



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 28 November 2016
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Tim Harman (Chair), Jon Walklett (Vice-Chair), Colin Hay, Sandra Holliday, Chris Mason, Helena McCloskey, Dan Murch, John Payne, Paul Baker and Max Wilkinson

The Council has a substitution process and any substitutions will be announced at the meeting

Agenda

11.	QUARTER 2 PERFORMANCE REVIEW Report by Richard Gibson, Strategy and Engagement Manager	(Pages 3 - 12)

Contact Officer: Saira Malin, Democracy Officer, 01242 775153

Email: democratic.services@cheltenham.gov.uk

Information/Discussion Paper

Overview and Scrutiny Committee

28 November 2016

Review of the council’s performance at end of Quarter 2 (April to September 2016)

This note contains the information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed.

1. Why has this come to scrutiny?

- 1.1 To review the corporate performance of the organisation at the end of quarter 2 (April to September 2016)
- 1.2 To make any comments and observations on the presentation of the performance information.
- 1.3 To make requests for further information where this might clarify understanding of corporate performance.

2. Background

- 2.1 The performance report takes information and data from our performance management system to provide elected members with an overview of how the council is performing. This enables elected members to input into discussions about how to resolve areas where there maybe performance concerns and also to recognise where performance is better than expected.
- 2.2 The report summarises how the council performed in regard to the published milestones, performance indicators and outcomes set out in the 2016-17 action plan that was agreed by Council on 4th April 2016
- 2.3 The performance report is attached as appendix A.

3. Q2 Performance Overview

- 3.1 In the 2016-17 action plan, we identified 99 milestones to track our progress. Out of these:
 - 25 (25%) are complete
 - 30 (30%) are green and are on track to be delivered on time
 - 37 (37%) are amber, there are some concerns about the deliverability of the project – Exec Board will work with Cabinet members to bring these projects back on track.
 - 7 (7%) are red
- 3.2 The seven red milestones are as follows.

Milestones	Status	Commentary
<u>ECON 04D - Conclusion of and progress towards delivery on various key sites and themes - North Place</u>		Progress has currently stalled; on-going negotiations with original developer
<u>ECON 06B - Liaise with GCC regarding car parking delivery options , having regard to any opportunities arising as a result of the devolution agenda</u>		This will happen in the new year

<u>ECON 06C - Undertake public consultation on car parking strategy where appropriate to the implementation of emerging options</u>		Consultation with key stakeholders will take place in the new year.
<u>ECON 06D - Report to Cabinet regarding car parking strategy recommended option(s) and associated action plan</u>		This will go to Cabinet in May 2017
<u>ENV 01D - Publication of Cheltenham Plan</u>		Pending completion of the preferred options consultation, publication of the plan will happen in Spring / Summer 2017
<u>ENV 01E - Submit Cheltenham Plan to Secretary of State for examination</u>		This is likely to happen in the Autumn of 2017
<u>ENV 06C - Target completion date for new crematorium building</u>		This is likely to be in early 2019

4. Next steps

- 4.1 The third quarter performance report will be available from end of January. This will include performance indicators as well as milestones. The committee may therefore wish to have an update on Q3 performance at its meeting on 20 February 2017.

Background Papers	2016-17 Corporate Strategy action plan, Report to Council, 4 th April 2016.
Contact Officer	Richard Gibson, Strategy and Engagement Manager. 01242 235354. richard.gibson@cheltenham.gov.uk
Accountability	Cllr. Steve Jordan, Leader of the Council Cllr. Roger Whyborn, Cabinet Member Corporate Services

Page 5

Cheltenham's environmental quality and heritage is protected, maintained and enhanced

