

23 November 2015

## **STRATEGY AND RESOURCES COMMITTEE**

A meeting of the Strategy and Resources will be held on **THURSDAY, 03 DECEMBER 2015** in the Council Chamber, Ebley Mill, Ebley Wharf, Stroud at **19:00**.



David Hagg  
Chief Executive

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

### **AGENDA**

- 1** **APOLOGIES**  
To receive apologies of absence.
- 2** **DECLARATIONS OF INTEREST**  
To receive declarations of interest.
- 3** **MINUTES - 1 OCTOBER 2015**  
To approve and sign as a correct record the Minutes of the meeting held on 1 October 2015.
- 4** **PUBLIC QUESTION TIME**  
The Chair of the Committee will answer any questions from members of the public, submitted in accordance with the Council's procedures.

**DEADLINE FOR RECEIPT OF QUESTIONS**  
Noon on Monday 30 November 2015.

Questions must be submitted in writing to the Chief Executive, Democratic Services, Ebley Mill, Ebley Wharf, Stroud, and sent by post, by fax (01453 754957), or by Email: [democratic.services@stroud.gov.uk](mailto:democratic.services@stroud.gov.uk).

- 5        **WORK PROGRAMME (VERSION 3)**  
To agree the Committee's Work Programme for 2015/16.
- 6        **NEW HOMES AND REGENERATION PRESENTATION**  
To receive a presentation on the Council's New Homes and Regeneration Programme.
- 7        **CANAL PROJECT UPDATE AND PHASE 1B FUNDING**  
To receive an update on progress made in implementing the Canal Project.
- 8        **REDEVELOPMENT OF BRIMSCOMBE PORT, THRUPP**  
To receive a report on the redevelopment of the site.
- 9        **REVIEW OF THE PROCUREMENT ACTION PLAN**  
To receive progress on the above.
- 10       **LOCAL GOVERNMENT SETTLEMENT**  
To receive an oral update on the Local Government Settlement.
- 11       **MEMBER REPORTS**  
To receive reports from Members on the following: (a) Performance Monitoring; (b) Stroud Concordat; (c) Planning Review Panel.
- 12       **JOBS AND GROWTH PLAN 2015/16**  
To receive an update on the following areas of work: (a) Feedback on Member engagement with local businesses; (b) Gloucestershire Economic Growth Joint Committee.
- 13       **DEVOLUTION UPDATE**  
To receive an oral update from the Leader and Chief Executive.
- 14       **MEMBERS' QUESTIONS**  
See Agenda Item 4 for deadline for submission.

#### **Members of Strategy and Resources Committee**

Councillor Geoff Wheeler (Chair)  
Councillor Steve Lydon (Vice-Chair)  
Councillor Chris Brine  
Councillor Nigel Cooper  
Councillor Paul Hemming  
Councillor Nick Hurst  
Councillor Julie Job

Councillor Haydn Jones  
Councillor Keith Pearson  
Councillor Simon Pickering  
Councillor Mattie Ross  
Councillor Martin Whiteside  
Councillor Rhiannon Wigzell



**SRC.020**                      **PUBLIC QUESTION TIME**

None received.

**SRC.021**                      **WORK PROGRAMME 2015/16**

The Committee agreed the Work Programme for 2015/16.

**RESOLVED**                      **To note the Work Programme.**

**SRC.022**                      **MEMBER REPORTS****(a) Performance Monitoring**

Councillors Keith Pearson and Rhiannon Wigzell gave a performance monitoring update as detailed in their report of 16 September 2015, previously circulated to Members. Issues arising were:

- (i) Procurement has been identified as an area of concern although the Council as a whole is much clearer about the rules and regulations relating to procurement and more training and awareness is planned.
- (ii) IT support/help is available for members if required.

The Leader reminded the Committee that Members are encouraged to attend the Stroud Ambitions event to be held on 11 November 2015. (see also SRC 025 c).

**(b) Stroud Concordat**

Councillor Simon Pickering gave an oral report on the scope of the work of the Stroud Concordat:

- (i) It is a formal partnership between SDC, Stroud Town Council and the County Council focusing on improving Stroud town centre.
- (ii) Projects undertaken include organising the Christmas lights along with the consideration of more strategic issues such as traffic/car parking changes.

**(c) Planning Review Panel**

Councillor Haydn Jones reported that the Planning Review Panel is currently formulating a detailed proposal to be submitted to Council shortly.

**RESOLVED**                      **To note the updates.**

**SRC.023**                      **COUNCIL DISCOUNT FROM APRIL 2016 – LONG TERM  
LONG TERM EMPTY PROPERTIES**

The Revenue and Benefits Manager outlined the purpose of the above report which:

- (a) Amends the level of discount applied under Class C.
- (b) Increases the council tax on properties at the point they are unoccupied for 2 years with the potential to generate additional income dependant on whether owners choose to bring the property back into use before the increase becomes effective.

- RESOLVED** 1. To note the report; and
- RECOMMENDED TO COUNCIL** 2. To increase the charge to 150% on properties which have been unoccupied and substantially unfurnished for over 2 years.

**SRC.024**                      **LOCAL COUNCIL TAX SUPPORT SCHEME**

The Revenue and Benefits Manager outlined a report to set a Council Tax Support Scheme for the period 01 April 2016 to 31 March 2017.

- RESOLVED** 1. To note the report; and
- RECOMMENDED TO COUNCIL** 2. To adopt the current Local Scheme as the scheme for Stroud District Council for the period 01 April 2016 to 31 March 2017

**SRC.025**                      **JOBS AND GROWTH PLAN 2015/16**

The Learning and Development Officer gave verbal update on the following:

**(a) Work Experience Charter**

- (i) Key areas of focus are employability skills, the skills gap, and the changing business world, providing information on the labour market and fostering engagement with parents.
- (ii) Work with partnership schools has evolved hugely over the past 10 years. Initiatives include staff mentoring programmes, mock interviews and career speed dating.

**(b) Apprenticeships**

- (i) SDC has apprentices in Business Administration, Customer Service, ICT and Operations.
- (ii) In the past five years, SDC has recruited 31 apprentices; of these 50% have moved on to further employment with 37% staying with SDC. SDC currently has 7 apprentices with a recruitment of 5 further apprenticeships ongoing.

**(c) Stroud Ambitions**

- (i) This is a unique, interactive careers and information event organised by SDC and SGS College Stroud to be held on 11 November 2015.
- (ii) The daytime event will cover nearly 30 major employment sectors and involve year 9 students (13-14 year olds) attending workshops and participating in small group discussions.
- (iii) The evening "Changing Futures" session is open to all students from year 10 upwards, parents and interested adults. It aims to give a comprehensive guide to future employment and further study/skill development for all.

The Leader gave an oral report on the work of the following:

**(d) Gloucestershire Economic Growth Joint Committee (GEGJC)**

- (i) This is a statutory joint committee made up of the seven Gloucestershire Councils.
- (ii) The main purpose of the GEGJC is to ensure that the seven Councils co-ordinate their efforts in support of the Strategic Economic Plan (SEP) and the Growth Deal. Current areas of focus include Gloucestershire Infrastructure Investment and the Gloucestershire Rail Study.

