adequacy of the financial reserves in place.

One Legal

Tel: 01684 272012 Email: legalservices@onelegal.org.uk

6.3 Equality Implications

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

6.4 Environmental Implications

There are no significant implications within this category.

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Appendix A

		2021/22 Original Budget (£'000)	2021/22 Revised Budget (£'000)	2022/23 Original Budget (£'000)
Community Services Committee	Para Refs			
Careline Services		(106)	(106)	(112)
Community Safety		13	50	13
Neighbourhood Wardens		237	237	243
Stroud and Dursley CCTV		27	27	27
Car park Enforcement		43	0	0
Community Safety		213	207	171
Museum in the Park		402	422	406
Subscription Rooms		4	4	4
Tourism		10	0	0
Cultural Services - Arts and Culture		416	426	410
Community Health & Wellbeing		160	279	165
Cultural Services - Community Health & Wellbeing		160	279	165
Stratford Park Leisure Centre		193	201	214
The Pulse		(312)	(221)	(304)
Cultural Services - Sports Centres		(119)	(20)	(90)
Customer Service Centre		392	392	475
Customer Services		392	392	475
Grants to Voluntary Organisations		336	336	330
Grants to Voluntary Organisations		336	336	330
Licensing		(54)	(54)	(44)
Licensing		(54)	(54)	(44)
Amenity Areas		158	177	171
Cemeteries		30	27	30
Commons and Woodlands		15	15	15
Grassed Areas Contribution to HRA		200	200	200
Public Conveniences		230	228	230
Public Space Service		561	561	560
Stratford Park		209	211	190
Street Naming Maintenance		5	5	5
Public Spaces		1,408	1,423	1,401
Business Rate Collection		(101)	(101)	(101)
Council Tax Collection		199	199	233
Council Tax Support Administration		22	22	25
Creditors		97	97	93
Housing Benefit Administration		113	113	107
Rent Allowances and Rebates		(178)	(178)	22
Revenues and Benefits	3.9	152	152	380
Hear by Right / Youth Services		105	110	109
Youth Services		105	110	109
Community Services and Licensing TOTAL		3,010	3,252	3,307

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Community Services and Licensing Committee

Community Health and Wellbeing

Schedule of Fees and Charges from 1 April 2022

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	
Cardiac Rehab Pay As You Go Class	3.50	3.50	3.50	3.50	0.0%
Respiratory Rehab Pay As You Go Class	3.50	3.50	3.50	3.50	0.0%
Better Balance Pay As You Go Class	3.50	3.50	3.50	3.50	0.0%
Cancer Rehab Pay As You Go Class	3.50	3.50	3.50	3.50	0.0%
Mummy & Me Pay As You Go Class	3.50	3.50	3.50	3.50	0.0%
Cardiac Rehab Pay As You Go Zoom Class	2.25	2.25	2.25	2.25	0.0%
Respiratory Rehab Pay As You Go Zoom Class	2.25	2.25	2.25	2.25	0.0%
Better Balance Pay As You Go Zoom Class	2.25	2.25	2.25	2.25	0.0%
Cancer Rehab Pay As You Go Zoom Class	2.25	2.25	2.25	2.25	0.0%
Mummy & Me Pay As You Go Zoom Class	2.25	2.25	2.25	2.25	0.0%
Cardiac Rehab 10 Class Pass	35.00	35.00	35.00	35.00	0.0%
Respiratory Rehab 10 Class Pass	35.00	35.00	35.00	35.00	0.0%
Better Balance 10 Class Pass	35.00	35.00	35.00	35.00	0.0%
Cancer Rehab 10 Class Pass	35.00	35.00	35.00	35.00	0.0%
Mummy & Me 10 Class Pass	35.00	35.00	35.00	35.00	0.0%
Couples - 10 class pass	55.00	55.00	55.00	55.00	0.0%
Cardiac Rehab 10 Zoom Class Pass	22.50	22.50	22.50	22.50	0.0%
Respiratory Rehab 10 Zoom Class Pass	22.50	22.50	22.50	22.50	0.0%
Better Balance 10 Zoom Class Pass	22.50	22.50	22.50	22.50	0.0%
Cancer Rehab 10 Zoom Class Pass	22.50	22.50	22.50	22.50	0.0%
Mummy & Me 10 Zoom Class Pass	22.50	22.50	22.50	22.50	0.0%
GP Referral Induction	20.00	20.00	20.00	20.00	0.0%
GP Referral sessional attendance	2.00	2.00	2.10	2.10	5.0%
Better Balance Booklets (per book)	1.00	1.00	1.00	1.00	0.0%
Resistance Bands for Better Balance Clients	1.00	1.00	1.00	1.00	0.0%
Wrist/Ankle Weight - .5kg	5.00	5.00	9.95	9.95	99.0%
Wrist/Ankle Weight - 1.0kg	7.50	7.50	11.95	11.95	59.3%
Wrist/Ankle Weight -1 .5kg	10.00	10.00	13.95	13.95	39.5%
Pilates Mat	4.80	4.80	8.00	8.00	66.7%
Hand Weights - 1.0kg	3.10	3.10	6.00	6.00	93.5%
Hand Weights - 2.0kg	7.30	7.30	9.99	9.99	36.8%
Hand Weights - 3.0kg	9.80	9.80	12.99	12.99	32.6%
Partner attending Healthy Lifestyles Class	2.00	2.00	2.30	2.50	15.0%

Community Services and Licensing Committee

Community Health and Wellbeing

Schedule of Fees and Charges from 1 April 2022

Proposed increase in fee/charge from previous year

There is no rise in fees for Classes or GP Referral Inductions for 2022-23, as they were increased substantially in 2021-22. The increase in equipment costs is due to the increase in costs from the suppliers for us to purchase the equipment. The increase in the GP Referral sessional attendance cost is to bring the fee in line with The Pulse.

Basis of charge (eg full cost recovery, statutory charge, subsidised service)

Cost Recovery

Details of any discretionary discounts or concessions

None

Has any benchmarking or consultation been undertaken?

These classes are cheaper than anywhere else across the county and cover costs for instructor and venue hire etc.

Equality Impact Assessment

None

Budget Impact

Costs covered

Community Services and Licensing Committee
Community Services - Careline Services
Schedule of Fees and Charges from 1 April 2022

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	
Careline monitoring only (VAT Exempt)	91.33	91.33	94.07	94.07	3.0%
Careline monitoring only (not VAT Exempt)	91.33	109.60	94.07	112.88	3.0%
Careline rental (VAT Exempt)	189.74	189.74	195.43	195.43	3.0%
Careline rental (not VAT Exempt)	189.74	227.69	195.43	234.52	3.0%
Pendant purchase (VAT Exempt)	52.28	52.28	53.85	53.85	3.0%
Pendant purchase (not VAT Exempt)	52.28	62.74	53.85	64.62	3.0%
ADSL Fliter	2.09	2.51	2.15	2.58	2.9%
Extension lead	6.27	7.52	6.46	7.75	3.0%

Community Services and Licensing Committee
Community Services - Careline Services
Schedule of Fees and Charges from 1 April 2022

Proposed increase in fee/charge from previous year
Increase in line with S&R recommendation

Basis of charge (eg full cost recovery, statutory charge, subsidised service)
Full cost recovery

Details of any discretionary discounts or concessions
None

Has any benchmarking or consultation been undertaken?
Yes, with other similar services operating within Gloucestershire

Equality Impact Assessment
Completed previously. The increase in cost is low and the overall cost is in line with other local authorities offering a similar service.

Budget Impact

Community Services and Licensing Committee
Community Services - Cemeteries
Schedule of Fees and Charges from 1 April 2022

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	

In grave for which no “Exclusive Rights of Burial” has been granted

Single or Meadow plot – not exceeding 1.5m (5ft) in depth:

Person 18 years and over (Rights)	384.00	384.00	396.00	396.00	3.1%
Cremated remains (Rights)	274.00	274.00	282.00	282.00	2.9%

Double – exceeding 1.5m (5ft) in depth but not exceeding 2.1m (7ft):

Any interment (Rights)	384.00	384.00	396.00	396.00	3.1%
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Single or Meadow plot – not exceeding 1.5m (5ft) in depth:

Person 18 years and over (Burial)	452.00	452.00	466.00	466.00	3.1%
Cremated remains (Burial)	131.00	131.00	135.00	135.00	3.1%

Double – exceeding 1.5m (5ft) in depth but not exceeding 2.1m (7ft):

Any interment (Burial)	629.00	629.00	648.00	648.00	3.0%
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In grave for which an “Exclusive Rights of Burial” has been granted

Opening of previously purchased plot – single or meadow	452.00	452.00	466.00	466.00	3.1%
Opening of previously purchased plot – double	629.00	629.00	648.00	648.00	3.0%
Re-opening of previously purchased double plot	452.00	452.00	466.00	466.00	3.1%
Cremated remains in casket	131.00	131.00	135.00	135.00	3.1%

Miscellaneous Charges

Surcharge for Saturday burials	252.00	257.00	260.00	260.00	3.2%
Purchase of “Exclusive Rights of Burial” purchased prior to burial	446.00	446.00	459.00	459.00	2.9%
Purchase of “Exclusive Rights of Burial” for cremated remains	318.00	318.00	328.00	328.00	3.1%
Search fees (records only)	41.00	41.00	42.00	42.00	2.4%
Cremated remains scattered by Cemetery Staff	41.00	41.00	42.00	42.00	2.4%
Transfer of Grave Rights	41.00	41.00	42.00	42.00	2.4%

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Appendix B

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	

**Double fees will be charged for non residents*

Monuments, Gravestones and Monument Inscriptions

Memorial stone with or without plinth not exceeding 1m in height, 60cm width and 30cm depth	213.00	213.00	219.00	219.00	2.8%
A memorial vase only, preferably square or rectangular in shape, to an overall dimension not exceeding 30cm in height and 25cm x 25cm	51.00	51.00	53.00	53.00	3.9%
Additional inscription to a monument	56.00	56.00	58.00	58.00	3.6%
Simple hardwood not exceeding 75cm x 45cm	32.00	32.00	33.00	33.00	3.1%

Cremated Remains Section

Any memorial maximum height 60cm	105.00	105.00	108.00	108.00	2.9%
Plaque in Garden of Remembrance	31.00	31.00	32.00	32.00	3.2%
Purchase and Installation of Post Plaque for Meadow Burial Area	135.00	135.00	139.00	139.00	3.0%

Charges for Green Burials

All burials – single plots only	1,213.00	1,455.60	1,213.00	1,455.60	0.0%
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Cremated Remains Interment

Cremated remains interment	845.00	1,014.00	845.00	1,014.00	0.0%
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Community Services and Licensing Committee

Community Services - Cemeteries

Schedule of Fees and Charges from 1 April 2022

Proposed increase in fee/charge from previous year
Standard 3% with exception of green burial.

Basis of charge (eg full cost recovery, statutory charge, subsidised service)
Full cost recovery

Details of any discretionary discounts or concessions
 **Note VAT is charged on the provision of tree and maintenance works only

Has any benchmarking or consultation been undertaken?
N/A

Equality Impact Assessment
N/A

Budget Impact
Negligible

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Appendix B

Community Services and Licensing Committee

Licensing - Gambling Act 2005

Schedule of Fees and Charges from 1 April 2022

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	

Premise Licence; New Application

Small Casino	5,600.00	5,600.00	5,600.00	5,600.00	0.0%
Large Casino	7,000.00	7,000.00	7,000.00	7,000.00	0.0%
Regional Casino	10,500.00	10,500.00	10,500.00	10,500.00	0.0%
Bingo Club	2,450.00	2,450.00	2,450.00	2,450.00	0.0%
Betting Premises (excluding Tracks)	2,100.00	2,100.00	2,100.00	2,100.00	0.0%
Tracks	1,750.00	1,750.00	1,750.00	1,750.00	0.0%
Family Entertainment Centres	1,400.00	1,400.00	1,400.00	1,400.00	0.0%
Adult Gaming Centre	1,400.00	1,400.00	1,400.00	1,400.00	0.0%

Premises Licence; Annual Fee

Small Casino	3,500.00	3,500.00	3,500.00	3,500.00	0.0%
Large Casino	7,000.00	7,000.00	7,000.00	7,000.00	0.0%
Regional Casino	10,500.00	10,500.00	10,500.00	10,500.00	0.0%
Bingo Club	700.00	700.00	700.00	700.00	0.0%
Betting Premises (excluding Tracks)	420.00	420.00	420.00	420.00	0.0%
Tracks	700.00	700.00	700.00	700.00	0.0%
Family Entertainment Centres	525.00	525.00	525.00	525.00	0.0%
Adult Gaming Centre	700.00	700.00	700.00	700.00	0.0%

Premises Licence; Application to Vary

Small Casino	2,800.00	2,800.00	2,800.00	2,800.00	0.0%
Large Casino	3,500.00	3,500.00	3,500.00	3,500.00	0.0%
Regional Casino	5,250.00	5,250.00	5,250.00	5,250.00	0.0%
Bingo Club	1,225.00	1,225.00	1,225.00	1,225.00	0.0%
Betting Premises (excluding Tracks)	1,050.00	1,050.00	1,050.00	1,050.00	0.0%
Tracks	875.00	875.00	875.00	875.00	0.0%
Family Entertainment Centres	700.00	700.00	700.00	700.00	0.0%
Adult Gaming Centre	700.00	700.00	700.00	700.00	0.0%

Premise Licence; Application to Transfer

Small Casino	1,260.00	1,260.00	1,260.00	1,260.00	0.0%
Large Casino	1,505.00	1,505.00	1,505.00	1,505.00	0.0%
Regional Casino	4,550.00	4,550.00	4,550.00	4,550.00	0.0%
Bingo Club	840.00	840.00	840.00	840.00	0.0%
Betting Premises (excluding Tracks)	840.00	840.00	840.00	840.00	0.0%
Tracks	665.00	665.00	665.00	665.00	0.0%
Family Entertainment Centres	665.00	665.00	665.00	665.00	0.0%
Adult Gaming Centre	840.00	840.00	840.00	840.00	0.0%

Premises Licence; Application for Re-instatement

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Appendix B

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	

Small Casino	1,260.00	1,260.00	1,260.00	1,260.00	0.0%
Large Casino	1,505.00	1,505.00	1,505.00	1,505.00	0.0%
Regional Casino	4,550.00	4,550.00	4,550.00	4,550.00	0.0%
Bingo Club	840.00	840.00	840.00	840.00	0.0%
Betting Premises (excluding Tracks)	840.00	840.00	840.00	840.00	0.0%
Tracks	665.00	665.00	665.00	665.00	0.0%
Family Entertainment Centres	665.00	665.00	665.00	665.00	0.0%
Adult Gaming Centre	840.00	840.00	840.00	840.00	0.0%

Premises Licence; Application for Provisional Statement

Small Casino	5,600.00	5,600.00	5,600.00	5,600.00	0.0%
Large Casino	7,000.00	7,000.00	7,000.00	7,000.00	0.0%
Regional Casino	10,500.00	10,500.00	10,500.00	10,500.00	0.0%
Bingo Club	2,450.00	2,450.00	2,450.00	2,450.00	0.0%
Betting Premises (excluding Tracks)	2,100.00	2,100.00	2,100.00	2,100.00	0.0%
Tracks	1,750.00	1,750.00	1,750.00	1,750.00	0.0%
Family Entertainment Centres	1,400.00	1,400.00	1,400.00	1,400.00	0.0%
Adult Gaming Centre	1,400.00	1,400.00	1,400.00	1,400.00	0.0%

Premises Licence; New licence application for Provisional Statement Holders

Small Casino	2,100.00	2,100.00	2,100.00	2,100.00	0.0%
Large Casino	3,500.00	3,500.00	3,500.00	3,500.00	0.0%
Regional Casino	5,600.00	5,600.00	5,600.00	5,600.00	0.0%
Bingo Club	840.00	840.00	840.00	840.00	0.0%
Betting Premises (excluding Tracks)	840.00	840.00	840.00	840.00	0.0%
Tracks	665.00	665.00	665.00	665.00	0.0%
Family Entertainment Centres	665.00	665.00	665.00	665.00	0.0%
Adult Gaming Centre	840.00	840.00	840.00	840.00	0.0%

All Premises Types

Copy of Licence	25.00	25.00	25.00	25.00	0.0%
Notification of Change	35.00	35.00	35.00	35.00	0.0%

Permits; New Applications

FEC Gaming Machine Permit	300.00	300.00	300.00	300.00	0.0%
Prize Gaming Permit	300.00	300.00	300.00	300.00	0.0%
Club Gaming Permit	200.00	200.00	200.00	200.00	0.0%
Club Machine Permit	200.00	200.00	200.00	200.00	0.0%
Licensed Premise Gaming Machine Permit	150.00	150.00	150.00	150.00	0.0%

Permits; Fast Track Application Fee

Club Gaming Permit	100.00	100.00	100.00	100.00	0.0%
Club Machine Permit	100.00	100.00	100.00	100.00	0.0%

Permits; Renewal Fee – 10 years

FEC Gaming Machine Permit	300.00	300.00	300.00	300.00	0.0%
Prize Gaming Permit	300.00	300.00	300.00	300.00	0.0%

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Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	

Club Gaming Permit	200.00	200.00	200.00	200.00	0.0%
Club Machine Permit	200.00	200.00	200.00	200.00	0.0%

Permits; Annual Fee

Club Gaming Permit	50.00	50.00	50.00	50.00	0.0%
Club Machine Permit	50.00	50.00	50.00	50.00	0.0%
Licensed Premises Gaming Machine Permit	50.00	50.00	50.00	50.00	0.0%

Permits; Transfer

Licensed Premise Gaming Machine Permit	25.00	25.00	25.00	25.00	0.0%
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Permits; Variation

Club Gaming Permit	100.00	100.00	100.00	100.00	0.0%
Club Machine Permit	100.00	100.00	100.00	100.00	0.0%
Licensed Premise Gaming Machine Permit	100.00	100.00	100.00	100.00	0.0%

Permits; Notification of Change of Name

FEC Gaming Machine Permit	25.00	25.00	25.00	25.00	0.0%
Prize Gaming Permit	25.00	25.00	25.00	25.00	0.0%
Licensed Premise Gaming Machine Permit	25.00	25.00	25.00	25.00	0.0%

Permits; All

Copy of Permit	15.00	15.00	15.00	15.00	0.0%
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Small Society Lottery Registration

New Application	40.00	40.00	40.00	40.00	0.0%
Annual Fee	20.00	20.00	20.00	20.00	0.0%

Notifications and Notices

Licensed Premises Paming Machine Notification	50.00	50.00	50.00	50.00	0.0%
Temporary Use Notice	500.00	500.00	500.00	500.00	0.0%
Occasional Use Notice	0.00	0.00	0.00	0.00	0.0%

Community Services and Licensing Committee
Licensing - Gambling Act 2005
Schedule of Fees and Charges from 1 April 2022

Proposed increase in fee/charge from previous year

No Change since Gambling Act came into force in 2006

Basis of charge (eg full cost recovery, statutory charge, subsidised service)

Statutory cap on fees relating to Premises Licences under the Gambling Act. Stroud District Council fees were set in 2006 on a cost recovery basis. They have not been increased since. The fees were set below the Statutory Cap. Fees for permits, notifications and registrations under the Gambling Act are fixed fees set in statute.

Details of any discretionary discounts or concessions

None

Has any benchmarking or consultation been undertaken?

No

Equality Impact Assessment

No

Budget Impact

Stroud District Council only has 7 licensed premises under the Gambling Act 2005 so any changes to the fees for Premises Licences would have little budget impact

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Community Services and Licensing Committee

Licensing - Licensing Act 2003

Schedule of Fees and Charges from 1 April 2022

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	

Premises Licence/Club Premises Certificates - New Application and Major Variation

Band A No rateable value to £4,300	£100.00	£100.00	£100.00	£100.00	0.0%
Band B £4,301 - £33,000	£190.00	£190.00	£190.00	£190.00	0.0%
Band C £33,001 – £87,000	£315.00	£315.00	£315.00	£315.00	0.0%
Band D £87,001 – £125,000	£450.00	£450.00	£450.00	£450.00	0.0%
Band E £125,001 and above	£635.00	£635.00	£635.00	£635.00	0.0%
Band D where premises primarily sell alcohol (Premises Licences only)	£900.00	£900.00	£900.00	£900.00	0.0%
Band E where premises primarily sell alcohol (Premises Licences only)	£1,905.00	£1,905.00	£1,905.00	£1,905.00	0.0%

Premises Licence/Club - Premises Certificates Annual Fee

Band A No rateable value to £4,300	£70.00	£70.00	£70.00	£70.00	0.0%
Band B £4,301 - £33,000	£180.00	£180.00	£180.00	£180.00	0.0%
Band C £33,001 – £87,000	£295.00	£295.00	£295.00	£295.00	0.0%
Band D £87,001 – £125,000	£320.00	£320.00	£320.00	£320.00	0.0%
Band E £125,001 and above	£350.00	£350.00	£350.00	£350.00	0.0%
Band D where premises primarily sell alcohol (Premises Licences only)	£640.00	£640.00	£640.00	£640.00	0.0%
Band E where premises primarily sell alcohol (Premises Licences only)	£1,050.00	£1,050.00	£1,050.00	£1,050.00	0.0%

Premises Licence - New Applications and Major Variations - Extra Fee for Large Events

5,000 – 9,999	£1,000.00	£1,000.00	£1,000.00	£1,000.00	0.0%
10,000 – 14,999	£2,000.00	£2,000.00	£2,000.00	£2,000.00	0.0%
15,000 - 19,999	£4,000.00	£4,000.00	£4,000.00	£4,000.00	0.0%
20,000 - 29,999	£8,000.00	£8,000.00	£8,000.00	£8,000.00	0.0%
30,000 - 39,999	£16,000.00	£16,000.00	£16,000.00	£16,000.00	0.0%
40,000 - 49,999	£24,000.00	£24,000.00	£24,000.00	£24,000.00	0.0%
50,000 - 59,999	£32,000.00	£32,000.00	£32,000.00	£32,000.00	0.0%
60,000 - 69,999	£40,000.00	£40,000.00	£40,000.00	£40,000.00	0.0%
70,000 - 79,999	£48,000.00	£48,000.00	£48,000.00	£48,000.00	0.0%
80,000 - 89,999	£56,000.00	£56,000.00	£56,000.00	£56,000.00	0.0%
90,000 and over	£64,000.00	£64,000.00	£64,000.00	£64,000.00	0.0%

Premises Licence - Annual Fee - Extra Fee for Large Events

5,000 – 9,999	£500.00	£500.00	£500.00	£500.00	0.0%
10,000 – 14,999	£1,000.00	£1,000.00	£1,000.00	£1,000.00	0.0%
15,000 - 19,999	£2,000.00	£2,000.00	£2,000.00	£2,000.00	0.0%
20,000 - 29,999	£4,000.00	£4,000.00	£4,000.00	£4,000.00	0.0%
30,000 - 39,999	£8,000.00	£8,000.00	£8,000.00	£8,000.00	0.0%
40,000 - 49,999	£12,000.00	£12,000.00	£12,000.00	£12,000.00	0.0%
50,000 - 59,999	£16,000.00	£16,000.00	£16,000.00	£16,000.00	0.0%
60,000 - 69,999	£20,000.00	£20,000.00	£20,000.00	£20,000.00	0.0%
70,000 - 79,999	£24,000.00	£24,000.00	£24,000.00	£24,000.00	0.0%
80,000 - 89,999	£28,000.00	£28,000.00	£28,000.00	£28,000.00	0.0%
90,000 and over	£32,000.00	£32,000.00	£32,000.00	£32,000.00	0.0%

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Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	

Premises Licence/Club Premises Certificates - Other Fees

Minor variation application	£89.00	£89.00	£89.00	£89.00	0.0%
Application by Community premises to display designated premises supervisor	£23.00	£23.00	£23.00	£23.00	0.0%
Theft, loss, etc of premises licence or summary	£10.50	£10.50	£10.50	£10.50	0.0%
Application for provisional statement where premises being built, etc	£315.00	£315.00	£315.00	£315.00	0.0%
Notification of change of name or address	£10.50	£10.50	£10.50	£10.50	0.0%
Application to vary licence to specify individual as premises supervisor	£23.00	£23.00	£23.00	£23.00	0.0%
Application for transfer of premises licence	£23.00	£23.00	£23.00	£23.00	0.0%
Interim authority notice following death etc of licence holder	£23.00	£23.00	£23.00	£23.00	0.0%
Notification of change of name or alteration of rules of club	£10.50	£10.50	£10.50	£10.50	0.0%
Change of relevant registered address of club	£10.50	£10.50	£10.50	£10.50	0.0%
Right of freeholder etc to be notified of licensing matters	£21.00	£21.00	£21.00	£21.00	0.0%

Personal Licence

Application for a grant or renewal of personal licence	£37.00	£37.00	£37.00	£37.00	0.0%
Notification of change of name or address	£10.50	£10.50	£10.50	£10.50	0.0%
Theft, loss etc. of personal licence	£10.50	£10.50	£10.50	£10.50	0.0%

Temporary Event Notice

Temporary event notice	£21.00	£21.00	£21.00	£21.00	0.0%
Theft, loss etc. of temporary event notice	£10.50	£10.50	£10.50	£10.50	0.0%

Community Services and Licensing Committee
Licensing - Licensing Act 2003
Schedule of Fees and Charges from 1 April 2022

Proposed increase in fee/charge from previous year

No changes since Licensing Act 2003 came into force in 2005

Basis of charge (eg full cost recovery, statutory charge, subsidised service)

Statutory Charge

Details of any discretionary discounts or concessions

None

Has any benchmarking or consultation been undertaken?

No

Equality Impact Assessment

No

Budget Impact

None

Community Services and Licensing Committee
Licensing - Scrap Metal Dealers
Schedule of Fees and Charges from 1 April 2022

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	
New Application Site Licence - 3 years	398.00	398.00	410.00	410.00	3.0%
Renewal Application Site Licence - 3 years	228.00	228.00	235.00	235.00	3.1%
New Application Collectors Licence - 3 years	263.00	263.00	271.00	271.00	3.0%
Renewal Application Collectors licence - 3 years	165.00	165.00	170.00	170.00	3.0%
Variation Collector to Site	69.00	69.00	71.00	71.00	2.9%
Variation Site to Collector	37.00	37.00	38.00	38.00	2.7%
Change of Name on Licence	16.00	16.00	16.00	16.00	0.0%
Replacement or Additional Licences	11.00	11.00	11.00	11.00	0.0%

Community Services and Licensing Committee

Licensing - Scrap Metal Dealers

Schedule of Fees and Charges from 1 April 2022

Proposed increase in fee/charge from previous year

3% increase except Change of Name on Licenses and Replacement of/Additional Licenses which remain unchanged.
--

Basis of charge (eg full cost recovery, statutory charge, subsidised service)
--

Full cost recovery

Details of any discretionary discounts or concessions
--

None

Has any benchmarking or consultation been undertaken?
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No

Equality Impact Assessment

No

Budget Impact

The number of scrap metal dealer licences issued by Stroud District Council. 3% is the rate of inflation and the annual increase in costs but will have minimal impact on the budget
--

Community Services and Licensing Committee
Licensing - Sex Establishments
Schedule of Fees and Charges from 1 April 2022

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	
New/Variation Application	5,583.00	5,583.00	5,750.00	5,750.00	3.0%
Renewal/Transfer	2,731.00	2,731.00	2,813.00	2,813.00	3.0%

Community Services and Licensing Committee
Licensing - Sex Establishments
Schedule of Fees and Charges from 1 April 2022

Proposed increase in fee/charge from previous year
3%

Basis of charge (eg full cost recovery, statutory charge, subsidised service)
Full Cost recovery

Details of any discretionary discounts or concessions
None

Has any benchmarking or consultation been undertaken?
No

Equality Impact Assessment
No

Budget Impact
None – no licences issued under Sex Establishment Licensing

Community Services and Licensing Committee
Licensing - Street Trading
Schedule of Fees and Charges from 1 April 2022

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	
Consultation New/Variation Application – Mobile Consent	43.00	43.00	44.00	44.00	2.3%
Consulation New/Variation Application – Static Consent	161.00	161.00	166.00	166.00	3.1%
Mobile Trader - Per Quarter	155.00	155.00	160.00	160.00	3.2%
Mobile Trader - Per Annum	568.00	568.00	585.00	585.00	3.0%
Static Traders Band 1 - Per Quarter	568.00	568.00	585.00	585.00	3.0%
Static Traders Band 1 - Per Annum	1,885.00	1,885.00	1,941.00	1,941.00	3.0%
Static Traders Band 2 - Per Quarter	345.00	345.00	355.00	355.00	2.9%
Static Traders Band 2 - Per Annum	1,135.00	1,135.00	1,169.00	1,169.00	3.0%
Short Term Consent - Granted for a period of up to 7 days	34.00	34.00	35.00	35.00	2.9%
Short Term Consent - Additional Days	5.00	5.00	5.00	5.00	0.0%
Market Consent Per Annum for 1 day per week.	1,020	1,020	1,050.00	1,050.00	2.9%
Short Term Consent - Community Event	15.00	15.00	15.00	15.00	0.0%

Community Services and Licensing Committee
Licensing - Street Trading
Schedule of Fees and Charges from 1 April 2022

Proposed increase in fee/charge from previous year
3%

Basis of charge (eg full cost recovery, statutory charge, subsidised service)
Full cost recovery

Details of any discretionary discounts or concessions
None

Has any benchmarking or consultation been undertaken?
No

Equality Impact Assessment
No

Budget Impact
The number of street trading consents issued by Stroud District Council is low. A 3% increase reflects the annual increase in costs but will have minimal impact on the budget

Community Services and Licensing Committee

Licensing - Taxis and Private Hire

Schedule of Fees and Charges from 1 April 2022

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	
Driver licence - New Application 1 year	160.00	160.00	160.00	160.00	0.0%
Driver licence - New Application 3 year	265.00	265.00	265.00	265.00	0.0%
Driver licence - Renewal 1 year	80.00	80.00	80.00	80.00	0.0%
Driver licence - Renewal 3 year	200.00	200.00	200.00	200.00	0.0%
Written Knowledge Test - Taxi Driver only	60.00	60.00	60.00	60.00	0.0%
DVLA check - required on new app and then on every renewal	5.00	5.00	5.00	5.00	0.0%
DBS check - required on new app and then every 3 years	56.00	56.00	56.00	56.00	0.0%
Replacement badge	10.50	10.50	10.50	10.50	0.0%
Vehicle Licence - New Application 1 Year (inc plate)	160.00	160.00	160.00	160.00	0.0%
Vehicle Licence - Renewal 1 year	125.00	125.00	125.00	125.00	0.0%
Transfer (ownership or HCV to PHV) of vehicle licence	30.00	30.00	30.00	30.00	0.0%
Change of Vehicle	45.00	45.00	45.00	45.00	0.0%
Change of Registration of Vehicle	25.00	25.00	25.00	25.00	0.0%
Replacement plate	13.00	13.00	13.00	13.00	0.0%
Bracket	11.00	11.00	11.00	11.00	0.0%
Plate Deposit	25.00	25.00	25.00	25.00	0.0%
Private Hire Plate Exemption	50.00	50.00	50.00	50.00	0.0%
Private Hire Plate Exemption Renewal	25.00	25.00	25.00	25.00	0.0%
Operator New App 1 year	140.00	140.00	140.00	140.00	0.0%
Operator New App 5 year	430.00	430.00	430.00	430.00	0.0%
Operator Renewal 1 year	110.00	110.00	110.00	110.00	0.0%
Operator Renewal 5 year	380.00	380.00	380.00	380.00	0.0%

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Community Services and Licensing Committee

Licensing - Taxis and Private Hire

Schedule of Fees and Charges from 1 April 2022

Proposed increase in fee/charge from previous year

No increase 2022-23

Basis of charge (eg full cost recovery, statutory charge, subsidised service)

In the current financial year (2021/2022) it is anticipated there will be a deficit of approximately £13,000 between taxi licensing costs and taxi fee income. This is largely due to a reduction in the number of taxi licences being issued. A costing exercise based on predicted costs for 2022/2023 show that taxi and private fees will continue to not cover costs and there will continue to be a deficit. During the Covid Pandemic most taxi businesses were unable to work for long periods of time and business has been slow to pick up. Many have struggled financially and a number have surrendered or deferred licences or not renewed. Between April 2020 and April 2021 the number of active licences in Stroud District had dropped by 18%. As of 1 November 2021 there is still a 14% reduction in the number of licences compared to pre-covid numbers. This reflects a national trend of a shortage of taxi drivers and authorities are being encourage to do all they can to help existing businesses to get back on their feet and to encourage new applications. It is therefore considered appropriate to not increase the taxi fees for 2022/2023 but to review them again for 2023/2024 at which point there will hopefully have been a recovery in numbers and costings and incomes will have levelled out to enable a more accurate costing exercise.

Details of any discretionary discounts or concessions

None

Has any benchmarking or consultation been undertaken?

Yes - Stroud District Council's current fees are fairly comparable with current fees within Gloucestershire although our driver licence fees are slightly higher and our vehicle licence fees are slightly lower. Both Cheltenham Borough Council and Gloucester City Council are freezing their taxi and private hire fees for 2022/2023. The other Gloucestershire authorities have not yet made a decision whether to increase fees.

Equality Impact Assessment

No

Budget Impact

Predicted deficit of £10,000 due to continued reduction in numbers of licences issued following the Covid pandemic

Community Services and Licensing Committee
Licensing - Pavement Licences
Schedule of Fees and Charges from 1 April 2022

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	
New Application	100.00	100.00	100.00	100.00	0.0%

Community Services and Licensing Committee

Licensing - Pavement Licences

Schedule of Fees and Charges from 1 April 2022

Proposed increase in fee/charge from previous year

This a temporary Licensing Regime introduced as part of the Governments Covid 19 recovery plans. There is a statutory cap of £100. it will end September 2022. Government are considering making it permanent

Basis of charge (eg full cost recovery, statutory charge, subsidised service)

Full cost recovery

Details of any discretionary discounts or concessions

None

Has any benchmarking or consultation been undertaken?

All Gloucestershire Authorities charged £100 cap

Equality Impact Assessment

None

Budget Impact

None - Very small number of pavement licences

Community Services and Licensing Committee
Museum in the Park
Schedule of Fees and Charges from 1 April 2022

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	

Museum Admission (donations welcome)	0.00	0.00	0.00	0.00	N/A
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Venue Hire

Walled Garden & Pavilion Hire for Evening Functions & Parties (prices start at)	416.67	500.00	416.67	500.00	0.0%
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Learning Pavilion Venue Hire

- per half day	125.00	150.00	125.00	150.00	0.0%
- per day	250.00	300.00	250.00	300.00	0.0%

Gallery 2 Venue Hire

- per half day	79.17	95.00	79.17	95.00	0.0%
- per day	104.17	125.00	104.17	125.00	0.0%
- Evenings per hour (Monday-outside Museum opening hours)	50.00	60.00	50.00	60.00	0.0%
- Educational Course bookings	45.83	55.00	45.83	55.00	0.0%

Refreshments

- Tea & Coffee per person	2.08	2.50	2.08	2.50	0.0%
- Tea, Coffee & Biscuits per person	2.50	3.00	2.50	3.00	0.0%
Use of Flipchart stand, paper & pens	4.17	5.00	4.17	5.00	0.0%

Museum Venue Hire-Evening events-per hour

- Hire of Gallery 2	50.00	60.00	50.00	60.00	0.0%
- Hire of Garden Pavilion	50.00	60.00	50.00	60.00	0.0%
- Hire of above plus access to Mansion House	100.00	120.00	100.00	120.00	0.0%

Collection Charges

Deposition of archaeological archives-per unit (only for sites notified pre-2014)	30.00	36.00	30.00	36.00	0.0%
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Charges vary for collections study group visits, photographic & research services and use of Museum for location filming/photo shoots

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Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	

Learning - Onsite & Outreach

- Learning visits and outreach-per pupil (minimum of £50)	4.00	4.00	4.00	4.00	0.0%
- Hire of Time Boxes - per fortnight	15.00	15.00	15.00	15.00	0.0%

Group Visits, Tours & Community Outreach Talks

Self-guided group visit	0.00	0.00	0.00	0.00	0.0%
Self-guided group visit with tea,coffee, biscuits (per person)	3.00	3.00	3.00	3.00	0.0%
Self-guided group visit with tea,coffee, biscuits, welcome talk/local history slideshow (per person)	6.00	6.00	6.00	6.00	0.0%
Evening group visit & museum tour/talk (per person)	10.00	10.00	10.00	10.00	0.0%

Community Outreach talks and object handling

- per session between 9am and 5pm	45.00	45.00	45.00	45.00	0.0%
- per session outside hours above	55.00	55.00	55.00	55.00	0.0%
Plus travel at 45p per mile (per HMRC rate)					

Gallery Hire for Art Exhibitions

Exclusive hire of Gallery one for Art Exhibitions (per week)	745.83	895.00	745.83	895.00	0.0%
Shared use of Gallery one for Art Exhibitions (per exhibition)	291.67	350.00	291.67	350.00	0.0%
Museum Freelance Technician/ Curator (per hour)	25.00	30.00	25.00	30.00	0.0%
Printing exhibition lables & A2 Introduction panel (per exhibition)	29.17	35.00	29.17	35.00	0.0%
Gallery hire for evening private view (per hour)	50.00	60.00	50.00	60.00	0.0%
Use of Gallery Two for 2D Art/ Local History Exhibitions	0.00	0.00	0.00	0.00	0.0%

Photocopying - per copy

- A4 B&W	0.08	0.10	0.08	0.10	0.0%
- A3 B&W	0.21	0.25	0.21	0.25	0.0%
- A4 Colour	0.42	0.50	0.42	0.50	0.0%
- A3 Colour	0.83	1.00	0.83	1.00	0.0%

Laminating - per sheet

- A4	0.83	1.00	0.83	1.00	0.0%
- A3	1.67	2.00	1.67	2.00	0.0%

Community Services and Licensing Committee
Museum in the Park
Schedule of Fees and Charges from 1 April 2022

Proposed increase in fee/charge from previous year

No increase 2022-23

Basis of charge (eg full cost recovery, statutory charge, subsidised service)

Charges are variable across the service, some set in consultation with other museums, some local, some in response to customer demand. Often they form the basis of discussion with customers (e.g. hire of gallery for exhibition). Corporate price increases are reflected in budget setting even if the fees and charges are not increased (i.e. 'sell' more to meet the target).

Details of any discretionary discounts or concessions

Art Fund Members get 10% off as part of National Art Pass

Has any benchmarking or consultation been undertaken?

For some charges e.g. Archaeological deposits, price per head for pupils.

Equality Impact Assessment

Yes - none of the protected characteristics are affected negatively by our charges.