Priority Action	Key Milestone	End Date	Lead	Progress
ENV 01 - We will put in place the statutory development plan for Cheltenham, including adoption of the Joint Core Strategy (JCS) and preparation of the Cheltenham Plan	ENV 01A - Conclude JCS examination	Tue-30-May-17	Tracey Crews	 Now complete. Proposed modifications scheduled for consultation which will lead to further examination hearings - likely to be scheduled February 2017.
	ENV 01B - Adoption of the JCS (subject to Council approval)	Sat-31-Dec-16	Tracey Crews	 Some delays due to TBC decision on Twigworth site. This needs to be resolved prior to JCS coming forward for adoption
	ENV 01C - Prepare and consult on draft Cheltenham Plan (non statutory)	Sat-31-Dec-16	Tracey Crews	 End date extended as timetable needs to fit into changes identified through JCS. Next stage consultation on preferred options for housing, employment and local green space likely to happen early in the new year.
	ENV 01D - Publication of Cheltenham Plan (regulation 19)	Tue-28-Feb-17	Tracey Crews	 Pending completion of the preferred options consultation, publication of the plan will happen in Spring / Summer 2017
	ENV 01E - Submit Cheltenham Plan to Secretary of State for examination	Fri-30-Jun-17	Tracey Crews	 This is likely to happen in the Autumn of 2017
	ENV 01F - Adoption Cheltenham Plan	Thu-30-Nov-17	Tracey Crews	 This may happen in Autumn 2017, though may slip into early 2018
ENV 02 - We will deliver CBC's commitments contained within the Joint Waste Committee plan	ENV 02A - Consider options for the transfer of waste after August 2018	Fri-31-Mar-17	Pat Pratley	 Project Team set up and discussions progressing over the feasibility of using Swindon Road as transfer facility. Consultant due to begin work on drawing together a business case.
	ENV 02B - Review options for recycling service redesign in Cheltenham including round optimisation across all services	Mon-31-Oct-16	Pat Pratley	 The service redesign project has undertaken two surveys with Cheltenham residents to understand their perceptions of how best to increase recycling performance at best value. The last survey, just completed, was filled in by over 3,000 people. This will provide valuable information to the team. Recommendation going to Cabinet and Council in December on continuing with current service make up and adding in mixed plastics (pots, tubs and trays) and OCC cardboard (brown coloured) to kerb-side recycling service. There will also be the opportunity to collect other smaller quantity materials such as textiles, cartons, batteries or small waste electricals
	ENV 02C - Support Ubico in making preparations to implement chosen recycling service model in Summer 2017	Fri-31-Mar-17	Pat Pratley	 Being undertaken via the service redesign project
	ENV 02D - Support the enforcement of no sidewaste and closed bin lid policy	Thu-30-Jun-16	Pat Pratley	 Discussions underway with Enforcement Team to co-ordinate an approach to tackle those residents who don't comply with the no side waste and closed bin lid policy
	ENV 02E - Explore new recycling opportunities at HRCs including Swindon Road	Fri-30-Sep-16	Pat Pratley	 Linked to ENV02A
	ENV 02F - Undertake a review of the capacity and resources required by the JWT to deliver its plan	Thu-30-Jun-16	Pat Pratley	 Discussions underway over future funding requirements/capacity needs of JWT.
ENV 03 - We will strengthen the council's approach to enforcement as part of the re-structuring of the REST division	ENV 03A - Complete the amalgamation of Community Protection into the Enforcement Team to enable an increase in enforcement performance against outcomes, utilising the synergies that exist between teams	Tue-31-May-16	Mike Redman	 3 FTE community protection officers have merged with the enforcement team to create combined enforcement resource.
	ENV 03B - Continue to deliver service improvements through systems thinking and provide quarterly performance statements	Fri-31-Mar-17	Mike Redman	 Consolidated admin arrangements now in place and work being undertaken to explore cross-cutting neighbourhood-focused teams.
ENV 04 - We will create a new children's play area in Pittville Park	ENV 04A - Commence work on-site	Sun-31-Jan-16	Adam Reynolds	 Commenced