**RESOLVED**            **To note the updates.**

**SRC.026                    BUDGET MONITOR REPORT 2015-16 - QUARTER 1**

The Accountancy Manager provided the Committee with an overview on the above report. Key issues highlighted were:

- (a) A number of variances between General Fund revenue budget and the projected outturn with an overall net variation of £30K projected.
- (b) An estimate that the General Fund Capital Programme will be underspent by £8,440 million in 2015/16.

During members' questions, it was suggested that an extra column could be added to financial tables in future reports detailing expenditure incurred to date.

- RESOLVED**
1. **To note the outturn forecast for the General Fund Revenue Budget and the Capital programme for 2015/16.**
  2. **To approve the funding from the ICT Reserve to fund Webcasting Equipment Purchase as set out in paragraph 24 of the report.**

**SRC.027                    BUDGET STRATEGY 2016/17 - 2019/20**

The Strategic Head of Finance & Business Services outlined the above report on the Council's current financial position and the outlook over the medium term.

- RESOLVED**
1. **To approve the Budget Strategy 2016/2017 – 2019/20 as set out in the report and;**

- RECOMMENDED TO COUNCIL**
2. **That Stroud remains in the Business Rates Pool from April 2016 if to do so maximises the retention of business rate income in Gloucestershire.**

**SRC.028                    COUNCIL DEPOSIT IN ICELANDIC BANK**

The Strategic Head of Finance & Business Services gave a verbal update on the above as a supplement to the Members' briefing note circulated in June.

- (a) Following the Icelandic Central Bank's foreign currency auction and SDC's sale of its stake to Deutsche Bank for a cash sum, 98% of the original capital had been recovered.

- (b) There are limitations on what information can be disclosed; much of the information is privileged.

**RESOLVED** To note the report.

**SRC.029 COUNCIL PROPERTY ASSET REGISTER REVIEW PHASE 1**

The Property Manager updated the Committee on the progress of asset reviews to date.

- RESOLVED**
1. That the Management Agreement with Stroud Town Council be extended for a further year with effect from 31 March 2016 and to delegate authority to the Head of Asset Management to dispose of the assets to Stroud Town Council on terms to be agreed by December 2016 in consultation with the Chairs of Strategy & Resources and Community Services Committee.
  2. To carry out a detailed review of the options for the future use of Kingshill House and bring a further report to a future meeting of the Strategy and Resources Committee.
  3. To investigate option 3 in respect of the Old Market precinct and bring a further report to a future meeting of the Strategy and Resources Committee.

**SRC.030 ACQUISITION AND REDEVELOPMENT OF BRIMSCOMBE PORT, THRUPP**

The Head of Asset Management presented a report to seek the Committee's approval to the transfer of Brimscombe Port, Thrupp and to progress the redevelopment of the site.

- RESOLVED**
1. To accept the freehold interest in Brimscombe Port Thrupp from Stroud Valleys Canals Company as directed by the Homes and Communities Agency and to delegate authority to the Head of Asset Management in consultation with the Chairman of the Strategy and Resources Committee to finalise terms of the transfer.
  2. To progress the redevelopment of Brimscombe Port and implement infrastructure works using HCA funding should it become available) and to delegate authority to the Head of Asset Management in consultation with the Chairman of the Strategy and Resources Committee to enter into a new funding agreement with the HCA.
  3. To continue to grant fund Stroud Valleys Canal Company up to £50K per annum until 2020 to use for the Maintenance of the Cotswold Canal.

- 4. To delegate authority to the Head of Asset Management to use any surplus from Brimscombe Port towards any items or enabling works which will bring forward the redevelopment of the site and help meet the funding gap or to set aside in a reserve for the same purpose, as appropriate.**

During consideration of this item, and in accordance with the Council's Constitution, Members voted to continue with the meeting after 10 pm until the business on the agenda had been concluded.

**SRC.031**

**DEVOLUTION UPDATE**

The Leader and Chief Executive gave an oral update on the above report. In reply to Members' questions the Leader explained:

- (a) Gloucestershire's bid is being considered, potentially with a view to a 'deal' being announced by the Chancellor in November
- (b) Devolution aims to facilitate greater strategic decision making on a local basis.
- (c) If devolution goes ahead SDC would still continue to make local decisions but would potentially have a voice in other wider issues such as health matters.

**RESOLVED**

- 1. To note the report; and**

**RECOMMENDED  
TO COUNCIL**

- 2. That a report be made to full Council on 15 October 2015 setting out the latest position and inviting members to consider the bid document.**

**SRC.032**

**MEMBERS' QUESTIONS**

None received.

The meeting closed at 10.10 pm.

**Chair**

## STRATEGY AND RESOURCES COMMITTEE

3 DECEMBER 2015

5

<b>Report Title</b>	<b>WORK PROGRAMME FOR 2015/16</b>
<b>Purpose of Report</b>	To review the Committee's Work Programme.
<b>Decision(s)</b>	To AGREE the Committee's Work Programme 2015/16 (Version 3)
<b>Consultation and Feedback</b>	As agreed at the Annual Council Meeting on 21 <sup>st</sup> May 2015, each committee is expected to consider its work programme for the civic year at each meeting
<b>Report Authors</b>	Councillor Geoff Wheeler, Chair David Hagg, Chief Executive

<b>STRATEGY &amp; RESOURCES COMMITTEE</b>	
<b>1<sup>st</sup> OCTOBER 2015</b>	
<ol style="list-style-type: none"> <li>1. Work Programme (Version 2)</li> <li>2. Member Reports – Performance Monitoring; Stroud Concordat; Planning Review Panel</li> <li>3. Long Term Empty Property Premium</li> <li>4. Council Tax Support Scheme 2016-17</li> <li>5. Jobs and Growth Plan 2015-18 – Work Experience Charter; Apprenticeships; Stroud Ambitions; Gloucestershire Economic Growth Joint Committee</li> <li>6. Council Property Asset Register Review Phase 1</li> <li>7. Acquisition and Redevelopment of Brimscombe Port, Thrupp</li> <li>8. Budget Monitoring - S&amp;R Committee and Overall Budget Position</li> <li>9. Medium Term Financial Plan</li> <li>10. Council Deposit in Icelandic Bank</li> <li>11. Devolution Update</li> </ol>	
<b>3<sup>rd</sup> December 2015</b>	
<ol style="list-style-type: none"> <li>1. Work Programme (Version 3)</li> <li>2. Member Reports – Performance Monitoring; Stroud Concordat; Planning Review Panel</li> <li>3. Local Government Settlement</li> <li>4. Jobs and Growth Plan 2015-18 – Feedback on member Engagement with Local Businesses; Gloucestershire Economic Growth Joint Committee</li> <li>5. Review of Council Procurement Plan</li> <li>6. Devolution Update</li> <li>7. New Homes and Regeneration Presentation</li> <li>8. Canal Project Update and Phase 1B Funding</li> <li>9. Acquisition and Redevelopment of Brimscombe Port, Thrupp</li> </ol>	
<b>7<sup>th</sup> January 2016</b>	
<ol style="list-style-type: none"> <li>1. Budget Strategy 2016/17 including Administration Proposals</li> <li>2. Medium Term Financial Plan 2016-20</li> </ol>	