Budget Impact

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Appendix B

Community Services and Licensing Committee

The Pulse

Schedule of Fees and Charges from 1 April 2022

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	
School Swim-School swimming lessons per child	1.30	1.30	1.40	1.40	7.7%
School Swim-Price per school if they bring less than 22 children	28.05	28.05	29.45	29.45	5.0%
School fitness classes	2.05	2.05	2.10	2.10	2.4%
School instructor fee per 30 minutes	15.40	15.40	16.00	16.00	3.9%
Lifeguard hire for 30 minutes	13.10	13.10	14.00	14.00	6.9%
Standard swim price	3.42	4.10	3.58	4.30	4.8%
concessions swim price	2.04	2.45	2.13	2.55	4.1%
Monthly swim membership	23.79	28.55	24.50	29.40	3.0%
12 session swim card Adult	34.00	40.80	35.83	43.00	5.4%
12 session swim card Concessions	20.42	24.50	21.67	26.00	6.1%
Annual swim card Adult	229.50	275.40	234.17	281.00	2.0%
Adult per lesson	5.80	5.80	6.25	6.25	7.8%
Child Swimming lesson	5.70	5.70	6.25	6.25	9.6%
Direct Debit fee for lessons	23.75	23.75	26.00	26.00	9.5%
Hire of instructor other	25.50	30.60	26.00	31.20	2.0%
Crèche	2.13	2.55	2.17	2.60	2.1%
Parent & Toddler	4.21	5.05	4.33	5.20	2.9%
Pool Hire (per hour)	50.17	60.20	51.17	61.40	2.0%
Party Pack (45 mins) standard	84.17	101.00	85.83	103.00	2.0%
Party menu/ crissy croc,submarine,	30.58	36.70	31.25	37.50	2.2%
Slippery slide and Aqua Glide	38.25	45.90	39.17	47.00	2.4%
Splat	21.25	25.50	21.67	26.00	2.0%
Rafts,shapes,stepping stones	17.00	20.40	17.42	20.90	2.5%
Exterminator	59.50	71.40	60.83	73.00	2.2%
Private Tuition (1:1 ratio)	16.20	16.20	16.80	16.80	3.7%
Private Tuition (1:2 ratio)	19.10	19.10	19.80	19.80	3.7%
Private Tuition (1:3 ratio)	22.10	22.10	22.90	22.90	3.6%
Water fitness classes	6.00	6.00	6.15	6.15	2.5%
Fitness class concessions	3.60	3.60	3.70	3.70	2.8%
Shower	4.42	5.30	4.42	5.30	0.1%
Inflatable Session	3.83	4.60	4.17	5.00	8.8%
Inflatable Session-concessions	2.29	2.75	2.50	3.00	9.1%
Prescribed exercise plan	15.30	15.30	20.00	20.00	30.7%
Exercise referral class	2.05	2.05	2.10	2.10	2.4%
Specialist class - cardiac and respiratory	3.35	3.35	3.50	3.50	4.5%
Monthly Leisure Pass (rolling DD)	34.00	40.80	35.00	42.00	2.9%
Student Leisure Pass	23.38	28.05	23.75	28.50	1.6%
Student rolling	22.08	26.50	22.50	27.00	1.9%
Annual membership students	233.75	280.50	238.33	286.00	2.0%
Adult Annual Membership	346.79	416.15	354.17	425.00	2.1%
Direct Debit joining fee	25.50	30.60	26.25	31.50	2.9%
Off Peak Membership monthly	31.04	37.25	31.66	38.00	2.0%
Off Peak annual new member	306.00	367.20	312.50	375.00	2.1%
One off monthly	39.96	47.95	40.75	48.90	2.0%
Fitness classes at Pulse	6.85	6.85	6.95	6.95	1.5%
Fitness class concessions in Pulse	4.10	4.10	4.15	4.15	1.2%

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Appendix B

Description of Charge	Charge April 2021 - March 2022		Charge April 2022 - March 2023		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	
Spin classes	6.70	6.70	6.80	6.80	1.5%
Spin express	5.10	5.10	5.15	5.15	1.0%
Yoga/Pilates/Tai chi	8.65	8.65	8.75	8.75	1.2%
Yoga/Pilates/Tai chi - concessions	5.20	5.20	5.25	5.25	1.0%
30 minute classes	4.50	4.50	4.60	4.60	2.2%
concessions	2.65	2.65	2.75	2.75	3.8%
Induction	7.15	7.15	7.20	7.20	0.7%
Body trax consultation	21.95	21.95	22.50	22.50	2.5%
Body trax use of scales with results not analysed	5.60	5.60	5.75	5.75	2.7%
Studio Parties	56.54	67.85	58.33	70.00	3.2%

Community Services and Licensing Committee

The Pulse

Schedule of Fees and Charges from 1 April 2022

Proposed increase in fee/charge from previous year

A variable increase is proposed for fees this year in order to both counter rising operational costs and bring us in line with other leisure centres in the wider Gloucestershire area. As an example of rising costs - Pool and cleaning chemicals have risen >12% as a result of both Brexit and the COVID pandemic and utility bills (for which we are a high use centre) are due to escalate later this year and next due to the wholesale price increase expected. Price sampling has also taken place to include 7 local leisure centres to provide a comparison and increases suggested to bring us much closer the average of these other centres.

Basis of charge (eg full cost recovery, statutory charge, subsidised service)

We are a subsidised service however each year we aim to be operationally self sufficient.

Details of any discretionary discounts or concessions

The concessions for swimming and classes is based upon Stroud District Councils district wide concessions scheme.

Has any benchmarking or consultation been undertaken?

The prices were benchmarked against 7 other leisure centres including Stratford Park Leisure Centres current prices.

Equality Impact Assessment

N/A

Budget Impact

The biggest impact will be seen with the increase to Junior swimming lesson. The proposed increase will translate to additional income of £35,000 in the next financial year above the base budget, if accepted.

STROUD DISTRICT COUNCIL
COMMUNITY SERVICES AND LICENSING COMMITTEE

THURSDAY, 2 DECEMBER 2021

Report Title	Council Plan and Performance Indicators relevant to this Committee			
Purpose of Report	For the Committee to agree Performance Indicators for activities and projects detailed in the adopted Council Plan that relate to this Committee.			
Decision(s)	<p>The Committee RESOLVES to:</p> <p>a. Agree on the performance indicators that are relevant to this committee.</p> <p>And</p> <p>The Committee RECOMMENDS to Strategy & Resources that:</p> <p>a. These performance indicators are incorporated in the Council Plan and updated and monitored according to the Council's Performance Management Framework.</p>			
Consultation and Feedback	Strategic Leadership Team (SLT), Alliance Leadership Team (ALT), members of the CS&L Committee and Lead Officers identified in the Council Plan			
Report Author	Sarah Turner, Senior Policy and Governance Officer Email: sarah.turner@stroud.gov.uk			
Options	None			
Background Papers	N/A			
Appendices	Appendix A – Council Plan and performance indicators relating to this Committee			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes/No	Yes/No	Yes/No	Yes/No

1. BACKGROUND

1.1 At its meeting in October Council adopted the Council Plan 2021 – 2026.

1.2 The Council Plan is built on three tiers consisting of our priorities, our objectives and the key projects and activity the council will undertake to achieve our objectives.

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- 1.3** To ensure that the council has a co-ordinated approach to delivering its objectives, the key projects and activities have been outlined in the Delivery Plan which also includes the governance arrangements, the timescale for start and completion of the project and the Lead Officer responsible for the successful delivery.

2. MAIN POINTS

- 2.1** ALT agreed that each committee chair should consult with all members of each committee on the performance indicators, identifying where changes or additions should be made. Appendix A details the delivery plan for this committee with the associated performance indicators.

3. PERFORMANCE MANAGEMENT

- 3.1** The Council's Performance Management Framework has been updated and was agreed at Strategy & Resources Committee in November.
- 3.2** This framework states how the Council Plan will be monitored and reviewed, with the Delivery Plan detailing Performance Indicators against each project or activity to enable progress, or not, to be monitored; the governance arrangements, timescales and lead officer.
- 3.3** The performance indicators are categorised into those that we have direct control over and those we contribute to in partnership but are not wholly responsible for, on a national, regional or local basis, i.e. at county level.
- 3.4** This will be reported by each committee's member performance champions at each cycle of meetings.

4. IMPLICATIONS

4.1 Financial Implications

There are no direct financial implications from agreeing a set of performance indicators.

In developing project plans to achieve Council Plan priorities, officers will consider necessary resources and if additional resources are required this will be the subject of a future committee decision.

Andrew Cummings, Strategic Director of Resources

Tel: 01453 754115 Email: andrew.cummings@stroud.gov.uk

4.2 Legal Implications

None directly arising from this report but legal advice and support will be provided to lead officers to assist them with the delivery of their performance indicators, as appropriate.

One Legal Tel: 01684 272203 Email: legal.services@onelegal.org.uk

4.3 Equality Implications

There are equality considerations incorporated in the council plan with associated measures, these will be regularly reported.

4.2 Environmental Implications

There are no significant implications within this category.

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


THE DELIVERY PLAN

The Delivery Plan outlines the key projects and activity we are committed to undertaking in order to achieve our objectives. Projects which are contributing to one or more of the priorities are denoted by the use of the related priority colour   




ENVIRONMENT AND CLIMATE CHANGE



Protecting and enhancing our environment and leading the district to carbon neutrality in 2030




EC1	Tackle the Climate and Ecological Emergency Achieve the commitments set for 2021-2024 of the Strategy to be a carbon neutral and ecologically sound district by 2030					
<div>EC1.1</div> <div><div><div></div><div></div><div></div></div></div>	Set up a 2030 Core Group to provide high level strategic overview on delivery, engage with external stakeholders and the public, identify funding opportunities and resourcing required to meet them					
Governance		Timescale		Lead officer		
		Start	End			
2030 Cores Group (Community Engagement Board)		Full Council, strategy themes to relevant committee		2021	2021	Rachel Brain
How will we measure success?						
SDC measures: <ul style="list-style-type: none">Community Governance Group work plan identified by Spring 2022Community Governance Group progress to plan included to 2030 annual reporting						
SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none">						
EC1.2	Establish the performance management of the 2030 Strategy across the organisation to monitor and report progress towards the Strategy's aims and commitments					
<div></div>						
Governance		Timescale		Lead officer		
		Start	End			
2030 Core Group (Officer/Member)		Full Council, strategy themes to relevant committee		2021	2021	Eka Nowakowska
How will we measure success?						
SDC measures: <ul style="list-style-type: none">Quarterly PM update reports on Council Plan to relevant Committee on progress for each activity / project						
SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none">Not applicable to this activity						



EC1.3 	Plan and implement the community engagement aspect of the Strategy, to include a 2030 community website and direct activities with residents, linking to the Community Engagement Strategy (CW3.1)			
Governance		Timescale		Lead officer (s)
		Start	End	
2030 Core Group (Officer/Member)	Full Council, strategy themes to relevant committee	2021	2021	Georgia Spooner/Liz Shellam
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none">2030 Community Engagement Board work plan drafted2030 web pages live Spring 2021Number of activities and residents engaged in community engagement aspect of 2030 strategy (performance measure to be determined through Community Engagement work plan) <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none">To be confirmed				
EC4	Mobility / transport Support development of an integrated active travel (walking and cycling) and public transport network and development of electric vehicle charging infrastructure working with county and regional partners			
EC4.4 	Review taxi and private hire licensing conditions to consider moving from an ‘age’ condition to an ‘emissions’ based condition – to encourage an increase in the percentage of low and Ultra Low Emission Vehicles (CN2030 M8)			
Governance		Timescale		Lead officer
		Start	End	
	Community Services & Licensing Committee	2021	2023	Rachel Andrew
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none">Increase the % of taxi and private vehicles that are Euro 6 standard or EV from 50% (2021) to 75% by 2023 <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none">Not applicable to this action				
CW1	Community resilience Support communities to help each other and build resilience through a network of community hubs and other community-led networks, with mental and physical health and wellbeing at its heart			
CW1.1 	Develop community led networks and community hubs across the district by helping communities to develop their own networks and hubs, connecting smaller and larger hubs and providing support and training			




Governance		Timescale		Lead officer (s)
		Start	End	
	Community Services & Licensing Committee	2021	2024	Angela Gillingham / Emma Keating-Clark
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> 10 well managed Hubs across the District serving the local community by the end of 2024 All Hubs connected and working together by the end of 2024 Ange G this is a PI the measure of success is all hubs are connected – each report period will include the number connected and working together Develop a website for Hubs by December 2022, where Hubs can access resources and training Establish a Peer Network for the Hubs by December 2022 <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> 				
CW1.2	Act to improve the physical and mental health and wellbeing of people in the district through delivery of a new 3 year Health and Wellbeing Plan			
Governance		Timescale		Lead officer
		Start	End	
	Community Services & Licensing Committee	2021	2024	Angela Gillingham
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> Write a 3-year health and wellbeing plan which is linked to the Leisure and Wellbeing Strategy by March 2022 Adopt a measure for each element of the action plan which is reported on quarterly through the performance monitoring mechanism <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> 				
CW1.3	Ensure residents continue to receive the advice they need, by continuing our work in partnership with the Citizens Advice Bureau and developing a new Service Level Agreement			
Governance		Timescale		Lead officer
		Start	End	
	Community Services & Licensing Committee	2021	2022	Keith Gerrard
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> SLA with CAB written and signed by 1st April 2022 <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> Not applicable to this actions 				

CW1.4 	Work to reduce the impacts and causes of anti-social behaviour by developing a district wide policy in partnership with the Community Safety Partnership			
Governance		Timescale		Lead officer (s)
		Start	End	
	Community Services & Licensing Committee / Housing Committee	2021	2022	Kevin Topping / Mike Hammond
How will we measure success?				
SDC measures: <ul style="list-style-type: none">Reduction in anti-social behaviour instances/ reports (performance measures to be informed by Stroud Community Safety Panel – awaiting information)Achieve Safer Communities (performance measures to be informed by Stroud Community Safety Panel – awaiting information)Agreed work outcomes with OPCC				
SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none">Measures to be confirmed				
CW1.5 	Appoint Food Justice Champions to work with partners to tackle food injustice, set up a food partnership and develop a food strategy to address the causes of food poverty, promote sustainability and food justice			
Governance		Timescale		Lead officer (s)
		Start	End	
Food Justice Champions	Community Services & Licensing Committee / Council	2021	2022	Angela Gillingham / Emma Keating Clark
How will we measure success?				
SDC measures: <ul style="list-style-type: none">Create a Food Justice task and finish group by December 2021 which will define future performance indicators and is connected to the Health and Wellbeing action planEstablish feeding Stroud partnership by March 2022				
SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none">Ange G – Emma is working with a number of partners on this. PI yet to be established				
CW3	Community Engagement Strengthen local democracy by developing a culture of community engagement to enable greater involvement of residents, council tenants, communities and businesses in decisions on council services and priorities			
CW3.1 	Develop a Community Engagement Strategy, which incorporates the Council’s Hear by Right Commitment for young person’s involvement, and ensures the voice of the community and key stakeholders is at the heart of council priorities			
Governance		Timescale		Lead officer
		Start	End	

Fit for the Future Board		Community Services & Licensing Committee		2021	2023	Mike Hammond
How will we measure success? Mike H – Following a Strategy being produced then the outcomes could be measured as well as implemented						
SDC measures: <ul style="list-style-type: none">• Develop a Community Engagement Strategy and implementation of action plan –• Youth Council are involved in decision making and consultation SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none">• Not applicable to this action						
CW3.2  Improve customer service for residents by procuring a Digital Platform that provides for centralised first contact ensuring an easier access to services and that provides additional support for those with complex needs						
Governance				Timescale		Lead officer
				Start	End	
Fit for the Future Board		Strategy & Resources / Community Services & Licensing Committee		2021	2023	Liz Shellam / Mike Hammond / Adrian Blick
How will we measure success? The programme team will need to perform analysis to understand what first contact services should be centralised, which processes should be targeted for improvement and which of these should be delivered on a self-service basis vs those that need to be delivered by officers as they are handling more complex cases. The team will then be able to assess improvement based on a before and after analysis of performance on a process by process basis.						
SDC measures: <ul style="list-style-type: none">• First contact services centralised• Straightforward processes identified and made available for self-service via the internet• Repetitive processes identified and automated• Resource capacity increased to serve those with complex needs SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none">• Not applicable to this action						
CW3.3  Work with Town and Parish Councils to develop, agree and implement a new strategic approach for partnership working between district, towns and parishes including specific support for rural communities.						
Governance				Timescale		Lead officer
				Start	End	
		Strategy & Resources / Community Services & Licensing Committee		2021	2022	Hannah Emery
How will we measure success?						
SDC measures: <ul style="list-style-type: none">• Formal establishment of a Town and Parish Council Strategy to create a framework and Charter for how we work in partnership.• Number of Town and Parish Councils signed up to the Charter						
2021/22 baseline		2022/23 target		2023/24 target		
0		50%		75%		

SDC contributes to PIs at national, regional or county level:					
<ul style="list-style-type: none"> Not applicable to this action 					
CW4	Leisure and Culture Services Adopt a long term investment plan for leisure services and facilities across the district to ensure everyone has access to good quality leisure opportunities that meet their needs				
CW4.1 	Continue work to ensure that our leisure and wellbeing services are fit for the future by completing the Leisure Review options appraisal as well as supporting the recovery of the leisure centres from the pandemic.				
Governance			Timescale		Lead officer
			Start	End	
Leisure and Wellbeing Task & Finish Group		Community Services & Licensing Committee	2021	2022	Angela Gillingham
How will we measure success?					
SDC measures: <ul style="list-style-type: none"> Agree the preferred management option of leisure, health and wellbeing services by March 2022 Write a 3-year rolling physical activity action plan to deliver the objectives of the Leisure and Wellbeing 20-year strategy by March 2022 (Ange G – once written a set of KPIs will be set against each of the projects. The projects will then be reported on under this code CW4.1) Monitor the recovery of both leisure centres and report quarterly through the performance management mechanism SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"> (Ange G – Once the action plan is in place this can be completed in full) 					
CW4.2 	Working with partners, increase the number, accessibility, and quality of playing pitches, play areas and outside spaces within the district				
Governance			Timescale		Lead officer
			Start	End	
Leisure and Wellbeing Task & Finish Group		Community Services & Licensing Committee	2021	2023	Angela Gillingham / Mike Towson / Kevin Topping / Conrad Moore / Alison Fisk
How will we measure success?					
SDC measures: <ul style="list-style-type: none"> Increase the number, accessibility and quality of 3G and grass pitches in the Stroud District, as identified within the playing pitch strategy (PI measure – by 2023 to have added 1 3G pitch and access to 1 additional grass pitch in Stroud. The strategy sits with Leisure Strategy and will be included within the action plan) SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none"> Support sports clubs with funding applications to improve their playing pitches and changing facilities (dependent on the application) 					
CW4.3 	Increase physical activity and sports participation through our Healthy Lifestyles Scheme and in partnership with the Gloucestershire We Can Move programme				

Governance		Timescale		Lead officer
		Start	End	
Leisure and Wellbeing Task & Finish Group	Community Services & Licensing Committee	2021	2023	Angela Gillingham
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> • Increase the number of referrals to the Healthy Lifestyle Scheme received each year 2021/2022 – (100) 2022/2023 (300) 2023/2024 (450) 2024/2025 (600) • Increase the number of participants who complete the 12 week programme 2021/2022 (30) 2022/2023 (120) 2023/2024 (180) 2024/2025 – (250) • Increase participants at all of our activities including with the Healthy Lifestyles Choose to Move programme Ange G - 2021/2022 –(50) 2022/2023 (100) 2023/2024 – (200) <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> • Ange G - Implement new refer all system which gathers customer referrals and will contribute to accurate reporting of the healthy lifestyles scheme – Refer All launch January 2022 – Active Glos host the system and will generate reports which are delivered to the CCG to show the impact of the scheme across the district. 				
CW4.4 	Support refurbishment of Stratford Park Lido by submitting a bid, in partnership with Stroud Town Council and Friends of the Lido to the National Lottery Heritage Fund			
Governance		Timescale		Lead officer (s)
		Start	End	
	Community Services & Licensing Committee	2021	2024	Angela Gillingham / Mike Hammond / Natalie Whalley
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> • Set up a task and finish group to work on the development of the Stroud Lido • Write a realistic development plan for Stroud Lido based on the findings of the Leisure Strategy and 2019 Stroud Lido business case • Heritage Lottery Fund Bid for Stratford Park Lido submitted by target date Ange G – amount determined by the action plan <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> • Not applicable to this action 				
CW 4.5 	Building on previous work, develop an Arts and Culture Strategy for the District			
Governance		Timescale		Lead officer
		Start	End	
	Community Services & Licensing Committee	2021	2024	Keith Gerrard
<p>How will we measure success?</p> <p>SDC measures:</p> <ul style="list-style-type: none"> • Arts and Culture Strategy developed and agreed upon by 2024 with an agreed action plan <p>SDC contributes to PIs at national, regional or county level:</p> <ul style="list-style-type: none"> • Not applicable to this action 				

CW4.6 	Implement the Museum in the Park's free-to-join Supporter Scheme to provide residents with exciting opportunities to engage with the museum and extend community reach to new audiences ensuring the museum remains at the heart of the wider community				
Governance			Timescale		Lead officer
			Start	End	
Museum in the Park Governing Body		Community Services & Licensing Committee	2021	2022	Kevin Ward
How will we measure success?					
SDC measures: <ul style="list-style-type: none">The successful implementation as per the project plan of the museum membership scheme by end of March 2022 SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none">Not applicable to this action					
CW5	Equality, diversity and inclusion Embed equality, diversity and inclusion as a priority across the Council and the District with targeted support for those who experience the most disadvantage in our communities				
CW5.4 	Work with partners to improve the accessibility and welcome of public spaces and shops, and improve awareness of impairments both visible and invisible				
Governance			Timescale		Lead officer
			Start	End	
		Strategy & Resources / Community Services & Licensing	2021	Ongoing	Amy Beckett
How will we measure success?					
SDC measures: <ul style="list-style-type: none">% of public spaces and shops that have accessible access (performance measure to be determined in first period) SDC contributes to PIs at national, regional or county level: <ul style="list-style-type: none">Not applicable to this action					
CW5.5 	Work with partners to support older people to stay in their homes for longer and continue to work to become a dementia friendly district				
Governance			Timescale		Lead officer
			Start	End	
		Community Services & Licensing Committee	2021	2024	Angela Gillingham
How will we measure success?					
SDC measures: <ul style="list-style-type: none">(performance measure to be determined in first period and will be informed through dialogue with adult social care/Integrated Care System)					

SDC contributes to PIs at national, regional or county level:

- Continue strategic planning in partnership with Integrated Locality Partnership (ILP) and Integrated Care System (ICS)
- Continue to progress the agreed action plan for older people, frailty and carers with ILP working group
- Work with partners to establish Stroud Dementia Action Alliance
- Contribute to Gloucestershire Dementia Action Alliance Ange - Was told specifically not to put any numbers against areas we cannot control. We will report on progress related to the action plans under this section once plan is developed

PRIORITY: ECONOMIC, RECOVERY AND REGENERATION

Supporting a thriving and resilient economy

ER1	Economic recovery			
	Support our high streets and businesses to enable recovery of the local economy from the impacts of COVID-19 and building foundations for a sustainable and inclusive local economy			
ER1.4	Work with partners across Stroud district to grow a sustainable visitor economy, including the night time economy, walking and cycling, culture and leisure attractions			
Governance		Timescale		Lead officer
		Start	End	
Community Services & Licensing Committee		2021	Ongoing	Amy Beckett
How will we measure success?				
SDC measures:				
<ul style="list-style-type: none"> • % increase in expenditure by tourists in the district based on –(performance measure to be determined in first period) 2019/20 data is £149,610,000 Direct Visitor spend 				
SDC contributes to PIs at national, regional or county level:				
<ul style="list-style-type: none"> • To be confirmed 				

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STROUD DISTRICT COUNCIL

COMMUNITY SERVICES AND LICENSING COMMITTEE

THURSDAY, 2 DECEMBER 2021

Report Title	COMMUNITY WELLBEING GRANTS 22/23			
Purpose of Report	To provide feedback on the revised 2020-21 Community Wellbeing Grant process to committee and propose changes to improve accessibility and effectiveness of the process.			
Decision(s)	The Committee RESOLVES to approve and adopt the recommendations made in Section 3 of this Report for the 2022 Community Wellbeing Grant process.			
Consultation and Feedback	Voluntary & Community Sector Alliance Barnwood Trust Gloucestershire Rural Community Council Grant applicants Officers involved in administering the grant and on the decision panel.			
Report Author	Emma Keating Clark, Community Health & Wellbeing Manager Tel: Email: emma.keatingclark@stroud.gov.uk			
Options	The term of the Community Wellbeing Grant may depend on the terms of Stroud District Council's own Government grant. Therefore the options to consider should be: 1, 2 or 3 year term.			
Background Papers				
Appendices	Appendix A – 20/21 Community Wellbeing Grant Application Guidance Appendix B – Proposed 'Small Community Grant' application form for up to £1k.			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	No	No	Yes	No

1. INTRODUCTION / BACKGROUND

- 1.1** This report considers feedback on the revised 2020-21 Community Wellbeing Grant, from the team administering the grant, applicants and the decision panel members.

2. MAIN POINTS

2.1 Feedback on grant criteria:

The 20-21 grants process was revised to include more robust funding criteria. This was welcomed by the grants panel. The weighting between criteria was difficult to judge for

Agenda Item 8

the officers who were on the decision panel. Some applicants who were unfamiliar with methodology about their work in a 'wellbeing' context found it difficult to apply the new criteria. The lead officer helped applicants with any difficulties, to enable them to apply before the deadline.

Considerations for the next round of Community Wellbeing Grants:

- Create clearer guidance on the weighting for the decision panel.
- Continue to provide advice to applicants where needed.

2.2 Feedback on application process:

The online tool used to gather applications at first seemed simple but when dealing with over 70 applications it caused difficulties for the applicants as well as the admin team. It was easy to mistakenly submit the application without saving, as a result some applications were lost completely and had to be re-sent by email. The automated messages proved difficult to manage. The process was not good for either the applicants or the team managing it.

Completing the application questions become very time consuming for the applicants, much more so than the previous Community Investment Grants which only had a couple of simple questions.

For many, this was normal for bid writing, and for larger grants the time spent applying was worth the time invested. For less experienced and smaller organisations, this was a difficult task. The application form needs to be shorter for those applying for small grants

Considerations for the next round of Community Wellbeing Grants:

- Gather applications through a dedicated Grants email inbox and set up automatic replies. Access can be shared with appropriate staff and information retrieved easily.
- Create two funding streams, larger Community Wellbeing Grant with an in depth application and Small Grants stream with a simpler application form.

2.3 Feedback on Decision Making Process:

The panel consisted of six officers from the 2030 Strategy team, Youth Service, Leisure Services, Community Wellbeing and Cultural Services. Unfortunately, due to staff absence, no one from Housing could attend, however going forward they will be included.

The process of reading 79 lengthy applications before the panel meetings took approximately two days for each officer. In addition to this two afternoon decision panels deliberated over the applications. Feedback from the officers concluded that this was too much officer time to continue as an annual process.

The panel work was a great opportunity to learn how our community organisations contribute to the work streams of other Council services. The panel tested a number of ways of sharing scores and deliberating on decisions which will assist for the next round of applications.

Considerations for the next round of Community Wellbeing Grants:

- A longer grant term to justify the officer time required to process applications.
- A panel decision should only be required for the larger grants of 1k upwards reducing officer time.
- Smaller grants of up to £1k with simpler applications decided by the Lead Officer and the Committee Chair. This is a similar process to the covid response grants. (See Appendices A and B to compare long application to proposed short application).

2.4 Feedback on term of award:

Feedback from our colleagues in the voluntary and community sector and county advocates for the voluntary sector, (the VCS Alliance, Barnwood Trust and Gloucestershire Rural Community Council) informs us that funding for two or three years is preferable to an annual process. This approach creates a more resilient sector by allowing for continuity of service, enabling projects to take root and develop into sustainable services which have a positive impact on the local community.

The negative impact of a longer grant term is:

- organisations who miss the first applications have to wait longer for the next round of grants.
- If projects are not working, money may be wasted.
- SDC Grant funding needs to be secured for longer than a year.

Considerations for the next round of Community Wellbeing Grants:

- The Community Wellbeing grant to be extended to a 3-year term.
- The grant timetable to be communicated in advance to the local community with a clear criteria on how this money can be used.
- Advice applicants who miss our grant deadline to engage with the Lucky Severn Lottery and other funders in the County.
- Funding should be withdrawn in years 2 and 3 if the applicants does not meet monitoring guidelines.
- Smaller, simpler grants available on a quarterly basis to support small projects.

3. CONCLUSION

3.1 Recommendations for 2022

- 3.1.1 Create clearer guidance on the weighting for the decision panel.
- 3.1.2 Continue to provide advice to applicants where needed.
- 3.1.3 Gather applications through a dedicated Grants email inbox.
- 3.1.4 Create two funding streams, a larger Community Wellbeing Grant with an in depth application and Small Grants stream with a simpler application form.
- 3.1.5 Smaller grants with simpler applications should be decided every quarter by the Lead Officer and the Committee Chair as is the current COVID Response Grant process.

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- 3.1.6 The Community Wellbeing Grant term should be extended to a 3-year term on condition of satisfactory monitoring.
- 3.1.7 Funding conditions could be withdrawn in years 2 or 3 if the project fails to meet the agreed milestones

4. IMPLICATIONS

4.1 Financial Implications

There are no direct financial implications arising from this report as it recommending processes and conditions. The extension to the 3 year term will only be in conjunction with the receipt of the funding stream.

[Adele Rudkin, Accountant]

Tel: 01453 754109 Email: adele.rudkinud.gov.uk

4.2 Legal Implications

The Council can rely on the General Power of Competence under Section 1 of the Localism Act 2011 to provide grants to community groups.

Provided that the grants are paid to local groups for use in the Stroud area, these grants should not be 'subsidies' for the purposes of the Trade and Co-operation Agreement between the UK and the EU as it is unlikely that they will be deemed to affect trade or investment between the UK and the EU.

To safeguard public funds, a grant agreement should be entered into with the groups to record the purpose of the grant and require repayment of the grant should it not be used for that purpose. This could be a letter for small amounts and a more formal agreement for larger sums. One Legal can assist with the review of the grant agreements to advise if they need amending due to the revised process.

One Legal

Legalservices@onelegal.org.uk 01684 272203.

4.3 Equality Implications

An EIA has not been carried out by Officer in relation to the recommendations in this report because the implications remain largely the same as the previous year's grant review and EIA Report. The only exception is that the introduction of a new simpler Small Grants process will hopefully allow smaller, less formalised groups with less experience of writing bids to access funding. It is hoped that this will improve equality of access to funding. As discussed, support will be offered to any groups wishing to apply for the larger grant fund should they need it.

4.3 Environmental Implications

There are no significant implications within this category.

Community Resilience & Wellbeing Grant 2021

Application Guidance

We appreciate that not all community groups are experienced at writing funding applications. We are here to support you so if need help or advice about your application do get in touch at hwb@stroud.gov.uk or call 07976 314477. This document will help you prepare your application information.

Each question is equally weighted in the application scoring process.

We appreciate you may not be able to answer fully against each criteria but please complete with as much relevant detail about your organisation as you can.

If you are applying for this funding in order to develop your activities against any of these criteria please explain this. We are keen to support groups to develop.

The following questions are based on the themes of reducing inequality and promoting wellbeing by supporting physical, mental and financial health, social connection, arts, culture, heritage and the environment:

8. Please state how this funding will be used, both the purpose and a brief budget outline.

9. Do you operate as some sort of Community Hub, i.e. an organisation responding to community needs by working with local people as well as voluntary and statutory services? Statutory services might include for example, health or care professionals, police or council services.

10. This fund aims to reduce inequality for those who are overlooked, unheard or lack the skills or confidence to make change on their own. In what way do you empower individuals or community groups to make change in their own community and feel confident about doing it? If you follow any particular approach to working with your community such as Asset Based Community Development, Community Building or Community Organising please explain this.

11. In what ways do you recognise and respond to the challenges facing those in protected characteristic groups (for example age, disability, gender, race, religion or belief, sexual orientation). This criteria is important to Stroud District Council's aim of reducing inequality and promoting wellbeing. For example you might have made changes to your organisation as a result of the Black Lives Matter campaign or you might have developed alternative ways of gathering feedback to ensure you respond to a more diverse range of views. For a full list of protected characteristics and more information about equality visit <https://www.equalityhumanrights.com/en/equality-act/protected-characteristics>.

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Appendix A

12. In what way do you support people to connect, come together and support one another online or face to face, outdoors or indoors? Social connection is an important part of wellbeing and the COVID-19 pandemic made this very challenging. In 2021, indoor and outdoor spaces where people can safely meet, social activities, phone support and help to get people online will all be crucial to combat depression, loneliness and social isolation.

13. In what way do you support people to be aware of and access support for mental health, wellbeing, financial and social issues from the statutory and community sectors? Reducing inequality and promoting wellbeing often means supporting people to access the right help at the right time. Community groups are often best placed to do this as they know their residents well and are trusted by them. Health, care and advice professionals rely on great links with community groups to reach the people who need them most.

14. In what way do you support inactive people to become more physically active? Raising physical activity levels is a priority for Stroud District Council because helping people to move from being totally inactive to fairly active makes the greatest impact on their physical and mental health. There are lots of reasons why people find it hard to be physically active so community support and innovative ways to change behaviours and overcome barriers are needed.

15. In what way do you provide genuinely accessible opportunities in one or more of the following areas?

- Improving wellbeing
- Being physically active
- Engaging with heritage
- Engaging in arts
- Undertaking cultural activities
- Understanding or tackling our climate challenge and ecological collapse

Value for the Community

The new Community Resilience & Wellbeing Grant aims to distribute community funding equitably across the Stroud District.

Funding amounts may be awarded in relation to the size of the area covered by your activity or the complex needs of the people with whom you are working. If you are working in an area of high need or a place with few community resources this will be taken into consideration.

We are interesting in supporting large and small organisations but if you are working

in a very small area, it might be useful to approach your Parish or Town Council first. Many have funds that are easy for local groups to access.

This Grant also aims to enable organisations to apply for match funding from other sources. If you would like advice about how to find alternative funding contact hwb@stroud.gov.uk or 07976 314477.

The following questions will help the decision panel to assess value for the community:

16. Which area of Stroud District do you cover?

17. Are you using this funding to access matched resources from another source, for example financial, in kind or voluntary hours?

18. Roughly how many people will this funding allow you to support? Please note the next question asks more specifically about any work you do with people with complex needs.

19. Roughly how many people with complex issues will this funding allow you to support?

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Small Community Grants

Guidance for Community Groups

Purpose

The purpose of this fund is to support local voluntary sector agencies and community groups who are supporting the wellbeing of their communities.

Funding Limits

Organisations may apply for up to £1,000. The aim is to share the fund fairly across the whole district. If more funding is required, a more detailed conversation with the applicant will be held.

Who can apply?

- Community or voluntary groups
- Registered Charities
- Community Interest Companies
- Town and Parish Councils.

How do I apply?

Complete this application form and email it to hwb@stroud.gov.uk. New applications will be considered every three months.

SDC Small Community Grants

Please complete this page and email it to hwb@stroud.gov.uk

Name of Organisation:

Contact Details (contact name/email/phone/address):

How much funding do you need?

How will you use that funding to support community wellbeing?

Which part of Stroud District will benefit from this funding?

Please give us your organisation's:

Bank name and address:

Sort code:

Account number:

If your organisation does not have a bank account, please suggest an existing community organisation or local (town or parish) council who could hold the funds for you. If you do not know of any, we can help you to find a suitable partner.

STROUD DISTRICT COUNCIL

COMMUNITY SERVICES AND LICENSING COMMITTEE

THURSDAY, 2 DECEMBER 2021

Report Title	MANAGEMENT OPTIONS APPRAISAL
Purpose of Report	To provide information and rationale to Community Services & Licensing (CS&L) committee to enable committee to make an informed choice on which is the preferred management option for Stroud District Council to manage their leisure assets from 1 st November 2024.
Decision(s)	<p>The Committee RESOLVED to:</p> <ol style="list-style-type: none"> 1. Agree the recommendation by the Leisure Review Management Option Task and Finish Group that a company with 'Teckal' exemptions is adopted as the preferred option for Stroud District Council to manage its Leisure Centres from 1st November 2024. 2. Delegate authority to the Strategic Director of Communities in consultation with the Chair of Community Services & Licensing to explore the Local Authority Trading Company options and reporting back to this committee providing a full financial analysis including board structure.
Consultation and Feedback	<p>A task and finish group (T&F) was set up to consult on all the management options.</p> <p>A management options appraisal process report is attached to the report.</p>
Report Author	<p>Angela Gillingham, Project Manager Leisure, Health and Wellbeing</p> <p>Tel: Email: angela.gillingham@stroud.gov.uk</p>
Options	<p>This report highlights 2 main options for the committee to consider:</p> <ol style="list-style-type: none"> 1.Inhouse 2.Local Authority Trading Company (LATC) with Teckal exemption <p>Four other options were considered and discounted as part of the process. Details of all the options are contained within the appendices</p>

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Appendices	Appendix A – Full management options appraisal report (appendix 16 of the Leisure and wellbeing evidence report. Appendix B – Priority Evaluation Appendix C – In house vs. LATC review Appendix D – Equality Impact Assessment Appendix E - Leisure centre evidence report Appendix F - Management options appraisal process report			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	No

1. INTRODUCTION / BACKGROUND

- 1.1 In September 2021 CS&L committee delegated authority to the Strategic Director of Communities in consultation with the chair of CS&L to make recommendations to this committee on the preferred management option of the leisure centres, the Museum in the Park and Health and Wellbeing services post October 2024
- 1.2 A task and finish group was set up of cross-party members to work with the lead officer and the leisure consultants (Max Associates) to determine the best options for Stroud District Council.
- 1.3 Prior to the task and finish being set up the council's leisure strategy project team commissioned the consultants to conduct a management options appraisal as part of the development of the strategy. The full appraisal is found in Appendix 1
- 1.4 In order for a fresh and balanced approach appendix 1 was not shared with T&F until they had developed their own set of priorities.
- 1.5 The T&F group met on six occasions to review the information presented to them and to come up with an option to recommend to this committee to consider and take forward as their preferred option. (subject to further checks on business evaluation and VAT implications).
- 1.6 The irrecoverable tax threshold could have a negative effect across the entire council in relation to recovery of tax on all purchases.
- 1.7 The Ealing Rule is subject to the recovery of VAT on all leisure income
- 1.8 Both irrecoverable tax and the Ealing rule could affect the in-house option. Further details will be provided at the committee meeting on the 2nd December This is due to the timing of the report being written and the pending report from the tax specialist.