	ENV 04B - Complete work on site	Tue-31-May-16	Adam Reynolds		Completed
	ENV 04C - Soft opening	Thu-30-Jun-16	Adam Reynolds		Play area opened and operational
	ENV 04D - Official Opening event	Mon-31-Jul-17	Adam Reynolds		Successfully held on 12 July 2016
ENV 05 - We will restore Cheltenham's War Memorial	ENV 05A - WMT grant application	Sat-30-Apr-16	Mark Sheldon		Q2: Successful grant applications have been made to the War Memorial Trust (£24k) and Heritage Lottery Fund (£85k) to fund both the restoration and associated commemorative activity which will continue over the next 12 months.
	ENV 05B - HLF grant application outcome	Sat-30-Apr-16	Mark Sheldon		As above
	ENV 05C - Commence War Memorial restoration	Tue-31-May-16	Mark Sheldon		Q2: Restoration work is has gone well and is complete including some additions and amendment to names. Mayor unveiled the restored memorial at the Battle of Britain ceremony on 18/9/16. Planning applications have been submitted to replace the lamps and install interpretation boards.
	ENV 05D - Complete War memorial restoration	Fri-30-Sep-16	Mark Sheldon		Restoration work complete though some residual work to replace the lamps and install interpretation boards will now be undertaken
	ENV 05E - Commence WW1 commemoration programme	Sat-30-Sep-17	Mark Sheldon		£89,400 has now been secured from the Heritage Lottery Fund to support a wide range of commemoration activity to start in 2018
	ENV 05F - Close WW1 commemoration programme - War Memorial dedication ceremony	Fri-30-Nov-18	Mark Sheldon		The restored war memorial was officially revealed to the public at the Battle of Britain event on 18 September
ENV 06 - We will progress the building of the new Crematorium building	ENV 06A - Appoint design team	Thu-30-Jun-16	Mike Redman		Key members of design team in place - Principal Contractor and Architect
	ENV 06B - Submit main planning application	Fri-31-Mar-17	Mike Redman		Awaiting finalisation of plan for the creation of the planning application by the principal contractor.
	ENV 06C - Target completion date for new crematorium building	Tue-31-Oct-17	Mike Redman		This is likely to be in early 2019