**3<sup>rd</sup> March 2016**

1. Work Programme (Version 4)
2. Member Reports – Performance Monitoring; Stroud Concordat; Planning Review Panel
3. Council Property Asset Register Review Phase 2
4. Jobs and Growth Plan 2015-18 – Future Role and Function of Town Centres; Stroud Valleys Initiative; Infrastructure Investment
5. Corporate Delivery Plan 2015-16 Review
6. Budget Monitoring – S&R Committee and Overall Budget Position
7. Devolution Update
8. Land at Wallbridge

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

**AGENDA  
ITEM NO**

**3 DECEMBER 2015**

**7**

<b>Report Title</b>	<b>CANAL PROJECT UPDATE AND PHASE 1B FUNDING</b>
<b>Purpose of Report</b>	To provide an update on the progress made in implementing the Canal Project and to take forward a request from the Cotswold Canals Trust to manage the cashflow for Phase 1B.
<b>Decision(s)</b>	The Strategy and Resources Committee <b>RESOLVES</b> to note progress in delivering the Canal Project. <b>RECOMMENDS TO COUNCIL</b> that subject to final discussions and a formal financing agreement SDC will cashflow finance Phase 1B of the Canal Project.
<b>Consultation and Feedback</b>	Consultation on the Canal Project continues to be extensive. Quarterly meetings of the Western Canals Consultative Group enable two-way exchange with town/parish councils between Saul and Chalford, together with interest groups affected by the project. The Cotswold Canals Partnership continues to be briefed on a quarterly basis, and in May 2015, over 1000 towpath users took part in a survey. Details of the latter are contained within this report.
<b>Financial Implications and Risk Assessment</b>	This report provides an update on the progress and financial position of the Canal Project.  Table 4.2 shows the revised income budget following the decision by Strategy and Resources committee in June 2015 to allocate an additional £0.777m from the capital reserve to address the shortfall in funding. The projected income of £20.061m assumes that the disposal of the Ship Inn site generates a capital receipt of £0.550m.

<b>Financial Implications and Risk Assessment</b>	<p>Paragraphs 6.1 to 6.5 highlight a request from the Cotswold Canals Trust (CCT) for the council to assist in the management of cashflow associated with the Phase 1B bid. The committee is asked to approve in principle this request, subject to further discussions and a formal financing agreement. In agreeing to the request, the council would be committing to make available up to £2m from its balances over the period of the Phase 1B project. As a result, the council would be forgoing any potential investment income on this balance over the period, or it may have to limit capital expenditure or borrow externally at a potentially higher cost to finance them.</p> <p>David Stanley, Accountancy Manager Tel: 01453 754100 Email: <a href="mailto:david.stanley@stroud.gov.uk">david.stanley@stroud.gov.uk</a></p>
<b>Legal Implications</b>	<p>There are no significant legal implications arising from the report other than in respect of the first item of paragraph 5.4. With regard to that issue the comments on “financial implications” in respect of the need for a formal legal agreement setting out the terms of the cashflow arrangement are endorsed.</p> <p>Alan Carr, Solicitor Tel: 01453 754357 Email: <a href="mailto:alan.carr@stroud.gov.uk">alan.carr@stroud.gov.uk</a></p>
<b>Report Author</b>	<p>David Marshall, Canal Project Manager Tel: 01453 754646 Email: <a href="mailto:david.marshall@stroud.gov.uk">david.marshall@stroud.gov.uk</a></p>
<b>Performance Management Follow Up</b>	<p>The progress of this Project is managed and monitored by the Canal Project Board, which meets monthly and comprises the Leader of the Council, the Chair of the Environment Committee, the Chief Executive, the Strategic Head of Finance and Business Services and the Canal Project Manager.</p>
<b>Background Papers/ Appendices</b>	<p>The following Background Papers are relevant to this Report: <i>Strategy &amp; Resources Committee, 25th June 2015.</i> <i>Agenda Item 10 – Canal Project Update</i></p>

## 1. BACKGROUND

- 1.1 Previous reports to Committee on 24th March and 25th June 2015 provided updates on both progress and programme. Further updates on these items are contained within this report, as is detail of the present financial position.
- 1.2 The 25th June report also updated members on the Cotswold Canals Trust’s HLF bid for funding for phase 1B restoration – Stonehouse

Ocean – Saul Junction. In particular, mention was made of CCT's likely need for cashflow assistance. This is also addressed within this report.

## **2. PROGRESS**

2.1 Progress since the June report is as follows:

### **2.2 Lodgemore Swing Bridge**

ECS Contractors of Sutton in Ashfield began work here on 26th October with the old bridge being removed on 4th November. Temporary vehicle and pedestrian routes have been provided to minimise inconvenience.

Works are now delayed by approximately 2 weeks due to the discovery of a large amount of wood placed below the original swing bridge pintle. This is believed to date from when the canal was built and has not been found in other former swing bridge locations. The wood has been removed, but the resulting hole needed approximately 50 tonnes of fill. This has had a knock on effect in terms of the bridge foundations needing to be redesigned, with minor changes to the new bridge itself as a further result. We are still optimistic that the new lift bridge will be installed before Christmas, though it will not be capable of lifting until January.

### **2.3 Wallbridge Lower Lock**

As per the previous report, Land & Water Services removed debris from the lock and created a walkway along the offside during June. The lock was then examined, particularly the offside wall, which was exhibiting signs of failure. It has been established that the failure only relates to the bottom (downstream) third of the wall.

This has meant that volunteers have made excellent progress on brickwork repairs covering the rest of the lock. This is complete for the lock chamber itself and the process of refixing coping stones is now well advanced. They have also made good progress in cutting out the lock ladder recesses.

The failed wall remains a problem. The bank above is steep and the failed wall carries the weight of a somewhat precarious demolished building. Before it can be removed, the failed wall needs to be shored up, which is an expensive operation. We are reluctant to do this until a full solution is reached for replacing the wall; as we otherwise risk a piecemeal – and therefore expensive – approach. It is proving difficult to find a contractor willing to involve themselves in this project, since it is relatively small but highly complex.

A further problem manifested itself in late August, when water in the pound above the lock found its way through the clay underlying the stop plank cill. This caused a sudden drop in water level, which in turn caused a bank collapse. Although the leak has been fixed and the water level temporarily reinstated, we cannot undertake any permanent bank repairs until May/June, once the fish spawning season has ended. We are currently examining alternatives – which are likely to be either some form of retained bank, or a sloped solution. The latter is likely to require the acquisition of a small strip of land. Works will also include relocation of two 11kVA cables away from the canal.

#### 2.4 Bowbridge Lock

This volunteer-led lock restoration is substantially complete, with gates being fitted during August. Remaining works are mainly around brickwork repairs between the lock and bridge, together with a general tidy-up and reinstatement of the towpath alongside the lock. Work here has principally been undertaken by our own Tuesday and Thursday volunteers, ably assisted by visiting work camps.

#### 2.5 Ham Mill Lock

Another volunteer-led restoration, carried out by Cotswold Canals Trust. Again, this is virtually complete and gates have been fitted. Remaining work focuses on the upstream brickwork. Trust volunteers are experiencing problems with a failed tail wall below the adjacent bridge, but this is beyond the scope of the HLF-funded project.

#### 2.6 Towpath user survey

With the help of a substantial number of volunteers, 1163 towpath users were surveyed in May. Responses were overwhelmingly positive. Asked to choose the statements they most agreed with, the most common choices were:

- “Good for wildlife and environment” (selected by over 73% of respondents);
- “Good for the area” (72%); and
- “A pleasant place to visit” (70%).