2. The Management Options Appraisal

- 2.1 Due to the leisure contract at Stratford Park Leisure Centre finishing on 31st October 2024, SDC had to undertake a management options appraisal. This was an opportunity to

review how all the leisure, health and wellbeing facilities & services were being managed.

2.2 Stratford Park Leisure Centre, The Pulse Dursley, The Museum in the Park and Health and Wellbeing services were all included within the initial scope of the appraisal. This was a potential opportunity to include all services under one management contract/structure.

2.3 Max Associates completed two options appraisals as part of the process – Appraisal one

- This included six management options where all the pros and cons were presented to the project team on each of the following options.
 - Inhouse
 - External
 - Local Authority Trading Company (LATC)
 - Not for Profit Direct Organisation (NPDO)
 - Joint Venture
 - Asset transfer
- From an early stage of the process, it became clear that whichever option was chosen SDC would have to consider Prudential Borrowing to invest in developing their current and future leisure assets
- The project team discounted 2 management options in the initial stages as not being fit to explore further, based upon the pros and cons presented by the consultants
- These options were Joint venture and Asset Transfer (details are presented within the management options appraisal process report page 7 and in appendix 1 pros and cons page 15 and 22.
- Indicative financial analysis took place including the set-up fees, operational surplus post investment and the time to set up each of the new options (appendix 1 pages 17 -22
- An evaluation framework was set up and each of the four remaining options were scored (appendix 1 pages 23 – 55)
- The in-house option at this stage came out as the most attractive to SDC to manage all services with LATC and external coming in joint 2nd for the management of the leisure centres. The LATC performed better than the external option for managing the Museum and Health and Wellbeing services
- At this point we had not considered the impact of irrecoverable VAT to the council – this was to be explored at a later stage.

2.4 T&F – Appraisal two

- T&F met on six occasions to discuss the outcomes of the strategy with its focus being on *the Management Options Appraisal*.
- The group were given an overview of all 6 options and immediately discounted the same options as the project team
- T&F were asked to independently decide the areas they considered to be the most important to them after being presented with 12 different options
- These options were discussed and with a unanimous decision being taken after debating, they focused on the key areas which were important to them
- These options were:
 - Delivery of council objectives/strategic outcomes and being fit for future

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- Customer experience and satisfaction including exemplar provision of council and community facilities across the district
 - Revenue costs
 - Council influence and control
 - Staffing – using local employment, impact on terms and conditions, paying the living wage for the lowest paid staff
 - Giving up control of facilities related to leisure, health, and wellbeing in return for investment.
 - Max Associates took these options and undertook a priority evaluation (appendix 2) detailing what this meant under the 4 remaining management options
 - After these options were presented T&F decided to focus on In-house and LATC as the preferred options to take forward – see management options appraisal process and rationale report page 11
 - Max Associates completed the second management options appraisal on the two remaining options including an indicative revenue position based upon the two leisure centres only with both options scoring the same. (appendix 3)
- 2.5 The impact of the recommendation on the Council's VAT position, such as the Irrecoverable VAT threshold and the "Ealing Rule" is still subject to further investigation. The Council's VAT consultants have been engaged to investigate these implications.
- 2.6 At the time of writing this report the scoping of this exercise has not taken place, but by the time of the committee meeting an update will be given on any details known at that point and the further VAT work that will be undertaken.
- 2.7 Further background work has been undertaken by the officers to fully understand the management options and how they are applied to investment and delivery. An overview is attached to this report (appendix 3). Should members wish to consider the more detailed financial information, the committee would need to enter a closed session where the public and press are excluded. This is pursuant to the provisions of Section 100 (A)(4) of the Local Government Act 1972, on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

3. CONCLUSION/RECOMMENDATION

- 3.1 Both models would serve the council and district well and would be able to deliver on what is important as we still hold an in-house team with leisure expertise within the council. The LATC option would provide existing staff a greater chance to develop and grow within a new company as it develops
- 3.2 Based upon 2019/2020 actual operating costs the LATC is estimated save SDC 200k per year prior to any facility investment whereas the in-house option would cost an additional 107K (these costs are indicative)
- 3.3 The saving could be used towards the revenue costs of capital investment incurred so that the council could develop its facilities as outlined within the Leisure and Wellbeing strategy

- 3.4** In a mature year after investment the LATC could create a surplus of 350K as opposed to 260K from the in-house operation. In a LATC the surplus once the fee is paid to the council would generate a sinking fund for future lifecycle costs as opposed to the surplus being lost within the main council budget
- 3.5** An LATC would require a board of directors which is included within its revenue central costs. The council could benefit from the LATC buying in the services of certain departments such as finance and HR generating an additional income from the company. The LATC would be able to go out to market to purchase services.
- 3.6** On both options the risk of reward and failure will still sit with the council.
- 3.7** LATC would benefit from an 80% reduction in NNDR, additional VAT savings on income and reduced pension costs. All these costs are considerably higher in an in-house option which is why the T&F recommend that LATC is the preferred option.
- 3.8** Further recommendations conclude that the Museum and Health and Wellbeing services are kept out of the Management Options at this stage and are reconsidered once the LATC has matured.

4. Timescales

- 4.1** As previously stated the current contract for Stratford Park Leisure Centre ends on the 31st October 2024
- 4.2** In order for the council to meet this deadline and to set up a new company without disrupting service the following milestones will need to be met:
- Decision by CS&L on the preferred option (December 2021)
 - Decision by CS&L (March 2022) to recommend that S&R (April 2022) endorse the new company option
 - Full council (April 2022) adopt the recommendation
- 4.3** Subject to above approval, work starts on setting up new company and handover arrangements with current contractor reporting back to CS&L on the progress at each milestone until the full handover in October 2024.
- 4.4** A full project plan will be drawn up by officers in consultation with task& finish on the implementation of the new company and the handover of the current contract.

5 IMPLICATIONS

5.1 Financial Implications

The estimated financial implications are set out in the body of the report.

As described in the report detailed VAT advice is being sought. The results of this advice will be reported back through the Task and Finish Group and then to this committee.

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Andrew Cummings, Strategic Director of Resources

Tel: 01453 754115 Email: andrew.cummings@stroud.gov.uk

5.2 Legal Implications

The Council has powers to provide such recreational facilities as it sees fit pursuant to Section 19 of the Local Government (Miscellaneous Provisions) Act 1976.

The Council may set up a wholly owned company under s95 of the Local Government Act 2003 where it wishes to carry out a function (in this case, leisure provision) for a commercial purpose. The Council may also transfer functions directly to a wholly owned company, without competition, if the following conditions set out in Regulation 12(1) of the Public Contract Regulations 2015 apply:

- (a) the Council exercises, over the company, a control which is similar to that which it exercises over its own departments;
- (b) more than 80% of the activities of the company are carried out in the performance of tasks entrusted to it by the Council; and
- (c) there is no direct private capital participation in the company.

Legal support and advice will be provided in respect of the various legal documentation required to set up a new company and in respect of its operation e.g., Articles of Association, Members/Shareholder agreement, service contract for the delivery of services to the Council, novation of existing contracts, support agreements if the Council wishes to provide services back to the new company and leases for occupation of council land/buildings. The Council will also need to comply with other legislative requirements such as the Transfer of Undertakings (Protection of Employment) Regulations 2006 (in respect of staff) and Data Protection legislation (in respect of personal data/customers). Some specialist external legal advice may be required as the project progresses.

One Legal

Tel: 01684 2722203 Email: legal.services@onelegal.org.uk

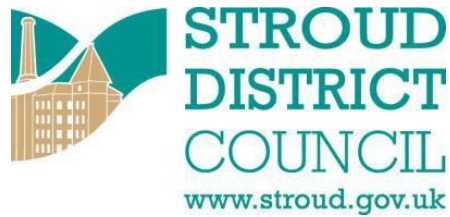
5.3 Equality Implications

An EIA has been carried out by Officers in relation to the decision made in this report and no equality implications arise.

5.4 Environmental Implications

There are no significant implications within this category.

Item 9 - Appendix A



Stroud District Council

Strategy for Leisure and Wellbeing in Stroud District 2021 - 2040

Appendix 16 – Management Options Appraisal

August 2021



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Leisure and Wellbeing Strategy for the Stroud District 2021 - 2040 Appendix A Appendix 16 - Management Options Appraisal

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Glossary	
ADM	Alternative Delivery Models
SPLC	Stratford Park Leisure Centre
SDC	Stroud District Council

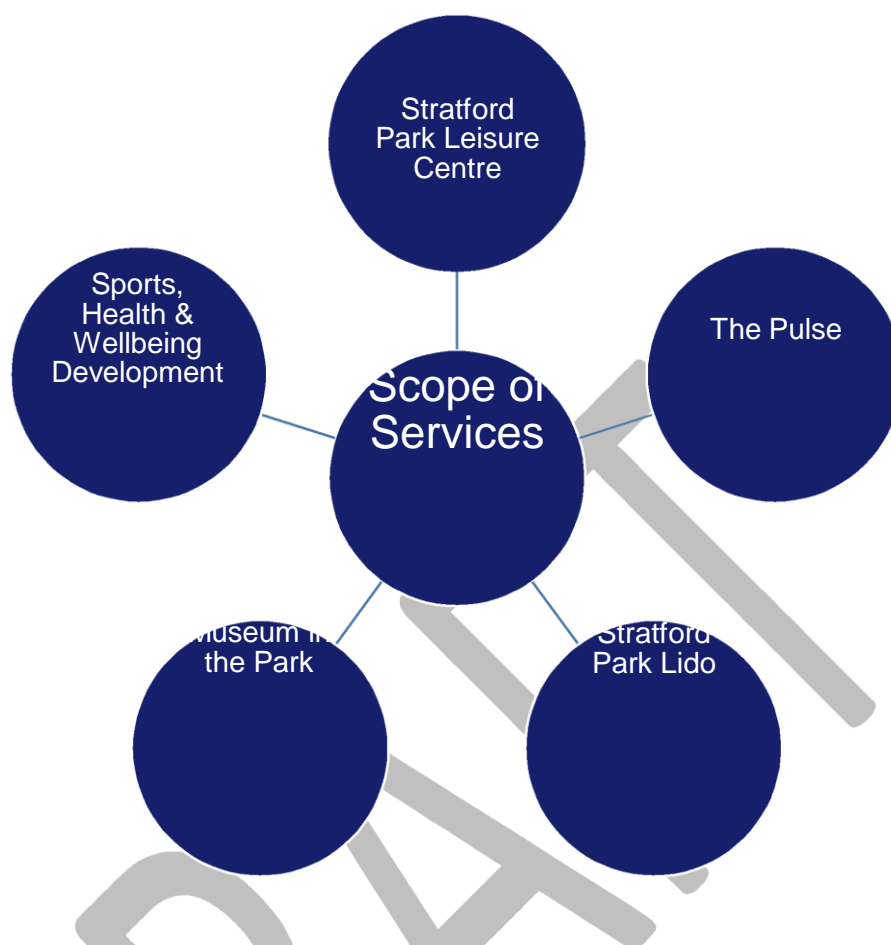
1 Introduction

- 1.1. This report considers the alternative management options to deliver the services and facilities within the Council's leisure centre portfolio.
- 1.2. The Council is undertaking a Strategy for Leisure and Wellbeing in the Stroud District for its leisure services and facilities.
- 1.3. Stage 1 and 2 (out of 4 stages), sets out the Council's wider strategic outcomes which physical activity can positively impact and the detailed analysis on which facilities and services are needed to deliver these outcomes.
- 1.4. This report considers the most suitable way of managing the services and facilities to support the effective delivery of outcomes and key performance indicators as well as considering financial and risk impacts of each model.
- 1.5. It is imperative that the model can not only deliver against the strategic outcomes for the leisure and wellbeing services but is a good fit with the Council's culture and political aspirations.

2 Scope of Services

- 2.1 The scope of services being considered within the appraisal is set out in the infographic overleaf. Currently Stratford Park Leisure Centre and the Lido are managed by Sports and Leisure Management (SLM, also referred to as Everyone Active) and The Pulse and Museum in the Park is managed in-house. Sports, health and wellbeing development is delivered directly by the Council.

Figure 1 – Scope of Services

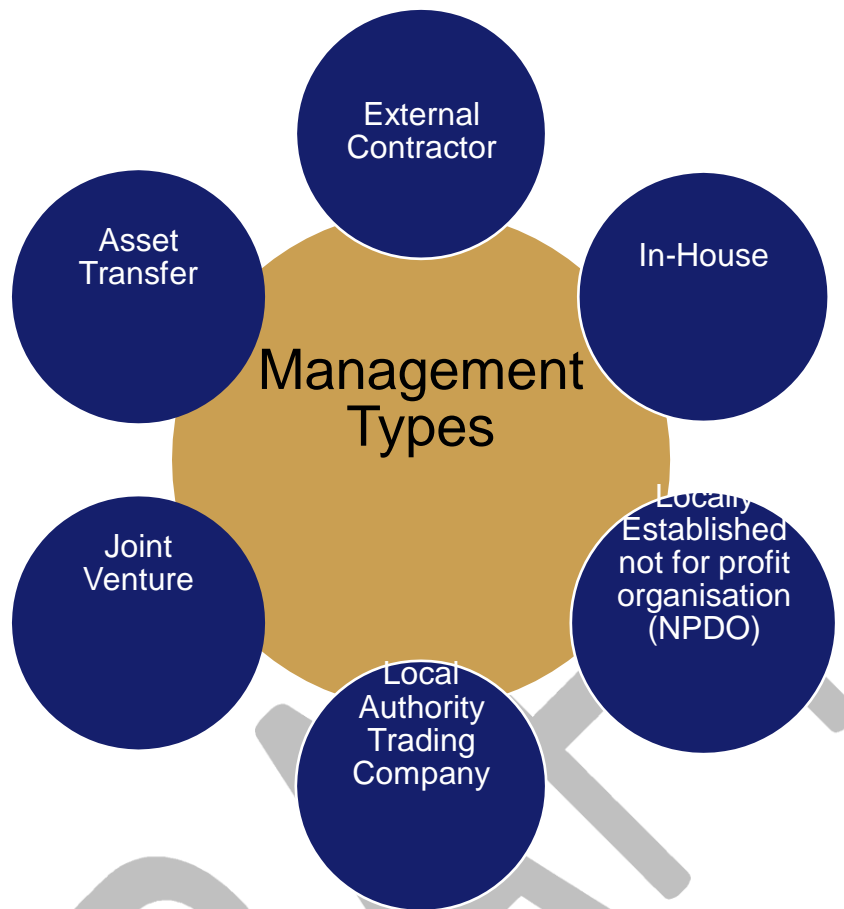


- 2.2 The council's contract with Sport and Leisure Management (SLM) was agreed on 1 November 2011 for the 10-year period to 31 October 2021 and included the option to extend it for a further period of 3 years to 31 October 2024, subject to further approval.
- 2.3 To allow time for proper consideration to be given to the future of leisure in the district, including management arrangements for its facilities, the 3-year extension option was enacted. SLM will continue running Stratford Park Leisure Centre for the specified additional period of 3 years up to 31 October 2024.

3 Management Options

- 3.1 Following consultation with the Council the five types of delivery model being explored for the service as set out overleaf. These different types of model may be suitable for all or some of the services.

Figure 2 – Management Types for Consideration



3.2 Delivery Model Characteristics

The characteristics for each model are set out below.

3.2.1

3.3 Re-procure a Contractor

The Council could re-procure services, under similar arrangements as the existing contract with SLM, for Stratford Park Leisure Centre only or for the whole scope as detailed in figure 1.

3.3.2 The council would retain strategic control of the service and outcomes via its service specification. The responsibilities of each of the parties are defined within a contract. Specifications are output based, with the contractor providing method statements which form part of the contract, detailing their approach to achieving the specification requirements.

3.3.3 The contractor takes a prescribed level of risk. The contractor is normally provided a degree of flexibility in programming, pricing and marketing and is committed to meeting Council objectives; for example, increasing participation and reducing subsidy.

3.3.4 Within the last few years, some contractors are becoming more risk adverse, or are costing in premiums where they must accept more risk than they are normally willing to take. Councils are increasingly having to accept a 'shared' risk position in, for example, utility tariffs, building structure (particularly in ageing facilities), buildings insurance,

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pension contribution rates and change in law. (Please also see para 3.5 below in relation to recent impact of Covid 19 on the market).

- 3.3.5 Contractors are normally able to provide the Council with investment in facilities for either back log maintenance or facility developments which will increase usage and income.
- 3.3.6 Most external operators have governance structures that can lever in NNDR / VAT efficiencies, although the Council needs to be clear where the risk will lie if any NNDR / VAT savings are not realised or are lost during the contract period.
- 3.3.7 These organisations are commercially focused and able to optimise income generation from leisure facilities, gyms, swimming lessons and group exercise classes. This can enable cross-subsidy to resource community interventions where specified within the contract, or the savings used for direct delivery of these programmes by the Council.
- 3.3.8 Larger multi-site leisure operators tend to have significant buying power, economies of scale and standardised systems of work. This is often linked to a corporate feel / brand and look to customer facing areas in the facilities they manage.
- 3.3.9 Staff would transfer under TUPE regulations from SLM and the Council to any new external contractor. Senior management will normally be based at a head office and not locally. Their focus will be on the whole organisation rather than on local issues. Local issues will be the focus of contract / regional manager.

3.4 Impact of Covid

- 3.4.1 Consultation with the market has been on-going since the start of the Covid pandemic and subsequent lockdown. Consultation suggests that the market will be selective in any future bidding whilst the industry recovers. It will require short term open book (1-2 years) and income benchmarking part through the contract. If another lockdown occurs, the market expects open book deficit funding, however the Council may be able to secure this to exclude contract margin and operator profit.
- 3.4.2 It is likely that a market opportunity would be more attractive from autumn / winter 2021 onwards, once there is more data relating to user habits in the short term. Given the Stroud contract with SLM does not expire until 2024, it is expected that the sector will have made a good recovery from Covid by this point.
- 3.4.3 Through the procurement of the contract the Council will be able to transfer a degree of trading risk, however some will remain with the Council, such as qualifying change in law, particularly post Covid. Therefore whilst there will be benefits and economic efficiencies, the impact of Covid will lead to a greater sharing of risk between operators and local authorities.

3.5 In-House

- 3.5.1 The services will be delivered through direct management of facilities through frontline staff.
- 3.5.2 The Council will have full responsibility for all income risk and expenditure be responsible for future lifecycle investment and replacement of equipment. With this, the Council will have full control over all aspects of service delivery including pricing, programming and marketing.

3.5.3 The in-house option allows for full flexibility for delivery and decision making from elected members. Staff can work across the leisure and wellbeing service and with other Council services with ease.

3.5.4 The Council has direct delivery of what is seen as a high-profile service for the community.

3.5.5 When considering investment, the Council will be responsible for generating sufficient surplus to pay the capital repayment for prudential borrowing for any newly developed centres.

3.5.6 The main disadvantage is the increase in costs due to the following which significantly impacts the commerciality of the contract:

- the majority of income being standard rated
- full NNDR costs being payable
- staff would transfer back to Stroud District Council from SLM and therefore be eligible for LGPS and standards terms and conditions, (this would impact any future outsourcing arrangements).

3.5.7 This has led many Councils to consider LATCs as a mechanism for 'insourcing', i.e. putting services into a wholly owned company or joint venture. Unlike bringing back the service into the Council itself, this provides the opportunity to trade externally as well as delivering services on behalf of the owning authority.

3.6 Local Authority Trading Organisation (LATC)

3.6.1 The Council would establish an 'arm's length' organisation to run the facilities and services on its behalf.

3.6.2 LATCs are bodies that are free to operate as external companies but remain wholly owned and controlled by the parent council(s). As trading bodies, LATCs can provide their services to a wider market than a council department.

3.6.3 LATCs are contracted by the parent council (or councils) to provide services back to the council(s) via a service contract.

3.6.4 However, the council may decide to apply the Teckal¹ exemption, which allows the authority to establish a LATC without the requirement for a procurement exercise. It is based on case law but is codified in the Public Contracts Regulations 2015. In general, the terms of exemption require:

- the council to control the vehicle as if it were an internal department, with there being no direct private share or ownership participation in the company (this is known as the control test).
- more than 80% of the vehicle's activities to be with its 'parent' council (this is known as the function test).

¹ A "Teckal" company is the common name for a **company which benefits from contracts for works, services or supply** from its controlling Contracting Authority (or Authorities) without having to go through a competitive tender process.

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3.6.5 A LATC can be set up as not-for-profit which are able to benefit from similar tax exemption benefits to an NPDO trust. However, it would not have charitable status.

3.6.6 They can be a preferred 'cultural fit', compared to procured and independent charity models. However, both risk and reward remain with the Council

3.6.7 There are many forms which a new organisation could take, including but not limited to the following, the structures are likely to benefit from efficient NNDR and VAT benefits:

- Co-operative or Community Benefit Society;
- Company Limited by Guarantee (CLG);
- Charitable Incorporated Organisation (CIO);
- Community Interest Company (CIC);

3.6.8 **Appendix 16a** sets out the key features, principal legislation, governing documents, and other considerations of each model.

3.7 Locally established, not for profit distributing organisation (local NPDO)

3.7.1 The council could set up a charitable organisation to manage the centres. This would be a local organisation including staff that would TUPE from the existing facilities. The governance can be determined to most suit the needs of the council.

3.7.2 The local NPDO would be eligible for mandatory/discretionary national nondomestic rates (NNDR) relief.

3.7.3 Income on most sporting activities is exempt from VAT, however VAT on corresponding expenditure is non-recoverable.

3.7.4 Services should be defined within an output-based specification and be supported by a contract / partnership agreement and relevant leases. This would define the level of responsibilities and risk each partner takes.

3.7.5 However, it should be noted that prior the 2015 Public Procurement Regulations, local authorities were able to set up a local charitable NPDO to run services without the need to undertake a competitive tendering process. However, since 2015 local authorities can still set up an NPDO, but it would have tender for the services in the open market if the services were to be run under a management contract.

3.7.6 Therefore, whilst there are many benefits from a locally established NPDO, the main disadvantage is that the Council may need to set up the NPDO and undertake a procurement process, in which the company could tender.

3.8 Joint Venture

3.8.1 The term joint venture can describe a range of different commercial arrangements between two or more separate entities. Each party contributes resources to the venture and a new business is created in which the parties collaborate and share the risks and benefits associated with the venture.

- 3.8.2 A party may provide land, capital, intellectual property, experienced staff, equipment, or any other form of asset. Each party generally has an expertise or need which is central to the development and success of the new business which they decide to create together. It is also vital that the parties have a 'shared vision' about the objectives for the joint venture.
- 3.8.3 In the case of leisure, a joint venture may involve the council and one or more third party establishing a new entity.
- 3.8.4 The joint venture vehicle can take several structures including companies limited by shares, companies limited by guarantee, Community Benefit Societies, Cooperatives for example.
- 3.8.5 Each party must be clear on the intended length of term of the joint venture, its goals and objectives, how the parties will achieve a return on investment and how they will protect their investment if another party wishes to exit or fails to perform their obligations. Normally, all parties share the risks and rewards in line with their ownership of the joint venture.
- 3.8.6 Ownership of the joint venture would conventionally be split across each of the parties involved. Typically, this would be determined by the appetite of the council to share ownership, and the level of investment and risk taken on by each party.
- 3.8.7 There are no specific limitations within the joint venture model, although the founding parties may wish to limit the remit of the venture in terms of the nature, scope and scale of services that can be provided. Depending on the legal form assumed, there may be limitations in terms of which services can be delivered and how.
- 3.8.8 Similar to the re-procurement option, the council would procure joint venture partners or, once established the JV would have to go through the same procurement regulations for a management operator.
- 3.8.9 **JV with another local authority**
- 3.8.10 Joint ventures (JV) have become increasingly popular as a means of leveraging growth, between public sector entities. Using a JV model to partner with other local authorities or local authority trading companies could mean that public procurement is not necessary when it falls under the provisions of Regulation 12 (the Teckal exemption) – when this occurs and the fit between the two parties is right, a contract may be directly awarded.
- 3.8.11 Local authority retains less control but there is shared risk and greater opportunities
- 3.8.12 The cultural fit may be better than outsourcing
- 3.8.13 JVs have typically been used for investments, waste, highways, facilities management and social care.
- 3.8.14 Partnerships and companies are treated differently for direct tax. A VAT cost sharing group could be achieved, but inappropriate planning could result in VAT costs.

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3.9 Asset transfer - Long term lease (without restrictions)

- 3.9.1 The centres would be transferred via a long-term lease to external organisations. This is more likely to occur on an individual facility basis than across all centres. The leases can either contain restrictive covenants so that the use of the land is reserved for sport and physical activity purposes or come without any restrictions and allow disposal of the site for a commercial value.
- 3.9.2 The council could lease any high value leisure sites, to commercial operators in exchange for revenue which can be taken as a saving or improvement to the current position, to support the capital repayment.
- 3.9.3 The arrangements are primarily 'property-based transactions' as opposed to 'management contracts'; the land and asset arrangement being the main object of the transaction rather a contract for services which, if over threshold, would stand to be procured.
- 3.9.4 The absence of a services specification can mean that the council cannot influence the service and specify that it must provide access to all sections of the community in line with the Equalities Act (2010).
- 3.9.5 Building lease values will be negatively impacted by older buildings which have significant building liabilities.
- 3.9.6 Commercial operators may, for example, be interested in the fitness and dry facilities within centres but may not wish to continue with the swimming pool operation as is (or manage it on a commercial membership basis with limited casual and concession access), to maximise income.
- 3.9.7 If there was market interest for a commercial lease arrangement for one or more of the centres, the council may be left with the operational (and financial) responsibilities of the remaining portfolio, without the ability to benefit from economies of scale of managing a portfolio of facilities (under any management model).

3.10 Advantages & Disadvantages

- 3.11 The advantages and disadvantages of each option are outlined in the table overleaf.

Table 1 – Advantages and disadvantages of Alternative Delivery Models

Option External Contractor	Financial Advantages	Quality Advantages	Risks
	<ul style="list-style-type: none"> • Undertake a competitive process to manage leisure centres • Gain the benefits of organisation already set up to maximise VAT and NNDR efficiencies. • More commercial with health and fitness membership sales swimming lesson income, catering and retail. • Economies of scale in purchasing utilities, R&M contracts, fitness equipment etc. • Profit share mechanism in place. (Although if contract doesn't perform to projections, no benefit to the Council.) • The Council has an agreed management fee profile, which gives budget certainty and ability to plan for the long term. • Can deliver, large scale development projects and will provide the Council with cost certainty for a project or scheme. (Funding would be from the Council.) 	<ul style="list-style-type: none"> • An output-based contract can be developed linked current Council priorities, as set out in the Leisure and Wellbeing Strategy, so the Council does not need to be involved in day-to-day operations. • Links with NGBs, suppliers and other physical activity providers in implement new programmes / activities across their portfolios. • Head office specialists enable operations to be the 'latest' in the market. Enables best practice from several contracts to be disseminated across facilities. • Likely to be better placed to successfully operate in a competitive commercial fitness market. • Branding and marketing strong. • Generally, have well-structured Quality Management systems covering general operations, H&S, all product areas etc. 	<ul style="list-style-type: none"> • A contract and specification that ensures roles and responsibilities are clearly defined between the parties. • Income risk and most expenditure risk. • Larger operators are able to 'spread' the risk of the contract across their company. • Contractors, and in particular those with 'hybrid trust' structures, may propose that risk on loss of NNDR and VAT relief, even where their structures are eligible for such relief, remains with the Council. • Partners are becoming increasingly unlikely to accept risk on utilities tariffs, LGPS pension contributions; NJA salary rises above inflation and building structure of older buildings. • Contracts will include pandemic related clauses, with risk remaining with the Council. • Response may be limited from the market due to recovery from Covid impact on business. • Financial risk premiums built into the tender price.

Option	Financial Disadvantages	Quality Disadvantages	Other Considerations
	<ul style="list-style-type: none"> Market likely to include higher risk premiums following Covid Will want a contract / risk profile to protect against impact of Covid or similar circumstances in the future. Changes to the specification / contract require a variation that can affect the management fee and can incur legal costs. The Council is obliged to fulfil its responsibilities or be subject to a claim from the operator. 	<ul style="list-style-type: none"> Operations can be 'corporate' as opposed to locally led. Operator from larger organisations likely to wish to use own branding and corporate procedures for core income generating activities; fitness and swimming lessons. It can be harder to work with other partners effectively; other council departments, education, CSP's 	<ul style="list-style-type: none"> The council will have to undertake a compliant (OJEU) procurement procedure to select a new operator. Cost of procurement; officer and external support. Timescales – 18 months including mobilisation (see below)
Option LATC	Financial Advantages	Quality Advantages	Risks
	<ul style="list-style-type: none"> The Council can support the LATC in respect of investment opportunities in relation to prudential borrowing etc. New investment opportunities can be negotiated at any time during the contract period. Can maximise VAT and NNDR efficiencies Operate commercially support services – can purchase from the industry (e.g., marketing) or Council (payroll) 	<ul style="list-style-type: none"> Closer links with the community through local organisation Single focus on service delivery Staff feel more involved in the service delivery as not part of a large organisation. Set up and deliver community led co-produced programmes to have real impact on residents Perceived there is a better 'partnership' approach. Providing the authority with more direct strategic control over the service than a third party would Being politically more appealing as the authority is the shareholder High level of control retained. 	<ul style="list-style-type: none"> A contract and specification that ensures roles and responsibilities are clearly defined between the parties, but ultimately risk remains with the Council. Often set up with less well defined contract, so that responsibilities are not clearly defined, or it is believed that contract terms are more easily varied (for example to meet council budget requirements). In many cases, funding agreements for LATCs are only agreed for the short term: 3-4 years, so the company operates on a short-term basis, which can be detrimental to the service. Reputational impact if organisation not successful.

Option	Financial	Quality	
	Disadvantages	Disadvantages	Other Considerations
	<ul style="list-style-type: none"> Less able to withstand significant changes in leisure trends. No other contract/sites to absorb poor financial performance. Few economies of scale realised. Likely higher central costs than the current model. High central costs may reduce levels of potential surplus. 	<ul style="list-style-type: none"> A board of trustees / directors need to be recruited. All operational procedures would have to be developed by the new organisation. No expertise from a 'head office'. Expertise re. market led product development may need to be bought in or learned as products mature in the industry. Leisure Centre marketing and branding expertise will need to be developed. Can have a more relaxed approach to monitoring (for example with no deduction mechanism) in place, which can lead to service delivery issues. 	<ul style="list-style-type: none"> Can be set up in a timely manner There will be significant set-up costs One off cost for branding for centres. A new organisation will require a large working capital budget to start the company, the Council may need to provide a contingency/cashflow fund for the new organisation. There will need to be suitable lease / contract / funding agreement / services specification set up between the new organisation and the council. Timescales – 12-15 months (see below)
Option	Financial	Quality	
NPDO – the advantages and disadvantages are similar to a LATC, with these differences.	Advantages	Advantages	Risks
	<ul style="list-style-type: none"> "Trust" status makes it easier to apply for external funding All profits are re-invested back into the services / facilities, ensuring local investment. 		
	Disadvantages	Disadvantages	Other Considerations
		<ul style="list-style-type: none"> The Council has less influence as it is led by a Board of Trustees. Board of Trustees obliged to put the interests of the Trust first. 	<ul style="list-style-type: none"> The Council cannot directly appoint a contract to a newly established NPDO without undertaking a competitive procurement.

Option In-house	Financial Advantages	Quality Advantages	Risks
	<ul style="list-style-type: none"> Council does not pay for any risk premiums, can easily change service inputs to meet budgetary requirements. Share support costs with other departments. Economies of scale normally achieved in utilities purchasing. Effective purchase ledger and accompanying budget monitoring systems in place. Low costs in providing capital if the Council has access to it. A staffing structure can be put in place to serve both leisure centres. Due to the success of the current in-house provision knowledge and experience would be shared across the service. 	<ul style="list-style-type: none"> Increases Council control over leisure services More effective cross department working; public health, education, open spaces and community development. Officers have autonomy to make local decisions Members / officers feel that they 'own / have control' of the services Changes in priorities can be implemented quickly. Joined up service provision for residents 	<ul style="list-style-type: none"> All risk sits with the Council
	Disadvantages	Disadvantages	Other Considerations
	<ul style="list-style-type: none"> There will be initial costs to bring Stratford Park Leisure Centre back in-house. Higher staffing costs due to Council terms and conditions, although it is noted that SLM is currently required to pay Real Living Wage. Increased costs due to staff being able to access the LGPS. The Council will not have the benefit of NNDR and VAT relief (unless Ealing Ruling is applied) Additional resource may be required within the Council to support the contract e.g. HR and finance. 	<ul style="list-style-type: none"> Limited access to the benefits of developing new opportunities and from economies of scale and also to the wider knowledge gained by experienced operators for innovation and development. Can be slower to react to introduce income generating schemes. Without a defined specification, service delivery is often based upon short term priorities. Often behind in industry innovation and new market led products, (for example, ICT initiatives). 	

Option	Financial	Quality	
	<ul style="list-style-type: none"> Budget set year on year and may be subject to reductions with changing priorities of council or central government. Central/support costs of the Council can be arbitrarily included in leisure budgets and disproportionate to overall service. Any savings made within the service will go to the general fund and may lead to a reduced budget in the following year, not re-invested into the service / facilities. No 'sinking' fund in place for future lifecycle building works and equipment replacement 	<ul style="list-style-type: none"> Officers must use council procedures / contracts in areas that are not as effective / suitable for the services, for example ICT / marketing and branding. The Council can be slow to react to implement change and is less able to react quickly to a highly competitive fitness market. Reporting is predominantly about financial and usage performance as opposed to outputs and impacts of the service. 	
Option	Financial	Quality	
Joint Venture – the advantages and disadvantages are similar to in-house with these differences.	Advantages	Advantages	Risks
	<ul style="list-style-type: none"> Work in parallel to achieve similar outcomes, Economies of scale of officer time and resource. With a larger portfolio, gain economies of scale. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Issues of risk sharing across two council areas.
	Disadvantages	Disadvantages	Other Considerations
	<ul style="list-style-type: none"> May end up with one contract 'cross subsidising the other' Will not benefit from significant economies of scale. 	<ul style="list-style-type: none"> Requires political agreement of joint working. With neighbouring authorities implementing their own leisure/physical activity strategies, the Councils are likely to have different aims and objectives 	
Option	Financial	Quality	
Asset Transfer	Advantages	Advantages	Risks
	<ul style="list-style-type: none"> The Council will have no financial responsibilities, resulting in savings against the current budget. 	<ul style="list-style-type: none"> Transferring some or all of the facilities will create additional resource 	<ul style="list-style-type: none"> All risk is removed from the Council

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Appendix 16 - Management Options Appraisal

Option			
		within the Council to concentrate on other areas/priorities.	
	Disadvantages	Disadvantages	Other Considerations
	<ul style="list-style-type: none"> If the facility performs well the Council will not share in the benefit. 	<ul style="list-style-type: none"> The Council will have no control or input into the quality of services delivered If the centres/facilities are not operated to a high standard it could have negative impact on the Councils reputation. 	

3.12 Set Up Costs and Timetable

- 3.12.1 Each alternative delivery model will have a different lead in time to set up. Re-procuring a new contract will require a new contract, leases and services specification being developed.
- 3.12.2 A LATC will require similar documentation and the recruitment and appointment of directors.
- 3.12.3 Any new company will require formal registration / company documents, and the recruitment of the senior management team (Chief Executive/Finance Director etc).
- 3.12.4 The advisor fees are estimates and will be dependent upon whether the council uses its own legal, financial and property services to procure the contract and leases for the new arrangements or it uses external advisors.
- 3.12.5 The table below sets out indicative timescales and costs for each option.

Table 2 - Implementation Timescales

External Contractor - Procurement	
Action	Timescale
Commission internal and external procurement of legal / procurement / project management support	2 months
Pre-procurement work – (objectives, draft specification / contract, leases and evaluation methods in parallel with agreeing hand-back arrangements from SLM)	3 months
Selective questionnaire stage and evaluation / de-selection	2 months
Tender stage (assuming competitive dialogue / competitive procedure with negotiation procurement route)	7/8 months
Award and council sign off	1/2 month
Mobilisation of new operator	3 months
Total	18 months

Bring the service in house (SPLC & Lido only) / Set up LATC	
Action	Timescale
Governance set up (if new company)	1 month
Technical set up – IT / phones / websites etc	3 months
TUPE and staff consultation / considerations – alignment of staff designations to council structure (or new structures) and recruitment of new staff (board of trustees for local trust)	6 months
Purchasing of uniform, supplies and equipment	2 months
Setting up on-going suppliers (fitness / IT / buildings etc)	3 months
Business planning / financial assessment – services and impact on council as a whole (e.g. VAT)	3 months
Marketing and branding development and implementation	6 months
Quality and H&S systems – development and implementation	3 months
Total (some works streams can be completed in parallel)	12

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Set up NPDO	
Action	Timescale
Governance set up (if new company)	1 month
Technical set up – IT / phones / websites etc	3 months
TUPE and staff consultation / considerations – alignment of staff designations to council structure (or new structures) and recruitment of new staff (board of trustees for local trust)	6 months
Purchasing of uniform, supplies and equipment	2 months
Setting up on-going suppliers (fitness / IT / buildings etc)	3 months
Business planning / financial assessment – services and impact on council as a whole (e.g. VAT)	3 months
Marketing and branding development and implementation	6 months
Quality and H&S systems – development and implementation	3 months
Commission internal and external procurement of legal / procurement / project management support	2 months
Pre-procurement work – (objectives, draft specification / contract, leases and evaluation methods in parallel with agreeing hand-back arrangements from SLM)	3 months
Selective questionnaire stage and evaluation / de-selection	2 months
Tender stage (assuming competitive dialogue / competitive procedure with negotiation procurement route)	7/8 months
Award and council sign off	1/2 month
Mobilisation of new operator	3 months
Total (some works streams can be completed in parallel)	24 months

3.12.6 Outlined below are the indicative set up and ongoing operational cost if a new LATC or NPDO were established.

3.12.7 The new LATC/NPDO will be required to establish operational procedures and risk assessments and ensure all staff are trained in these prior to taking on management of the centres. All branding and marketing will also need to be replaced, a website and online booking facilities set up.

3.12.8 During the mobilisation process the council and management team of the new LATC will also need to support the TUPE consultation process as the service transfers from SLM and the Council.