Priority Action	Key Milestone	End Date	Lead	Progress	
ECON 01 - We will work in partnership with key stakeholders to develop a longer term strategy for place making and growth	ECON 01A - Draft Strategy	Fri-30-Sep-16	Tim Atkins		The draft strategy was endorsed by Cabinet at its meeting on 11 October 2016. There will now be a period of engagement with key stakeholders before the final plan is brought back to council at end of March 2017.
	ECON 01B - Consultation Complete	Tue-31-Jan-17	Tim Atkins		The engagement plan has been developed and was agreed as part of the Cabinet report
	ECON 01C - Approved by Cabinet	Fri-31-Mar-17	Tim Atkins		This will go to Cabinet in March 2017 ahead of it going to full council at the end of March
ECON 02 - We will develop our strategic approach to tourism, work with the tourism partnership to ensure that there is alignment behind the strategy and agree appropriate delivery mechanisms	ECON 02A - Tourism Development Officer in-place	Thu-30-Jun-16	Tim Atkins		Tourism development consultant appointed and in place
	ECON 02B - Commence implementation of key priorities	Thu-30-Jun-16	Tim Atkins		Implementation of key priorities underway - under the following headings: Stakeholder Communication Research Strategy Business Model Funding Planning Brand Development
	ECON 02C - Establish Tourism Task Force	Fri-30-Sep-16	Tim Atkins		Tourism Task Force not established; agreement to run tourism project through already established Tourism Partnership, next meeting on 23 November
	ECON 02D - Report back to Cabinet on year 2 work plan	Sat-31-Dec-16	Tim Atkins		Update report presented to cabinet on 8 November 2016
ECON 03 - We will undertake a ballot of town centre businesses on the establishment of a Business Improvement District and assist in its establishment if the ballot is positive	ECON 03A - CBC support for new BID company if 'YES' vote secured	Thu-31-Aug-17	Tim Atkins		Business Improvement District now fully operational
	ECON 03B - Measures to remove Late Night Levy if 'YES' vote secured	Sat-31-Mar-18	Tim Atkins		A report will be taken to council in February 2017 seeking a resolution to cease operation of the late night levy scheme
ECON 04 - We will support delivery of the Cheltenham Development Taskforce business plan	ECON 04A - Conclusion of and progress towards delivery on various key sites and themes - Brewery II	Mon-31-Jul-17	Jeremy Williamson		Brewery II delivering to target and achieving desired outcomes on Brewery I. Aim to have connecting link open by Christmas 2016
	ECON 04B - Conclusion of and progress towards delivery on various key sites and themes – Beechwood	Mon-31-Jul-17	Jeremy Williamson		Contractors have now begun works to convert whole site to a single JLP store
	ECON 04C - Conclusion of and progress towards delivery on various key sites and themes - Regency Place	Sun-31-Dec-17	Jeremy Williamson		delivering to target
	ECON 04D - Conclusion of and progress towards delivery on various key sites and themes - North Place	Sat-31-Mar-18	Jeremy Williamson		progress has currently stalled; on-going negotiations with original developer
	ECON 04E - Conclusion of and progress towards delivery on various key sites and themes - Cheltenham Transport Plan – highways	Thu-31-Aug-17	Jeremy Williamson		Phase 1 (Albion Street) delivered; this paves the way for phase 2 January 2017
	ECON 04F - Conclusion of and progress towards delivery on various key sites and themes - Cheltenham Spa station	Thu-31-May-18	Jeremy Williamson		progress extremely slow. GWR/NR leading. Funding secured but at risk if delivery pace does not improve
	ECON 04G - Conclusion of and progress towards delivery on various key sites and themes - Public realm upgrades	Sat-31-Mar-18	Jeremy Williamson		breadth of issues recognised by all stakeholder partners; overall scheme being finalised in preparation for funding and delivery although may be in stages
	ECON 04H - To support Director Resources with the implementation of the accommodation strategy	Sat-31-Mar-18	Jeremy Williamson		continue to provide support for options and maintain interest in MO
ECON 05 - We will work in partnership with The Cheltenham Trust as they develop their capital investment strategy to support their business plan	ECON 05A - To have reviewed the potential projects which support the delivery of the business plan targets for the Trust	Sun-31-Jul-16	Mark Sheldon		Q2: The Trusts proposals for the redevelopment of leisure@ has been subject to an initial review by council officers. Initial issues have been capture and responded to by the Trust.
	ECON 05B - To have scoped, tendered and evaluated the initial	Fri-30-Sep-16	Mark Sheldon		Q2: Following a review of the councils MTFs and project prioritisation, the Cabinet have reconfirmed

	feasibility study into the redevelopment of the Town Hall				their commitment to progressing with the feasibility study to establish options for redevelopment of the Town Hall. The Project Initiation Document (PID) has been revisited to reflect more current thinking about repurposing the building in order to maximise fundraising opportunities and an initial Invitation to Tender (ITT) document for the initial consultancy work to develop options is in draft. A visit was made to Colston Hall in Bristol to learn lessons from a similar project involving a Trust operating from a council owned building.
	ECON 05C - To have made an application for external funding of the redevelopment of the Town Hall	Sat-31-Dec-16	Mark Sheldon		This will be subject to outcome of the initial consultancy work
ECON 06 - We will consult on options and agree a car parking strategy, to determine where council investment should best be directed in support of the local economy, having regard to the Council's overall financial position, environmental and tourism objectives	ECON 06A - Develop options in consultation with the Car Parking Working Group, including input from key stakeholders, including GCC and private car park operators	Mon-31-Oct-16	Mike Redman		First phase consultation complete; currently tendering for support to develop the strategy
	ECON 06B - Liaise with GCC regarding delivery options, having regard to any opportunities arising as a result of the devolution agenda	Mon-31-Oct-16	Mike Redman		This will happen in the new year
	ECON 06C - Undertake public consultation where appropriate to the implementation of emerging options	Tue-31-Jan-17	Mike Redman		Consultation with key stakeholders will take place in the new year.
	ECON 06D - Report to Cabinet regarding recommended option(s) and associated action plan	Fri-31-Mar-17	Mike Redman		This will go to Cabinet in May 2017