Next on the list were “It celebrates our heritage” (47%), and “It’s good for the local economy” (43%), while a much lower proportion of people chose “A good use of money” (35%) or “It’s a healthy place” (22%).

37 (3%) of respondents chose to say that “It could be better” and just 14 (1%) said that they preferred the canal before being restored. When all the opinions chosen are added together, 98% of them were positive in some way, with only 2% being either neutral or negative about the project.

## 2.7 Cotswold Boatmobility

October saw the launch of Cotswold Boatmobility, a newly-formed volunteer charity which aims to give a canal boating experience to those with mobility difficulties. The charity has obtained its first katakanu, and is now fundraising for the purchase of a wheelyboat. This is an excellent example of the leisure opportunities afforded by the canal project to the whole community.

## 2.8 Living Waterways Award

We were proud to have won the Restoration & Historic Environment category of the awards – the most prestigious for canal restoration in the UK. This is the third such award for the project and sits alongside 7 other awards gained since 2011. This number of awards confirms us as the leading canal restoration in the country and is an excellent springboard for the funding bid made to the Heritage Lottery Fund by the Cotswold Canals Trust at the end of last month.

# 3. PROGRAMME

## 3.1 Dredging at Cheapside

It was previously reported that a start on site was expected in late summer. This did not prove possible because the old wharf area at Wallbridge, which needs to be used as a handling and drying out area for material removed from the canal, was not available. With the determination of Newland Homes' planning application expected shortly, the site should then become available. Accordingly, we expect that work will start early next year. Work will be carried out by Land & Water Services following an Early Contractor Involvement process. This is due to the specialised nature of the plant needed and the requirement to not put the land above at any additional risk, given that landslips have already occurred.

## 3.2 Dredging at Arundel

Under the terms of its existing planning consent, Newland Homes is required to dredge 300m of the 400m stretch of canal between Arundel Aqueduct and Bowbridge Bridge. The company is commissioning this work for early 2016; to include the remaining 100m stretch, with the council paying the difference.

## 3.3 Bowbridge Bridge

Construction of a new bridge alongside the historic single carriageway bridge is being undertaken by Gloucestershire County Council (GCC) with SDC canal project funds making a fixed contribution of up to £250,000. GCC hopes to have a final scope and price agreed with Britannia Construction (via Amey) within two weeks. Essentially, the bridge is likely to be a familiar brick and concrete box. This would see the existing river culvert retained, making it much more likely that Temporary Flood Defence Consent can be obtained. It is extremely unlikely that the towpath will run under the new bridge – which it doesn't at present. GCC is optimistic that work could begin shortly.

### 3.4 Wallbridge Lower Lock

As reported above, this constitutes the biggest problem area for the project. Due primarily to the constraints imposed by the fish spawning season, it is likely that this will be the last major project to be completed as part of phase 1A – probably in August 2016.

## 4. FINANCE UPDATE

4.1 The Canal Project Cost Plan (Appendix 1) remains in line with that reported on 25th June. However, there are a number of upward pressures, which it is hoped can be contained, but cannot yet be quantified:-

- i. Total costs for Lodgemore Bridge will exceed the budget, though not by a large margin. Three contractor's early warnings have been received.
- ii. Permanently resolving the bank slip at Wallbridge Lower Lock
- iii. Finding a solution to the failed wall problem at Wallbridge Lower Lock
- iv. 'Spot' dredging may be necessary to render the canal navigable before the Heritage Lottery Fund releases its retention

4.2 Income also remains in line with the 25th June report:-

Source of funding	Forecast Amount	Amount Paid	Balance	When
HLF	£12,716,306	£11,705,852	£1,010,454	November 2015 HLF 66 claim total £12,449,107.62
Stroud DC	£3,692,000	£3,692,000	£0	Complete
Sport England	£208,000	£208,000	£0	Complete
Brimscombe Port	£430,000	£430,000	£0	Complete
Gloucestershire County Council	£816,000	£266,000	£550,000	Balance represents future disposal value of Ship Inn site.
Cotswold Canals Trust	£762,000	£741,000	£21,000	November 2015
Waterways Trust	£131,000	£131,000	£0	Complete
S106 and Other Public	£216,000	£216,000	£0	Complete
Veolia Environmental Trust	£100,000	£80,000	£20,000	Final claim submitted
Stroud Valleys Canal Company	£150,000	£120,000	£30,000	£10k invoiced. Further invoices on 30th June 2016 and 2017
	£28,000	£8333	£19,667	Contribution to employment costs.

				Further £8333.33 invoice issued
Private donation (landing stages)	£10,000	£10,000	£0	Complete
Halcrow refund	£25,000	£25,000	£0	Complete
<b>Total</b>	<b>£19,284,306</b>	<b>£17,624,852</b>	<b>£1,649,454</b>	
Stroud DC (S&R 25 June 2015)	£777,000	£777,000	£0	Complete
<b>Revised Total</b>	<b>£20,061,306</b>	<b>£18,401,852</b>	<b>£1,649,454</b>	

## 5. PHASE 1B

- 5.1 The Cotswold Canals Trust is making a bid to the Heritage Lottery Fund for approximately £15m, to restore the canal between Stonehouse Ocean to Saul Junction.
- 5.2 If successful, this would enable boats from the national waterways network to reach Stroud and ultimately Brimscombe Port. Inevitably, there would be an economic and leisure benefit to this, as well as generating an income stream to finance maintenance of the restored canal.
- 5.3 The outcome of the bid is expected to be known in April/May 2016
- 5.4 The Leader of Council has sent a letter of support to the Cotswold Canals Trust, which includes the following text, outlining how the council can support the project:-

“Promote the benefits the project will provide to the District, using its networks both inside the Council and with other stakeholders and partners;

Provide practical support by:

- Contributing to the management of cashflow for the project, in accordance with the Phase 1B business plan and as agreed with the relevant SDC officers;
- Providing office accommodation and related services within Ebley Mill;
- Providing additional services where appropriate, for example, legal advice and support with Human Resources matters;
- Access to documents and archival material related to Phase 1A, where these are relevant to Phase 1B;
- Assistance with liaison with communities both close to the canal and elsewhere in the District;

- Where opportunities arise, negotiating S106 and/CIL contributions to the project.

Provide advice on:

- Obtaining planning permissions and Listed Building Consents where these are required;
- Lessons learnt from the experience of being lead partner in Phase 1A;
- Any other aspect of the project where SDC's skills and expertise are relevant."

## **6. PHASE 1B CASHFLOW**

- 6.1 As referred to above, and in the June committee report, it is proposed that the council provides cashflow financing to support the delivery of phase 1B. A request to this effect has been made by the Cotswold Canals Trust (CCT). This would provide a financing facility to cover the timing differences between contractor invoices being paid for work completed and the subsequent claim and reimbursement of these costs from HLF.
- 6.2 Initial discussions between CCT and SDC officers indicate a potential need to cover around £2m of cashflow during the course of the project.
- 6.3 The main impact on the council is that a reduced balance will be available to invest in Treasury Management activities over the period, leading to a lower level of investment income. By way of an example, if £2m were invested at 2% interest rates, the amount of investment income foregone each year would be £40,000. In committing to provide the cashflow to CCT, the council may also find that the total resource available to support both revenue and capital spending in future years is limited.
- 6.4 Any offer to CCT would be subject to further discussions between CCT, SVCC and the Council, and would require a legal agreement that would set out the terms and conditions of the offer. This would include:
- details of the financing facility including the mechanism to draw down funding and repayment of the funding once the subsequent HLF claim has been processed,
  - an upper limit on the financing facility to limit the council's exposure
  - arrangements around repayment of the facility in the event of Phase 1B failing to complete
  - arrangements around governance including authorisation of orders and how any potential funding shortfall in the project is managed.
- 6.5 It is understood that Gloucestershire County Council has agreed in principle to cashflow finance works around the A38 Roundabout Crossing.