Table 3 – LATC/NPDO Mobilisation Costs

Set Up Costs	Estimated Costs	Comments
Consultancy Support/Project Management	£30,000	Additional consultancy/project management support to ensure the process is delivered within timescales and enable officers to concentrate on continued service delivery under the existing contract
Re-branding, Marketing & Signage	£90,000	Replace all of the signage and branding that shows SLM's logos/brands etc. The new organisation will need to develop its own name and brand and produce marketing material for all sites.
Website & Social Media Set Up	£25,000	A new website will be required to be set up, with online booking etc.
ICT Systems and Equipment	£50,000	Front of House booking systems, ICT equipment for all centres and network support services required.
Legal Costs	£60,000	Governance documents for new organisation. Board / director / requirement and training. Charity Commission application if appropriate. Contract documents and leases, including funding agreement between council and new organisation
Operations Manual Set Up	£5,000	New Operational Procedures will need to be drafted with copies provided to each centre – additional expertise may be required to ensure they meet industry standards.
Staffing*	£182,250	See table below for workings
Risk & Contingency	£50,000	To provide a level of working capital for the organisation.
TOTAL COST	£507,250	

*To deliver the set up and mobilisation requirements the new organisation will need to provide sufficient staff resource. The detailed staffing resource required is outlined further in the table below.

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Table 4 – Staffing Resource for New organisation (assumed not to be aligned to council terms and pensions etc)

Staffing	Salary	Salary plus on-costs (20%)	Estimated Cost
6 months prior to commencement:			
Chief Executive	60,000	72,000	36,000
Operations Director	50,000	60,000	30,000
Head of finance	50,000	60,000	30,000
Branding / Marketing	45,000	54,000	27,000
ICT manager	45,000	54,000	27,000
3 months prior to commencement:			
HR Mger - TUPE consultation etc.	45,000	54,000	13,500
Admin	32,500	39,000	9,750
1 month prior to commencement:			
Admin team x 3 (finance / HR etc)	90,000	108,000	9,000
TOTAL			182,250

3.12.9 Indicative costs of managing the service in-house

3.12.10 Set up costs for the in-house operation will only apply to SPLC and the Lido, with an existing in-house team the set up costs will be lower than establishing a LATC.

Table 5 – In-house Operation set up costs

Set up costs	£
Re-branding, Marketing & Signage	£65,000
ICT Systems and Equipment	£15,000
Website & Social media Set Up	£5,000
Legal/Audit Costs	£20,000
Launch Costs	£10,000
Risk & Contingency	£20,000
TOTAL COST	£135,000

3.12.11 Indicative costs of procurement

3.12.12 The typical costs of procuring a new contract are set out overleaf and are likely to be in the region of £110k. This would apply to both the external contractor and NPDO option, where the contract can only be awarded following an open procurement process.

Table 6 – New contract procurement costs

Action	Cost £
Legal / leases and contract completion	100,000
Leisure procurement and project management	50,000
Due diligence (for example any additional building surveys required)	20,000
Total	£170,000

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3.13 Options to Assess

3.13.1 Considering the scope of services, characteristics, advantages and disadvantages of the alternative management options, the table below sets out the agreed options for each service area that will be evaluated.

Table 7 – Preferred Options

	Stratford Park Leisure Centre	The Pulse	Stratford Park Lido	Museum in the Park	Sports, Health & Wellbeing Development	Rationale
External operator	✓	✓	✓	✓	✓	Suitable for all facilities in scope
In house	✓	✓	✓	✓	✓	Suitable for all facilities in scope
LATC	✓	✓	✓	✓	✓	Suitable for all facilities in scope
NPDO	✓	✓	✓	✓	✓	Suitable for all facilities in scope
JV	X	X	X	X	X	Excluded due to the different strategic outcomes and priorities in neighbouring authorities.
Asset Transfer	X	X	X	X	X	Excluded due to the lack of influence and control from the Council

4 Evaluation Framework

4.1 The following evaluation framework has been agreed with the project team to assess each option.

Table 8 - Evaluation Framework

	Criteria	Measures	Overall weighting
1	Council Objectives/ Strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council and of the Leisure & Wellbeing Strategy. Ability to increase targeted participation and Social Value	25%
3	Revenue implications	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.	15%
4	Capital resources	Ability to support the design, build and mobilisation of new / re-developed leisure centres	10%
5	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term.	10%
6	Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services.	10%
7	Council influence and control	Degree of Council control over the services on day to day basis.	10%
8	Customer experience and satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services, Ability to create high levels of customer satisfaction throughout all areas of service delivery.	15%
9	Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	5%
			100%

Agenda Item 9

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- 4.2 As capital investment is not relevant to Sports Development, Health & Wellbeing Services this criteria is excluded from the evaluation. Therefore, in the evaluation of this service a slightly higher weighting has been placed on 'Customer Experience and Satisfaction' and 'staffing', recognising that this is a 'people' based service. The criteria is outlined below.

Table 9 - Evaluation Framework - SD, Health & Wellbeing Services

	Criteria	Measures	Overall weighting
1	Council Objectives/Strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council and of the Leisure & Wellbeing Strategy. Ability to increase targeted participation and Social Value.	25%
3	Revenue implications	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.	15%
5	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term.	10%
6	Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services	10%
7	Council influence and control	Degree of Council control over the services on day to day basis.	10%
8	Customer experience and satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	20%
9	Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	10%
			100%

4.3 Management Options Evaluation

- 4.3.1 Given the strategic service and financial outcomes of the services, how well the services are currently performing, and a review of the potential options available the following management options have been evaluated.

- In-house;
- External contractor;
- Local Authority Trading Company; and
- Locally established NPDO.

- 4.3.2 The following tables set out the evaluation criteria, with each facility/service evaluated separately and scored out of a maximum of 5.

Council Objectives/ Strategic Outcomes - Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council and of the Leisure & Wellbeing Strategy. Ability to increase targeted participation and Social Value.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
In-House	<p>Operating the centre(s) in-house means that joined up work to achieve the Council's wider strategic objectives would be more achievable than an external contractor arrangement. The management team will be able to work more easily with the other Council departments to ensure all wider strategic working is delivered.</p> <p>Delivering services in-house means that changing priorities can be quickly implemented.</p> <p>The performance of the in-house team at The Pulse suggests that income objectives could be achieved at SPLC under in-house management.</p> <p>The in-house management team are involved with wider Council strategies and the Covid Recovery Strategy giving them extensive knowledge and experience of working towards Council outcomes.</p>			<p>Continuing to operate in-house means that joined up work to achieve the Council's wider strategic objectives continues to be achievable. The Museum can work with the other Council departments to ensure all wider strategic working is delivered.</p> <p>Delivering services in-house means that changing priorities can be quickly implemented.</p> <p>The management team are involved with wider Council strategies and the Covid Recovery Strategy giving them extensive knowledge and experience of working towards Council outcomes.</p> <p>The museum is already delivering initiatives that link well to the five ways of wellbeing – a key outcome of the Leisure & Wellbeing Strategy.</p> <p>Excellent track record of involving the voluntary sector in the day to day operations.</p> <p>Usage figures have remained consistent under in-house management.</p>	<p>Continuing to operate this service in-house means that joined up work to achieve the Council's wider strategic objectives continues to be achievable. The service can work with the other Council departments to ensure all wider strategic working is delivered.</p> <p>Delivering services in-house means that changing priorities can be quickly implemented.</p> <p>Excellent and successful initiatives that contribute towards key strategic outcomes are already being delivered in-house.</p>
	Score - 5	Score - 5	Score - 5	Score - 5	Score - 5
External Contractor	<p>The centre(s) would be managed with a specification in place. Ensuring the organisation is clear what the Council requires both on an annual and longer time frame. The Council can set out targets (outputs) in relation to participation (new users and existing), target groups,</p>			<p>Only a limited number of external contractors have experience of managing museums.</p> <p>As with a leisure centre the Museum could be managed under a service specification clearly detailing the service requirements, outcomes</p>	<p>There is a risk that external partners (e.g. existing leisure operators) will focus solely on the operations of facilities and programmes without working in partnership with all stakeholders, so a strong specification and annual planning would be</p>

Council Objectives/ Strategic Outcomes - Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council and of the Leisure & Wellbeing Strategy. Ability to increase targeted participation and Social Value.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>programming and arts / sports & health development and outcomes.</p> <p>The Council can implement a performance management system to ensure that the partner records, reports and delivers the required outcomes.</p> <p>There will be a concern that services being managed by external organisation to the Council will not consider local stakeholders. However, the specification can be clear in the outputs required and many partnerships have local 'Stakeholder Boards' developed to formalise and ensure local input into the production and delivery of services.</p> <p>External organisations have extensive stakeholder and customer engagement strategies, including via their website and social media, on-line surveys, customer and club forums, all of which can be specified within the specifications.</p> <p>Any change to service priorities can be managed through the annual service planning process and contract change procedures. However, this can have explicit financial implications if the changes are business critical.</p> <p>Currently, SPLC is struggling to reach people classed as NS-SEC 6&7 – some of the most disadvantaged and hard to reach people in society (2017 NBS report). To improve performance of reaching this target group the Council would need to set out clear targets and objectives within the specification. The centre does well against national benchmarks at attracting people from ethnic minorities, people aged under 65 with disabilities and female users.</p>			<p>and performance measures. However, KPI's and performance measures for a museum can only be done against historical performance as there are no national benchmarks like those that exist for leisure centres.</p> <p>There will be a concern that services being managed by external organisation to the Council will not consider local stakeholders. However, the specification can be clear in the outputs required and many partnerships have local 'Stakeholder Boards' developed to formalise and ensure local input into the production and delivery of services.</p> <p>External organisations have extensive stakeholder and customer engagement strategies, including via their website and social media, on-line surveys, customer and club forums, all of which can be specified within the specifications.</p> <p>Any change to service priorities can be managed through the annual service planning process and contract change procedures. However, this can have explicit financial implications if the changes are business critical.</p> <p>The Museum in the Park could be 'tested' as part of outsourced option to ascertain whether there would be added value and if it could be operated at an improved financial position whilst meeting outcomes.</p>	<p>required to ensure they meet the Council's wider needs for sport, health and wellbeing development.</p> <p>External contractors tend to take a more corporate approach with less focus on local dynamics and nuances.</p>

Council Objectives/ Strategic Outcomes - Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council and of the Leisure & Wellbeing Strategy. Ability to increase targeted participation and Social Value.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	Typically, external contractors are not as strong at delivering bespoke local initiatives as in-house management or local trusts.				
	Score - 3	Score - 3	Score - 3	Score - 3	Score - 3
Local Authority Trading Company	<p>As with the external contractor option, a specification and performance management system would be in place.</p> <p>Therefore, whilst the LATC is independent of the Council, if there is a clearly defined specification, and longer-term financial stability (known management fee / funding agreement) it can be easier for the Council's strategic outcomes to be met.</p> <p>Staff from the existing facility would transfer under TUPE therefore retaining the local experience and knowledge to deliver against outcomes.</p> <p>Has the ability to attract additional funding streams compared to in-house option, which can be used to deliver facility and services interventions.</p> <p>More likely to have a locally focussed approach compared to an external contractor.</p> <p>Company profits can be repatriated to council, invested in the company or a mix of both.</p>			<p>As with the external contractor option, a specification and performance management system would be in place, although as with external contractors national benchmarks are not available.</p> <p>Therefore, whilst the LATC is independent of the Council, if there is a clearly defined specification, and longer-term financial stability (known management fee / funding agreement) it can be easier for the Council's strategic outcomes to be met.</p> <p>Staff from the existing facility would transfer under TUPE therefore retaining the local experience and knowledge to deliver against outcomes.</p> <p>Has the ability to attract additional funding streams compared to in-house option, which can be used to deliver facility and services interventions.</p> <p>More likely to have a locally focussed approach compared to an external contractor.</p>	<p>There will be a more bespoke local approach, comparable to that of the in-house operation, although there may be additional focus on commerciality.</p> <p>A specification can be put in place to monitor and measure performance.</p> <p>Has the ability to attract additional funding streams compared to in-house option, which can be used to deliver facility and services interventions.</p>
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4
Locally established NPDO	<p>As with the external contractor option, a specification and performance management system would be in place.</p> <p>Therefore, whilst the NPDO is independent of the Council, if there is a clearly defined specification, and longer-term</p>			<p>As with the external contractor option, a specification and performance management system would be in place, although as with external contractors national benchmarks are not available.</p>	<p>There will be a more bespoke local approach, comparable to that of the in-house operation.</p>

Council Objectives/ Strategic Outcomes - Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council and of the Leisure & Wellbeing Strategy. Ability to increase targeted participation and Social Value.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>financial stability (known management fee / funding agreement) it can be easier for the Council's strategic outcomes to be met.</p> <p>Staff from the existing facility would transfer under TUPE therefore retaining the local experience and knowledge to deliver against outcomes.</p> <p>Has the ability to attract additional funding streams compared to in-house option, which can be used to deliver facility and services interventions.</p> <p>More likely to have a locally focussed approach compared to an external contractor.</p>			<p>Therefore, whilst the NPDO is independent of the Council, if there is a clearly defined specification, and longer-term financial stability (known management fee / funding agreement) it can be easier for the Council's strategic outcomes to be met.</p> <p>Staff from the existing facility would transfer under TUPE therefore retaining the local experience and knowledge to deliver against outcomes.</p> <p>Has the ability to attract additional funding streams compared to in-house option, which can be used to deliver facility and services interventions.</p> <p>More likely to have a locally focussed approach compared to an external contractor.</p>	<p>A specification can be put in place to monitor and measure performance.</p> <p>Has the ability to attract additional funding streams compared to in-house option, which can be used to deliver facility and services interventions.</p>
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4

Revenue Implications - Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
In-House	<p>The in-house operation is unable to gain NNDR relief. The Council currently receives VAT relief on swimming lessons, fitness classes and courses income, which is comparable to external operators, such as SLM.</p> <p>The Council is able to apply for external funding available only to statutory bodies.</p> <p>Due to the performance of The Pulse it is anticipated that under in-house management SPLC and the Lido would fare better financially than the current provider.</p> <p>The Pulse currently performs very well from an income perspective under in-house management against SPLC. However, due to the lack of control over maintenance costs, as they are managed centrally, expenditure is higher than other management options. Utility costs are also higher.</p> <p>Central support costs are typically higher than external contractors and at The Pulse central support costs are higher than average.</p> <p>The in-house team has successfully implemented voluntary programmes at other facilities that could be transferred to the Lido, working with Friends of Stratford Park Lido to minimise expenditure on this site.</p> <p>Revenue risk of underachieving against budget sits with Council.</p> <p>Business Plans for the two leisure centres have been completed for each management model. In a mature year the in-house option achieves the lowest overall surplus of £260k across both centres.</p> <p>The detailed summary is contained in appendix 16b. The business plan is based on the proposed new facilities recommended in stage 3 of the Leisure and Wellbeing Strategy – highlighting the potential improvement following the works under each management option. A mature year (year 5) has been used in the analysis.</p>		<p>The in-house operation is unable to gain NNDR relief.</p> <p>The Council is able to apply for external funding available only to statutory bodies.</p> <p>It is expected that cost of the service will remain consistent against current budget if it remains in-house.</p> <p>Central support costs are typically higher than external contractors.</p> <p>Revenue risk of underachieving against budget sits with Council.</p>		<p>The Council is able to apply for external funding available only to statutory bodies.</p> <p>It is expected that cost of the service will remain consistent against current budget.</p> <p>Central support costs are typically higher than external contractors.</p> <p>Revenue risk of underachieving against budget sits with Council.</p>

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Revenue Implications - Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>Where the Pulse is managed in-house income/expenditure projections take into account current performance, for example central costs reflect the actual central costs.</p> <p>It is assumed that all management options will achieve comparable income levels, due to the current income generated at the centres. Typically in-house management would be expected to achieve lower income however as the Council claims VAT relief on some key income streams and is exceeding both in-house and external contractor benchmarks at The Pulse, income generation is not anticipated to vary significantly across management models.</p> <p>Differences in expenditure are anticipated in:</p> <ul style="list-style-type: none">• NNDR – In-house the Council will pay 100% of costs• Salaries – whilst all management models will be expected to pay Real Living Wage rates, external contractors, LATC and NPDO's can implement different terms and conditions and pension rates, therefore in-house staff costs are anticipated to be slightly higher than the other options.• Utilities – At the Pulse in-house utility costs are high against benchmarks therefore utility costs at both centres are expected to be higher under the in-house option• Repairs and Maintenance – In-house these are managed by a different department and therefore limited control by the management team results in higher than average costs. This would not be the case under alternative management models. Although the Council could discuss ways in which this could be managed more efficiently in-house.• Central costs – in-house management typically has higher levels of central costs, the central costs for The Pulse are higher than average. A lower rate has been assumed in the SPLC in-house business plan (in line with in-house national benchmarks) so as not to duplicate costs factored into The Pulse.				
	Score - 3	Score - 3	Score - 3	Score - 4	Score - 4
External Contractor	A competitive tender process often 'sharpens' projections.			A competitive tender process often 'sharpens' projections. However, as	External Contractors often include additional risk/contingency for these

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Revenue Implications - Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.				
SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
<p>External contractors tend to set more ambitious targets against fitness and swimming lessons.</p> <p>An external contractor would operate with reduced central costs; however they would also include an element of profit in their business plans. Typically, they would bid with a margin of 10%-12% of turnover.</p> <p>The ability for the Council to achieve savings in their central costs as a result of transferring management of all centres to an external contractor will be key to achieving financial savings under this model.</p> <p>The Council requires external contractors to implement the real Living Wage therefore staff savings usually expected from external contractors will not be realised.</p> <p>They are likely to receive VAT and NNDR relief.</p> <p>Any profits made in the contract may not be re-invested back into the facilities or wider Stroud District.</p> <p>A one-off cost of circa £100k-£120k should be included to cover the external advisors' (legal and leisure procurement) costs of procurement and other costs, for example condition surveys etc.</p> <p>Revenue risk sits with the operator not the Council</p> <p>Economies of scale achieved from larger operators.</p> <p>Business Plans for the two leisure centres have been completed under each management model. In a mature year the external contractor option achieves the highest overall surplus of £601k across both centres.</p> <p>The detailed summary is contained in appendix 16b. The business plan is based on the proposed new facilities recommended in stage 3 of the Leisure and Wellbeing Strategy – highlighting the potential improvement</p>			<p>operators tend to have less experience of museum management an element of risk/contingency may be built into projections.</p> <p>An external contractor would operate with reduced central costs; however they would also include an element of profit in their business plans. Typically, they would bid with a margin of 10%-12% of turnover.</p> <p>The Council requires external contractors to implement the real Living Wage therefore staff savings usually expected from external contractors will not be realised.</p> <p>They are likely to receive NNDR relief.</p> <p>Any profits made in the contract may not be re-invested back into the Museum or wider Stroud District.</p> <p>A one-off cost of circa £100k-£120k should be included to cover the external advisors' (legal and leisure procurement) costs of procurement and other costs, for example condition surveys etc. If the Museum was combined with the leisure centres in one contract then this cost would not be duplicated.</p> <p>Revenue risk sits with the operator not the Council</p>	<p>types of services due to the nature of service delivery and uncertainty of securing long term funding for programmes and initiatives.</p> <p>Bidders are likely to reflect existing costs and be less innovative in their approach.</p> <p>Revenue risk sits with the operator not the Council</p>

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Revenue Implications - Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>following the works under each management option. A mature year (year 5) has been used in the analysis.</p> <p>The SPLC projections take into account the existing performance of the external contractor but also reflect the proposed investment and larger building size. The projections also assume that a new contract would be procured and therefore gone through a competitive procurement process, which is likely to improve on the current contract with SLM.</p> <p>It is assumed that all management options will achieve comparable income levels, due to the current income generated at the centres and benchmarked performance. The majority of external contractors are able to achieve VAT relief on income, however the activities that they are able to claim VAT relief against does vary depending on their governance structure. Consequently as the Council already receives a level of VAT relief and income benchmarks are very high at both centres the same income has been assumed across all management options. It may be possible that external contractors could achieve additional VAT relief in some areas, however, it would be high risk at this stage to make this assumption. It would also result in increased irrecoverable VAT costs in the expenditure.</p> <p>The main variances against the in-house model are:</p> <ul style="list-style-type: none">• NNDR – It is assumed that external contractors will achieve 80% NNDR relief• Salaries – whilst all management models will be expected to pay Real Living Wage rates, external contractors can implement different terms and conditions and pension rates, therefore there could be some savings in staff costs against the in-house option they will also have the support of a central team that could reduce onsite staffing requirements.• Utilities – Generally external contractors achieve lower utility costs per m2, due to the economies of scale they can achieve across the company. Therefore the cost per m2 included in the business plan is lower than the in-house option.			Economies of scale achieved from larger operators.	

Appendix A

Revenue Implications - Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<ul style="list-style-type: none"> Repairs and Maintenance – Typically external contractors have lower maintenance costs due to economies of scale they can achieve. Therefore the cost per m2 included in the business plan is lower than the in-house option. Central costs – On average central costs are included by external contractors at c.7% expenditure. Profit – unlike in-house operations external contractors will require a level of profit to be built into their business plans which is typically around 5% of income. 				
	Score - 5	Score - 5	Score - 5	Score - 4	Score - 3
Local Authority Trading Company	<p>The new company will need to have a suitable reserves policy and therefore the Council may have to provide a level of subsidy over and above any management fee in the early years of operation (or accept the cash flow risk).</p> <p>Likely to have higher central costs as it will require its own senior management team (Chief Executive, Finance Director etc.)</p> <p>The LATC would be required to implement the real Living Wage therefore staff costs comparable to in-house model.</p> <p>They can be set up under an appropriate structure to receive VAT and NNDR relief.</p> <p>Likely to be able to apply for more funding than the local authority.</p> <p>There will be one-off set up costs for the LATC.</p> <p>Any profit could be re-invested back into the facilities.</p> <p>Revenue risk will ultimately be underwritten by the Council</p> <p>Business Plans for the two leisure centres have been completed under each management model. In a mature year the LATC option achieves a surplus of £352k across both centres, which is between the in-house and external contractor position.</p>			<p>The new company will need to have a suitable reserves policy and therefore the Council may have to provide a level of subsidy over and above the management fee in the early years of operation (or accept the cash flow risk).</p> <p>Likely to have higher central costs as it will require its own senior management team (Chief Executive, Finance Director etc.)</p> <p>The LATC would be required to implement the real Living Wage therefore staff costs comparable to in-house model.</p> <p>They can be set up under an appropriate structure to receive NNDR relief.</p> <p>Likely to be able to apply for more funding than the local authority.</p> <p>There will be one-off set up costs for the LATC.</p>	<p>The new company will need to have a suitable reserves policy and therefore the Council may have to provide a level of subsidy over and above the management fee in the early years of operation (or accept the cash flow risk).</p> <p>Likely to have higher central costs as it will require its own senior management team (Chief Executive, Finance Director etc.)</p> <p>The LATC would be required to implement the real Living Wage therefore staff costs comparable to in-house model.</p> <p>Likely to be able to apply for more funding than the local authority.</p> <p>There will be one-off set up costs for the LATC.</p> <p>Revenue risk will ultimately be underwritten by the Council</p>

Revenue Implications - Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>The detailed summary is contained in appendix 16b. The business plan is based on the proposed new facilities recommended in stage 3 of the Leisure and Wellbeing Strategy – highlighting the potential improvement following the works under each management option. A mature year (year 5) has been used in the analysis.</p> <p>It is assumed that all management options will achieve comparable income levels, due to the current income generated at the centres and benchmarked performance. An LATC will be able to achieve VAT relief on income, however the activities that they are able to claim VAT relief against does vary depending on their governance structure. Consequently, as the Council already receives a level of VAT relief the same has been assumed across all management options. It may be possible that it could achieve additional VAT relief in some activity areas, however, it would be high risk at this stage to make this assumption, this would also result in increased irrecoverable VAT costs in the expenditure.</p> <p>The main variances against the in-house model are:</p> <ul style="list-style-type: none"> • NNDR – It is assumed that a LATC will achieve 80% NNDR relief • Salaries – whilst all management models will be expected to pay Real Living Wage rates, a LATC could implement different terms and conditions and pension rates, therefore there could be some savings in staff costs. • Utilities and Maintenance costs would be expected to be comparable to in-house management. • Central costs – LATC's have higher central costs due the need for a senior management team for the contract such as Chief Executive and finance manager. These costs cannot be spread over multiple contracts. The business plans assume 14%, which is in line with national benchmarks • Profit – it is likely that an LATC will need to build up a level of reserves and therefore may include this within their business plan. Consequently, 2% of income has been included in the projections. 			<p>Any profit could be re-invested back into the Museum.</p> <p>Revenue risk will ultimately be underwritten by the Council</p>	
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4

Revenue Implications - Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
Locally established NPDO	<p>The new company will need to have a suitable reserves policy and therefore the Council may have to provide a level of subsidy over and above any management fee in the early years of operation (or accept the cash flow risk).</p> <p>Likely to have higher central costs as it will require its own senior management team (Chief Executive, Finance Director etc.)</p> <p>The NPDO would be required to implement the real Living Wage.</p> <p>It can be set up under an appropriate structure to receive VAT and NNDR relief.</p> <p>Likely to be able to apply for more funding than the local authority.</p> <p>There will be one-off set up costs for the NPDO.</p> <p>Any profit could be re-invested back into the facilities.</p> <p>Revenue risk will ultimately be underwritten by the Council.</p> <p>Business Plans for the two leisure centres have been completed under each management model. It is assumed that the LATC and NPDO options would achieve a comparable revenue position.</p> <p>The detailed summary is contained in appendix 16b. The business plan is based on the proposed new facilities recommended in stage 3 of the Leisure and Wellbeing Strategy – highlighting the potential improvement following the works under each management option. A mature year (year 5) has been used in the analysis.</p> <p>It is assumed that all management options will achieve comparable income levels, due to the current income generated at the centres and benchmarked performance. A NPDO will be able to achieve VAT relief on income, however the activities that they are able to claim VAT relief against can vary depending on their governance structure. Consequently, as the Council already receives a level of VAT relief the</p>		<p>The new company will need to have a suitable reserves policy and therefore the Council may have to provide a level of subsidy over and above the management fee in the early years of operation (or accept the cash flow risk).</p> <p>Likely to have higher central costs as it will require its own senior management team (Chief Executive, Finance Director etc.)</p> <p>The LATC would be required to implement the real Living Wage therefore staff costs comparable to in-house model.</p> <p>They can be set up under an appropriate structure to receive NNDR relief.</p> <p>Likely to be able to apply for more funding than the local authority.</p> <p>There will be one-off set up costs for the LATC.</p> <p>Any profit could be re-invested back into the Museum.</p> <p>Revenue risk will ultimately be underwritten by the Council</p>		<p>The new company will need to have a suitable reserves policy and therefore the Council may have to provide a level of subsidy over and above the management fee in the early years of operation (or accept the cash flow risk).</p> <p>Likely to have higher central costs as it will require its own senior management team (Chief Executive, Finance Director etc.)</p> <p>The LATC would be required to implement the real Living Wage therefore staff costs comparable to in-house model.</p> <p>Likely to be able to apply for more funding than the local authority.</p> <p>There will be one-off set up costs for the LATC.</p> <p>Revenue risk will ultimately be underwritten by the Council</p>

Revenue Implications - Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.				
	SPLC	Lido	The Pulse	Museum
	<p>same has been assumed across all management options. It may be possible that it could achieve higher rates of VAT relief, however, it would be high risk at this stage to make this assumption, this would also result in increased irrecoverable VAT costs in the expenditure</p> <p>The main variances against the in-house model are:</p> <ul style="list-style-type: none"> • NNDR – It is assumed that a NPDO will achieve 80% NNDR relief • Salaries – whilst all management models will be expected to pay Real Living Wage rates, a NPDO could implement different terms and conditions and pension rates, therefore there could be some savings in staff costs against the in-house option. • Utilities and Maintenance costs would be expected to be comparable to in-house management. • Central costs – NPDO's have higher central costs due the need for a senior management team for the contract such as Chief Executive and finance manager. These costs cannot be spread over multiple contracts. The business plans assume 14%, which is in line with national benchmarks • Profit – it is likely that a NPDO will need to build up a level of reserves and therefore may include this within their business plan. Consequently, 2% of income has been included in the projections. 			
	Score - 4	Score - 4	Score - 4	Score - 4

Capital Resource - Ability to support the design, build and mobilisation of new / re-developed facilities					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
In-House	<p>The Council would need to explore opportunities for investment, i.e. through prudential borrowing, funding streams i.e. SE and potential of grants.</p> <p>If future funding is not available, SDC is dependent on either grant funding / NGB funding linked to programme development etc. or it can gain funding through leasing type arrangements. These generally enable fitness / ancillary and other income generating projects to be undertaken at the centres, although the Council must guarantee the investment.</p> <p>The Council will project manage the investments and takes the risk in any resulting projected income generation.</p> <p>The Council has previously project managed and delivered investment projects successfully.</p> <p>SDC has access and is willing to use prudential borrowing to fund capital schemes, the decision making process for using this funding involves assessing the cost of borrowing against any income generated by the investment.</p> <p>SDC has some capital reserves available but are unlikely to fund major investments.</p>			<p>The Council would need to explore opportunities for investment, i.e. through prudential borrowing, funding streams i.e. potential of grants, heritage funding etc.</p> <p>If future funding is not available, SDC is dependent on grant funding.</p> <p>The Council would project manage the investments and takes the risk in any resulting projected income generation.</p> <p>The Council has previously project managed and delivered investment projects successfully, including obtaining external funding to deliver the walled garden project.</p> <p>SDC has access and is willing to use prudential borrowing to fund capital schemes, the decision making process for using this funding involves assessing the cost of borrowing against any income generated by the investment.</p> <p>SDC has some capital reserves available but are unlikely to fund major investments.</p>	
	Score - 5	Score - 5	Score - 5	Score - 5	
External Contractor	<p>National operators are more likely to be able to fund equipment / ICT fit out and lifecycle works. They have good supplier links and achieve economies of scale.</p> <p>Pre-Covid, organisations could access funding for smaller investments, but the preference was very much for the Council to fund larger scale works projects. The borrowing rates were more cost effective and as operators do not 'own' the buildings, loans are based on future revenue</p>			<p>Pre-Covid, organisations could access funding for smaller investments (e.g. I.T equipment), but the preference was very much for the Council to fund larger scale works projects. The borrowing rates were more cost effective and as operators do not 'own' the buildings, loans are based on future revenue improvements as opposed to using assets / long leases as collateral. With Covid-19 impacting reserves,</p>	

Capital Resource - Ability to support the design, build and mobilisation of new / re-developed facilities					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>improvements as opposed to using assets / long leases as collateral. With Covid-19 impacting reserves, operators are likely to have less access to capital resources for even the smaller investment projects.</p> <p>The Council is more able to transfer the full risk of any investments to partners in terms of project delivery and business plan projections.</p> <p>Many organisations have delivered capital projects and have established supply chains with specific leisure experience.</p> <p>Some partners can offer VAT efficient build schemes, where the Council is the principal for the capital development schemes and the operator is the principal for the revenue.</p> <p>Whilst it is still the Council that can access capital investment more cheaply, the benefit is that external contractors typically have experience of being innovative and investing into customer critical areas and there are many examples where the operators have significantly reduced the revenue position with investment into facilities but importantly taken the delivery risk.</p> <p>All capital improvements are based on a 'pay back' period or return on investment, based on the contract length.</p>			<p>operators are likely to have less access to capital resources for even the smaller investment projects.</p> <p>The Council is more able to transfer the full risk of any investments to partners in terms of project delivery and business plan projections.</p> <p>Some partners can offer VAT efficient build schemes, where the Council is the principal for the capital development schemes and the operator is the principal for the revenue.</p>	
	Score - 4	Score - 4	Score - 4	Score - 4	
Local Authority Trading Company	<p>LATC will not have direct access to capital resources, the responsibility will remain with the Council.</p> <p>However, where the Council funds capital investment, the LATC will use the revenue improvements to repay the capital costs.</p>			<p>LATC will not have direct access to capital resources, the responsibility will remain with the Council.</p> <p>However, where the Council funds capital investment, the LATC will use the revenue improvements to repay the capital costs.</p>	

Capital Resource - Ability to support the design, build and mobilisation of new / re-developed facilities					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	Ultimately though with LATC having a limited trading history, any risk of these payments being made falls back to the Council.			Ultimately though with LATC having a limited trading history, any risk of these payments being made falls back to the Council.	
	Score - 3	Score - 3	Score - 3	Score - 3	
Locally established NPDO	<p>The NPDO will not have direct access to capital resources, the responsibility will remain with the Council.</p> <p>However, where the Council funds capital investment, the NPDO will use the revenue improvements to repay the capital costs.</p> <p>Ultimately though with the NPDO having a limited trading history, any risk of these payments being made falls back to the Council.</p>			<p>The NPDO will not have direct access to capital resources, the responsibility will remain with the Council.</p> <p>However, where the Council funds capital investment, the LATC will use the revenue improvements to repay the capital costs.</p> <p>Ultimately though with the NPDO having a limited trading history, any risk of these payments being made falls back to the Council.</p>	
	Score - 3	Score - 3	Score - 3	Score - 3	

Risk/Sustainability - Ability to manage financial risk and the organisation is sustainable in the long term.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
<p>Current management models are; either external operators or local organisations. Where councils had contractual agreements in place with external operators, which defined who was responsible for 'impact' of Covid, due to the scale of the impact, whichever organisation carried the risk, neither has been able to meet its contractual obligations to recompense the other. In the majority of cases; the Council and operator has agreed which centres and facilities within centres have re-opened to minimise the cost to the Council and operator whilst trying to preserve the opportunities for residents to access facilities and programmes within the centres. This criterion therefore is considered in 'normal' operating circumstances.</p>					
In-House	<p>All risk remains with the Council managing price sensitivity and programming requirements for users, marketing and branding and price changes for expenditure (e.g. utilities).</p> <p>The Council absorb and manage any under-performance.</p> <p>The Council as a large organisation is able to manage short term trading performance.</p> <p>The Council has successfully managed the financial risk presented throughout the Covid-19 crisis.</p>			<p>All risk remains with the Council, including programming, branding, marketing, all areas of expenditure and securing grant funding.</p> <p>The Council absorb and manage any under-performance.</p> <p>The Council as a large organisation is able to manage short term trading performance.</p> <p>The Council has successfully managed the financial risk presented throughout the Covid-19 crisis.</p>	<p>All risk remains with the Council.</p> <p>The Council absorb and manage any under-performance/additional costs.</p> <p>The Council as a large organisation is able to manage short term trading performance.</p> <p>Council is responsible for securing grant funding for programmes and initiatives, which it has done successfully to date.</p>
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4
External Contractor	<p>Where the Council is contracting with external organisations, they will complete a 'selection questionnaire' to assess organisation' economic standing and technical capacity etc. to check the suitability and sustainability of the organisation and to ensure there are mitigations to protect the Council if the contract fails.</p> <p>Established contractors have head office support to ensure that they are developing their products and services and assessing the trends in each market so that they can mitigate the changes in the leisure market.</p> <p>They can achieve economies of scale in purchasing especially larger items, ICT, Fitness equipment, etc.</p>			<p>Where the Council is contracting with external organisations, they will complete a 'selection questionnaire' to assess organisation' economic standing and technical capacity etc. to check the suitability and sustainability of the organisation and to ensure there are mitigations to protect the Council if the contract fails.</p> <p>They can achieve economies of scale in purchasing especially larger items, e.g. I.T equipment.</p>	<p>Where the Council is contracting with external organisations, they will complete a 'selection questionnaire' to assess organisation' economic standing and technical capacity etc. to check the suitability and sustainability of the organisation and to ensure there are mitigations to protect the Council if the contract fails.</p> <p>They are in a stronger position to meet demand risk and therefore be sustainable.</p> <p>Where they manage several contracts, they can spread risk across contracts.</p>

Risk/Sustainability - Ability to manage financial risk and the organisation is sustainable in the long term.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>They are in a stronger position to meet demand risk and therefore be sustainable.</p> <p>Where they manage several contracts, they can spread risk across contracts.</p> <p>There is a risk that they submit an un-deliverable financial business plan within the procurement process that they then struggle to deliver, so service levels do not meet the required performance standard. However, these can be benchmarked and tested during the procurement process.</p> <p>With an external operator under contract with the Council, there will be a known risk share and level of certainty in relation to the management fee for the length of the contract term. It is likely that the Council will be able to transfer the following risks to the external organisation;</p> <ul style="list-style-type: none"> Income Staffing costs R&M costs Implementation of any invest to save programmes and the income risk attached Utility consumption Equipment replacement Customer satisfaction and usage <p>Those areas of risk that are likely to be shared or remain with the Council include;</p> <ul style="list-style-type: none"> Pensions (risk will depend on the actuary report of current deficit or transferring employees) Structural building risk (given the age of the buildings) Full utility tariffs Reputational risk if the external organisation isn't successful 		<p>Where they manage several contracts, they can spread risk across contracts.</p> <p>There is a risk that they submit an un-deliverable financial business plan within the procurement process that they then struggle to deliver, so service levels do not meet the required performance standard. However, these can be benchmarked and tested during the procurement process.</p> <p>With an external operator under contract with the Council, there will be a known risk share and level of certainty in relation to the management fee for the length of the contract term. It is likely that the Council will be able to transfer the following risks to the external organisation;</p> <ul style="list-style-type: none"> Income Staffing costs R&M costs Implementation of any invest to save programmes and the income risk attached Utility consumption Equipment replacement Customer satisfaction and usage <p>Those areas of risk that are likely to be shared or remain with the Council include;</p> <ul style="list-style-type: none"> Pensions (risk will depend on the actuary report of current deficit or transferring employees) 	<p>There is a risk that they submit an un-deliverable financial business plan within the procurement process that they then struggle to deliver, so service levels do not meet the required performance standard. However, these can be benchmarked and tested during the procurement process.</p> <p>The Council will sign up to a contractual arrangement; it may have responsibilities that may incur costs.</p> <p>If the contract becomes financially unsustainable an external contractor may move focus to more commercial areas of the business to offset losses, which could impact their deliverability against the agreed specification.</p>	