Priority Action	Key Milestone	End Date	Lead	Progress
COM 01 - Work with CBH to deliver more houses for rent on HRA sites	COM 01A - Council approval to build on Garage Phase 2 sites	Sat-30-Apr-16	Martin Stacy	 Council has approved the delivery of up to 17 new CBC affordable homes. 10 of the homes will be on Swindon Road, and Armed Forces Veterans will be given priority for these homes in line with the corporate plan. The remaining homes are subject to rights of way issues that still need to be addressed, but are on the whole reaching a positive conclusion.
	COM 01B - Council approval to build on Garage Phase 3 sites plus other miscellaneous sites	Tue-28-Feb-17	Martin Stacy	 Being progressed
COM 02 - Explore opportunities for creating more homes for veterans	COM 02A - Project scope agreed and embedded within CBC-CBH new build Joint Programme Board	Sun-31-Jul-16	Martin Stacy	 Homes for Veterans have been identified at Swindon Road (10 new affordable homes). These are due for completion in February 2017 and work is underway to identify veterans ahead of handover.
COM 03 - We will develop proposals to introduce a more rigorous approach to the licensing and enforcement of private rented sector housing in the borough	COM 03A - Monitor outcome of the government consultation and review considering an extension of the national mandatory HMO licensing regime	Sat-31-Dec-16	Mike Redman	 The government have published their consultation paper "Houses in multiple occupation and residential property licensing reforms". The closing date for responses is December 2016.
	COM 03B - Utilise the emerging Cheltenham Plan to provide opportunities to frame new planning policies and strategies, to help improve the quality of HMO's, to inform the Council's overall HMO strategy	Fri-31-Mar-17	Mike Redman	 This will be developed alongside the emerging Cheltenham Plan
	COM 03C - Consider the feasibility and resourcing implications of introducing Article 4 direction(s) to limit the percentage of HMO accommodation currently leading to community imbalance and related loss of amenity in some parts of the town	Fri-31-Mar-17	Mike Redman	 The survey work being undertaken in St. Pauls (and All Saints afterwards) will identify any need for additional planning arrangements.
	COM 03D - Report to Cabinet on the options for extending activity relating to the enforcement of standards in private rented sector accommodation	Mon-31-Jul-17	Mike Redman	 The survey work being undertaken in St. Pauls will identify any need for additional licensing arrangements; options will be reviewed on completion of the survey.
COM 04 - Prepare for update housing and homelessness strategy in 2017	COM 04A - Scope out engagement arrangements with relevant stakeholders to help inform the development of the strategy	Fri-31-Mar-17	Martin Stacy	 This will happen in the new year
COM 05 - We will update our safeguarding policy to reflect our wider work to safeguard people including recognition of domestic abuse and sexual violence, hate crime and modern slavery	COM 05A - Draft report to Cabinet	Sun-31-Jul-16	Richard Gibson	 A briefing note is going to cabinet in December to notify members that current strategy will be extended for a further year. This is so that we can align the new policy with the county-wide domestic abuse concordat (yet to be published), the county-wide anti-slavery strategy and the new county-wide hate crime strategy
	COM 05B - Staff consultation sessions	Fri-30-Sep-16	Richard Gibson	 staff sessions to be held in March 2017
	COM 05C - Final report to Cabinet	Wed-30-Nov-16	Richard Gibson	 Anticipate this going to cabinet in March 2017
	COM 05D - Publication of DHRs	Sun-31-Jul-16	Richard Gibson	 Our first Domestic Homicide Review into the death of a local woman was published on 17 October 2016. Our second Domestic Homicide Review, the draft report has been issued to the Cheltenham Strategic Leadership Group, publication is not likely until Spring 2017.
	COM 05E - Development of partnership response	Mon-31-Oct-16	Richard Gibson	 The first DHR was published with an agreed action plan that will be monitored by the Cheltenham Strategic Leadership Group
COM 06 - We will work in partnership with Gloucestershire Constabulary to review town centre CCTV provision and associated	COM 06A - Work with the Police & Crime Commissioner to consider the impact of the closure of Lansdown Road police station on the provision of town centre CCTV monitoring	Fri-30-Sep-16	Mike Redman	 The fibre-optic link has now been moved to the monitoring site at Waterwells