## Appendix 1 – CANAL PROJECT COST PLAN

Work Package	Anticipated Final Outturn	Actual Spend @ October 2015	Balance
Swing Bridges	£1,228,121	£1,204,540	£23,581
Ebley to Wallbridge	£2,260,442	£2,209,025	£51,417
Lock Gates	£771,666	£681,731	£89,935
Griffins Mill	£136,408	£133,303	£3,105
Capels Mill	£4,082,802	£4,082,802	£0
Bowbridge Bridge replacement	£250,000	£350	£249,650
Bowbridge Lock	£50,000	41,264	£8,736
Cheapside Embankment and Channel	£393,601	£71,905	£321,696
Dudbridge Lock and Channel	£446,221	£446,740	-£519
Interpretation	£30,000	£22,038	£7,962
Lodgemore Bridge	£300,000	£10,097	£289,903
Multi User Trail - Saul to Ocean	£2,000	£688	£1,312
Skills and Education	£10,000	£2,680	£7,320
Towpaths - Ocean to Brimscombe	£502,283	£496,082	£6,201
Wallbridge Lower Lock Bypass + Channel	£583,241	£542,946	£40,295
Lodgemore to Wallbridge Dredging	£112,849	£83,727	£29,122
Wallbridge Lower Lock Restoration	£169,899	£41,660	£128,239
Ham Mill Lock	£72,792	£64,774	£8,018
SDC costs	£1,698,617	£1,685,638	£12,979
Consultants other than Halcrow	£415,936	£397,686	£18,250
Evaluation of phase 1A	£5,000	£0	£5,000
Arundel - Bowbridge dredging	£50,000	£0	£50,000
Landing Stages (Non-HLF)	£50,000	£46,894	£3,106
Non-HLF	£25,405	£26,265	-£860
Completed Works	£6,414,216	£6,414,216	£0
<b>Totals</b>	<b>£20,061,499</b>	<b>£18,707,051</b>	<b>£1,354,448</b>

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

**AGENDA  
ITEM NO**

**3 DECEMBER 2015**

**8**

<b>Report Title</b>	<b>REDEVELOPMENT OF BRIMSCOMBE PORT, THRUPP.</b>
<b>Purpose of Report</b>	To seek approvals to matching funding and to support the redevelopment of the site.
<b>Decision</b>	<p><b>Strategy &amp; Resources Committee RESOLVES:</b></p> <ul style="list-style-type: none"> <li>i. that £1m of the private sector housing reserve be committed to delivering infrastructure at, and the redevelopment of, Brimscombe Port, Thrupp.</li> <li>ii. that subject to compliance with EU Procurement Directives and to the overriding objective of ensuring best value under the relevant legislative requirements, to authorise the suspension of, or exception from, the Procedure Rules Relating to Contracts as may from time to time be appropriate in order to take best advantage of innovative procurement, frameworks, value engineering and opportunities to utilise other partners, and to facilitate progress on individual schemes within the overall project. In each instance, specific approval will need to be given by the Strategic Head of Finance and Business Services and the Legal Services Manager in consultation with the Chairman of the Strategy and Resources Committee.</li> <li>iii. that the Council will consider the use of its Compulsory Purchase Powers to acquire land and property rights, subject to further detailed reports being brought back to Committee as necessary.</li> <li>iv. that should circumstances dictate and it being in the best interests of the taxpayer, the Head of Asset Management in consultation with the Chairman of the Strategy and Resources Committee be authorised to terminate the HCA funding Agreement and a report be brought back to Committee.</li> </ul>

<p><b>Consultation and Feedback</b></p>	<p>The Ward Member for Thrupp is supportive.</p> <p>Key stakeholders have been involved in a recent workshop and are fully supportive of the bid and bringing forward redevelopment of the site.</p> <p>Tenants and neighbours have been advised of the Homes and Communities Agency (HCA) funding and associated works.</p>
<p><b>Financial Implications and Risk Assessment</b></p>	<p>The Council set aside budget provision of £2m over 2 years to fund projects that would unlock sites to support housing development. £1m of this funding can be used to fund this project alongside funding from the HCA.</p> <p>The £2m funding from the HCA is a loan which will need to be repaid in 21 years. The report states that overage from the site once developed will be used in the first instance to repay the HCA. In the event that there is insufficient overage, the back stop position is that the site can be transferred back to the HCA.</p> <p>It is anticipated that funding for the remaining infrastructure costs will be met by a combination of surplus income from the Port itself and developer contributions as part of procuring and redeveloping the site. Funding is also being sought through the LEP as part of the Growth Deal Bid.</p> <p>The site, currently owned by the Stroud Valleys Canal Company (SVCC), needs to be in the ownership of the Council for the redevelopment to take place and an application is being made to the Charities Commission for its consent to this. Should the Commission not give the authority for the site to be transferred at nil value; the Funding Agreement with the HCA can be terminated.</p> <p>There are a number of financial risks associated with this project however most are mitigated with the option to terminate the HCA Funding Agreement should for example, there be insufficient interest from developers. The project is drawing in significant funds from partner organisations and represents an excellent opportunity for the Council to deliver it's objectives for the site.</p> <p>Sandra Cowley, Strategic Head (Finance &amp; Business Services) Tel: 01453 754136 Email: <a href="mailto:sandra.cowley@stroud.gov.uk">sandra.cowley@stroud.gov.uk</a></p>

	<p>The main risks are financial and these are set out above. However, should the Council not take advantage of the pump priming this funding opportunity with the HCA will give, it could be many years before this key site is brought forward for development if at all.</p>
<b>Legal Implications</b>	<ol style="list-style-type: none"> <li>1. Any transfer of the property from SVCC to SDC would need to comply with the requirements of the Charities Act 2011. Essentially this would mean that the transfer would have to be at best price reasonably obtainable unless the express consent of the Charity Commission is obtained for a transfer on other terms. Stamp Duty Land Tax would be payable on the consideration. Any consideration below £150k would attract a nil rate.</li> <li>2. Under the previous grant funding agreement SDC (as the recipient of the grant) is the party primarily responsible to the HCA for achieving the development objectives of the Port set out in that agreement</li> <li>3. The terms of the previous funding agreement enabled the HCA to terminate it and require either repayment of grant or the transfer of the property to the HCA or its nominee.</li> <li>4. Given the position as set out above there is clearly some advantage in the ownership of the property and the responsibility for meeting the obligations of the funding agreement being vested in the same person (i.e. the Council).</li> <li>5. A new funding agreement has now been concluded with the HCA in accordance with delegated powers.</li> </ol> <p>Alan Carr, Solicitor  Tel: 01453 754357  Email: <a href="mailto:alan.carr@stroud.gov.uk">alan.carr@stroud.gov.uk</a></p>
<b>Report Author</b>	<p>Alison Fisk  Head of Asset Management (joint)  Tel: 01453 754430  Email: <a href="mailto:alison.fisk@stroud.gov.uk">alison.fisk@stroud.gov.uk</a></p>
<b>Options</b>	<p>The Council could terminate the funding agreement with the HCA and not progress the redevelopment of the site beyond the use of its current (limited) revenue resources.</p>
<b>Performance Management Follow Up</b>	<p>Target date for site transfer from SVCC is April 2016.</p>