Risk/Sustainability - Ability to manage financial risk and the organisation is sustainable in the long term.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>In any agreements, there will be contractual obligations between the parties in respect to ongoing maintenance, equipment replacement etc. to ensure that service delivery meets set performance standards.</p> <p>The Council will sign up to a contractual arrangement; it will have responsibilities that may incur costs. For example, if the Council retains repairs and maintenance responsibility for the building structure, the Council must fulfil these obligations, or the new operator may be able to bring a 'loss of income' claim against the Council if non-delivery of their obligations impacts their income generating areas.</p>			<ul style="list-style-type: none"> Structural building risk (given the age of the buildings) Full utility tariffs Reputational risk if the external organisation isn't successful <p>The Council will sign up to a contractual arrangement; it will have responsibilities that may incur costs.</p>	
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 3
Local Authority Trading Company	<p>The key risk for a LATC is that it has a smaller base to share risk if any local factors impact its income generating opportunities. They do not have a larger organisational mix of facilities and contracts.</p> <p>The LATC is also dependent on a small team of experts within its senior management team to deliver the strategic direction of the organisation, as well as operational requirements.</p> <p>Any new organisation will require a period of support i.e. up to 3 years to ensure long term stability. The LATC will require flexibility and support so that it can build up a contingency of between 10% and 15% of overall annual turnover. Ultimately, if the LATC fails, the Council will have no option but to assume operational responsibility.</p> <p>If a LATC fails, the Council can provide the additional funding required or allow the trust to fail and find alternative delivery models. Both can be both costly, resource heavy for officers and negative in terms of public relations.</p> <p>The local authority should be able to transfer the risk of carrying out works using local authority funding.</p>			<p>The key risk for a LATC is that it has a smaller base to share risk if any local factors impact its income generating opportunities. They do not have a larger organisational mix of facilities and contracts.</p> <p>The LATC is also dependent on a small team of experts within its senior management team to deliver the strategic direction of the organisation, as well as operational requirements.</p> <p>Any new organisation will require a period of support i.e. up to 3 years to ensure long term stability. The LATC will require flexibility and support so that it can build up a contingency of between 10% and 15% of overall annual turnover. Ultimately, if the LATC fails, the Council will have no option but to assume operational responsibility.</p> <p>If a LATC fails, the Council can provide the additional funding required or allow the trust to fail and find alternative delivery models. Both can be both costly, resource heavy for</p>	<p>The key risk for a LATC is that it has a smaller base to share risk if any local factors impact its income generating opportunities. They do not have a larger organisational mix of facilities and contracts.</p> <p>The LATC is also dependent on a small team of experts within its senior management team to deliver the strategic direction of the organisation, as well as operational requirements.</p> <p>Any new organisation will require a period of support i.e. up to 3 years to ensure long term stability. The LATC will require flexibility and support so that it can build up a contingency of between 10% and 15% of overall annual turnover. Ultimately, if the LATC fails, the Council will have no option but to assume operational responsibility.</p> <p>If a LATC fails, the Council can provide the additional funding required or allow the trust to fail and find alternative delivery models. Both can be both costly, resource heavy for</p>

Risk/Sustainability - Ability to manage financial risk and the organisation is sustainable in the long term.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>A LATC is unlikely to be able to take the risk of a full repairing lease but will be able to take the risk on day to day maintenance requirements.</p> <p>It is unlikely that a LATC will be able to carry full risk for utilities, however a share in risk should be possible with the LATC taking risk on consumption.</p> <p>Establishing the correct governance structure will be key to managing financial risk. If the Company is established in the correct way with the correct balance between Council influence and commerciality then long term financial sustainability is achievable.</p> <p>SDC has established an LATC before and therefore has experience of managing this risk.</p>			<p>officers and negative in terms of public relations.</p> <p>The local authority should be able to transfer the risk of carrying out works using local authority funding.</p> <p>A LATC is unlikely to be able to take the risk of a full repairing lease but will be able to take the risk on day to day maintenance requirements.</p> <p>It is unlikely that a LATC will be able to carry full risk for utilities, however a share in risk should be possible with the LATC taking risk on consumption.</p> <p>Establishing the correct governance structure will be key to managing financial risk. If the Company is established in the correct way with the correct balance between Council influence and commerciality then long term financial sustainability is achievable.</p> <p>SDC has established an LATC before and therefore has experience of managing this risk.</p>	<p>officers and negative in terms of public relations.</p> <p>Establishing the correct governance structure will be key to managing financial risk. If the Company is established in the correct way with the correct balance between Council influence and commerciality then long term financial sustainability is achievable.</p> <p>SDC has established an LATC before and therefore has experience of managing this risk.</p>
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4
Locally established NPDO	To secure the contract a NPDO is required under procurement regulations to tender for the contract under an open tender process. A newly established NPDO will not				
	To secure the contract a NPDO is required under procurement regulations to tender for the contract under an open tender process.				
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Risk/Sustainability - Ability to manage financial risk and the organisation is sustainable in the long term.						
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services	
	<p>have the historical financial data compared to existing operators that could mean it does not make it through the selection questionnaire stage. I t will also not have the operational history compared to existing organisations making its ability to score higher limited. Consequently, there is a risk of establishing a NPDO for it to be unsuccessful during procurement.</p> <p>The key risk for a NPDO is that is has a smaller base to share risk if any local factors impact its income generating opportunities. They do not have a larger organisational mix of facilities and contracts.</p> <p>The NPDO is also dependent on a small team of experts within its senior management team to deliver the strategic direction of the organisation, as well as operational requirements.</p> <p>Any new organisation will require a period of support i.e. up to 3 years to ensure long term stability. The NPDO will require flexibility and support so that it can build up a contingency of between 10% and 15% of overall annual turnover. Ultimately, if the NPDO fails, the Council will have no option but to assume operational responsibility.</p> <p>If the NPDO fails, the Council can provide the additional funding required or allow the trust to fail and find alternative delivery models. Both can be both costly, resource heavy for officers and negative in terms of public relations.</p> <p>The local authority should be able to transfer the risk of carrying out works using local authority funding.</p> <p>A NPDO is unlikely to be able to take the risk of a full repairing lease but will be able to take the risk on day to day maintenance requirements.</p>			<p>A newly established NPDO will not have the historical financial data compared to existing operators that could mean it does not make it through the selection questionnaire stage. I t will also not have the operational history compared to existing organisations making its ability to score higher limited. Consequently, there is a risk of establishing a NPDO for it to be unsuccessful during procurement.</p> <p>The key risk for a NPDO is that is has a smaller base to share risk if any local factors impact its income generating opportunities. They do not have a larger organisational mix of facilities and contracts.</p> <p>The NPDO is also dependent on a small team of experts within its senior management team to deliver the strategic direction of the organisation, as well as operational requirements.</p> <p>Any new organisation will require a period of support i.e. up to 3 years to ensure long term stability. The NPDO will require flexibility and support so that it can build up a contingency of between 10% and 15% of overall annual turnover. Ultimately, if the NPDO fails, the Council will have no option but to assume operational responsibility.</p> <p>If a NPDO fails, the Council can provide the additional funding required or allow the trust to fail and find alternative delivery models. Both can be both costly, resource heavy for officers and negative in terms of public relations.</p>		<p>newly established NPDO will not have the historical financial data compared to existing operators that could mean it does not make it through the selection questionnaire stage. I t will also not have the operational history compared to existing organisations making its ability to score higher limited. Consequently, there is a risk of establishing a NPDO for it to be unsuccessful during procurement.</p> <p>The key risk for a NPDO is that is has a smaller base to share risk if any local factors impact its income generating opportunities. They do not have a larger organisational mix of facilities and contracts.</p> <p>The NPDO is also dependent on a small team of experts within its senior management team to deliver the strategic direction of the organisation, as well as operational requirements.</p> <p>Any new organisation will require a period of support i.e. up to 3 years to ensure long term stability. The NPDO will require flexibility and support so that it can build up a contingency of between 10% and 15% of overall annual turnover. Ultimately, if the NPDO fails, the Council will have no option but to assume operational responsibility.</p> <p>If a NPDO fails, the Council can provide the additional funding required or allow the trust to fail and find alternative delivery models. Both can be both costly, resource heavy for officers and negative in terms of public relations.</p>

Risk/Sustainability - Ability to manage financial risk and the organisation is sustainable in the long term.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>It is unlikely that a NPDO will be able to carry full risk for utilities, however a share in risk should be possible with the NPDO taking risk on consumption.</p> <p>Establishing the correct governance structure will be key to managing financial risk. If the Company is established in the correct way with the correct balance between Council influence and commerciality then long term financial sustainability is achievable.</p>			<p>The local authority should be able to transfer the risk of carrying out works using local authority funding.</p> <p>A NPDO is unlikely to be able to take the risk of a full repairing lease but will be able to take the risk on day to day maintenance requirements.</p> <p>It is unlikely that a NPDO will be able to carry full risk for utilities, however a share in risk should be possible with the LATC taking risk on consumption.</p> <p>Establishing the correct governance structure will be key to managing financial risk. If the Company is established in the correct way with the correct balance between Council influence and commerciality then long term financial sustainability is achievable.</p>	<p>Establishing the correct governance structure will be key to managing financial risk. If the Company is established in the correct way with the correct balance between Council influence and commerciality then long term financial sustainability is achievable.</p>
	Score - 3	Score - 3	Score - 3	Score - 3	Score - 3

Risk/Operations - Ability to manage day to day operational risk of complex leisure centres/services						
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services	
In-House	<p>With an established in-house leisure team there are no concerns over the ability of the in-house team managing all leisure facilities within the Councils portfolio.</p> <p>Existing staff and skills would transfer back to the Council at SPLC and the Lido.</p> <p>The repairs and maintenance would be managed through the council's central team, which at The Pulse has resulted in maintenance costs being significantly higher than average, although the centre is well maintained. In addition, redecoration and lifecycle maintenance must compete with other Council priorities.</p> <p>Typically there is less commercial experience and expertise within the in-house option, which can impact on the level of service and revenue opportunities, however the in-house team at The Pulse have demonstrated they can achieve income benchmarks comparable to SLM at SPLC.</p> <p>If the service is managed in-house there may be limited monitoring and measuring of performance compared to that of an external trust/operator. The Council would need to consider accreditations such as Quest, which it currently has at The Pulse, to verify the quality of service being delivered and that it is offering value to its customers.</p>			<p>Currently, successfully managed in-house and is able to manage the day-to-day operational risks.</p> <p>Existing staff with the knowledge and experience will remain.</p> <p>There are already Forward Plans and operational policies and procedures in place, including an annual service improvement plan.</p>		<p>Existing staff with the knowledge and experience will remain.</p> <p>The Council team understands the local needs and priorities and has connections and networks that enable the service to be delivered successfully.</p> <p>There are a number of case studies of current projects and initiatives show casing the team's ability to deliver community health and wellbeing projects successfully.</p>
	Score - 5	Score - 5	Score - 5	Score - 5	Score - 5	
External Contractor	<p>Existing contractors have a wide range of experience across all leisure centre types and therefore can bring this breadth of leisure experience to the contract.</p> <p>All leisure contractors hold external validated quality accreditation i.e. Quest, Customer Service Excellence, IIP, ISO 14001, EMAS type awards.</p>			<p>External contractors, particularly leisure management companies have limited experience of museum management, however there are examples such as SLM at Cotswolds who manage the Corinium Museum.</p>		<p>Whilst staff would transfer to an external contractor, bringing their skills and experience, the local focus and priority could shift under an external contractor.</p> <p>External contractors have less experience of deliver sports, health and wellbeing development compared to facilities</p>

Leisure and Wellbeing Strategy for the Stroud District 2021 - 2040
Appendix 16 - Management Options Appraisal

Risk/Operations - Ability to manage day to day operational risk of complex leisure centres/services					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>They tend to have head office resource with dedicated manager for quality, health and safety, HR, environmental management, maintenance etc.</p> <p>A performance management system will be put in place with detailed key performance indicators for operators to achieve.</p> <p>At SPLC under an external contract the latest NBS report highlighted activity available, ease of booking and range of activities available as a strength.</p>			<p>They tend to have head office resource with dedicated manager for quality, health and safety, HR, environmental management, maintenance etc.</p> <p>A performance management system can be put in place with detailed key performance indicators for operators to achieve.</p>	<p>management. Typically they tend to focus on GP referral schemes and rehabilitation/prevention classes within leisure facilities and rarely deliver outreach health and wellbeing services.</p>
	Score - 5	Score - 5	Score - 5	Score - 4	Score - 3
Local Authority Trading Company	<p>Staff will transfer to the new LATC bringing their experience and knowledge, which will help minimise operational impact.</p> <p>New organisations procedures, policies and standards in relation to central services (HR, Finance, VAT, Health and Safety, Maintenance etc.) may take time to become established and there may be risk in the mobilisation / transition period. However, there are a number of organisations that provide specialist health and safety, PR, marketing support etc. and a new LATC could buy in these skills as and when it required or it could utilise the Councils support services with a recharge arrangement.</p> <p>A LATC is unlikely to be able to take on full repair and maintenance responsibilities. However, it is likely to be able to take on day to day repair and maintenance responsibilities. The local authority needs to consider how it will monitor maintenance programmes to ensure the operational team is carrying out planned works and to the required standard. Often this can be undertaken by a in house Property Services team.</p>			<p>Staff will transfer to the new LATC bringing their experience and knowledge, which will help minimise operational impact.</p> <p>It may take time to embed policies and procedures for a new LATC and therefore potential risk during mobilisation/transition period. However, there are a number of organisations that provide specialist health and safety, PR, marketing support etc. to small leisure trusts and a new LATC could buy in these skills as and when it required or it could utilise the Councils support services with a recharge arrangement.</p>	<p>Staff will transfer to the new LATC bringing their experience and knowledge, which will help minimise operational impact. It will be reliant on these members of staff to deliver the services as it will not be able to draw on previous experience.</p>
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4

Risk/Operations - Ability to manage day to day operational risk of complex leisure centres/services					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
Locally established NPDO	<p>Staff will transfer to the new NPDO bringing their experience and knowledge, which will help minimise operational impact.</p> <p>New organisations procedures, policies and standards in relation to central services (HR, Finance, VAT, Health and Safety, Maintenance etc.) may take time to become established and there may be risk in the mobilisation / transition period. However, there are a number of organisations that provide specialist health and safety, PR, marketing support etc. and a new LNPDO could buy in these skills as and when it required or it could utilise the Councils support services with a recharge arrangement.</p> <p>A NPDO is unlikely to be able to take on full repair and maintenance responsibilities. However, it is likely to be able to take on day to day repair and maintenance responsibilities. The local authority needs to consider how it will monitor maintenance programmes to ensure the operational team is carrying out planned works and to the required standard. Often this can be undertaken by a in house Property Services team.</p>			<p>Staff will transfer to the new NPDO bringing their experience and knowledge, which will help minimise operational impact.</p> <p>It may take time to embed policies and procedures for a new NPDO and therefore potential risk during mobilisation/transition period. However, there are a number of organisations that provide specialist health and safety, PR, marketing support etc. to small leisure trusts and a new NPDO could buy in these skills as and when it required or it could utilise the Councils support services with a recharge arrangement.</p>	<p>Staff will transfer to the new NPDO bringing their experience and knowledge, which will help minimise operational impact. It will be reliant on these members of staff to deliver the services as it will not be able to draw on previous experience.</p>
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4

Council Influence and Control - Degree of Council control over the services on day to day basis.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
In-House	The Council will be able to exert the most direct control over services through the in-house management option.			The Council will be able to exert the most direct control over services through the in-house management option.	The Council will be able to exert the most direct control over services through the in-house management option.
	Score - 5	Score - 5	Score - 5	Score - 5	Score - 5
External Contractor	<p>The external contractor must deliver against the Council's specification and contract. The specification will include an annual service planning element to ensure that the Council's changing requirements can be incorporated into future service delivery.</p> <p>An outsourced partner will report to its own board of trustees / directors who may have differing objectives to the Council.</p> <p>Significant changes to service delivery can be more formal; whilst flexibility in contracts can be included, there may be financial consequences to any significant changes.</p>			<p>The external contractor must deliver against the Council's specification and contract. The specification will include an annual service planning element to ensure that the Council's changing requirements can be incorporated into future service delivery.</p> <p>An outsourced partner will report to its own board of trustees / directors, who may have differing objectives to the Council.</p> <p>Significant changes to service delivery can be more formal; whilst flexibility in contracts can be included, there may be financial consequences to any significant changes.</p>	<p>The external contractor must deliver against the Council's specification and contract. The specification will include an annual service planning element to ensure that the Council's changing requirements can be incorporated into future service delivery.</p> <p>An outsourced partner will report to its own board of trustees / directors who may have differing objectives to the Council.</p> <p>Significant changes to service delivery can be more formal; whilst flexibility in contracts can be included, there may be financial consequences to any significant changes.</p>
	Score - 3	Score - 3	Score - 3	Score - 3	Score - 3
Local Authority Trading Company	<p>The specification will set out the Council's priorities in respect to pricing / programming and other elements of service delivery.</p> <p>An annual service planning element of the specification can ensure that the Council's changing requirements can be incorporated into future service delivery.</p> <p>There is Council representation on the board, the governance structure will need to be carefully considered to get the right balance between council influence and interference.</p>			<p>The specification will set out the Council's priorities in respect to programming and other elements of service delivery.</p> <p>An annual service planning element of the specification can ensure that the Council's changing requirements can be incorporated into future service delivery.</p> <p>There is Council representation on the board, the governance structure will need to be carefully considered to get the right balance between council influence and interference.</p>	<p>The specification will set out the Council's priorities in respect to key elements of service delivery.</p> <p>An annual service planning element of the specification can ensure that the Council's changing requirements can be incorporated into future service delivery.</p> <p>There is Council representation on the board, the governance structure will need to be carefully considered to get the right balance between council influence and interference.</p>

Leisure and Wellbeing Strategy for the Stroud District 2021 - 2040
Appendix 16 - Management Options Appraisal

Council Influence and Control - Degree of Council control over the services on day to day basis.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4
Locally established NPDO	<p>The specification will set out the Council's priorities in respect to pricing / programming and other elements of service delivery.</p> <p>An annual service planning element of the specification can ensure that the Council's changing requirements can be incorporated into future service delivery.</p> <p>There is Council representation on the board, the governance structure will need to be carefully considered to get the right balance between council influence and interference.</p>			<p>The specification will set out the Council's priorities in respect to programming and other elements of service delivery.</p> <p>An annual service planning element of the specification can ensure that the Council's changing requirements can be incorporated into future service delivery.</p> <p>There is Council representation on the board, the governance structure will need to be carefully considered to get the right balance between council influence and interference.</p>	<p>The specification will set out the Council's priorities in respect to key elements of service delivery.</p> <p>An annual service planning element of the specification can ensure that the Council's changing requirements can be incorporated into future service delivery.</p> <p>There is Council representation on the board, the governance structure will need to be carefully considered to get the right balance between council influence and interference.</p>
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4

Customer Experience and Satisfaction - How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
In-House	<p>There is likely to be less monitoring of performance as there will be no management contract in place. However, the management team could incorporate customer satisfaction and quality KPI's into their management plans and monitor them regularly.</p> <p>The last customer survey at The Pulse in 2020, showed that the cleanliness across the three core activity areas is particularly good with no area scoring less than 4/5.</p> <p>The Council would need to re-brand SPLC and the Lido if it moved in-house and may need to consider District-wide branding to ensure consistency across the Councils facilities.</p> <p>The Council's in-house team achieved a Quest score of 'very good' at their latest assessment in May 2021.</p>			<p>The management team currently implement monitoring and reporting procedures to measure customer satisfaction.</p> <p>Customer surveys are undertaken and visitor books available on site.</p> <p>The Museum has held the Visit England Visitor Attraction Quality Assurance Scheme Award to a high standard since 2007.</p>	<p>There is likely to be less monitoring of performance as there will be no management contract in place. However, the management team could incorporate customer satisfaction and quality KPI's into their service delivery plans and monitor them regularly.</p>
	Score - 4	Score - 4	Score - 4	Score - 5	Score - 5
External Contractor	<p>External contractors can bring a breadth of leisure experience.</p> <p>The levels of service standards in areas that are important to the council can be tested through the procurement process.</p> <p>Through a robust contractual relationship, the Council can identify continuation improved scores / and KPI's in relation to customer satisfaction scores etc.</p> <p>Large operators tend to be weaker at delivering bespoke commissioned health and wellbeing services.</p> <p>External operators have extensive experience of achieve quality awards such as Quest.</p>			<p>The levels of service standards in areas that are important to the council can be tested through the procurement process.</p> <p>Through a robust contractual relationship, the Council can identify continuation improved scores / and KPI's in relation to customer satisfaction scores etc.</p> <p>Large operators tend to be weaker at delivering bespoke commissioned local learning and cultural services.</p>	<p>Large operators tend to be weaker at delivering bespoke commissioned health and wellbeing services.</p> <p>Through a robust contractual relationship, the Council can identify continuation improved scores / and KPI's in relation to customer satisfaction scores etc.</p>

Customer Experience and Satisfaction - How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>The last NBS report for Stratford Park highlighted cleanliness and quality of equipment as weaknesses of the current operator, this would need to be addressed and monitored through any procurement process. There was also relatively low satisfaction with the food and drink offer at SPLC.</p> <p>External contractors tend to take a corporate approach to customer service losing the 'personal' and bespoke approach that is common with in-house or LATC arrangements.</p>				
	Score - 4	Score - 4	Score - 4	Score - 3	Score - 3
Local Authority Trading Company	<p>Skill set of existing staff would transfer.</p> <p>Branding will need to be established.</p> <p>Customer satisfaction KPI's can be incorporated into the specification documents.</p> <p>More likely to have a local bespoke approach to customer service.</p>			<p>Skill set of existing staff would transfer.</p> <p>Branding will need to be established.</p> <p>Customer satisfaction KPI's can be incorporated into the specification documents.</p> <p>More likely to have a local bespoke approach to customer service.</p>	
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4
Locally established NPDO	<p>Skill set of existing staff would transfer.</p> <p>Branding will need to be established.</p> <p>Customer satisfaction KPI's can be incorporated into the specification documents.</p> <p>More likely to have a local bespoke approach to customer service.</p>			<p>Skill set of existing staff would transfer.</p> <p>Branding will need to be established.</p> <p>Customer satisfaction KPI's can be incorporated into the specification documents.</p> <p>More likely to have a local bespoke approach to customer service.</p>	
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4

Staffing - Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
In-House	<p>All the existing staff skills and operational practice transfer back to the Council at SPLC and the Lido.</p> <p>It is likely that there could be increases in staff costs at SPLC and the Lido, where new employees would be employed on Council terms and conditions, however wages across all sites are required to meet the real Living Wage, therefore salary/wage costs are comparable across all options.</p> <p>Scope for progression for employees is limited to within the Centre/Council.</p>			<p>All the existing staff skills and operational practice remain.</p> <p>No change in staff costs.</p> <p>Some training (e.g. Safeguarding, Equalities, Fire Evacuation, Key Policies) is covered at All Staff events, which includes paid and voluntary members of the team. There is a full induction process for members of the Governing Body. The Museum also supports up to five work placements in any given year. The Museum has been awarded Council's <i>Skills of Stroud Employability Charter</i> in recognition of its employment activities.</p> <p>Scope for progression for employees is limited to within the Museum/Council.</p>	<p>All the existing staff skills and operational practice remain.</p> <p>No change in staff costs.</p> <p>Scope for progression for employees is limited to within the Council.</p>
	Score - 4	Score - 4	Score - 4	Score - 5	Score - 5
External Contractor	<p>Staff will be subject to TUPE so all current terms and conditions would be protected in accordance with legislation.</p> <p>External operators are likely to offer new joiners their own company terms and conditions, which may vary from the current terms and conditions. This could result in some staff cost savings.</p> <p>External operators will offer training and development for staff specialising in the leisure industry.</p> <p>Any externalisation may crystallise any pension deficits. It is very likely that the Council would remain responsible for this under any externalisation process.</p>			<p>Staff will be subject to TUPE so all current terms and conditions would be protected in accordance with legislation.</p> <p>External operators are likely to offer new joiners their own company terms and conditions, which may vary from the current terms and conditions. This could result in some staff cost savings.</p> <p>Any externalisation may crystallise any pension deficits. It is very likely that the Council would remain responsible for this under any externalisation process.</p>	<p>Staff will be subject to TUPE so all current terms and conditions would be protected in accordance with legislation.</p> <p>External operators are likely to offer new joiners their own company terms and conditions, which may vary from the current terms and conditions. This could result in some staff cost savings.</p> <p>Any externalisation may crystallise any pension deficits. It is very likely that the Council would remain responsible for this under any externalisation process.</p>

Staffing - Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
	<p>An established external operator is normally able to offer staff wider career opportunities within the company structure that otherwise would not have be available with a single contract operator.</p> <p>Possible that some employees could be brought in from other contracts, therefore percentage of employees from the local area could be reduced. However, the Council could stipulate in the specification that a certain percentage of employees must live in the local area.</p>			<p>An established external operator is normally able to offer staff wider career opportunities within the company structure that otherwise would not have be available with a single contract operator.</p>	<p>An established external operator is normally able to offer staff wider career opportunities within the company structure that otherwise would not have be available with a single contract operator.</p>
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4
Local Authority Trading Company	<p>Staff would transfer to the new Trust under TUPE, with their terms and conditions protected.</p> <p>A new LATC would require central posts that are not currently in place such as a Chief Executive, Finance Director etc.; this results in higher central costs.</p> <p>As a single contract entity scope for progression is limited.</p> <p>The local authority is likely to have to underwrite the pension liability. It is not reasonable to expect the LATC to take on any pension deficits</p> <p>A LATC could offer new joiners their own company terms and conditions, which could result in some staff savings although noted that the Council will require living wage to be implemented.</p>			<p>Staff would transfer to the new Trust under TUPE, with their terms and conditions protected.</p> <p>A LATC trust would require central posts that are not currently in place such as a Chief Executive, Finance Director etc.; this results in higher central costs.</p> <p>As a single contract entity scope for progression is limited.</p> <p>The local authority is likely to have to underwrite the pension liability. It is not reasonable to expect the LATC to take on any pension deficits</p> <p>A LATC could offer new joiners their own company terms and conditions, which could result in some staff savings although noted that the Council will require living wage to be implemented.</p>	<p>Staff would transfer to the new Trust under TUPE, with their terms and conditions protected.</p> <p>A LATC trust would require central posts that are not currently in place such as a Chief Executive, Finance Director etc.; this results in higher central costs.</p> <p>As a single contract entity scope for progression is limited.</p> <p>The local authority is likely to have to underwrite the pension liability. It is not reasonable to expect the LATC to take on any pension deficits</p> <p>A LATC could offer new joiners their own company terms and conditions, which could result in some staff savings although noted that the Council will require living wage to be implemented.</p>
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4

Staffing - Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.					
	SPLC	Lido	The Pulse	Museum	SD, Health & Wellbeing Services
Locally established NPDO	<p>Staff would transfer under TUPE, with their terms and conditions protected.</p> <p>A new NPDO would require central posts that are not currently in place such as a Chief Executive, Finance Director etc.; this results in higher central costs.</p> <p>As a single contract entity scope for progression is limited.</p> <p>The local authority is likely to have to underwrite the pension liability. It is not reasonable to expect the NPDO to take on any pension deficits</p> <p>A NPDO could offer new joiners their own company terms and conditions, which could result in some staff savings although noted that the Council will require living wage to be implemented.</p>			<p>Staff would transfer to the new Trust under TUPE, with their terms and conditions protected.</p> <p>A NPDO trust would require central posts that are not currently in place such as a Chief Executive, Finance Director etc.; this results in higher central costs.</p> <p>As a single contract entity scope for progression is limited.</p> <p>The local authority is likely to have to underwrite the pension liability. It is not reasonable to expect the NPDO to take on any pension deficits</p> <p>A NPDO could offer new joiners their own company terms and conditions, which could result in some staff savings although noted that the Council will require living wage to be implemented.</p>	<p>Staff would transfer to the new Trust under TUPE, with their terms and conditions protected.</p> <p>A NPDO trust would require central posts that are not currently in place such as a Chief Executive, Finance Director etc.; this results in higher central costs.</p> <p>As a single contract entity scope for progression is limited.</p> <p>The local authority is likely to have to underwrite the pension liability. It is not reasonable to expect the NPDO to take on any pension deficits</p> <p>A NPDO could offer new joiners their own company terms and conditions, which could result in some staff savings although noted that the Council will require living wage to be implemented.</p>
	Score - 4	Score - 4	Score - 4	Score - 4	Score - 4

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4.4 Evaluation Scores

- 4.4.1 Given the descriptive assessment of each management option being able to meet the Council's requirements, each criterion has been scored for each management option. The summary of the overall scores is shown in the table below. The detailed scores are included at **Appendix 16c**.
- 4.4.2 It can be seen that the in-house option has scored the highest across all areas of the scope of the appraisal, with the LATC and external contractor option in second at the leisure centres. The LATC option scored higher for The Museum in the Park and sports development, health and wellbeing services, than the external contractor. At the leisure centres the difference between the LATC, NPDO and external contractor is marginal.

Table 10 - Evaluation Scores Summary

Centre	In-House	External Contractor	LATC	NPDO
SPLC	88%	78%	78%	76%
Lido	88%	78%	78%	76%
The Pulse	88%	78%	78%	76%
Museum in the Park	95%	70%	78%	76%
SD, Health and Wellbeing Services	95%	62%	80%	78%

4.5 Catering Services

- 4.5.1 Due to the unique setting of Stratford Park and the facilities within it, it is worth noting the potential for catering across the park as a whole. Currently, the catering services at the leisure centre and museum are managed by the respective management company for each venue. Whilst this is a standard approach and one that could continue in any future management arrangements, the Council as part of its future management options could consider separating the catering at SPLC, Lido and the Museum in the Park and offering it out under a concession or franchise arrangement to a specialist catering provider.
- 4.5.2 This is primarily due to the potential for catering across Stratford Park as a whole and providing a consistent quality of provision across both venues to drive the revenue potential.
- 4.5.3 There is scope to improve the quality at the leisure centre, increase secondary spend at the museum and also maximise secondary spend of Lido users and general park visitors, particularly in the summer months to create a profitable catering offer. With the potential investment across the facilities as outlined in Stage 3 of the Leisure & Wellbeing Strategy catering will be central to increasing dwell time and usage.
- 4.5.4 The nearest café is at Tesco, which has a Costa coffee shop, however this is not easily accessible by park users as it requires crossing the road and Tesco car park to reach.

- 4.5.5 It is recommended that regardless of management option, the specification and monitoring of the catering service at all venues is carefully considered and implemented. Consequently, it is recommended that the Council seeks specialist catering advice from suppliers to understand the potential for a concession or franchise arrangement, prior to finalising the future management option.

5 Conclusions

- 5.1 Based on the evaluation criteria and weighting given to each, the in-house management option is recommended as being best able to deliver against the Councils outcomes, across all facilities and services. It is, however, likely to result in increased revenue costs due to the additional NNDR and other operational costs.
- 5.2 The LATC and NPDO options would be well placed to deliver against the Councils outcomes and operate at a better financial position than the in-house model across the leisure centres, however as a new entity, there is slightly more risk involved with this option. The NPDO would also have to be successful in a procurement process.
- 5.3 The external contractor model, whilst scores the highest from a revenue perspective across the leisure centres its ability to deliver against leisure, health and wellbeing outcomes is not deemed to be as effective as the in-house or LATC/NPDO options. It also scored significantly lower than both the in-house and LATC options for the Museum in the Park and sports development, health and wellbeing services.
- 5.4 Achieving Council outcomes and revenue position are considered the most important factors in the evaluation criteria. Additional analysis shows that if the weightings between these two areas were equal, or revenue was the higher weighting of the two then the in-house option will still score highest overall due to its performance in other areas of the evaluation. Although the difference between the two models is reduced from 10% at the leisure centres to 2% if the weightings are switched.
- 5.5 Consequently, it is recommended that the Council considers either operating all of the facilities and services in-house or depending on financial pressures, establish a LATC for the management of the leisure centres. If the Council follows the LATC model, then it could consider a phased approach, bringing the leisure centres under its management initially. A NPDO would not be recommended due to the risk involved from a procurement process.
- 5.6 It is recommended that the Museum in the Park and sports development, health and wellbeing services continue to be delivered in-house. However, if a LATC is established then once matured the Council could further assess the opportunity of transferring the Museum and sports development, health and wellbeing services under its management.
- 5.7 Prior to the Council mobilising its preferred management option, it is recommended that they seek specialist catering advice to understand the potential of having one catering provider across the Park as whole.

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Leisure and Wellbeing Strategy for the Stroud District 2021 - 2040

Appendix 16 - Management Options Appraisal

Appendix 16a – Options for Transfer of SDC's Leisure and Wellbeing Services to a New Corporate Vehicle²

Criteria	Company Limited by Guarantee (CLG)	Community interest company (CIC)	Charitable incorporated organisation (CIO)	Community benefit society (CBS)
Principal features	Company run by directors with a separate membership who guarantee the debts/ liabilities of the company up to a minimal amount. However directors have to run the company in the best interests of the company, not the Council.	Not a corporate vehicle in itself but rather a "wrapper" around another vehicle - additionally requirement is a social purpose behind a company's activities. Likely to be a company limited by guarantee.	Low key organisation run by trustees, allowing a small organisation to have corporate status, to improve their ability to access grants, employ staff and enter into contracts. Has both members and trustees	Set up to run as a business but that must be run for the benefit of the community at large, rather than only its members. Any profit made by a <i>community benefit society</i> must be used for the <i>benefit</i> of the <i>community</i>
Principal Legislation	Companies Act 2006	Companies Act 2006 and Companies (Audit, Investigations and Community Enterprise) Act 2004	Charities Act 2011	Co-operative and Community Benefit Societies Act 2014
What role for council	Council can be a sole member of the CLG, usually having a shareholder's agreement with the company to set out how it oversees what the directors do, though otherwise directors have to run the company in the best interests of the company, not the Council.	Same as CLG	Two types of CIO, foundation or association. Latter not suitable as is for wider membership. With a foundation CIO, the member(s) is/are also the trustee(s), and a trustee has to be an individual person, so the Council cannot be a member/trustee.	Cannot have a sole member, has to have at least 3 members. However a member can be a corporate body such as the Council. Often used for mutual ownership organisations, where employee-members have a stake in the running of the company, though they cannot receive a share in any profits. Directors elected by the members
Can the Council award a contract to it directly without	Yes, if meets the required tests (see note 1 below – Teckal exemption)	Yes, if meets the required tests (see note 1 below – Teckal exemption).	No, insufficient control to meet the Teckal exemption (see note 1 below)	Probably not, insufficient control to meet the Teckal

² Deborah Down 25th September 2020 © Sharpe Pritchard LLP

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Criteria	Company Limited by Guarantee (CLG)	Community interest company (CIC)	Charitable incorporated organisation (CIO)	Community benefit society (CBS)
a tender exercise?				exemption (see note 1 below)
Appropriate for contract model retaining control?	Yes	Yes	No	No
Appropriate for arms' length contract?	Yes in theory, but if not set up as Teckal company with control, then would have to tender the contract first	Yes in theory, but if not set up as Teckal company with control, then would have to tender the contract first	Yes, but WCC would have to tender that contract as CIO cannot be a Teckal company	Yes, but WCC would have to tender that contract as CBS cannot be a Teckal company
Appropriate for asset transfer	Yes (but see note 4 below)	Yes (but see note 4 below)	Probably not, as aimed at small charities just starting to expand. Not very familiar form to banks etc	Yes (but see note 4 below)
Governing document (see also below on charity registration and NNDR)	Articles of Association. Typically this does not allow profits to be passed up to its membership	Articles of Association containing required social objectives and asset lock (see note 5)	CIO model constitution published by the Charity Commission (only limited deviations permitted)	Constitution with required community benefit objectives
Regulator	Companies House	Companies House plus independent CIC Regulator	Charity Commission	Financial Conduct Authority
Can it register as a charity?	Yes, if meets Charity Commission requirements (see note 2 below)	No	Automatically a registered charity	No, but can register as charity for tax purposes with HMRC
NNDR charitable exemption available (see note 3)?	Yes, even if not a registered charity, provided the Articles of Association include the required charitable purposes – CLG has to be an organisation established for charitable purposes only	Yes, even though cannot be a registered charity, provided the Articles of Association include the required charitable purposes – CIC has to be an organisation established for charitable purposes only	Yes, because automatically a registered charity	Yes, provided that Articles of Association include the required charitable purposes – CBS has to be an organisation established for charitable purposes only
Indirect taxation benefits available especially VAT?	Specific advice required taking into account the Council's own	Specific advice required taking into account the Council's own	Yes, because by definition is a charitable organisation which	Can register as charity for tax purposes with HMRC.

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Criteria	Company Limited by Guarantee (CLG)	Community interest company (CIC)	Charitable incorporated organisation (CIO)	Community benefit society (CBS)
	partial VAT exemption. There is a Sporting Services VAT exemption (VAT Notice 701/45). Specific considerations about taxing the property if a property disposal	partial VAT exemption. There is a Sporting Services VAT exemption (VAT Notice 701/45). Specific considerations about taxing the property if a property disposal	gets HMRC registration for charitable purposes and therefore VAT relief. Specific considerations about taxing the property if a property disposal	Specific considerations about taxing the property if a property disposal
Speed of incorporation (without separate charity registration)	Once directors selected and Articles of Association prepared, Companies House can register the same day if there are no issues	Once directors selected and Articles of Association prepared, submit to Companies House. There is an additional form which CH pass on to the CIC Regulator. Registration can only take place by CH once the CIC Regulator has confirmed that it is satisfied there is sufficient social benefit.	Charity Commission website indicates 40 working days if there is no deviation from the model constitution. However anecdotally the CC has a backlog and is very slow.	Slower than CLG but only one registration
Other considerations	<ol style="list-style-type: none"> 1. Incorporation is only part of the story, still need to either dispose of the assets to, or enter into a contract with, the new corpor as required SDC governance approval. 2. If SDC is interested in working with another local authority, then a Teckal company can be set up controlled by two local authorities 3. Council appointed directors need to act in the best interests of the company, and consequently will have to deal with conflict of interest situations 4. Even with a contract, the contractual payment to the Council may have to be expressed as rent, as having a peppercorn rent with a separate payment to the Council may fall foul of the issue described at note 4; in addition a payment to the Council from say a CLG, and which is not described as rent, may be treated as a profit and so subject to corporation tax. 			

Appendix 16b – Revenue Implications

Stratford Park Leisure Centre – Year 5 – All Management Options

SPLC	In-House	External Contractor	LATC/NPDO
Health & Fitness Membership	760,074	760,074	760,074
Health & Fitness Casual	39,167	39,167	39,167
Health & Fitness Group Exercise	75,761	75,761	75,761
Toning Membership	74,974	74,974	74,974
Spa & Treatment Room Hire	135,083	135,083	135,083
Swimming - Casual	87,769	87,769	87,769
Swimming - Lessons/Courses	497,230	497,230	497,230
Swimming - Hire	98,639	98,639	98,639
Sports Hall	118,695	118,695	118,695
Squash	23,269	23,269	23,269
Adventure Play Zone (Digital)	224,179	224,179	224,179
Outdoor - 3G Pitch	60,178	60,178	60,178
Outdoor - Tennis & Padel	30,301	30,301	30,301
Secondary - Catering	286,240	286,240	286,240
Secondary - Retail	54,526	54,526	54,526
Adventure Golf	238,508	238,508	238,508
TOTAL INCOME	2,804,591	2,804,591	2,804,591

EXPENDITURE			
Salaries	1,517,920	1,454,156	1,454,156
Utilities	186,395	159,767	186,395
NNDR	134,400	26,880	26,880
Insurance	28,046	28,046	28,046
Lifecycle	65,000	65,000	65,000
Repairs & Maintenance	123,000	116,850	123,000
Cleaning	13,838	13,838	13,838
Equipment	15,375	15,375	15,375
Other Supplies	28,046	28,046	28,046
Advertising & Marketing	56,092	56,092	56,092
Communications	14,023	14,023	14,023
Other Administration	15,179	14,542	14,542
Costs of Sales	170,383	170,383	170,383
Capital Costs	0	0	0
Irrecoverable VAT	28,615	27,278	28,590
OPERATIONAL EXPENDITURE	2,396,311	2,190,275	2,224,364

Central Costs	167,742	153,319	311,411
Profit	0	109,514	44,487
	2,564,053	2,453,108	
TOTAL EXPENDITURE			2,580,262

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The Pulse, Dursley – Year 5 – All Management Option

The Pulse	In-House	External Contractor	LATC/NPDO
Health & Fitness Membership	539,966	539,966	539,966
Health & Fitness Casual	44,438	44,438	44,438
Health & Fitness Group Exercise	45,210	45,210	45,210
Swimming - Casual	145,420	145,420	145,420
Swimming - Lessons/Courses	414,365	414,365	414,365
Swimming Lessons - Private	62,000	62,000	62,000
Swimming - Hire	55,486	55,486	55,486
Secondary - Vending	15,413	15,413	15,413
Secondary - Retail	30,826	30,826	30,826
Other	0	0	0
TOTAL INCOME	1,353,125	1,353,125	1,353,125

EXPENDITURE			
Salaries	758,312	723,839	723,839
Utilities	96,445	52,606	96,445
NNDR	51,408	10,282	10,282
Insurance	13,531	13,531	13,531
Lifecycle	25,000	25,000	25,000
Repairs & Maintenance	48,600	24,300	48,600
Cleaning & Chemicals	29,160	29,160	29,160
Equipment	26,730	26,730	26,730
Other Supplies	9,472	9,472	9,472
Advertising & Marketing	27,062	27,062	27,062
Communications	6,766	6,766	6,766
Other Administration	3,792	3,619	3,619
Costs of Sales	23,120	23,120	23,120
Depreciation	0	0	0
Irrecoverable VAT	12,387	9,655	12,380
Other	0	0	0
OPERATIONAL EXPENDITURE	1,131,785	985,141	1,056,005

Central Costs	202,353	68,960	147,841
Profit	0	49,257	21,120
	1,334,138	1,103,358	
TOTAL EXPENDITURE			1,224,966

SPLC & The Pulse	In-House	External Contractor	LATC/NPDO
Combined Surplus	259,526	601,249	352,487

Appendix 16c – Detailed Evaluation Scores

SPLC				Score				Weighted Score			
	Criteria	Measures	Overall weighting	In-House	External Contractor	LATC	NPDO	In-House	External Contractor	LATC	NPDO
1	Council Objectives/Strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council and of the Leisure & Wellbeing Strategy. Ability to increase targeted participation and Social Value.	25%	5	3	4	4	25%	15%	20%	20%
3	Revenue implications	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.	15%	3	5	4	4	9%	15%	12%	12%
4	Capital resources	Ability to support the design, build and mobilisation of new / re-developed facilities	10%	5	4	3	3	10%	8%	6%	6%
5	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term.	10%	4	4	4	3	8%	8%	8%	6%
6	Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services	10%	5	5	4	4	10%	10%	8%	8%
7	Council influence and control	Degree of Council control over the services on day to day basis.	10%	5	3	4	4	10%	6%	8%	8%
8	Customer experience and satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	15%	4	4	4	4	12%	12%	12%	12%
9	Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	5%	4	4	4	4	4%	4%	4%	4%
			100%	35	32	31	30	88%	78%	78%	76%

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STRATFORD PARK LIDO				Score				Weighted Score			
	Criteria	Measures	Overall weighting	In-House	External Contractor	LATC	NPDO	In-House	External Contractor	LATC	NPDO
1	Council Objectives/Strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council and of the Leisure & Wellbeing Strategy. Ability to increase targeted participation and Social Value.	25%	5	3	4	4	25%	15%	20%	20%
3	Revenue implications	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.	15%	3	5	4	4	9%	15%	12%	12%
4	Capital resources	Ability to support the design, build and mobilisation of new / re-developed facilities	10%	5	4	3	3	10%	8%	6%	6%
5	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term.	10%	4	4	4	3	8%	8%	8%	6%
6	Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services	10%	5	5	4	4	10%	10%	8%	8%
7	Council influence and control	Degree of Council control over the services on day to day basis.	10%	5	3	4	4	10%	6%	8%	8%
8	Customer experience and satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	15%	4	4	4	4	12%	12%	12%	12%
9	Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	5%	4	4	4	4	4%	4%	4%	4%
			100%	35	32	31	30	88%	78%	78%	76%

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THE PULSE, DURSLEY				Score				Weighted Score			
	Criteria	Measures	Overall weighting	In-House	External Contractor	LATC	NPDO	In-House	External Contractor	LATC	NPDO
1	Council Objectives/Strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council and of the Leisure & Wellbeing Strategy. Ability to increase targeted participation and Social Value.	25%	5	3	4	4	25%	15%	20%	20%
3	Revenue implications	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.	15%	3	5	4	4	9%	15%	12%	12%
4	Capital resources	Ability to support the design, build and mobilisation of new / re-developed facilities	10%	5	4	3	3	10%	8%	6%	6%
5	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term.	10%	4	4	4	3	8%	8%	8%	6%
6	Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services	10%	5	5	4	4	10%	10%	8%	8%
7	Council influence and control	Degree of Council control over the services on day to day basis.	10%	5	3	4	4	10%	6%	8%	8%
8	Customer experience and satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	15%	4	4	4	4	12%	12%	12%	12%
9	Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	5%	4	4	4	4	4%	4%	4%	4%
			100%	35	32	31	30	88%	78%	78%	76%

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MUSEUM IN THE PARK				Score				Weighted Score			
	Criteria	Measures	Overall weighting	In-House	External Contractor	LATC	NPDO	In-House	External Contractor	LATC	NPDO
1	Council Objectives/Strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council and of the Leisure & Wellbeing Strategy. Ability to increase targeted participation and Social Value.	25%	5	3	4	4	25%	15%	20%	20%
3	Revenue implications	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.	15%	4	4	4	4	12%	12%	12%	12%
4	Capital resources	Ability to support the design, build and mobilisation of new / re-developed facilities	10%	5	4	3	3	10%	8%	6%	6%
5	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term.	10%	4	4	4	3	8%	8%	8%	6%
6	Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services	10%	5	4	4	4	10%	8%	8%	8%
7	Council influence and control	Degree of Council control over the services on day to day basis.	10%	5	3	4	4	10%	6%	8%	8%
8	Customer experience and satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	15%	5	3	4	4	15%	9%	12%	12%
9	Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	5%	5	4	4	4	5%	4%	4%	4%
			100%	38	29	31	30	95%	70%	78%	76%

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SPORTS DEVELOPMENT, HEALTH & WELLBEING SERVICES				Score				Weighted Score			
	Criteria	Measures	Overall weighting	In-House	External Contractor	LATC	NPDO	In-House	External Contractor	LATC	NPDO
1	Council Objectives/Strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council and of the Leisure & Wellbeing Strategy. Ability to increase targeted participation and Social Value.	25%	5	3	4	4	25%	15%	20%	20%
3	Revenue implications	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs.	15%	4	3	4	4	12%	9%	12%	12%
5	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term.	10%	4	3	4	3	8%	6%	8%	6%
6	Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services	10%	5	3	4	4	10%	6%	8%	8%
7	Council influence and control	Degree of Council control over the services on day to day basis.	10%	5	3	4	4	10%	6%	8%	8%
8	Customer experience and satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	20%	5	3	4	4	20%	12%	16%	16%
9	Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	10%	5	4	4	4	10%	8%	8%	8%
			100%	33	22	28	27	95%	62%	80%	78%

Disclaimer

Although the information in this report has been prepared in good faith, with the best intentions, on the basis of professional research and information made available to us at the time of the study, it is not possible to guarantee the financial estimates or forecasts contained within this report.

Max Associates cannot be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any information provided within this report. We have relied in a number of areas on information provided by the client and have not undertaken additional independent verification of this data.

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Priorities	In-House	External Contractor	LATC/NPDO
<p>Delivery of council objectives/strategic outcomes.</p> <p>Able to understand the community within which the organisation is working.</p> <p>Ability to increase targeted participation and social value.</p>	<p>Operating the centre(s) in-house means that joined up work to achieve the Council's wider strategic objectives would be more achievable than an external contractor arrangement. The management team will be able to work more easily with the other Council departments to ensure all wider strategic working is delivered.</p> <p>Delivering services in-house means that changing priorities can be quickly implemented.</p> <p>The in-house management team are already involved with wider Council strategies giving them extensive knowledge and experience of working towards Council outcomes.</p>	<p>The centre(s) would be managed with a specification in place. Ensuring the organisation is clear what the Council requires both on an annual and longer time frame. The Council can set out targets (outputs) in relation to participation (new users and existing), target groups, programming and arts / sports & health development and outcomes.</p> <p>The Council can implement a performance management system to ensure that the partner records, reports and delivers the required outcomes.</p> <p>Staff from the existing facility would transfer under TUPE therefore retaining the local experience and knowledge to deliver against outcomes.</p> <p>There will be a concern that services being managed by external organisation to the Council will not consider local stakeholders. However, the specification can be clear in the outputs required and many partnerships have local 'Stakeholder Boards' developed to formalise and ensure local input into the production and delivery of services.</p>	<p>As with the external contractor option, a specification and performance management system would be in place.</p> <p>Therefore, whilst the LATC/NPDO is independent of the Council, if there is a clearly defined specification, and longer-term financial stability (known management fee / funding agreement) it can be easier for the Council's strategic outcomes to be met.</p> <p>Staff from the existing facility would transfer under TUPE therefore retaining the local experience and knowledge to deliver against outcomes.</p> <p>Has the ability to attract additional funding streams compared to in-house option, which can be used to deliver facility and services interventions.</p> <p>More likely to have a locally focussed approach compared to an external contractor.</p> <p>Company profits can be repatriated to council, invested in the company or a mix of both.</p>

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Priorities	In-House	External Contractor	LATC/NPDO
		<p>External organisations have extensive stakeholder and customer engagement strategies, including via their website and social media, on-line surveys, customer and club forums, all of which can be specified within the specifications.</p> <p>Any change to service priorities can be managed through the annual service planning process and contract change procedures. However, this can have explicit financial implications if the changes are business critical.</p>	
<p>Given the success of the existing in-house management of The Pulse and the support team within the Council we are confident that an in-house operation would be successful in meeting outcomes and strategic priorities. There is sufficient resource, expertise, knowledge and experience to deliver outcomes, which is not always the case. It would be recommended however, that there is a management plan implemented with KPI's for performance and meeting outcomes to ensure the in-house delivery remains in line with strategic priorities and direction.</p> <p>An external contractor would have outcomes and KPI's set within their management contract but there would be little control/influence over <u>how</u> they are delivered/met. A similar arrangement would be required for an LATC/NPDO.</p>			
Customer experience and satisfaction. How well will services be planned, developed and delivered to improve/maintain quality of service. Ability to create high levels of customer satisfaction throughout all areas of service delivery	There is likely to be less monitoring of performance as there will be no management contract in place. However, the management team could incorporate customer satisfaction and quality KPI's into their management plans and monitor them regularly.	<p>External contractors can bring a breadth of leisure experience.</p> <p>The levels of service standards in areas that are important to the council can be tested through the procurement process.</p> <p>Through a robust contractual relationship, the Council can identify</p>	<p>Skill set of existing staff would transfer.</p> <p>Branding will need to be established.</p> <p>Customer satisfaction KPI's can be incorporated into the specification documents.</p> <p>More likely to have a local bespoke approach to customer service.</p>

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Priorities	In-House	External Contractor	LATC/NPDO
Exemplar quality of council and community facilities across the District	<p>The last customer survey at The Pulse in 2020, showed that the cleanliness across the three core activity areas is particularly good with no area scoring less than 4/5.</p> <p>The Council would need to re-brand SPLC and the Lido if it moved in-house and may need to consider District-wide branding to ensure consistency across the Councils facilities.</p> <p>The Council's in-house team achieved a Quest score of 'very good' at their latest assessment in May 2021.</p>	<p>continuation improved scores / and KPI's in relation to customer satisfaction scores etc.</p> <p>Large operators tend to be weaker at delivering bespoke commissioned health and wellbeing services.</p> <p>Branding and marketing tends to have a corporate approach, however requirements could be included within the specification to ensure marketing reflects the local area.</p> <p>External operators have extensive experience of achieve quality awards such as Quest.</p> <p>External contractors tend to take a corporate approach to customer service losing the 'personal' and bespoke approach that is common with in-house or LATC arrangements.</p>	<p>Will need to ensure robust operational procedures are set up and implemented to ensure the quality of service delivery is high. This may require external specialist support depending on experience within the team.</p>
<p>Currently the Council scores well with customer satisfaction and quality at The Pulse, whilst it is expected that this could be transferred to SPLC, as an older more complex building it will have more challenges.</p> <p>Experience at SPLC suggests that there are areas where quality and customer experience could be improved, however external contractors have extensive operational procedures that have been tried and tested over multiple contracts. Approach to quality and customer experience can be tested through the method statements during the procurement process. Approach to marketing, promotions and customer care is usually a corporate approach rather than being personal. Whether an external contractor or LATC/NPDO quality of service and meeting performance standards can be set within the contract documents and a performance management system could ensure penalty payments for failure to meet targets or rectify issues within agreed timescales.</p>			

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Priorities	In-House	External Contractor	LATC/NPDO
Revenue cost - running the service with a low or zero subsidy - what is acceptable	<p>The in-house operation is unable to gain NNDR relief. The Council currently receives VAT relief on swimming lessons, fitness classes and courses income, which is comparable to external operators, such as SLM. Although some operators may be able to gain additional VAT relief on some income streams that the Council currently doesn't.</p> <p>The Council is able to apply for external funding available only to statutory bodies.</p> <p>Due to the performance of The Pulse it is anticipated that under in-house management SPLC and the Lido would fare better financially than the current provider.</p> <p>The Pulse currently performs very well from an income perspective under in-house management against SPLC. However, due to the lack of control over maintenance costs, as they are managed centrally, expenditure is higher than other management options. Utility costs are also higher.</p> <p>Central support costs are typically higher than external contractors and</p>	<p>External contractors tend to set more ambitious targets against fitness and swimming lessons.</p> <p>An external contractor would operate with reduced central costs; however they would also include an element of profit in their business plans. Typically, they would bid with a margin of 10%-12% of turnover.</p> <p>The ability for the Council to achieve savings in their central costs as a result of transferring management of all centres to an external contractor will be key to achieving financial savings under this model.</p> <p>The Council requires external contractors to implement the real Living Wage therefore staff savings usually expected from external contractors will not be realised, however slight savings could be made from implementing different terms and conditions and staff structures.</p> <p>They are likely to receive VAT and NNDR relief (80% mandatory)</p> <p>Any profits made in the contract may not be re-invested back into the facilities or wider Stroud District.</p>	<p>The new company will need to have a suitable reserves policy and therefore the Council may have to provide a level of subsidy over and above any management fee in the early years of operation (or accept the cash flow risk).</p> <p>Likely to have higher central costs as it will require its own senior management team (Chief Executive, Finance Director etc.)</p> <p>The LATC would be required to implement the real Living Wage therefore staff costs comparable to in-house model.</p> <p>An LATC can be set up under an appropriate structure to receive VAT and NNDR relief.</p> <p>Likely to be able to apply for more funding than the local authority.</p> <p>There will be one-off set up costs for the LATC/NPDO.</p> <p>Any profit could be re-invested back into the facilities.</p> <p>Revenue risk will ultimately be underwritten by the Council</p>

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Priorities	In-House	External Contractor	LATC/NPDO
	<p>at The Pulse central support costs are higher than average.</p> <p>The in-house team has successfully implemented voluntary programmes at other facilities that could be transferred to the Lido, working with Friends of Stratford Park Lido to minimise expenditure on this site.</p> <p>Revenue risk of underachieving against budget sits with Council.</p> <p>Business Plans for the two leisure centres were completed as part of the Management Options report for each management model. Following investment, in a mature year the in-house option achieves the lowest overall surplus of c.£260k across both centres.</p> <p>However, due to the success of the in-house operation at the Pulse a surplus is still a realistic target. To achieve this the centres will require investment and better control over maintenance and utility costs will be required.</p> <p>Differences in expenditure are anticipated in:</p> <ul style="list-style-type: none"> • NNDR – In-house the Council will pay 100% of costs 	<p>A one-off cost of circa £100k-£120k should be included to cover the external advisors' (legal and leisure procurement) costs of procurement and other costs, for example condition surveys etc.</p> <p>Revenue risk sits with the operator not the Council. Therefore if income targets are not reached there is no change in the management fee paid to/by the Council.</p> <p>Economies of scale achieved from larger operators.</p> <p>The Business Plans completed for the two leisure centres show that in a mature year and post investment the external contractor option achieves the highest overall surplus of c.£600k across both centres.</p> <p>The main variances against the in-house model are:</p> <ul style="list-style-type: none"> • NNDR – It is assumed that external contractors will achieve 80% NNDR relief • Salaries – whilst all management models will be expected to pay Real Living Wage rates, external contractors can implement 	<p>The Business Plans completed for the two leisure centres show that in a mature year and post investment the LATC/NPDO option achieves a surplus of c.£352k across both centres, which is between the in-house and external contractor position.</p> <p>The main variances against the in-house model are:</p> <ul style="list-style-type: none"> • NNDR – It is assumed that a LATC will achieve 80% NNDR relief • Salaries – whilst all management models will be expected to pay Real Living Wage rates, a LATC could implement different terms and conditions and pension rates, therefore there could be some savings in staff costs. • Utilities and Maintenance costs would be expected to be comparable to in-house management. • Central costs – LATC's have higher central costs due the need for a senior management team for the contract such as Chief Executive and finance manager. These costs cannot be spread over multiple contracts. The median benchmark for these costs is 14% of expenditure.

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Priorities	In-House	External Contractor	LATC/NPDO
	<ul style="list-style-type: none"> Salaries – whilst all management models will be expected to pay Real Living Wage rates, external contractors, LATC and NPDO's can implement different terms and conditions and pension rates, therefore in-house staff costs are anticipated to be slightly higher than the other options. Utilities – At the Pulse in-house utility costs are high against benchmarks therefore utility costs at both centres are expected to be higher under the in-house option Repairs and Maintenance – In-house these are managed by a different department and therefore limited control by the management team results in higher than average costs. This would not be the case under alternative management models. Although the Council could discuss ways in which this could be managed more efficiently in-house. Central costs – in-house management typically has higher levels of central costs, the central costs for The Pulse are higher than average. 	<p>different terms and conditions and pension rates, therefore there could be some savings in staff costs against the in-house option they will also have the support of a central team that could reduce onsite staffing requirements.</p> <ul style="list-style-type: none"> Utilities – Generally external contractors achieve lower utility costs per m2, due to the economies of scale they can achieve across the company. Therefore the cost per m2 included in the business plan is lower than the in-house option. Repairs and Maintenance – Typically external contractors have lower maintenance costs due to economies of scale they can achieve. Therefore the cost per m2 included in the business plan is lower than the in-house option. Central costs – On average central costs are included by external contractors at c.7% expenditure. Profit – unlike in-house operations external contractors will require a level of profit to be built into their business plans which is typically around 5% of income. 	<ul style="list-style-type: none"> Profit – it is likely that an LATC will need to build up a level of reserves and therefore may include this within their business plan. <p>A NPDO will need to go through a procurement process and be successful, therefore there will be additional costs for the NPDO option compared to the LATC</p>

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Priorities	In-House	External Contractor	LATC/NPDO
<p>With investment there is a genuine opportunity for the 2 leisure centres to generate a surplus payment for the Council under each management option, however due to mandatory NNDR relief the external contractor and LATC/NPDO options will create a higher surplus than the in-house option.</p> <p>Ultimately with a LATC/NPDO income and expenditure risk would sit with the Council as per the in-house option, however with an external contract a substantial amount of risk could be passed over to the operator. The Council will receive a fixed management fee for the length of the contract with an external contractor, giving budget certainty. There is also the potential for a profit share arrangement whereby if the contractor achieves more than projected the Council receives a share of the additional profit.</p>			
<p>Council influence and control. How important to you is having control and managing the risk over the service on a day to day basis</p>	<p>The Council will be able to exert the most direct control over services through the in-house management option.</p>	<p>The external contractor must deliver against the Council's specification and contract. The specification will include an annual service planning element to ensure that the Council's changing requirements can be incorporated into future service delivery.</p> <p>An outsourced partner will report to its own board of trustees / directors who may have differing objectives to the Council.</p> <p>Significant changes to service delivery can be more formal; whilst flexibility in contracts can be included, there may be financial consequences to any significant changes.</p>	<p>The specification will set out the Council's priorities in respect to pricing / programming and other elements of service delivery.</p> <p>An annual service planning element of the specification can ensure that the Council's changing requirements can be incorporated into future service delivery.</p> <p>There is Council representation on the board, the governance structure will need to be carefully considered to get the right balance between council influence and interference.</p>
<p>Whilst the Council will be able to exert some control through the management contract and specification for an external contractor and LATC, ultimately it can only have true control through the in-house option.</p> <p>In-house all risk will sit with the Council so whilst the Council will have control and manage the risk directly, this will have cost implications. Under the external contract a proportion of risk will be passed over. There will be a fixed management fee from an external contractor giving the Council cost certainty throughout the contract period, which could be beneficial from a budgeting perspective.</p>			

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Priorities	In-House	External Contractor	LATC/NPDO
Staffing - using local employment, impact on terms and conditions, future opportunities for staff development, payment of the living wage for the lowest paid staff.	<p>All the existing staff skills and operational practice transfer back to the Council at SPLC and the Lido.</p> <p>It is likely that there could be increases in staff costs at SPLC and the Lido, where new employees would be employed on Council terms and conditions, however wages across all sites are required to meet the real Living Wage, therefore salary/wage costs are comparable across all options.</p> <p>Scope for progression for employees is limited to within the Centre/Council.</p>	<p>Staff will be subject to TUPE so all current terms and conditions would be protected in accordance with legislation.</p> <p>External operators are likely to offer new joiners their own company terms and conditions, which may vary from the current terms and conditions. This could result in some staff cost savings.</p> <p>External operators will offer training and development for staff specialising in the leisure industry.</p> <p>Any externalisation may crystallise any pension deficits. It is very likely that the Council would remain responsible for this under any externalisation process.</p> <p>An established external operator is normally able to offer staff wider career opportunities within the company structure that otherwise would not have been available with a single contract operator.</p> <p>Possible that some employees could be brought in from other contracts, therefore percentage of employees from the local area could be reduced. However, the Council could stipulate</p>	<p>Staff would transfer to the new Trust under TUPE, with their terms and conditions protected.</p> <p>A new LATC/NPDO would require central posts that are not currently in place such as a Chief Executive, Finance Director etc.; this results in higher central costs.</p> <p>As a single contract entity scope for progression is limited.</p> <p>The local authority is likely to have to underwrite the pension liability. It is not reasonable to expect the LATC/NPDO to take on any pension deficits</p> <p>A LATC/NPDO could offer new joiners their own company terms and conditions, which could result in some staff savings although noted that the Council will require living wage to be implemented.</p>

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Priorities	In-House	External Contractor	LATC/NPDO
		in the specification that a certain percentage of employees must live in the local area.	
<p>As the Council currently funds Real Living Wage and the expectation is that this will continue then the opportunity for an external contractor to make significant staff savings is minimal. Typically staffing is an area where external contractors can offer savings but this won't be the case in Stroud.</p> <p>External contractors are likely to bring in management support at a regional level that won't be locally based, however all existing staff will TUPE across. Both the in-house and LATC options give the most certainty in terms of employing local people. However, one of the benefits of an external contract is that they are usually able to offer more options for career progression and training within their organisations.</p>			
Joined up council provisions for residents (fit for future)	<p>Linked to the ability to deliver Council outcomes.</p> <p>Joined up working to achieve Councils outcomes and 'fit for future' aspirations are more easily deliverable under the in-house option.</p>	Can include outcomes and requirements in specification, however the Council will have limited input into how this is delivered.	Can include outcomes and requirements in specification, however the Council will have limited input into how this is delivered. However, more likely to have a local approach than the external contractor option.
Requirements for delivering under the fit for future agenda can be built into service specifications, however it will require partnership working with various Council departments, which will be easier to deliver and manage if the contract is managed in-house.			
Giving up control of the facilities and services related to Leisure, health and wellbeing in return for investment within the current centres and potential new build		<p>National operators are more likely to be able to fund equipment / ICT fit out and lifecycle works. They have good supplier links and achieve economies of scale.</p> <p>Pre-Covid, organisations could access funding for smaller investments, but the preference was very much for the Council to fund larger scale works projects. The borrowing rates were more cost effective and as operators do not</p>	<p>LATC/NPDO will not have direct access to capital resources, the responsibility will remain with the Council.</p> <p>However, where the Council funds capital investment, the LATC/NPDO will use the revenue improvements to repay the capital costs.</p> <p>Ultimately though with LATC/NPDO having a limited trading history, any</p>

**Stroud District Council
Management Options Appraisal – Priority Review
October 2021**

Priorities	In-House	External Contractor	LATC/NPDO
		<p>'own' the buildings, loans are based on future revenue improvements as opposed to using assets / long leases as collateral. With Covid-19 impacting reserves, operators are likely to have less access to capital resources for even the smaller investment projects.</p> <p>The Council is more able to transfer the full risk of any investments to partners in terms of project delivery and business plan projections.</p> <p>Many organisations have delivered capital projects and have established supply chains with specific leisure experience.</p> <p>Some partners can offer VAT efficient build schemes, where the Council is the principal for the capital development schemes and the operator is the principal for the revenue.</p> <p>Whilst it is still the Council that can access capital investment more cheaply, the benefit is that external contractors typically have experience of being innovative and investing into customer critical areas and there are many examples where the operators have significantly reduced the revenue position with investment into</p>	<p>risk of these payments being made falls back to the Council.</p>

**Stroud District Council
Management Options Appraisal – Priority Review
October 2021**

Priorities	In-House	External Contractor	LATC/NPDO
		<p>facilities but importantly taken the delivery risk.</p> <p>All capital improvements are based on a 'pay back' period or return on investment, based on the contract length.</p> <p>Given the investment proposed at the leisure centres it is anticipated that the Council would still be required to fund it under an external contractor arrangement, however they would benefit from the experience and expertise of delivering the projects and reduced levels of risk.</p>	
<p>The likelihood is that the Council will need to fund any major work and therefore it will be down to the ability to project manage and deliver investment schemes. Whilst existing contractors have experience of comparable investment projects there is support through development partners that the Council could utilise to ensure projects remain on budget and are delivered within timescales. Realistically, we would expect external contractors to provide investment for fitness equipment but based on the current market they are unlikely to provide additional funding. Private funding is also more expensive than prudential borrowing.</p> <p>If the Council decided to procure a contractor they could tender a Design, Build, Operate and Maintain (DBOM) contract to deliver the investment at both centres. In this process the Council would still be required to fund but bidders would provide their own investment solutions within the Council's affordability limits and they would have responsibility for delivering the scheme when the new contract starts. This option would minimise delivery risk to the Council. Through the tender process the Council would have the opportunity to discuss and feedback on their design schemes to ensure it meets requirements. Whilst the Council can stipulate a minimum facility mix this option does give operators the flexibility to be innovative and come up with solutions that will ensure the financial sustainability of the centres.</p>			

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**Stroud District Council
Management Options Appraisal – In-house vs LATC Review
November 2021**

In-House Overview

The services will be delivered through direct management of facilities through frontline staff.

The Council will have full responsibility for all income risk and expenditure be responsible for future lifecycle investment and replacement of equipment. With this, the Council will have full control over all aspects of service delivery including pricing, programming and marketing.

The in-house option allows for full flexibility for delivery and decision making from elected members. Staff can work across the leisure and wellbeing service and with other Council services with ease.

The Council has direct delivery of what is seen as a high-profile service for the community.

When considering investment, the Council will be responsible for generating sufficient surplus to pay the capital repayment for prudential borrowing for any newly developed centres.

The main disadvantage is the increase in costs due to the following which significantly impacts the commerciality of the contract:

- the majority of income being standard rated
- full NNDR costs being payable
- staff would transfer back to Stroud District Council from SLM and therefore be eligible for LGPS and standards terms and conditions, (this would impact any future outsourcing arrangements).

This has led many Councils to consider LATCs as a mechanism for 'insourcing', i.e., putting services into a wholly owned company or joint venture. Unlike bringing back the service into the Council itself, this provides the opportunity to trade externally as well as delivering services on behalf of the owning authority.

Local Authority Trading Organisation (LATC) Overview

The Council would establish an 'arm's length' organisation to run the facilities and services on its behalf.

LATCs are bodies that are free to operate as external companies but remain wholly owned and controlled by the parent council(s). As trading bodies, LATCs can provide their services to a wider market than a council department.

LATCs are contracted by the parent council (or councils) to provide services back to the council(s) via a service contract.

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Management Options Appraisal – In-house vs LATC Review

Appendix C

However, the council may decide to apply the Teckal¹ exemption, which allows the authority to establish a LATC without the requirement for a procurement exercise. It is based on case law but is codified in the Public Contracts Regulations 2015. In general, the terms of exemption require:

- the council to control the vehicle as if it were an internal department, with there being no direct private share or ownership participation in the company (this is known as the control test).
- more than 80% of the vehicle's activities to be with its 'parent' council (this is known as the function test).

A LATC can be set up as not-for-profit which are able to benefit from similar tax exemption benefits to an NPDO trust. However, it would not have charitable status.

They can be a preferred 'cultural fit', compared to procured and independent charity models. However, both risk and reward remain with the Council

There are many forms which a new organisation could take, including but not limited to the following, the structures are likely to benefit from efficient NNDR and VAT benefits:

- Co-operative or Community Benefit Society;
- Company Limited by Guarantee (CLG);
- Charitable Incorporated Organisation (CIO); and
- Community Interest Company (CIC).

¹ A "Teckal" company is the common name for a **company which benefits from contracts for works, services or supply** from its controlling Contracting Authority (or Authorities) without having to go through a competitive tender process.

Advantages & Disadvantages

Option	Financial	Quality	
LATC	Advantages	Advantages	Risks
	<ul style="list-style-type: none"> The Council can support the LATC in respect of investment opportunities in relation to prudential borrowing etc. New investment opportunities can be negotiated at any time during the contract period. Can maximise VAT and NNDR efficiencies Operate commercially support services – can purchase from the industry (e.g., marketing) or Council (payroll) Could generate a sinking fund with any profit over and above the projected business plan to re-invest back into the centres. 	<ul style="list-style-type: none"> Closer links with the community through local organisation Single focus on service delivery Staff feel more involved in the service delivery as not part of a large organisation. Set up and deliver community led co-produced programmes to have real impact on residents Perceived there is a better 'partnership' approach. Providing the authority with more direct strategic control over the service than a third party would Being politically more appealing as the authority is the shareholder High level of control retained. 	<ul style="list-style-type: none"> A contract and specification that ensures roles and responsibilities are clearly defined between the parties, but ultimately risk remains with the Council. Often set up with less well-defined contract, so that responsibilities are not clearly defined, or it is believed that contract terms are more easily varied (for example to meet council budget requirements). In many cases, funding agreements for LATCs are only agreed for the short term: 3-4 years, so the company operates on a short-term basis, which can be detrimental to the service. Reputational impact if organisation not successful.
	Disadvantages	Disadvantages	Other Considerations
	<ul style="list-style-type: none"> Less able to withstand significant changes in leisure trends. No other contract/sites to absorb poor financial performance. Few economies of scale realised. Likely higher central costs than the current model. High central costs may reduce levels of potential surplus. 	<ul style="list-style-type: none"> A board of trustees / directors need to be recruited. All operational procedures would have to be developed by the new organisation. No expertise from a 'head office'. Expertise re. market led product development may need to be bought in or learned as products mature in the industry. 	<ul style="list-style-type: none"> Can be set up in a timely manner There will be significant set-up costs One off cost for branding for centres. A new organisation will require a large working capital budget to start the company, the Council may need to provide a contingency/cashflow fund for the new organisation. There will need to be suitable lease / contract / funding agreement /

Option	Financial	Quality	
		<ul style="list-style-type: none"> Leisure Centre marketing and branding expertise will need to be developed. Can have a more relaxed approach to monitoring (for example with no deduction mechanism) in place, which can lead to service delivery issues. 	<p>services specification set up between the new organisation and the council.</p> <ul style="list-style-type: none"> Timescales – 12-15 months (see below) Longer term benefits once company has matured – it is a long term solution.
In-house	Advantages	Advantages	Risks
	<ul style="list-style-type: none"> Council does not pay for any risk premiums, can easily change service inputs to meet budgetary requirements. Share support costs with other departments. Economies of scale normally achieved in utilities purchasing. Effective purchase ledger and accompanying budget monitoring systems in place. Low costs in providing capital if the Council has access to it. A staffing structure can be put in place to serve both leisure centres. Due to the success of the current in-house provision knowledge and experience would be shared across the service. 	<ul style="list-style-type: none"> Increases Council control over leisure services More effective cross department working; public health, education, open spaces and community development. Officers have autonomy to make local decisions Members / officers feel that they 'own / have control' of the services Changes in priorities can be implemented quickly. Joined up service provision for residents 	<ul style="list-style-type: none"> All risk sits with the Council
	Disadvantages	Disadvantages	Other Considerations
	<ul style="list-style-type: none"> There will be initial costs to bring Stratford Park Leisure Centre back in-house. Higher staffing costs due to Council terms and conditions, although it is noted that SLM is currently required to pay Real Living Wage. Increased costs due to staff being able to access the LGPS. 	<ul style="list-style-type: none"> Limited access to the benefits of developing new opportunities and from economies of scale and also to the wider knowledge gained by experienced operators for innovation and development. 	

Option	Financial	Quality	
	<ul style="list-style-type: none"> The Council will not have the benefit of NNDR and VAT relief (unless Ealing Ruling is applied) Additional resource may be required within the Council to support the contract e.g., HR and finance. Budget set year on year and may be subject to reductions with changing priorities of council or central government. Central/support costs of the Council can be arbitrarily included in leisure budgets and disproportionate to overall service. Any savings made within the service will go to the general fund and may lead to a reduced budget in the following year, not re-invested into the service / facilities. No 'sinking' fund in place for future lifecycle building works and equipment replacement 	<ul style="list-style-type: none"> Can be slower to react to introduce income generating schemes. Without a defined specification, service delivery is often based upon short term priorities. Often behind in industry innovation and new market led products, (for example, ICT initiatives). Officers must use council procedures / contracts in areas that are not as effective / suitable for the services, for example ICT / marketing and branding. The Council can be slow to react to implement change and is less able to react quickly to a highly competitive fitness market. Reporting is predominantly about financial and usage performance as opposed to outputs and impacts of the service. 	

Priority Evaluation

The table below outlines the latest priorities with both options re-evaluated based on their ability to deliver against these priorities.