## **Background**

1. At its meeting in October this Committee approved; the transfer of the freehold interest in Brimscombe Port from Stroud Valleys Canal Company (SVCC) to SDC; that a funding agreement be entered into should the Council be successful in securing up to £2m of investment from the HCA; to continue to grant fund SVCC until 2020 and to progress the redevelopment of Brimscombe Port, Thrupp.
2. Members will by now all be aware that the Council was successful in securing £2m of recoverable investment from the HCA. The HCA asked that the Council enter into a funding agreement by late November as there was always a tight timescale to commit and drawdown the funding in this financial year.

## **Funding Agreement**

3. The Funding Agreement, whilst not specifically requiring match funding, does require the Council to commit to delivering the key elements of infrastructure in the site; a new road bridge, access into the site and the canal line and basin (currently estimated at £5.09m). This could be achieved by using a combination of the HCA's investment, surplus income from the Port itself, capital investment from the Council, and via a developer as part of procuring the redevelopment of the site as a whole. There may also be further opportunities for leveraging in more grant funding as the redevelopment is seen to be deliverable.
4. Any consideration and overage received from the site will initially be used to pay back the Council's investment and then the HCA's £2m. Once these costs are met any remainder will be split between the Council and the HCA with its 50% going towards paying off the original £7m plus of public sector investment.
5. Should the Council be unable to meet the milestones in the Agreement, or repay the HCA's investment it can offer the site back. This is a similar arrangement to the previous funding agreement with SWRDA, (which has been revoked and replaced by the new Agreement). The Funding Agreement is drafted to promote the full redevelopment of the site as quickly as possible, whilst being realistic about timescales and how this may be achieved.

## **Freehold Transfer**

6. The Funding Agreement is predicated on the freehold interest in the site being transferred from SVCC to SDC. Whilst this will need the authority of the Charities Commission, it is clearly essential that the Council controls the site as the accountable body for the funding and to limit the risks to the Council, but is also important in terms of the practicalities of managing the site appropriately and delivering the redevelopment.
7. Because of the short timescales the transfer has yet to be completed, but the Funding Agreement allows for both parties to terminate the agreement should the transfer not proceed for any reason.

8. The canal basin and line of the canal will be transferred back to SVCC at nil value on completion, as has always been envisaged. This will also give the charity the ability to raise income for maintenance of the canal via mooring fees in the future.

### **Recommendation**

9. As has been outlined, the expectation is that the redevelopment can and will now begin in earnest.
10. To take advantage of innovative procurement, value engineering and opportunities to utilise other partners which will be crucial in limiting the public funding required for the site and ensuring value for money for the funds invested, it is recommended that the Committee makes an exception to the Procedure Rules Relating to Contracts in respect of this project. The Council will comply with EU Procurement Directives and the overriding objective of ensuring value for money.
11. As has been the experience with the canal project, it may be necessary to use Compulsory Purchase Powers for other small parcels of land, access rights etc required for the infrastructure. Indeed some of these sites have been listed as part of the canal project for some years, but have not needed to be acquired as yet.
12. Discussions with some of the landowners has already begun or been reopened and it is of course hoped that most, if not all, acquisitions will be agreed without the need to resort to compulsory acquisition. Further reports will be brought back to Committee as necessary.
13. Finally, unlocking the proposed brownfield development at Brimscombe Port is expected to result in :
  - 150 homes
  - 2,000m<sup>2</sup> of employment floorspace
  - A significant water basin as a canal destination;
  - Space for a community centre
  - facilitating the wider Cotswold Canals project with its associated economic, social and environmental benefits
14. It is, therefore, recommended that the Council now commits funding to the project and it is proposed that a sum of £1m be set aside. This, supplemented by the HCA's funding and surplus income from the site, will immediately go towards delivery of some of the key infrastructure costs and enabling works.

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

**AGENDA  
ITEM NO**

**3 DECEMBER 2015**

**9**

<b>Report Title</b>	<b>REVIEW OF THE PROCUREMENT ACTION PLAN</b>
<b>Purpose of Report</b>	To inform members of the progress of the Procurement Action Plan
<b>Decision(s)</b>	The Committee RESOLVES to note the progress made on the Procurement Action Plan
<b>Financial Implications and Risk Assessment</b>	<p>There are no financial implications arising directly from this report  David Stanley, Accountancy Manager  01453 754100  <a href="mailto:david.stanley@stroud.gov.uk">david.stanley@stroud.gov.uk</a></p> <p>If the Council does not address the weaknesses in the current use and management of procurement and contract management then it is at risk of legal challenge from suppliers and contractors of not complying with EU / UK regulations and its own Contract and Procurement Procedure Rules and cannot demonstrate it is securing best value when procuring.</p>
<b>Legal Implications</b>	<p>This report for noting provides an update by the procurement team on progress made. A review is needed to help ensure all aspects of the reported progress in improving the operation and coordination of the procurement function have actually been effective and not inadvertently increased, rather than reduced the actual risks of challenge, contrary to the public interest</p> <p>Karen Trickey, Legal Services Manager  Email: <a href="mailto:karen.trickey@stroud.gov.uk">karen.trickey@stroud.gov.uk</a>  Tel: 01453 754369</p>
<b>Report Author</b>	<p>Sarah Turner  Principal Procurement Officer  01453 754346  <a href="mailto:sarah.turner@stroud.gov.uk">sarah.turner@stroud.gov.uk</a></p>
<b>Options</b>	None

<b>Performance Management Follow Up</b>	A further report will be brought to the Committee to update on progress with delivering the procurement action plan.
<b>Background Papers/ Appendices</b>	Report to Audit and Standards Committee – Procurement Review – 7 April 2015  Report to Council – Revised Financial Regulations and Contract and Procurement Procedure Rules – 16 July 2015  Annual Audit Letter 2014/15  Appendix A – Procurement Action Plan – October 2015

## Background

1. The Audit & Standards Committee received a report in April 2015, agenda item 12, informing them that an external review of the Council's procurement procedures had been undertaken, and a procurement action plan produced to address the improvements required to the Council's approach to procurement.
2. The review highlighted that if the Council does not make significant improvements around procurement, it will be open to potential challenge from suppliers for not complying with EU/UK regulations and its own Contract and Procurement Procedure Rules (CPPRs). This may result in financial penalties and/or a reputational impact. The Council will not be able to demonstrate it is achieving best value when purchasing.
3. KPMG has issued a qualified value for money conclusion in the Annual Audit Letter 2014/15 on the Council's arrangements to secure value for money as a result of not following its own procurement policies by failing to operate an appropriate procurement exercise and by making inappropriate variations to existing contracts.
4. This report informs the committee of the progress on the Procurement Action Plan drawn up to address the issues identified, and is shown in Appendix A.