Priorities	In-House	LATC
<p>1. Delivery of council objectives/strategic outcomes.</p> <p>2. Able to understand the community within which the organisation is working.</p> <p>3. Ability to increase targeted participation and social value.</p> <p>Joined up council provisions for residents (fit for future)</p>	<p>Operating the centre(s) in-house means that joined up work to achieve the Council's wider strategic objectives would be more achievable than an external contractor arrangement. The management team will be able to work more easily with the other Council departments to ensure all wider strategic working is delivered.</p> <p>Delivering services in-house means that changing priorities can be quickly implemented.</p> <p>The in-house management team are already involved with wider Council strategies giving them extensive knowledge and experience of working towards Council outcomes.</p> <p>Given the success of the existing in-house management of The Pulse and the support team within the Council we are confident that an in-house operation would be successful in meeting outcomes and strategic priorities. There is sufficient resource, expertise, knowledge and experience to deliver outcomes, which is not always the case. It would be recommended however, that there is a management plan implemented with KPI's for performance and meeting outcomes to ensure the in-house delivery remains in line with strategic priorities and direction.</p> <p>Joined up working to achieve Council's outcomes and 'fit for future' aspirations are more easily deliverable under the in-house option.</p>	<p>As with the external contractor option, a specification and performance management system would be in place.</p> <p>Therefore, whilst the LATC is independent of the Council, if there is a clearly defined specification, and longer-term financial stability (known management fee / funding agreement) it can be easier for the Council's strategic outcomes to be met.</p> <p>Staff from the existing facility would transfer under TUPE therefore retaining the local experience and knowledge to deliver against outcomes.</p> <p>Has the ability to attract additional funding streams compared to in-house option, which can be used to deliver facility and services interventions.</p> <p>More likely to have a locally focussed approach compared to an external contractor.</p> <p>Company profits can be repatriated to council, invested in the company or a mix of both.</p> <p>A LATC would have outcomes and KPI's set within their management contract but there would be less control/influence over <u>how</u> they are delivered/met.</p> <p>Requirements for delivering under the fit for future agenda can be built into service specifications, however it will require partnership working with various Council departments</p>
Score	5	4
Customer experience and satisfaction. How well will services be planned,	There is likely to be less monitoring of performance as there will be no management contract in place. However, the management team could incorporate customer satisfaction	<p>Skill set of existing staff would transfer.</p> <p>Branding will need to be established.</p>

Management Options Appraisal – In-house vs LATC Review

Priorities	In-House	LATC
<p>developed and delivered to improve/maintain quality of service. Ability to create high levels of customer satisfaction throughout all areas of service delivery</p> <p>Exemplar quality of council and community facilities across the district</p>	<p>and quality KPI's into their management plans and monitor them regularly.</p> <p>The last customer survey at The Pulse in 2020, showed that the cleanliness across the three core activity areas is particularly good with no area scoring less than 4/5.</p> <p>The Council would need to re-brand SPLC and the Lido if it moved in-house and may need to consider District-wide branding to ensure consistency across the Councils facilities.</p> <p>The Council's in-house team achieved a Quest score of 'very good' at their latest assessment in May 2021.</p> <p>Currently the Council scores well with customer satisfaction and quality at The Pulse, whilst it is expected that this could be transferred to SPLC, as an older more complex building it will have more challenges.</p>	<p>Customer satisfaction KPI's can be incorporated into the specification documents.</p> <p>More likely to have a local bespoke approach to customer service.</p> <p>Will need to ensure robust operational procedures are set up and implemented to ensure the quality of service delivery is high. This may require external specialist support depending on experience within the team.</p> <p>With an LATC quality of service and meeting performance standards can be set within the contract documents and a performance management system.</p>
Score	5	4
<p>Revenue cost - running the service with a low or zero subsidy - what is acceptable</p>	<p>The in-house operation is unable to gain NNDR relief. The Council currently receives VAT relief on swimming lessons, fitness classes and courses income, which is comparable to external operators, such as SLM. Although some operators may be able to gain additional VAT relief on some income streams that the Council currently doesn't.</p> <p>The Council is able to apply for external funding available only to statutory bodies.</p> <p>Due to the performance of The Pulse, it is anticipated that under in-house management SPLC and the Lido would fare better financially than the current provider.</p> <p>The Pulse currently performs very well from an income perspective under in-house management against SPLC. However, due to the lack of control over maintenance costs,</p>	<p>The new company will need to have a suitable reserves policy and therefore the Council may have to provide a level of subsidy over and above any management fee in the early years of operation (or accept the cash flow risk).</p> <p>Likely to have higher central costs as it will require its own senior management team (Chief Executive, Finance Director etc.)</p> <p>The LATC would be required to implement the real Living Wage therefore staff costs comparable to in-house model.</p> <p>An LATC can be set up under an appropriate structure to receive VAT and NNDR relief.</p> <p>Likely to be able to apply for more funding than the local authority.</p> <p>There will be one-off set up costs for the LATC</p>

Priorities	In-House	LATC
	<p>as they are managed centrally, expenditure is higher than other management options. Utility costs are also higher.</p> <p>Central support costs are typically higher than external contractors and at The Pulse central support costs are higher than average.</p> <p>The in-house team has successfully implemented voluntary programmes at other facilities that could be transferred to the Lido, working with Friends of Stratford Park Lido to minimise expenditure on this site.</p> <p>Revenue risk of underachieving against budget sits with Council.</p> <p>Business Plans for the two leisure centres were completed as part of the Management Options report for each management model. Following investment, in a mature year the in-house option achieves the lowest overall surplus of c.£260k across both centres.</p> <p>However, due to the success of the in-house operation at the Pulse a surplus is still a realistic target. To achieve this the centres will require investment and better control over maintenance and utility costs will be required.</p> <p>Differences in expenditure are anticipated in:</p> <ul style="list-style-type: none"> • NNDR – In-house the Council will pay 100% of costs • Salaries – whilst all management models will be expected to pay Real Living Wage rates, external contractors, LATC's can implement different terms and conditions and pension rates, therefore in-house staff costs are anticipated to be slightly higher than the other options. • Utilities – At the Pulse in-house utility costs are high against benchmarks therefore utility costs at both 	<p>Any profit could be re-invested back into the facilities.</p> <p>Revenue risk will ultimately be underwritten by the Council</p> <p>The Business Plans completed for the two leisure centres show that in a mature year and post investment the LATC option achieves a surplus of c.£352k across both centres, which is between the in-house and external contractor position.</p> <p>The main variances against the in-house model are:</p> <ul style="list-style-type: none"> • NNDR – It is assumed that a LATC will achieve 80% NNDR relief • Salaries – whilst all management models will be expected to pay Real Living Wage rates, a LATC could implement different terms and conditions and pension rates, therefore there could be some savings in staff costs. • Utilities and Maintenance costs would be expected to be comparable to in-house management. • Central costs – LATC's have higher central costs due the need for a senior management team for the contract such as Chief Executive and finance manager. These costs cannot be spread over multiple contracts. The median benchmark for these costs is 14% of expenditure. • Profit – it is likely that an LATC will need to build up a level of reserves and therefore may include this within their business plan. <p>Ultimately with a LATC income and expenditure risk would sit with the Council as per the in-house option, however with an external contract a substantial amount of risk could be passed over to the operator.</p>

Management Options Appraisal – In-house vs LATC Review

Priorities	In-House	LATC
	<p>centres are expected to be higher under the in-house option</p> <ul style="list-style-type: none"> Repairs and Maintenance – In-house these are managed by a different department and therefore limited control by the management team results in higher than average costs. This would not be the case under alternative management models. Although the Council could discuss ways in which this could be managed more efficiently in-house. Central costs – in-house management typically has higher levels of central costs, the central costs for The Pulse are higher than average. 	
See the financial review below for an evaluation of the cost of the existing leisure centres under both management options (pre-investment)		
Score	3	5
Council influence and control. How important to you is having control and managing the risk over the service on a day-to-day basis	<p>The Council will be able to exert the most direct control over services through the in-house management option.</p> <p>In-house all risk will sit with the Council so whilst the Council will have control and manage the risk directly, this will have cost implications.</p>	<p>The specification will set out the Council's priorities in respect to pricing / programming and other elements of service delivery.</p> <p>An annual service planning element of the specification can ensure that the Council's changing requirements can be incorporated into future service delivery.</p> <p>There is Council representation on the board, the governance structure will need to be carefully considered to get the right balance between council influence and interference.</p>
Score	5	4
Staffing - using local employment, impact on terms and conditions, future opportunities for staff development, payment of the living wage for the lowest paid staff.	<p>All the existing staff skills and operational practice transfer back to the Council at SPLC and the Lido.</p> <p>It is likely that there could be increases in staff costs at SPLC and the Lido, where new employees would be employed on Council terms and conditions, however wages across all sites are required to meet the real Living Wage, therefore salary/wage costs are comparable across all options.</p> <p>Scope for progression for employees is limited to within the Centre/Council.</p>	<p>Staff would transfer to the new Trust under TUPE, with their terms and conditions protected.</p> <p>A new LATC would require central posts that are not currently in place such as a Chief Executive, Finance Director etc.; this results in higher central costs.</p> <p>As a single contract entity scope for progression is limited.</p> <p>The local authority is likely to have to underwrite the pension liability. It is not reasonable to expect the LATC to take on any pension deficits</p>

Management Options Appraisal – In-house vs LATC Review

Priorities	In-House	LATC
		<p>A LATC could offer new joiners their own company terms and conditions, which could result in some staff savings although noted that the Council will require living wage to be implemented.</p> <p>As the Council currently funds Real Living Wage and the expectation is that this will continue then the opportunity for a LATC to make significant staff savings is minimal.</p> <p>As a local entity employing local people is likely. There is an opportunity for staff to grow with the LATC a generate alternative progression options to those available in-house.</p>
Score	5	5
Giving up control of the facilities and services related to Leisure, health and wellbeing in return for investment within the current centres and potential new build	<p>The likelihood is that the Council will need to fund any major work and therefore it will be down to the ability to project manage and deliver investment schemes.</p> <p>Council has experience of delivering capital investment projects, however all risk remains with the Council.</p>	<p>LATC will not have direct access to capital resources, the responsibility will remain with the Council.</p> <p>However, where the Council funds capital investment, the LATC will use the revenue improvements to repay the capital costs.</p> <p>Ultimately though with LATC having a limited trading history, any risk of these payments being made falls back to the Council.</p> <p>The likelihood is that the Council will need to fund any major work and therefore it will be down to the ability to project manage and deliver investment schemes.</p> <p>Whilst existing contractors have experience of comparable investment projects there is support through development partners (e.g., Alliance Leisure) that the Council could utilise to ensure projects remain on budget and are delivered within timescales. This would remove a level of risk for the Council.</p>
Score	4	4

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Appendix 9

Financial Evaluation – Existing Facilities

A high-level review of the potential impact on the existing leisure centres (pre-investment) has been completed. This takes into account key income/expenditure differences only. The assumptions made in this assessment are:

- The calculations are based on 2019/20 actuals as the last full year pre-Covid and are based on a mature year, for example staff savings are unlikely to be realised in year 1 and could take c.3 years to reduce to the projected levels.
- The same VAT relief on income currently achieved at The Pulse (Swimming lessons, group exercise and courses) will be applied at SPLC under the in-house option.
- An LATC would have comparable VAT relief to an external contractor therefore some additional VAT relief may be possible at The Pulse, for example on casual swimming.
- Whilst Real Living Wage is assumed on all options, it is expected that an LATC may be able to achieve some small savings at The Pulse based on different terms and conditions. It is assumed that the staff at SPLC who are currently on external contractor terms and conditions would remain the same.
- It is assumed that the LATC would get 80% NNDR relief, as per the current arrangement at SPLC.
- It is assumed that the LATC would have some additional Irrecoverable VAT costs due to the additional VAT relief on income.
- It is assumed that an LATC would operate with central costs of 14%, which is in line with the Sport England National Median Benchmark.
- Central costs have been included for SPLC under the in-house option, this is based on the same percentage of income being achieved across both sites as is currently achieved at The Pulse. However, as central costs are currently relatively high, such significant additional central costs may not be required if SPLC is added to the Council portfolio.
- An element of surplus (2% of income) is included in the LATC model on the assumption that they would need to build a level of reserves to assist in their financial sustainability.

Based on the analysis if both leisure centres were managed in-house the subsidy is expected to be in the region of £421k per annum. With a LATC it expected that a management fee payable by the Council would be required in the region of £117k. This is based on the current facility mix, prior to investment. With both centres in-house the cost to the Council is expected to increase by c.£107k, with a LATC it is anticipated to reduce by nearly £200k.

Management Options Appraisal – In-house vs LATC Review

Evaluation scores

Outlined below are the evaluation scores against the weightings for each priority. It can be seen that the LATC scores marginally higher than the In-House option, which is due to the significant financial benefit that can be achieved in its revenue position.

			In-House	LATC	In-House	LATC
	Priority	Weighting	Score	Score	Weighted Score	Weighted Score
1	1.Delivery of council objectives/strategic outcomes. 2. Able to understand the community within which the organisation is working. 3. Ability to increase targeted participation and social value. Joined up council provisions for residents (fit for future)	20%	5	4	20%	16%
2	Customer experience and satisfaction. How well will services be planned, developed and delivered to improve/maintain quality of service. Ability to create high levels of customer satisfaction throughout all areas of service delivery Exemplar quality of council and community facilities across the district	15%	5	4	15%	12%
3	Revenue cost - running the service with a low or zero subsidy - what is acceptable	25%	3	5	15%	25%
4	Council influence and control. How important to you is having control and managing the risk over the service on a day-to-day basis	15%	5	4	15%	12%
5	Staffing - using local employment, impact on terms and conditions, future opportunities for staff development, payment of the living wage for the lowest paid staff.	10%	5	5	10%	10%
6	Giving up control of the facilities and services related to Leisure, health and wellbeing in return for investment within the current centres and potential new build	15%	4	4	12%	12%
	TOTAL	100%	27	27	87%	87%

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Management Options Appraisal – In-house vs LATC Review

Appendix C

Disclaimer

Although the information in this report has been prepared in good faith, with the best intentions, on the basis of professional research and information made available to us at the time of the study, it is not possible to guarantee the financial estimates or forecasts contained within this report.

Max Associates cannot be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any information provided within this report. We have relied in a number of areas on information provided by the client and have not undertaken additional independent verification of this data.

Equality Analysis Form

By completing this form you will provide evidence of how your service is helping to meet Stroud District Council's General Equality duty:

The Equality Act 2010 states that:

*A public authority must, in the exercise of its functions, have **due regard** to the need to –*

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act 2010;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The protected characteristics are listed in Question 9

Stroud District Equality data can be found at: <https://inform.gloucestershire.gov.uk/equality-and-diversity/>

Please see Appendix 1 for a good example of a completed EIA.

[Guidance available on the HUB](#)

1. Persons responsible for this assessment:

Name(s): Angela Gillingham	Telephone:
	E-Mail:angela.gillingham@stroud.gov.uk
Service: Communities	Date of Assessment: 11/11/2021

2. Name of the policy, service, strategy, procedure or function:

Management Options Appraisal

Is this new or an existing one? **New**

3. Briefly describe its aims and objectives

<p>The main aims of the appraisal is to:</p> <ul style="list-style-type: none">Identify how the Leisure and Wellbeing services will be managed post October 2024 once the current contract finishes

- **Identify which services will be included within the new management contract.**

4. Are there external considerations? (Legislation / government directive, etc)

The current contract expires on the 31st October 2024 whereby Stratford Park Leisure Centre will no longer be run by the current operator. The contract has just started its 3-year extension. At the end of the 3 years a further extension cannot be granted therefore SDC had to take the opportunity to review all its options.

- 1. Contract hand over**
- 2. TUPE of staff**
- 3. Setting up a new Local Authority Trading Company**

5. Who is intended to benefit from it and in what way?

In September 2021 the Leisure and Wellbeing strategy was adopted by CS&L committee on behalf of the council.

The options appraisal review is one of the key actions identified within the strategy. Once the decision of how it is going to be managed post 2024 then further plans on investment can be put into play.

The strategy is aimed at:

1. The residents and visitors of the district of all ages and abilities.

2. We need to focus on the inactive becoming active so that we can have the greatest impact on improving resident's health:

- **Improving the facilities within our centres and delivering an equitable service across all our facilities**
- **by improving the programmes delivered within the centres,**
- **working with our growing community hubs to provide physical activity and wellbeing interventions and activities to those who need it the most,**
- **Working with our schools to provide good quality sporting venues accessible to the local sports clubs**
- **Reviewing the price so that physical activity programmes are accessible to all**
- **Enabling full access across the district regardless of what membership you hold and where it was purchased**
- **Working with our health partners to deliver community wellbeing programmes from both leisure centres and using staff to deliver within the Hubs enabling full access regardless of your post code**

6. What outcomes are expected?

The council will set up their own local Authority Trading company applying Teckal exemption so that it benefits from VAT on income and NNDR reduction.

Once this is established further work can be conducted in relation to feasibility studies on investment

Health and Wellbeing and Museum services will remain in-house.

7. What evidence has been used for this assessment?: (eg Research, previous consultations, Inform (MAIDEN); Google assessments carried out by other Authorities)

Leisure Consultants conducted the analysis based upon:

- **Priorities set by the project team**
- **Priorities set by the task and finish group**
- **Research was conducted by the consultants on the pros and cons of each option**
- **Financial analysis based upon actual operating figures from both centres and industry benchmark from Sport England**
- **Leisure and Wellbeing strategy research documents**
- **Officer research with other councils and operators including: South Kesteven (LATC), South Glos (Circadian leisure Trust), Monmouth county council (in-house), South Somerset (external operator), Warrington (Community Interest Company)**

8. Has any consultation been carried out?

Yes

- **Officer research with other councils and operators including: South Kesteven (LATC), South Glos (Circadian leisure Trust), Monmouth county council (in-house), South Somerset (external operator), Warrington (Community Interest Company)**
- **Consultation with CS&L task and finish specifically on the management options appraisal**
- **Consultation through the Leisure review not specific to the management options appraisal but relevant in informing the direction of travel:**
- **A. Members/Officers/Youth council workshops**

Agenda Item 9

Appendix D

- **B. Stakeholder consultation**
- **C. Focus groups including sports provision, play, disability physical education, Museum & Arts, Town councillors and Know your patch community network**
- **D. online survey**

Further consultation will go ahead in 2022.

9. Could a particular group be affected differently in either a **negative** or **positive** way?

(Negative – it could disadvantage and therefore potentially not meet the General Equality duty;

Positive – it could benefit and help meet the General Equality duty;

Neutral – neither positive nor negative impact / Not sure)

Protected Group	Type of impact, reason and any evidence (from Q7 & 8)
Age	The management options appraisal recommendation will have a positive impact on the programme, price, and accessibility as the LATC will be looking to create a balanced programme across the district to enable all ages to participate in physical and wellbeing activities at the facilities. The LATC will work closely with the Health and Wellbeing team and our community partners to ensure we cater for the most vulnerable as stated within our Leisure and Wellbeing strategy. Further consultation will take place once the company has been set up to ensure equality programme across the district. Positive impact
Disability	As above
Gender Re-assignment	This is not a group currently catered for specifically within the facilities. To understand the specific needs of this group very specific consultation will be needed. Neutral impact
Pregnancy & Maternity	As with the above groups this group will be placed within the programme at both sites. The LATC will adopt the council priorities and work closely with the Health and Wellbeing team who already provide activities for this group under the “Mummy and Me” brand. An LATC will be able to expand on this programme as part of the health and wellbeing services. Positive impact
Race	The pandemic has disproportionately affected Asian and Black adults as well as other ethnic groups. The Stroud District has a low proportion of this group with only 2.1% - when programming, conducting further consultations and working with our community partners we must consider all members of our community. The management options appraisal will support the work from the Leisure and wellbeing strategy. Positive impact

Religion – Belief	The management options appraisal has a neutral impact
Sex	This will be addressed as part of the programming and interventions to enable participation. Working closely with Health and Wellbeing and community partners we will see a focus on the groups who need to be catered for. Positive impact
Sexual Orientation	The management options appraisal has a neutral impact
Marriage & Civil Partnerships (part (a) of duty only)	The management options appraisal has a neutral impact
Rural considerations: le Access to services; transport; education; employment; broadband;	Nothing changes regardless of the management of the centres. This is addressed in the delivery of the leisure and wellbeing strategy. Neutral impact

10. If you have identified a negative impact in question 9, what actions have you undertaken or do you plan to undertake to lessen or negate this impact?


Please transfer any actions to your Service Action plan on Excelsis.

Action(s):	Lead officer	Resource	Timescale

Declaration

I/We are satisfied that an Impact Assessment has been carried out on this policy, service, strategy, procedure or function * (delete those which do not apply) and where a negative impact has been identified, actions have been developed to lessen or negate this impact.

We understand that the Equality Impact Assessment is required by the District Council and that we take responsibility for the completion and quality of this assessment

Completed by: Angela Gillingham	Date:12/11/2021
Role:Project Manager, leisure, health and wellbeing	
Countersigned by Head of Service/Director:	Date:12/11/2021
	

Date for Review: Please forward an electronic copy to eka.nowakowska@stroud.gov.uk

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Leisure Centre Evidence Report

2021

INTRODUCTION

Stroud District Council officers undertook various discussions with leisure centres across the country. The aim was to provide a learning opportunity about different management options and funding opportunities for the development of centres within the Stroud District.

Understanding how other leisure centres have approached a redevelopment, is an important part of determining the best option for the Stroud District.

A range of leisure centres were selected that covered different types of operation with different targets and demographics. This was to provide a rounded view of the current demand for leisure facilities.

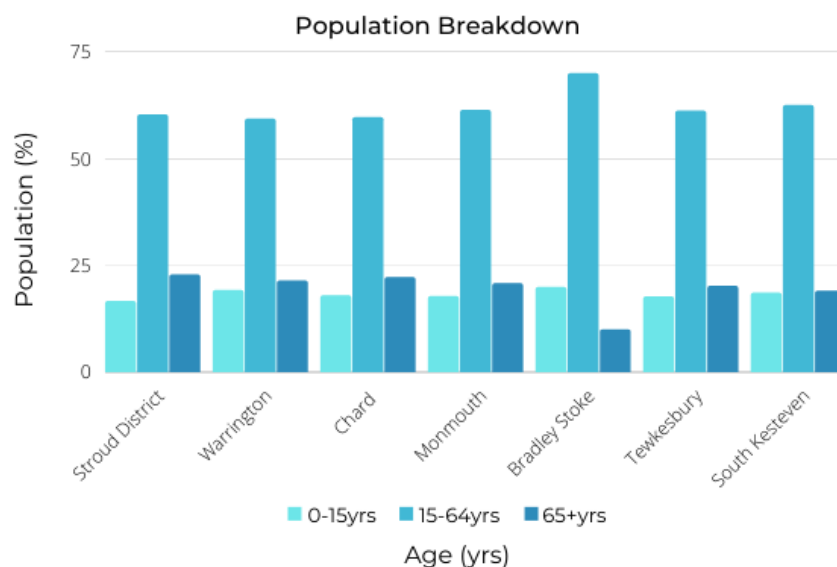
Below is an overview of the locations of proposed sites to visit.



POPULATION BREAKDOWNS

Determining overall data and statistics

Of the sites initially chosen, the data surrounding population was collated. This gave an overall picture of the areas that were being reviewed. From this information, it was easier to determine which sites would be serving a similar demand to the Stroud District.



*Information gathered from the Office of National statistics via Nomis

Of the areas above, Chard and Monmouth are most similar to the Stroud District. In comparison, Chard has a higher population than Monmouth, with Chard housing a population of 13,074; 7.75% of South Somerset's population of 168,696. The total population of Monmouth is 91,323.

The population of the Stroud District in 2020 was 120,685

WHAT DO WE WANT TO KNOW?

Determining overall data and statistics

The following questions were chosen to ask of leisure centres before the meetings took place

-
- 01 How is the centre managed?
 - 02 Who is your operator and how was the redevelopment funded?
 - 03 What is your footfall?
 - 04 What is your current subsidy per user
 - 05 What is your largest income generator?
 - 06 What are your user statistics

KEY COMPARISONS

In order to directly compare leisure centres, those most similar to Stroud District were selected to contact for discussion.

Table A

	Monmouth	South Kesteven	South Glos.
Gym	✓	✓	✓
Swimming Pool	✓	✓	✓
Learner/Teaching Pool		✓	✓
Studio/s	✓	✓	✓
Spin Studio	✓		
Toning Suite	✓		✓
Wellbeing (beauty, sauna, steam room)	✓		✓
Sports Hall			✓
Courts		✓	
Meeting Rooms	✓	✓	✓
Soft play/ play area	✓	✓	✓
Creche			
Café	✓		✓
Physio/ rehabilitation			✓
Outdoor facilities			✓

Table A details a comparison between the facilities at each of the chosen sites.

Table B compares the details of centre operation.

Full details of all the options are in the following document - Management Options Appraisal: Appendix 16

Table B

Operator	Mommouth	South Kesteven	South Glos.
Type of operation	MonLife in house	Leisure SK LATC (newly formed)	Active Lifestyles - Circadian trust Trust
Development Costs	£700k for management decision	500k set up the LATC - most of this money was spent on equipment	
How was it funded?	Mommouthshire County Council	South Kesteven District Council	South Glos Council
Operational Defect	1 m		
Subsidy per User		info not available	
Partners	Neighbouring schools, GPs	none - newly formed business	Public health, South Glos council, GPs, Soho
Tax relief	Ealing rule	yes	coffee franchise covid grants
Council influence over operation	Council run centre	Board of directors employed by council as directors/members/one independent with leisure experience	Trust run centre
Council influence over development	Council run centre	yes	Trust run centre
Delivery of Council objectives	yes	yes	HLS taken over from council
Number of Members	Abergavenny - 1191, Caldicot - 1121, Chepstow - 1281, Mommouth - 2115 (as of Sept 21)	fitness: Grantham - 1291, Bourne - 830, Stamford - 447	Gym: 18,500 across all sites pre-covid, 12,500 post covid
Number on L25 programme	Abergavenny - 558, Caldicot - 442, Chepstow - 428, Mommouth - 563	Grantham - 1107, Bourne - 591, Stamford - 600	8.5 thousand across all sites
Number of fitness classes in programme		Grantham - 29 + 56 Virtual, Bourne - 15, Stamford - 4	
Health and wellbeing Projects (inc. funding)		Just appointed a health and wellbeing manager.	

South Kesteven

South Kesteven District Council deliver a range of sport and leisure activities as part of their community support. This includes the GP Exercise Referral Scheme, Health Walks as part of the Walk for Life Scheme and FitKids. This was delivered in conjunction with Lincolnshire County Council.



LeisureSK

South Kesteven currently run four leisure centres across the district, one of which is currently closed. These are managed by the Local Authority Trading Company LeisureSK.

LeisureSK was set up in early 2021 after the contract with 1Life ended. The LATC is one of three trading companies set up by the council, the others being DeliverSK and InvestSK, that work on the development and delivery of the leisure facility development.



Setting up LeisureSK
cost £500,000
Most of this was
spent on equipment



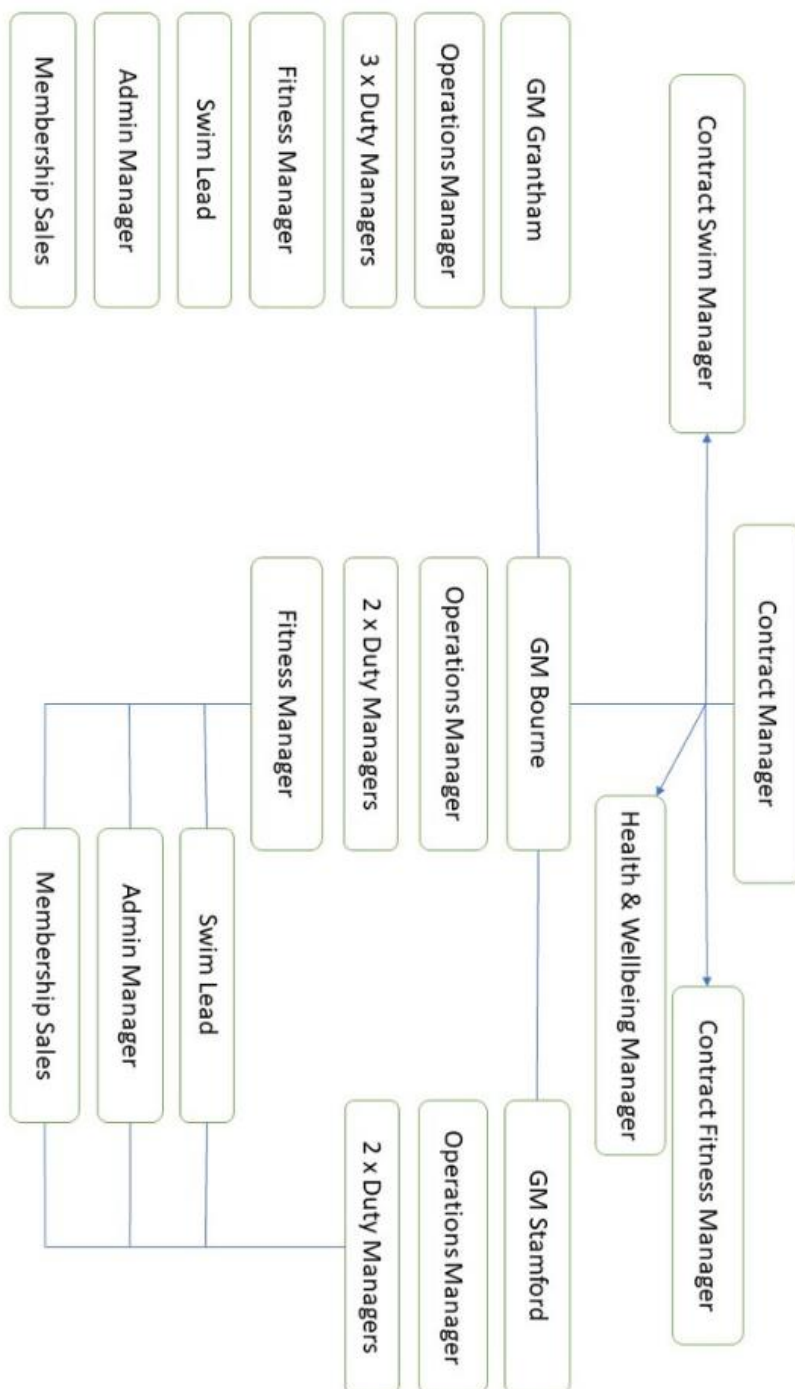
There are 2298
swimmers across
the Learn to Swim
programme



There are 2568 fitness
members across all sites
with 48 in-person fitness
classes and 56 virtual
classes.

As South Kesteven Council has some control over the operation of their leisure centres, LeisureSK is able to successfully deliver council objectives. The board of directors for the LATC are employed by the council and consists the CEO of South Kesteven Council (with leisure experience), one director, The Leader of the Council, three members and one independent director with leisure experience. They have recently appointed a health and wellbeing manager to oversee and deliver their Health and Wellbeing plan. The staffing structure of LeisureSK is detailed in Appendix A below.

Appendix A



South Kesteven

South Kesteven District Council deliver a range of sport and leisure activities as part of their community support. This includes the GP Exercise Referral Scheme, Health Walks as part of the Walk for Life Scheme and FitKids. This was delivered in conjunction with Lincolnshire County Council.



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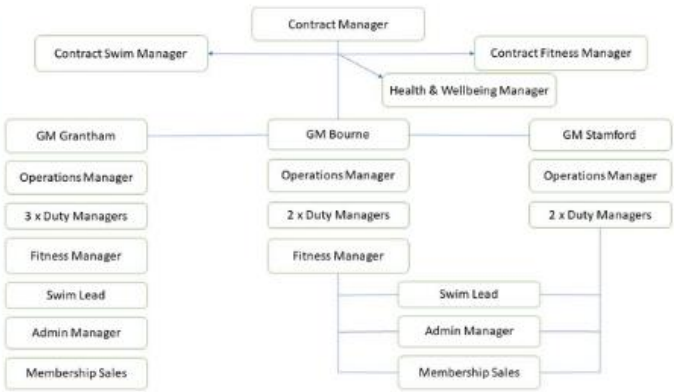


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Monmouth

Monmouth Leisure Centre is a **council run** centre, that forms part of the MonLife structure. Operating in five services, MonLife delivers leisure, youth and outdoor education, green infrastructure and countryside access.



MonLife - Monmouthshire CC

MonLife, launched January 6th 2020, operates in the following five services:

Active

Heritage

Outdoor

Creative

Connect

MonLife Active runs four Leisure sites across the county - Abergavenny, Caldicot, Chepstow, **Monmouth**.

- The management options appraisal cost the council £700,00 before a decision was made
- The council were initially in favour of a Local Authority Trading Company, going as far as setting up and registering a shadow company and electing a board of directors. Shortly before the company was set to trade, the council changed their decision, deciding to being everything in-house. The 'Ealing rule' was a factor in this decision.



MonLife had an annual direct turnover in 2019/20 of £8.5m with an income of £6.42m...



...136 FTE staff and circa 197 active volunteers.



There is a total of 1971 swimmers on the learn to swim programme



MonLife Active has a total 5708 memberships

Monmouth's toning suite has 250 memberships, separate from other fitness memberships.

They have 100 people per month on referral across all four sites who are supplied with a 'fit for life' membership upon completion

South Glos

South Gloucestershire Council operate their leisure centres under the **Circadian Trust**. The trust, initially set up and branded as South Glos Leisure as an NPDO. Active Lifestyles Centres (Circadian Brand) operates five leisure centres across the county. These include Bradley Stoke, Longwell Green, Kingswood, Yate and Thornbury.



Circadian Trust

The leisure trust was originally formed in 2005. It has a twenty five year contract with the council across all centres.

Centre redevelopment was managed by Alliance Leisure (development partner) with Max Associates (leisure consultants) putting the business plan together, alongside FMG consultants who led the procurement process. Circadian inputted on the centre design as the incoming operator.



Working as a trust means that surplus money is reinvested into the trust.

Because of this, the equipment can be changed every 5 years.

Circadian are also looking at the redevelopment of Kingswood Leisure Centre as it is estimated it is within the last 10 years of life. Funding would be borrowed through prudential borrowing for this project, and this is expected to come to fruition within the next 5 years.

INITIAL FINDINGS REPORT

The initial research into each of the centres determined which site would be most useful in the options appraisal.

Chard

Chard we chosen as a key centre to review because of its similarity to Stroud. It is a developmental partner design and build project. As it is a really new build, it explores the prospect of a new centre along the M5 corridor.

The redevelopment of the leisure centre was part of the Chard regeneration project, aiming to attract people to the town centre and improve pedestrian links to and from the Boden Mill site and other facilities. The redevelopment was managed by Alliance Leisure. Plans to open the new leisure centre are between January and March 2022.



The centre itself will be operated by Freedom Leisure and funded by South Somerset District Council. Freedom Leisure operate many sites across the country, with Goldenstones Leisure Centre in Yeovil and Westlands Sport and Fitness Centre in Yeovil being the closest to Chard. Freedom Leisure is a not-for-profit leisure trust that took over the management of Yeovil, Chard and Wincanton leisure centres in April 2021, taking on a 15-year contract with SSDC. They run 106 facilities across the country, 24 of which are in partnership with councils, schools or academies. South Somerset District Council offer a 'Passport to Leisure' Card. This helps those on low incomes 'enjoy an active and healthy lifestyle by giving them discounted access to leisure activities.' Access to transport is also provided by South Somerset Association for Voluntary and Community Action.

Wyre Forest

Also operated by Places Leisure, Wyre Forest runs a Health and Wellness programme the supports recovery, rehabilitation and overall wellbeing. As part of the scheme they offer a 'Passport to Leisure' scheme which allows residents access to facilities that meet certain criteria.



Eastleigh and Camberley



Eastleigh and Camberley Leisure Centres are both operated by Places Leisure.

The redevelopment of Camberley was opened on the 1st of July 2021 and was a £22 million investment

Tewkesbury

The redevelopment was managed by Willmott Dixon, and worked in partnership with The Swimming Bath trust. It was estimated that the build would cost in excess of £3.8 million.

The centre is operated by Places Leisure the leisure management arm of the Places for People Group. During the redevelopment of the centre, developers Willmott Dixon had 240 school and college students visit the site. They ran educational workshops for 120 students with 34 weeks of work experiences for 18+ year olds. Their 109 weeks of apprenticeship work has led to 100% of apprentices progressing into employment.



Warrington

Centres in Warrington are operated by LiveWire, a CIC, and so any profit generated is reinvested.

Their five leisure facilities are located in Broomfields, Birchwood Birchwood Leisure and Tennis Complex, Great Sankey Neighbourhood Hub, Orford Jubilee Neighbourhood Hub, and Woolston Neighbourhood Hub. A community hub in Bewsey and Dallam is due to open in 2021. Leisure Facilities Include: Gyms, Teaching Pool, Training Pool with moveable floors, Tennis Courts, Creche (Orford Hub Only)

At the Bewsey and Dallam Hub facilities will include: Reception and social areas, library facilities, WiFi enabled devices, Multi-use learner/hydrotherapy pool, community rooms, Community storage space, Lifestyles services



Monmouth

MonLife Heritage operates six museums and attractions (Shire hall, Caldicot Castle, Old Station Tintern, Abergavenny Museum, Chepstow Museum, Monmouth Museum)

MonLife Outdoor offers: 1.Outdoor Adventure – activities including canoeing, caving, orienteering, climbing. It is also a D of E Approved Activity Provider

2.Outdoor Countryside – access to public rights of way
3.Outdoor Green Infrastructure

MonLife Creative supports learning for schools, families and adults. Their 'Night Out' scheme helps volunteer groups bring the arts to their communities.

MonLife Connect supports MCC's youth services and play areas. It also manages Volunteering opportunities and destination management.

Monmouthshire Sports Development Team promotes participation in physical activity and sporting initiatives within schools and the wider community. Volunteer opportunities start from 13 yrs. and 85% of their current paid casual workforce have come through the volunteer programmes. The 'Positive Futures' provision engages many young people on the Anti-Social Behaviour list.



Bradley Stoke

Bradley Stoke is one of five centres operated by Active Lifestyles Centres across South Gloucestershire (Bradley Stoke, Kingswood, Longwell Green, Thornbury, Yate). All centres, except the smaller Longwell Green, have Meeting facilities and support venue hire. The redevelopment costed £3.6 million.

Longwell Green underwent a £1.5 million redevelopment in 2017, improving the fitness studio, changing rooms, fitness suit, entranceway and lobby and poolside showers.

One You South Gloucestershire is a healthy lifestyles and wellbeing service for adults registered at a GP practice in South Gloucestershire and partner with Active Lifestyles to run this service. They provide services that support mental and physical wellbeing, whilst also providing resources and information for practitioners.



South Kesteven

InvestSK, the council's economic growth and regeneration Teckal company, have appointed a sports development officer to oversee public consultation. InvestSK and DeliverSK will work on the delivery of the leisure facility development.

South Kesteven District Council deliver a range of sport and leisure activities as part of their community support. This includes the GP Exercise Referral Scheme, Healthy Walks as part of the Walk for Life Scheme and FitKids. This was delivered in conjunction with Lincolnshire County Council. They have connections with Arthritis Action as part of these schemes.

The district council have connection with Active Lincolnshire, who manage and coordinate programmes and events which encourage people to keep active. They are a charity that receive funding from Sport England and have evolved from a County Sports Partnership through to an emerging active partnership.

Plans for the buildings are to be more than simply leisure centres.

The aim for each is to become 'community hubs with something for everyone, and a focus on overall health and wellbeing. That includes providing activities in rural communities'.

Currently, the leisure centres at Bourne and the Deepings are shared with the local schools. Deepings is currently Closed 'South Kesteven District Council voted in favour of improvement works, proposing funds of £6.3 million for redevelopment over the next 25 years. SKDC want to replace this facility with a purpose-built modern leisure centre with both wet and dry facilities.'



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STROUD DISTRICT
COUNCIL

Management Options Appraisal

The rationale and process behind the decision.

2021

NOTIFICATION

In December 2020 Stroud District Council (SDC) commissioned Max Associates (Leisure Consultants) to conduct a management options appraisal as part of the Leisure and Wellbeing Strategy development.

SDC have two Leisure centres and a Lido:

The Pulse in Dursley is situated in the centre of Dursley Town. This centre is run in-house by SDC.

Stratford Park Leisure Centre (SPLC) and the Lido is set in the ground of Stratford Park. This centre is run by an external company and has been under 3 different external operators since 1996.

The leisure contract for SPLC finishes on the 31st October 2024.

It is already in an extension period which is why SDC had to undertake a management options appraisal in order to assess how to bring both centres under one contract and to be able to deliver on facility and service interventions as detailed in the Leisure and Wellbeing Strategy.

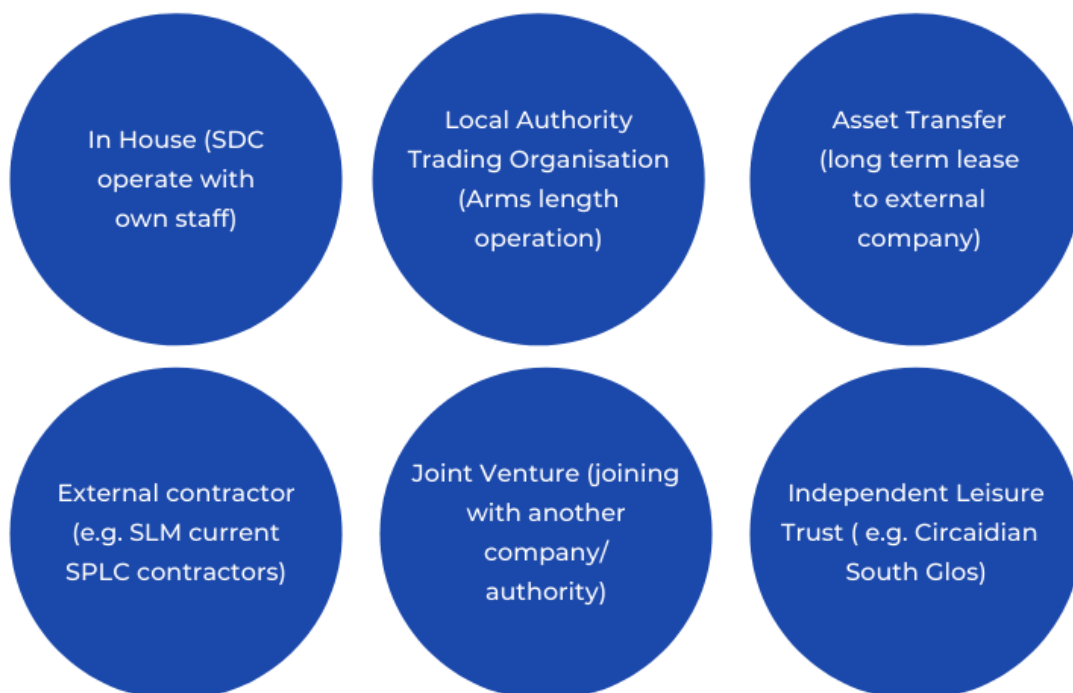
Other services included within the appraisal are: The Museum in the Park and Health and Wellbeing.