## Summary of Progress

5. The overall findings from the review earlier in the year included recommendations set out in the Procurement Action Plan in Appendix A. This includes:
  - Develop a strategic governance model for procurement
  - Develop a new Procurement Strategy
  - Create and publish a Forward Procurement Plan

- Corporate Procurement Team development
  - Update the Contract and Procurement Procedure Rules and Financial Regulations
  - Develop an effective training plan
  - Communication and support to service areas
  - Develop procurement performance measurements and embed in a management reporting framework
  - Update procurement pages on the Council's website
  - Update the procurement toolkit on the intranet
  - Develop a council wide approach to contract and supplier management
  - Develop a supplier engagement strategy.
6. The Procurement Board has been established with senior officer representatives from services who regularly undertake procurement activity. Terms of reference for the Board have been written where the overall objective is to provide an overview on all Council procurement activity by ensuring an appropriate strategy and relevant procurement guidance is in place to achieve the Council's procurement objectives.
  7. To enable the Procurement Board to monitor procurement activity a Forward Procurement Plan has been produced, this identifies from the 15/16 budget, all expenditure over £5,000. The procurement team met with all budget holders to populate the plan with details about this expenditure.
  8. The Procurement Board specifically focus on any procurement projects that exceed £250,000, to ensure this procurement is adequately and suitably resourced.
  9. A meeting schedule has been produced where Strategic Heads and service managers responsible for procurement are asked to update Procurement Board with their current and future procurement activity. This will ensure that the Board are made aware of any potential procurement issues at an early stage and to allow for a wider discussion of action that needs to be taken. This approach to reviewing services on a planned periodic basis strengthens the governance and accountability arrangements in respect to procurement.
  10. Another benefit of this approach is that it provides support to managers and helps to highlight best practice through knowledge sharing and learning to further improve our procurement processes.
  11. A new Procurement Strategy has been developed that reflects corporate priorities, provides direction to procurement activity and establishes procurement as a tool for achieving savings. It is linked to the Jobs and Growth agenda, the strategy includes the development of a local supplier

engagement strategy and procurement performance measures to be developed and embedded in a management and reporting framework.

12. Revised Contract and Procurement Procedure Rules (CPPRs) and Financial Regulations were approved at Council on 16 July. The CPPRs were significantly revised to reflect the recommendations of the procurement review and recent changes to procurement legislation and government guidance namely the introduction of the Public Contracts Regulations 2015 (to replace the Public Contracts Regulations 2006) and the Local Government Transparency Code 2014.

The most notable changes were:

- Changes to financial thresholds to trigger different procurement methods and requirements (including the use of the South West Procurement Portal).
  - Greater responsibility placed on Council Managers to monitor and oversee procurement exercises carried out within their Service Area.
  - The reporting and recording of all procurement exercises with a total estimated value of £5,000 or more through the use of Procurement Plan Forms to ensure better procurement practices and to be able to more accurately analyse Council expenditure.
  - Rationalisation of procedures for Senior Council Managers to obtain an exemption from compliance with the Contract Procurement and Procedure Rules including the use of Framework Agreements.
  - Clarification of the role of Council Officers in procurement exercises and the award of contracts.
13. A training matrix has been produced which identifies what training should be undertaken, depending on your role within the Council. Several briefing sessions have been organised to update staff on the revisions to the CPPRs. The induction day for staff has been amended to include a specific session on the Council's procurement requirements. Procurement Champions have been identified under each Strategic Head to assist services with procurement. These Champions will receive training on the CPPRs and use of the Procurement Portal.
  14. A recommendation from the procurement review was to establish a Corporate Procurement Team. A temporary contract lawyer was employed for several months earlier in the year, apart from providing contract law advice he also revised the CPPRs and assisting in developing the new processes identified within the rules and providing training to staff. This input helped significantly to progress the procurement action plan, future requirements for the team are regularly reviewed to ensure it is adequately resourced.

15. The procurement guidance on the Hub has been updated to reflect the changes detailed in this report, and the website is being corporately reviewed with the aim of going live with a new website in December 2015. Staff are notified of any changes to the guidance through regular emails and notifications via the e-News.
16. Internal Audit have undertaken a review of procurement following a number of audits across the authority relating to procurement and letting of contracts. This review identified some further improvements that can be made to the Council's corporate procurement guidance. A separate report will be issued and will be taken to a future Audit and Standards Committee. The recommendations have been discussed with the Procurement Team and are currently being added to the information and guidance for staff on the Hub.

### **Further Development**

17. Continue to embed the revised procurement procedures across the authority, provide guidance on best practice.
18. Revised Procurement Strategy to be approved by Council in January 2016.
19. The Procurement Team will compare the 14/15 Forward Procurement Plan (FPP) with the completed Procurement Plan Forms received since 17 July, and identify and report any inconsistency to the Procurement Board.
20. A spend analysis will be undertaken of the creditor payments during 14/15 and again this will be compared to the FPP and Procurement Plan Forms and any inconsistency will be reported to the Procurement Board. This spend analysis will also be used to identify any areas of spend that can be consolidated to provide efficiencies and improve value for money, expenditure already identified includes:

<b>Category</b>	<b>Account Code</b>	<b>14/15 expenditure</b>	<b>Commence review</b>
Agency staff	A09	£1,028,420	2015/16 – Q4
Printing	D20	£190,204	2016/17 – Q1
Consultancy	D33	£793,056	2016/17 – Q2
Postage	D50	£204,342	2016/17 – Q3

21. Develop the procurement training plan for members and staff.

22. Develop supplier engagement initially with suppliers within the Stroud District, categorise by type, size and location.
23. KPMG have noted that procurement issues have been identified by the Council and subsequent appropriate action is being taken, they will revisit progress during the next annual audit.

**Procurement Action Plan  
October 2015**

No	Recommendation	Action	Outcome	Resource	Target Date	Responsibility	Leading	Status
1	Develop Strategic and Governance Model for Procurement	<ul style="list-style-type: none"> <li>Formation of Procurement Board</li> <li>To agree TOR</li> <li>To agree membership</li> <li>To identify member input</li> </ul>	<ul style="list-style-type: none"> <li>Robust governance regime providing strategic leadership on all Council spend</li> <li>Recognised corporate ownership</li> <li>Strategies in place to achieve the Council's procurement objectives</li> <li>Member Champion from S&amp;R</li> </ul>	SH (F&BS) - SC SH (DS) - BW LSM & MO - KTr Head of HC - KTo Head of AM - AN Accy Manager - DSt BP Manager - DSk Princ Proc Off - ST  SHs / HOS / UMs as required	CT review and sign off – 24 February 2015  Subject to CT agreement of the action plan - Initial monthly meetings starting W/C 16 March 2015	Agreed established by Corporate Team manage by SHF&BS	SC	Completed
2	Develop a new Procurement Strategy	<ul style="list-style-type: none"> <li>Develop a new Procurement Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Reflects corporate priorities</li> <li>Provides direction to procurement activity</li> <li>Establish procurement as a tool for achieving savings</li> </ul>	Within existing resources	Council approval January 2016	PPO to draft Sign off – Procurement Board / CT / Council	ST	Procurement Strategy drafted, to be reviewed by Procurement Board and CT
3	Create and publish a Forward Procurement Plan	<ul style="list-style-type: none"> <li>Develop a Forward Procurement Plan and publish on the Council's website</li> <li>Up to date Contracts Register</li> </ul>	<ul style="list-style-type: none"> <li>Informs future procurement activity which enables decisions on resource requirements and provides accountability</li> <li>Links to the MTFP</li> <li>Incorporates procurement planning into service delivery</li> </ul>	Within existing resources	15/16 budgets – June 2015  16/17 budgets (linked to MTFP) – December 2015  Monitoring and updating of FPP - Ongoing	PPO to manage All budget holders to complete Reviewed by Procurement Board / CT??	ST	Ongoing

## Appendix A

No	Recommendation	Action	Outcome	Resources	Target Date	Responsibility	Leading	Status
4	Corporate Procurement Team development	<ul style="list-style-type: none"> <li>• Increase the staff levels in the Corporate Procurement team by 1+ FTE</li> <li>• Identify dedicated legal support / advice</li> <li>• Consider the creation of procurement champions within service areas</li> </ul>	<ul style="list-style-type: none"> <li>• Council's strategic procurement hub providing advice and support to service areas</li> <li>• Procurement activity contributes to required savings/cost reduction</li> </ul>	Funding a new post Secondment opportunity Top slice budgets	December 2015	SH(F&BS) /AM LS Manager	SC	Ongoing/ under review
5	Update the Contract and Procurement Procedure Rules and Financial Regulations	<ul style="list-style-type: none"> <li>• Update the Contract and Procurement Procedure Rules</li> <li>• Update Financial Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• To provide a governance platform and clear directions on how to undertake procurement activity to deliver the Council's requirements</li> </ul>	Within existing resources	July 2015	PPO to draft CPPRS. Finance to draft Financial Regs Sign off S&R/ Council	TS	Completed
6	Develop an effective training plan	<ul style="list-style-type: none"> <li>• Skills gap analysis</li> <li>• Research appropriate training packages</li> <li>• Develop in-house training</li> <li>• Provide staff with appropriate procurement training to enable them to become more effective procurers</li> </ul>	<ul style="list-style-type: none"> <li>• Annual training plan for staff and members</li> <li>• Procurement forms part of Corporate Induction Plan including tailored induction training for staff dependent on the level of procurement activity to be undertaken</li> </ul>	Identification of budget for procurement training	Training plan to be completed September 2015.  Training to be delivered by March 2016	PPO / CPT	ST	Ongoing – Proc Board have agreed that key posts (not post holders) will be identified as requiring specific training. Induction training will be improved.

## Appendix A

No	Recommendation	Action	Outcome	Resources	Target Date	Responsibility	Leading	Status
7	Communication and support to the Service Areas	<ul style="list-style-type: none"> <li>• Task day to day procurement activities to the Service Areas</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake day to day procurement activities following the agreed processes and technology</li> <li>• Develop appropriate specifications to describe requirements</li> <li>• Manage day to day supplier and contract issues</li> <li>• Evaluate the technical and quality submissions from tender bids</li> </ul>	Within existing resources	Ongoing	CT approval Service level responsibility	ST	Ongoing – as required, e.g. CPPRs changes, ATF agency worker form in consultation with HR.
8	Develop procurement performance measurements and embed in a management and reporting framework	<ul style="list-style-type: none"> <li>• Develop procurement performance measurements and embed in a management and reporting framework</li> </ul>	<ul style="list-style-type: none"> <li>• Effective management reports including measures and targets with key performance indicators</li> </ul>	Within existing resources	January 2016 – incorporated in revised Procurement Strategy	CPT to develop Procurement Board / CT sign off?? All doing procurement activity to follow	ST	Ongoing – to be included in the revised Proc Strategy and annual action plan
9	Update a Procurement page on the Council's website	<ul style="list-style-type: none"> <li>• Update Procurement page on the Council's web site</li> <li>• Standard T&amp;Cs</li> <li>• Up to date forward procurement plan and contracts register</li> </ul>	<ul style="list-style-type: none"> <li>• Provide an easy to follow guide on 'How to do business with the Council'</li> <li>• Provide suitable information to suppliers to enable them develop their services / supplies</li> <li>• Improve contract and supplier management</li> </ul>	Within existing resources, subject to No. 4 above	December 2015	CPT	ST	Ongoing – as required, changes to CPPRs, FPP published.

## Appendix A

No	Recommendation	Action	Outcome	Resources	Target Date	Responsibility	Leading	Status
10	Update the Procurement toolkit on the intranet.	<ul style="list-style-type: none"> <li>Update Procurement toolkit on the intranet.</li> </ul>	<ul style="list-style-type: none"> <li>An easy to follow procurement toolkit developed to help officers understand and adhere to the procurement process</li> </ul>	Within existing resources, subject to No. 4 above	December 2015	CPT	JS	Ongoing all recent changes to CPPRs updated in guidance with ICT assistance
11	Develop a council wide approach to contract and supplier management	<ul style="list-style-type: none"> <li>Contracts Register and all contracts managed centrally</li> <li>Map actual spend to contracts</li> <li>Contract peer review prior to awarding</li> <li>Contractor vetting process</li> </ul>	<ul style="list-style-type: none"> <li>Improve local spend</li> <li>Improve contract and supplier management</li> </ul>	Within existing resources, subject to No. 4 above	January 2016 – incorporated in revised Procurement Strategy	CPT	ST	Ongoing – will be included in the revised Proc Strategy
12	Develop a supplier engagement strategy	<ul style="list-style-type: none"> <li>Map supplier base in terms of capability and capacity</li> <li>Remove barriers for local suppliers and SMEs</li> <li>Seminars and workshops to inform local suppliers of how to do business with the Council</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of suppliers capacity and capability to meet the Council's needs</li> <li>Improve local spend</li> <li>Improve contract and supplier management</li> <li>Package contracts in a way that does not restrict opportunities for local suppliers.</li> </ul>	Within existing resources, subject to No. 4 above	December 2015	CPT	ST	Ongoing – will be included in the revised Proc Strategy

**Corporate Delivery Plan**

Action	Outcome	Resources	Target Date	Responsibility	Leading	Status
Deliver our procurement action plan	<ul style="list-style-type: none"> <li>• Deliver 5% contract savings</li> <li>• Increase percentage spend locally</li> </ul>	Additional support needed in procurement team	December 2015 for initial procurement plan, annually thereafter	Procurement Board	Sarah Turner	Making good progress

**Jobs and growth strategy**

Objective	Action	Resources	Target Date	Responsibility	Leading	Status
Help Gloucestershire businesses engage better in our procurement	<ul style="list-style-type: none"> <li>• Publish forward procurement plan.</li> <li>• Analyse SDC supplier base.</li> <li>• Organise supplier events.</li> <li>• For all larger contracts include % local workforce requirement in standard contract terms and conditions.</li> </ul>	Within existing resources internally including the involvement of main services undertaking procurement, and Policy and Regeneration Teams. Externally with business organisations such as FSB, Chambers of Trade and GFirst	For the duration of the Jobs and Growth Plan – 2015 – 2018 and the revised Procurement Strategy 2015 – 2019	Procurement Board	Sarah Turner	FPP published June 2015. Working towards other actions as part of the Proc Action Plan