THE OPTIONS

SDC project team considered 6 management options, engaging the consultants to review each of the options in detail highlighting the key advantages and disadvantages. These options were considered against the ability to deliver on the strategy outcomes.

Full details of all the options are in the following documents:

- Appendix 16 Management Options Appraisal
- Management Options Appraisal - Priority Review
- Management Options Appraisal - inhouse v LATC review November 2021



01

MANAGEMENT OPTIONS

- 01 In- house Option**
Bring SPLC back in house and align with the Pulse, Museum and Health&Wellbeing which is already run by SDC.
- 02 External Contract**
Undertake a procurement and put both leisure centres out to tender to attract a new external operator. This could include a trust and/ or private company
Consider outsourcing the other services as part of this contract
- 03 Local Authority Trading Company**
SDC to set up their own Local Authority trading Company (LATC) to run facilities and services at arms length. If the Teckal exemption is applied procurement would not have to take place.

Consider adding Health and Wellbeing to the company once the company matures.
- 04 Locally established not for profit distributing organisation (NPDO)**
The council could set up a charitable organisation to manage the centres. However due to the 2015 Procurement Regulations this would have to go through the tender process.
- 05 Joint Venture**
The council could join with a another business/council or both. Ownership of the new business would be split between the 2 or more parties involved.
- 06 Asset Transfer**
The council could lease any high value leisure sites, to commercial operators in exchange for revenue.

The council would relinquish any control over how the centres were operated.

04

THE FIRST APPRAISAL

The project team considered what was important to SDC in terms of management options and being able to deliver on the strategy.
8 areas were rated in terms of importance and each were given a % value.

01

Council objectives/strategic outcomes 25%

Ability to understand the community within which the organisation is working to deliver the strategic outcomes of the council and of the Leisure and Wellbeing strategy. Ability to increase targeted participation and social value.

02

Revenue Implications 15%

The ability to maximise revenue, through performance and/or governance structure. Ability to effectively manage expenditure and costs.

03

Capital resources 10%

Ability to support the design, build and mobilisation of new/re-developed leisure centres

04

Risk /Sustainability 10%

Ability to manage financial risk and the organisation is sustainable in the long term.

05

THE FIRST APPRAISAL CONTINUED

05 **Risk/Operations 10%**
Ability to manage day to day operational risk of complex leisure centre/services.

06 **Council influence and control 10%**
Degree of Council control over the services on a day to day basis.

07 **Customer experience and Satsifaciton 20%**
How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery

08 **Staffing 10%**
Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.

THE FIRST APPRAISAL CONTINUED

Advantages and disadvantages for each of the options were explored and it was decided at this stage that the Joint Venture and Asset transfer did not meet the councils objectives.

This was the first round so we kept them in to consider but did not score them.

Joint Venture not considered due to:

- Requires political agreement of joint working
- Our partner may not have the same vision and want to pursue their own strategies
- High risk if partner walks away
- Must have shared vision from the outset and throughout to make it work.



Asset Transfer not considered due to:

- The council would have no control or input into the quality of services delivered
- High risk to the council reputation if the facilities are not managed to a high standard
- If the facility performs well the council will not benefit.

CONCLUSION OF FIRST APPRAISAL

Based upon the score the inhouse scored highest on delivering all facilities and services with LATC and External coming in joint 2nd for the Leisure Centres.

LATC performing better than external for the Museum and health and wellbeing.

It was recommended that whichever route we choose the catering element should be considered as a separate business and not included within the contract.

This was further backed up by the current operator not opening the cafe after Covid despite a clear demand and research whereby other contractors have outsourced their catering e.g Circaidian Trust (SOHO coffee franchise)



08

TASK AND FINISH

The T&F group was set up in August 2021 to review and assess the information presented on the leisure strategy.

The group is made up of cross party representation and SDC officers. The meetings are chaired by the chair of CS&L.

The first role of the group was to make a recommendation on the management options appraisal.



01

Meetings

The group have met on 6 occasions to discuss the management options appraisal

02

Advantages and Disadvantages of each option

Discussions on the 6 options took place and in the 3rd meeting the decision was made to remove the Joint Venture and transfer of assets.

03

T&F priorities

The group were asked to explore their own priorities so that further modelling could take place.

09

TASK AND FINISH PRIORITIES

Each member of the group were asked to complete a task independently of each other assigning their own priorities on what was most important to them.

The results were shared and debated and a set of new priorities were formed.

01

T&F priorities

1. Delivery of Council objectives/strategic outcomes and being fit for future
2. Customer experience and satisfaction including exemplar provision of council and community facilities across the district
3. Revenue costs
4. Council influence and control
5. Staffing - using local employment, impact on terms and conditions, paying the living wage for the lowest paid staff
6. Giving up control of facilities related to leisure, health and wellbeing in return for investment

02

Next step

T&F were given a copy of the first management options appraisal document and their priorities were put into a priority review document highlighting what each of the priorities meant for each management options

03

T&F priorities meaning and understanding

The consultant presented the priorities and answered clarification questions for the group.

Officers informed the group of discussions and research which had taken place looking at different management models.

For all routes the council would have to borrow money to improve and expand their leisure portfolio

10

04 T&F decisions

The group voted on narrowing the options to two:

1. Inhouse
2. LATC

The consultant prepared financial information to bring to the next meeting on the two options

05 T&F decisions - Why choose these 2 options?

- T&F understood that prudential borrowing would be required regardless of whichever option was chosen.
- With the investment and the profiling from the consultants T&F were comfortable that over a period of time the two options would generate a surplus which would benefit the council and residents
- With LATC the council would subsidise the company over a set number of years decreasing the amount year on year - giving some cost certainty
- Once the company matured Health and Wellbeing could be brought into the company making the council another saving
- Inhouse - the Pulse when compared against other inhouse operators and the private sector is in top % in terms of performance apart from utilities, maintenance and service costs
- Both options would have a local work force who understood the area
- Both options would be able to deliver on the council priorities and the Leisure and Wellbeing strategy.
- Procurement is not required and therefore you know the contract can be delivered to the expected standard.



11

TASK AND FINISH OPTIONS APPRAISAL

The consultants prepared and completed the 2nd options appraisal using the 6 priorities from T&F.

01

Revenue costs - 25%

Running the service with a low or zero subsidy -subsidy at an acceptable level.

02

Delivery of council objectives/Understanding the community within which the organisation is working - 20%

Ability to increase targeted participation and social value.
Joined up council provisions for residents (fit for future)

03

Customer experience and satisfaction 15%

How well will services be planned, developed and delivered to improve/maintain quality of service.
Ability to create high levels of customer satisfaction through all areas of service delivery.
Exemplar quality of council and community facilities across the district.

04

Council influence and control 15%

How important to you is having control and managing the risk over the service on a day to day basis.

05

Giving up control in return for investment 15%

Giving up full control of the facilities and services relating to health and wellbeing in return for investment within the current centres and potential new build.

06

Staffing - 10%

Using local employment, impact on terms and conditions, future opportunities for staff development, paying of the living wage for the lowest paid staff

TASK AND FINISH FINAL RECOMMENDATION



After reviewing all the evidence and weighing up what was important to SDC, T&F decided to recommend LATC as the preferred and most sustainable option going forward.

THE REASON BEHIND THE DECISION

Revenue

- LATC saved SDC 200k per year prior to investing in the centres as apposed to costing the council and additional 107K per year
- The saving could be used to pay off any borrowing to invest in the centres and a realise the potential of the service interventions within the Leisure and Wellbeing Strategy
- In a mature year with investment the company could create a projected surplus of 350K as opposed to 260K for inhouse
- The surplus would be reinvested back into the business to fund future investment and not lost within the main council budget
- Support services - can purchase from the industry and be a true business cost
- LATC would benefit from NNDR saving
- Bringing both facilities inhouse could bring the council VAT level over its threshold and therefore the council would lose its ability to recover VAT from purchasing???? (check this one)



All figures quoted are based upon the actual operational figures for 2019/2020. All surplus figures are indicative but are based upon industry knowledge and experience whereby the facility interventions have been installed at other centres.

SUMMARY

The Pulse when matched against the industry scores in the top % on income/service delivery/quality.

The key difference in the two options came down to revenue and VAT implications.

Both models would serve the council and the District well. With an LATC staff would have opportunities to develop and grow, the council would be able to invest to save through prudential borrowing and the councils objectives and Leisure strategy can be delivered through strong partnership working.

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COMMUNITY SERVICES AND LICENSING COMMITTEE MEMBER REPORT

NAME OF ORGANISATION/BODY	Museum in the Park (Cowle Trust)
DATE OF LAST MEETING ATTENDED	8 th November 2021

BRIEF REPORT

Whilst the museum team have done an excellent job of retaining trust once audiences were able to return to the museum, it has found its resources stretched – both from external requests, as others sought to return to normality, but also invigilating and managing the return of visitors to the museum. Having objects on open display continues to be problematic. Despite this, visitor numbers have been good, though, as expected, not quite to pre-Covid 19 levels.

The museum has maintained a scaled down approach to events and exhibitions to manage resources with quality of visitor experience favoured over quantity. The Museum's summer holiday programme opened with a free, all-age drop in creative day on Wednesday 28 July, 'Art in the Park', funded by a grant from Arts Society Painswick. There followed a series of different drop-in activities throughout the summer, often located outdoors. HAF activity packs & 'Grow Your Own' food boxes were also distributed to families during Wednesday sessions.

Longfields Hospice Butterfly Appeal was hosted in the Walled Garden: a moving example of how well-organised events in the Garden (combined with a warm and respectful museum welcome) can help with the healing process & inspire people to feel and cope better with grief and difficult times. There were also a number of musical events over the summer in addition to hosting a Steampunk Picnic in the Park and Stroud Theatre Festival.

Museum Membership was launched on 25th October. This was previously known as 'Supporter Scheme'. The launch had been delayed but is still on course to deliver all elements of the project by the end of March 2022. Arts Council England approved the interim report. The launch was deliberately low-key which the museum team will develop sustainably. Members are encouraged to sign-up here: [Free-to-Join Museum Membership](#).



Further to previous reports two consultants were engaged regarding collection storage needs, particularly in regards to space. They took into account 25 years' growth, better packing and developer led archaeology that the museum has not been able to collect since 2014 due to a lack of space. Both consultants (who approached this from different perspectives) have arrived at similar figures and provided comprehensive reports. This work is an early step towards creating a single collections store (from the current three, excluding the Museum in the Park site) to improve community access and care for the district's heritage. This in turn must be preceded by the replacement of the museum's collections database, which is no longer fit for purpose. This will also be a vital step towards community engagement and re-display of the museum.

The museum was awarded a grant of up to £6,055 towards the costs of an Ice Age Exhibition & Learning Pack from Arts Council England. The exhibition will open on 25th January 2022.

The museum's monthly sustainable stories series continues, focussing on exploring different collection objects from the past which reveal useful lessons for a kinder, more sustainable, living in the present and future. Please visit: <https://museuminthepark.org.uk/sustainable-stories>

The previously reported courtyard awning project has been cancelled.

The museum continues to take part in the previously reported Rebuilding the Foundations: Gloucestershire Museums project led by SW Museum Development (SWMD).

The Cowle Trust has a trustee vacancy which will be advertised early in the new year.

The final day of public opening in 2021 is Sunday 19th December. The museum re-opens after deep cleaning and maintenance with the Ice Age exhibition on 25th January 2022.

REPORT SUBMITTED BY	Cllr Nigel Prenter
DATE	18 November 2021



COMMUNITY SERVICES AND LICENSING COMMITTEE MEMBER REPORT

NAME OF ORGANISATION/BODY	Police and Crime Panel
DATE OF LAST MEETING ATTENDED	28 th September 2021 & 3 November 2021
BRIEF REPORT	
28 September 2021 Meeting:	
<p>The Police and Crime Commissioner and the Deputy Commissioner outlines their activities in recent months and emphasised the importance of the local roadshows in both communicating his plan and for residents to give their views on policing in their areas. Obtaining further funding to enable the implementation of his plan had also been the other priority.</p> <p>His draft plan was presented to the committee, which has nine elements of which one is Manifesto, Mandate, Resourcing (MRE3), sums up the overall approach to improve the police service. Its priorities are:</p> <ul style="list-style-type: none">• A 50% reduction in neighbourhood crimes and anti-social behaviour.• Sets an ambitious target of 300 extra personnel into the Constabulary and improve the 101 service.• Ensure the Criminal Justice System supports victims and reduces reoffending.• focus on vulnerability and victimisation• Empowering our local communities, through improving road safety, focusing on pet theft, internet scams, retail and business crime, and Rural, wildlife and heritage crime <p>The main challenge from the panel was on how these priorities would be funded and a working group from panel members will be established to scrutinise costing and proposed funding.</p> <p>There was some debate particularly from more urban panel representatives on E-scooters and how the trail was progressing and statistics on enforcement of illegal e-scooters.</p> <p>There was also a lengthy debate on the future of the recently created small mounted police force in Gloucester, questioning its costs effectiveness and frequency of deployment and its value for money. While the cost of the stables which was a commitment under the previous Commissioner was also challenged. IT was requested that a value for money exercise was conducted.</p>	

3 November 2021 Meeting

The meetings focus was on the recent HM Inspector of Constabulary PEEL report, which grades how effective policing is in Gloucestershire across 13 areas, of which 11 were graded, see below.

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Preventing crime	Managing offenders		Investigating crime
	Treatment of the public			Supporting victims
	Disrupting serious organised crime			Recording data about crime
	Developing a positive workplace			Responding to the public
				Protecting vulnerable people
				Good use of resources

The Chief Constable, an Assistant Chief Constable and Senior Detective attended to respond to the report.

They with the police commissioner, whilst accepting the report's findings felt it was too harsh in some areas and that its failure to have adequate Crime detection Information data disproportionately reduced 3 or 4 of the assessments.

The HM inspector did issue on the same day a briefing stating it is reviewing this new inspection process, Gloucestershire being the only police force to have had a report issued. In addition, the Chief Constable referred to Covid impact over the period of the review and increasing demands from other regions and national policing (Cop26 for example were 70 officers deployed). The Panel has some 'sympathy' on this.

However, this follows an earlier 2019 report which was inadequate which panel members picked up on and expressed concerns that little or no progress had been made on a number of issues

On data, it was reported there had been a lack of investment the systems were end of life, but a business case would be presented to the commissioner to replace. The Commissioner referring to his plan to also cut 101 waiting times, and that other commitments in the plan were already addressing many of issues the report highlighted.

The Commissioner believes their plans to recruit 300 new officers, and 100 extra support staff, together with training to respond to crime trends (cyber/fraud) will help address this.

It was concluded that although there were reservations on the report's tone, the issues were real and the panel Chair asked for a regular update on action progress to address these from the Commissioner. The meeting ending with a formal vote of confidence in the Chief Constable and their staff.

REPORT SUBMITTED BY	Cllr Martin Percy
DATE	11 November 2021



COMMUNITY SERVICES AND LICENSING COMMITTEE MEMBER REPORT

NAME OF ORGANISATION/BODY	Citizens Advice Bureau
DATE OF LAST MEETING ATTENDED	6 th October 2021
BRIEF REPORT	
1. New board <p>Following a successful recruitment campaign the following new board members were welcomed. They bring huge experience and will support the planned major changes to update and enhance the service to better serve the changing needs of the community.</p> <p>Martyn Price Bea Pitel Barry O'Driscoll Simon Pitt Carolyn Folley Jane Whaley Martin Cook</p>	
2. Efficiency update <p>A New Client Journey Plan is being piloted with the objective of ensuring clients can be fast tracked to speak to appropriate expert advisors and receive a solution plan for all issues presented before they hang up on their initial call.</p>	
3. Main offices & Covid <p>The Cirencester office is fully operational again however air circulation issues in the Stroud office means that it is not deemed safe for client interaction at this time although a limited back office function is being carried out from there. Work is ongoing to consider the on-going viability of the current building Vs more suitable premises, in the meantime the service is being carried out over the phone and at suitable outreach centres including foodbanks.</p>	
4. Planning Day 19th November Next board meeting 24th November <p>It was agreed that there would be a planning day held at St James Place Cirencester 9.30 – 5.00 During this plans will be discussed/brainstormed etc. and the next board meeting will take place on Microsoft Teams on the 24th November</p>	
REPORT SUBMITTED BY	Cllr Gordon Craig for Cllr Jessie Hoskin
DATE	15/11/21

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COMMUNITY SERVICES AND LICENSING COMMITTEE

MEMBER REPORT

NAME OF ORGANISATION/BODY	Mental Health Champions
DATE OF LAST MEETING ATTENDED	11 November 2021
BRIEF REPORT	
<u>Mental Health Champions – Our Objectives</u>	
<ul style="list-style-type: none">1) Promotion well-being and resilience2) Signpost to the appropriate help and support3) Advocate consideration of mental health alongside equality, diversity, and physical requirements in council policy	
<u>Mental Health Champions - Who are we and what can we actually do?</u>	
<p>Tricia, Victoria and Jenny signed up to this role which was not yet clearly defined but with shared ideals for compassion, understanding and a keen desire to improve support facilities for all in our district.</p> <p>Mental health, like physical health, covers the full spectrum, influenced by what we were born with and what life throws at us. We all have good and bad days, with changes in our mood and ability to cope. Some of us are relatively 'healthy', others have underlying conditions that impact daily life, ability to look after ourselves and function in today's world. We all experience life events that throw us off kilter sometimes, the pandemic being a rare example that impacted us all at once.</p> <p>With that in mind, we would like to promote a broad range of things that will not always be relevant to you but hopefully something will help you or those around you as we build the resource library. Ideas include wellbeing and resilience tips & techniques for all, guidance around services and facilities that already exist within and beyond the council and doing all we can to maximise support in the community for those who need it.</p> <p>This has led to the 3 objectives above.</p> <p>We intend to share what we learn with SDC staff, cllr colleagues and residents, Starting with some positive wellbeing suggestions and awareness raising that we hope to have broad appeal. As we gather appropriate information, we aim to help signpost to existing services for more specialist things and seek ways to fill gaps as they are identified, aware that most provision falls outside the council's remit and crosses NHS, community and private service provision. We are keen to embed consideration of mental health in all council decision making, alongside diversity and equality as a whole.</p> <p>We have already been asked about training on how to deal with residents who contact us exhibiting signs of mental health issues, would that be of interest to you? We would also like to build wellbeing and mental health support into all community hubs as they emerge, please get in touch if you have existing examples</p>	

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in your local hub that others may be able to learn from or have identified a need in your community that no-one knows quite how to go about resolving.

If you have any particular ideas, queries or community based mental health concerns that you would like to raise, please get in touch with any of us to help shape this role to meet broader expectations.

**REPORT SUBMITTED
BY**

Cllrs Victoria Gray, Jenny Miles and Tricia Watson

DATE

13 November 2021

Performance Monitoring Report

Date of meeting	20 th October 2021
Prepared by	Mike Hammond, Head of Community Services (MH) Keith Gerrard, Strategic Director of Communities (KG) Angela Gillingham, General Manager, The Pulse (AG) Darren Young, Operations Manager, The Pulse (DY) Kevin Ward, Museum Development Manager (KW) Emma Keating-Clarke, Health & Wellbeing Development Coordinator (EKC) Steve Miles, Senior Youth Officer (SM) Tom Wickham-Bassett, Youth Representative (TWB) Maxie Wells, Youth Representative (MW) Councillor Nigel Prenter (NP)
Apologies	Councillor Julie Job (JJ)
Attach CDP Action Plans and Risk Report from Excelsis	<p>CDP. 14 – In partnership with Stroud Town Council and Friends of the Lido submit a bid to National Lottery Heritage Fund for additional funding to refurbish Stratford Park Lido by 30 April 2020. This was originally delayed due to the pandemic. A task finish group is being set up to move this work forward and to agree on an action plan of what is needed as a matter of priority in the short, medium and long term. Clearly, some heating of the Lido is a priority. The business plan which was originally commissioned in 2019 is very ambitious and expensive (£7-8 million). The T&F will review this as a starting point alongside the objectives of the Leisure and Wellbeing Strategy.</p> <p>The Lido closed for the summer season on the 5th September 2021. The pool operated under Covid restrictions, which meant the sessions had to be programmed. A total of 17,404 visits were made to the lido this year which filled 49% of the available spaces.</p> <p>CDP. 18 – Agree a long-term investment and management plan for Stratford Park, partners and contractors by 31 March 2020. Update: As in previous report, Covid has changed the short-term direction of this project.</p> <p>In December 2020 a total of £235,000 was awarded to SLM from the (NLRF) to help recovery and remobilise the centre. SDC allocate the funds based upon monthly accounts and a suitable invoice. To date a total of £186,599 has been awarded from the NLRF from December 2020 – August 2021.</p> <p>The Leisure and Wellbeing Strategy was adopted as a framework for the delivery of both facility and service interventions for the District over the next 20 years. A task and finish group have been working on the outcomes. The first outcome is the management options appraisal, as the recommendation for how the Leisure and Wellbeing services are going to be managed is going to CS&L in December 2021.</p>
PROJECTS / CAPITAL PROGRAMME (if not covered in CDP)	<p><u>Museum</u></p> <p>Museum membership (previously Supporter Scheme) The Contract with Patron base (Customer Relationship Management supplier) was signed on 10th September. Getting to this point took longer than expected. The overall project is still deliverable by March 2022. However, tweaks have been made to account</p>

Agenda Item 10g

	<p>for the contingency time that has been consumed by the contract negotiation stage. An interim report was submitted to Arts Council by 21st September 2021 and has been approved, releasing the interim project payment.</p> <p>Rebuilding the Foundations: Gloucestershire Museums – further to the last update this is a project with the eight other museums led by South West Museum Development. As well as taking part in workshops they have received the consultants draft reports for review and return in November.</p> <p>Ice Age – secured just over £6k in external funding to hire a touring exhibition, customise content for our local area and creation of learning pack. Exhibition in Jan-Mar 2022.</p> <p><u>Health & Wellbeing</u></p> <p>Holiday Activity & Food Programme (HAF) – HAF is aimed at children and families who are in receipt of free school meals. The programme is funded by the Department of Education via Gloucestershire County Council. Activities were organised across the district in partnership with local community and voluntary organisations. The programme had more than 2700 bookings and almost 1000 families across the district received food boxes. HAF will be running again at Christmas between 20th-23rd December 2021. Food and vouchers will be given out and in terms of events and activities the team is looking beyond the district to deliver a better experience (e.g. trampolining parks, climbing walls in Gloucester, Bristol, South Gloucestershire and Cheltenham) and whether people can be transported there. The problem with the scheme is the horrible bureaucracy involved and the need for longer-term consistency (e.g. over the course of a year) in the programme.</p>
<p>STRATEGIC RISKS (see <i>Excelsis</i>)</p>	
<p>PERFORMANCE MEASURES (see <i>Excelsis where applicable</i>)</p>	<p><u>Museum</u></p> <p>National restrictions lifted from w/c 19th July. Some maintained at museum, such as asking visitors to wear face mask and additional meet and greet on entrance to mansion to explain controls in place. 7,000 visits during August, which, whilst lower than pre-Covid, is a good start to recovery. By comparison there were 8,400 in 2019. This year vs average of last 3 full years prior to Covid – August down 15%, September down 24%.</p> <p>Volunteer hours up to end of 2nd quarter are just over 1,300hrs (just under 1.5FTE) – roughly down on 1FTE.</p> <p><u>Revenues and Benefits</u></p> <p>SDC has administered an extension to the Council Tax hardship scheme for 2021/22 providing an extra £150 in support for claimants, totalling £263,301.</p> <p>Consultation for our 2022/23 Council Tax support scheme will begin over the coming weeks. Proposal to introduce an income tolerance level of £10pw for changes of circumstances along with removal of a second adult rebate.</p> <p>Covid-19 has had a huge impact on collection. As restrictions have started to lift SDC has gently resumed normal enforcement work with continued signposting to help, advice and support. This year there was about six and a half million pounds in arrears; normally this figure is around two million pounds.</p>

Current year collection	2020/21	2021/22
Council Tax	46.44	46.70
Business Rates	39.01	38.70

Council Tax arrears	Cases	Amount o/s
August 2020	5,933	1,914,351
August 2021	7,423	3,152,660

Business Rates arrears	Cases	Amount o/s
August 2020	232	1,442,376
August 2021	392	1,815,557

Over £48 million has been distributed in Business support grants, helping the most affected businesses across the district.

Youth Service

The up-lift in pandemic restrictions during Q2 of 2021/22, has enabled the youth work team to continue some face-to-face youth work in communities – although one or two venues used prior to the pandemic have remained closed.

As stated in Q1 report, unfortunately a good number of young people have continued to remain disengaged from the service. Despite the efforts of the youth work team, this is likely to remain the case.

The involvement of the youth work team in the Holiday Activity and Food (HAF) programme roll-out this summer, led to support from some youth voice representatives in local programmes e.g. in the Cam and Dursley and the Nailsworth / Forest Green localities. Considerable time was spent by the youth work team promoting the HAF programme and supporting respective events and activities – most notable was those in Berkeley, Cainscross, Cam and Dursley. The youth work team have offered to participate in a review of the HAF programme for the district.

During this quarter, Stroud District Youth Council (SDYC) have managed to give an input into the development of the Council's Plan, plus that of the draft Equality, Diversity and Inclusion Policy. They have also assessed the Committee Work Plan's from the four designated committee's – outcomes will be shared soon.

SDYC led projects and initiatives have now made some small, but important progress. Work with the SDC 2030 team has recommenced; health and wellbeing projects have evolved with the additional support from the Council's Healthy Lifestyles Development Officer; and the desire of SDYC to see youth voice vehicles in other districts of the county, has fuelled the development of a campaign to encourage other local authorities in Gloucestershire to follow the example of SDC.

The initial findings of the online travel-needs survey of over 800 young people across the county, will be analysed further soon with partners and the Gloucestershire Community Rail Partnership.

The results of the youth survey for the Berkeley Vale locality has been presented to Berkeley Town Council and surrounding Parish Councils – it is hoped the former will lead to a new youth work offer for young people in and around the town.

Health & Wellbeing

Community Recovery:

Community Hubs – The Community Hubs Development Lead is working well with developing Hubs in Paganhill, Wotton, Stroud Town, Cainscross, Cashes Green, Stonehouse and Coopers Edge. Her next phase will be to work with Forest Green, Berkeley and Painswick.

Healthy Lifestyles Scheme – Healthy Lifestyles Scheme is expanding with more provision aimed at helping older adults to get moving. SDC has relaunched its Exercise on Referral programme after difficulty getting agreement from Everyone Active. There is new branding along with webpages and a leaflet to promote the Healthy Lifestyles Scheme. SDC continues to develop a Long COVID programme and an Eating Disorders project with clinical and community partners.

The Pulse

All key performance measures are showing sustained improvement and growth as recovery from the pandemic now starts to accelerate. Following government guidance, SDC has now been able to increase capacities in many areas in an effort to accommodate demand for leisure services.

Swimming Lessons

Capacity in this area now exceeds pre-pandemic levels with a large amount of pool programming devoted to lessons. During 2020 and early 2021 attendance was capped at 1100 weekly swimmers but now as we exit quarter 2 there are 1442 weekly lesson swimmers, which is 78% of our revised capacity (1,850). Work is now ongoing to increase occupancy to 90-95% before the Christmas school holidays.

Memberships

During 2020 there was a freeze put on all of memberships and individuals were allowed to cancel commitments whilst the centre was closed or at massively reduced capacity. When opening the centre on 12th April the membership number was 920, at the end of Quarter 2 it was 1143. Growth in this area is slow but as the country begins to re-open fully the Pulse have a number of events and promotions planned which will help to bolster this number.

The Pulse is working closely with Health and Wellbeing over the holiday programme for young people. There is a free team swim in the Christmas programme and gym and team membership prices are fixed to try and get young people in. They are also working with Rednock to put on activities e.g. a self-defence workshop in the afternoons next month. There is a steady flow after school for gym services. They are open to suggestions from SDYC.

<p>RELEVANT FINANCE ISSUES</p>	<p><u>Museum</u></p> <p>Just like visitor numbers, income has recovered positively but not to pre-Covid levels. Gross sales of £35.6k vs £58.5K in 2019/20. However, this includes income that goes back out to artists (e.g. commission-based sales).</p> <p>Retail income about £23k excluding exhibition sales, income from events and workshops and venue hire.</p> <p>Contributed income – donations and plant sales, just over £3k received by Cowle Trust.</p> <p><u>Youth Service</u></p> <p>No significant under or overspend has been identified to date.</p> <p><u>Health & Wellbeing</u></p> <p>All on track – More detailed budget planning can now go ahead with the adoption of the Leisure & Wellbeing Strategy.</p> <p><u>The Pulse</u></p> <p>Income continues to fall short of pre-covid levels. Monthly figures are curving up in the right direction. If growth continues as anticipated, we would expect to be back to pre-covid income and expenditure before the end of the financial year.</p> <p>Q2 2019/20 – £329,650 Q2 2020/21 – £111,160 Q2 2021/22 - £270,854</p> <p>Reported operational budget deficit forecast at the end of quarter 1 was £350,000. The current forecast has reduced this deficit to £275,000.</p>
<p>What are the key challenges facing service areas?</p>	<p><u>Museum</u></p> <p>The biggest challenge remains the recovery of the service, staff burnout (including anxiety) within a small team whilst also meeting the demands of the wider community.</p> <p>The museum continues to have a resource risk with regards to recovering and developing its volunteering programme. Whilst a successful programme pre-covid, it has limitations because of available resources e.g. no dedicated member of staff. At the moment they are dealt with by the front-of-house staff, who are clearly busy with other work.</p> <p><u>Revenues and Benefits</u></p> <p>The Benefits Team have seen a significant increase in workload and have been working tirelessly to ensure that SDC provides valuable help and support to our residents most in need. It has been an extremely busy and demanding period working in a different environment. There have been issues with staffing. An attempt to recruit for two posts failed. It is difficult finding experienced applicants and training them up takes 12 months.</p>

Despite the furlough scheme ending, SDC is starting to see a small reduction in claimants.

Council Tax Support	Working Age	Pension Age	Amount
September 2020	3,370	2,810	6,711,956
September 2021	3,210	2,733	6,655,570

The Prime Minister has announced that the Test and Trace Support Payment scheme (TTSP) will continue until the end of March 2022, as part of the Government's COVID-19 response over the autumn and winter. Revenues and Benefits administers £500 sums for self-isolation, which requires the gathering of huge amounts of information.

July saw more cases (231) than any other month, along with August (181), with the previous highest month being November (127).

From the inception of scheme in October through to May there were 373 applications. This has already been exceeded in the last 3.5 months from June to September with 511 applications.

In future, Revenues and Benefits will report to Strategy and Resources rather than C, S & R.

Youth Service

As highlighted in Q1 report; the recruitment of young people to the local youth forum groups and that of representation from schools to SDYC, has emerged as the main challenge. No school sends the full number of representatives (4) and the most any school sends is 2.

The retention of youth voice representatives remains vital. Their personal and social development is also hugely important. However, the training programme needed for this year will not go ahead without extra resources.

Young people's battle with personal social challenges as a result of the pandemic remains, as does the youth work teams support for them on an individual basis.

Given that Jemma is moving on, a new Youth Worker will need to be recruited, however this is in process.

Health & Wellbeing

Some of our more vulnerable residents are reluctant to re-join group activities. It is hoped that the booster vaccine and promotion will encourage more participation.

The Pulse

Staffing – Due to a general lack of external training provision in the last year, specialist staffing in several areas of the business is reduced and starting to cause issues in terms of staff rotas and annual leave. There is a nationwide lack of already qualified staff and they are having to train in-house. They are currently recruiting.

Utilities – There is now one serviceable CHP unit at the Pulse, with the second unit scheduled for upgrades and maintenance on 3rd November. Once two are running, it will be reflected in their gas and electricity billing. CHPs use gas to create electricity

	<p>and a high-use centre like the Pulse will see a dramatic increase in utility prices. Revised budgets were not accepted for 2021/22 so they are forecasting a £16,000 overspend against utility allocation, which is slightly higher than in previous years. Moving to Ground and Air Source Heating, as in Ebley Mill, is still a long-term dream but conversations are at least happening.</p>
<p>BENCHMARKING eg Peer Reviews; External Audits; LG Inform.gov.uk</p>	<p><u>Youth Service</u></p> <p>Communication with the National Youth Agency has begun regarding the commencement of the national Hear by Right youth participation award programme. Online training will be required for those involved with the assessment of the Council's position in meeting the standards criteria as stated in the programme.</p> <p><u>Health & Wellbeing</u></p> <p>GCC fed back this week that voluntary sector applications from Stroud to their Thriving Communities fund were really high quality. They praised the work of SDC and our Know Your Patch partners in supporting and training our local VCS.</p>
<p>Progress on any recommendations / actions from the last Committee meeting</p>	<p><u>Health & Wellbeing</u></p> <p>Feeding Gloucestershire – EKC has joined the steering group for FG. Next step is to set up Task and Finish Group.</p> <p>Community Wellbeing Grants – EKC preparing recommendations for 22/23 grants for CS&L in December.</p>

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COMMUNITY SERVICES AND LICENSING COMMITTEE MEMBER REPORT

NAME OF ORGANISATION/BODY	Woodchester Park Mansion
DATE OF LAST MEETING ATTENDED	10 th November 2021
BRIEF REPORT	
<p>The recent opening of the cellars for Halloween proved to be extremely popular with 150 adults and children visiting daily over the 6 days. It certainly helped towards the income stream and thanks were expressed to the many volunteers.</p> <p>October has proved to be successful with many visitors to the mansion.</p> <p>The Trust has applied for COVID Recovery Stage 3 and will hopefully find out if they have been successful in early December.</p> <p>The Trust has been successful in receiving charitable grants for the work on the mansion. It is expected to complete nearly £1m worth of conservation during 21/22. This work has to be match funded, to form sustainable foundations to continue conservation, the Trust needs to find £150,000 over the next 3 years.</p> <p>Following the Trust's recent presentation of its business plan to Kathy O'Leary and Andrew Cummings and other officers Andrew Cummings asked for a follow up meeting with the Trust's treasurer and the Plan's author to better understand the detail. The Trust has not received any further communication from SDC and Steve offered to contact Andrew Cummings. Steve has since contacted him and Steve suggested that it would be useful for him to also attend these meetings.</p> <p>The Mansion has received a very good rating from Visit England.</p> <p>Stroud College is keen to train students at the Mansion, which would help with the restoration.</p> <p>There are approximately 50 volunteers working at the Mansion.</p> <p>Steve offered to speak to a contact regarding a video which John Goom (Trustee) would like to make. He will also speak with Cllr Mike Kelly regarding guiding walks at the Mansion for people with sight impairment and get back to Trustee Roger Townsend. Hopefully a visit can be arranged in the new year.</p>	
REPORT SUBMITTED BY	Cllr Steve Robinson
DATE	21 November 2021

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COMMUNITY SERVICES AND LICENSING COMMITTEE

2 DECEMBER 2021

WORK PROGRAMME

Date of meeting	Matter to be considered (i.e. insert report/project title)	Notes (e.g. lead member & officer)
20.01.2022	Police and Crime Commissioner Annual Update	Police and Crime Commissioner
	Leisure and Wellbeing Strategy 2021	Project Manager for Leisure, Health and Wellbeing
	Health and Wellbeing Plan 2021-2023	Community Health and Wellbeing Manager
	Work Programme	Chair/Strategic Director of Communities
	Member/Officer Reports:	
	a) Gloucestershire Health and Overview Scrutiny Committee b) Gloucestershire Covid-19 Outbreak Engagement Board c) Museum in the Park (Cowle Trust) d) Police and Crime Panel e) Citizens Advice Bureau f) Mental Health Champions g) Performance Monitoring	Councillor Fenton Councillor Cornell Councillor Prenter Councillor Percy Councillor Hoskin Councillors Gray, Miles & Watson Councillors Job and Prenter
24.03.2022	Leisure and Wellbeing Strategy 2021	Project Manager for Leisure, Health and Wellbeing
	Budget Monitoring Q3	Accountant
	Hear by Right	Senior Youth Officer
	Work Programme	Chair/Strategic Director of Communities
	Member/Officer Reports:	
	a) Gloucestershire Health and Overview Scrutiny Committee b) Gloucestershire Covid-19 Outbreak Engagement Board c) Museum in the Park (Cowle Trust) d) Police and Crime Panel e) Citizens Advice Bureau f) Mental Health Champions g) Performance Monitoring	Councillor Fenton Councillor Cornell Councillor Prenter Councillor Percy Councillor Hoskin Councillors Gray, Miles & Watson Councillors Job and Prenter

Potential future Informal Information Evenings	
Date	Topic
TBC	Youth Service, 6pm – 7.30pm
25 January 2022	Director of Public Health and Health and Wellbeing (including Community Hubs) 6pm – 8pm
2 March 2022	Neighbourhood Wardens and Careline 5.30pm – 7pm

Agenda Item 11

To be allocated to Committee date or Information evening	
Date	Topic
TBC	Leisure Provision - Preparations for Easing of Restrictions (Verbal update)
TBC	Museum - Preparations for Easing of Restrictions (Verbal update)
TBC	Sports England 2021 Strategy
TBC	Arts and Culture Strategy
TBC	Citizens Advice Bureau Level Agreement KPI's
TBC	Objectives of Corporate Delivery Plan once approved

Future Members' Information Sheets		
Topic		Notes (e.g. responsible officer)
Annual Members' Information Sheets from Officers	Jan 2022 - Museum in the Park - The Pulse - Youth Service - Customer Services	- Museum Manager - Operations Manager - Senior Youth Officer - Customer Services Manager
	Feb/March 2022 - Community Grant Allocations (Successful and unsuccessful applicants) - Neighbourhood Warden - Careline	- Community Health and Wellbeing Manager - Senior Neighbourhood Warden - Senior Community Services Officer

Published Members' Information Sheets		
Date sent (& ref no)	Topic	Notes (eg responsible officer)
C-2021/22-001	Gambling Act 2005	Principal Licensing Officer
C-2021/22-002	Careline	Senior Community Services Officer
C-2021/22-003	Abandoned Vehicles	Senior Community Services Officer
C-2021/22-004	Community Grants Review	Community Health and Wellbeing Manager