monitoring arrangements	COM 06B - Review the provision and need for upgrading of the town centre CCTV system, having regard to the delivery of our priority outcomes, including crime reduction	Fri-31-Mar-17	Mike Redman		Currently in consultation with the Police and PCC about the future provision of CCTV in the town centre. A draft project initiation document has been produced.
COM 07 - Enable a range of community building and celebration events through taking a facilitative role to working with community groups and organisations	COM 07A - Coordinate & deliver the Children's Festival	Tue-31-May-16	Richard Gibson		Children's Festival successfully delivered; 10 different partners contributed with over 1,500 children and their families attending
	COM 07B - Coordinate & deliver the Midsummer Fiesta	Sun-31-Jul-16	Richard Gibson		Midsummer Fiesta successfully held on 2 July 2016; a few thousand attended the event which is Cheltenham's only free festival
	COM 07C - Support Black History Month	Mon-31-Oct-16	Richard Gibson		Black History Month was successfully delivered by the African Community Foundation, supported by officers from CBC and a community pride grant
	COM 07D - World Mental Health Day	Mon-31-Oct-16	Richard Gibson		CBC helped raise awareness of emotional wellbeing and mental health issues at an event on World Mental Health Day on 10 October 2016. This included handing out leaflets in the town centre and launching Heads Up at an evening seminar
	COM 07E - Support Inter-Faith week	Wed-30-Nov-16	Richard Gibson		This year's Inter-faith event will be held on Thursday 17th November. This year's theme is 'People of Sanctuary' and is an exploration of faith and the refugee crisis. The event is open to all and the aim is to bring together different faith and non-faith communities and to strengthen good inter faith relations
	COM 07F - Support Holocaust Memorial Day	Tue-31-Jan-17	Richard Gibson		Plans are underway to support the HMD commemoration Committee organize an event that will take place in the Municipal Offices on January 26th 2017
	COM 07G - Support LGBT history month	Tue-28-Feb-17	Richard Gibson		Plans are underway to support the LGBT partnership with their plans for LGBT history month in February 2017
COM 08 - Develop a commissioning approach to tackling a range of health and wellbeing issues in Cheltenham such as tackling obesity, reducing alcohol harm and improving mental health	COM 08A - Agree specifications	Sat-30-Apr-16	Richard Gibson		Health Inequality Grants have been awarded to Gloucestershire University to develop a Strategy for the smart commissioning of our alcohol harm outcome, plus a grant to Cheltenham West End Partnership to understand the risks posed to young people, aged between 12 and 18, who are congregating in the town centre that might be at risk of negative influences such as alcohol, drugs, inappropriate sexual activity and grooming.
	COM 08B - Commissioned providers in place	Thu-30-Jun-16	Richard Gibson		As above; 2 providers in place
	COM 08C - Report to Chelt Partnerships on progress	Sat-31-Dec-16	Richard Gibson		Both projects will report in the new year to the partnerships
COM 09 - Progress cycling & walking options as a result of the work of the O+S task group	COM 09A - Establish Advisory Group	Sat-30-Apr-16	Wilf Tomaney		Resourcing issues prevented establishment by Predicted End Date. Awaiting appointment of Member Cycling Champion before progressing establishment of Advisory Group.
	COM 09B - Produce a delivery plan for the various recommendations	Fri-30-Sep-16	Wilf Tomaney		Staff sickness prevented production of delivery plan by Predicted End Date. Now anticipate production of plan by 31/12/2016.
	COM 09C - Installation of contra-flow cycle lane in Winchcombe St with rearrangement of the Albion St junction	Wed-31-Aug-16	Wilf Tomaney		Completed on target.
COM 10 - Commissioning review of Shopmobility	COM 10A - Agreement to procurement process	Wed-31-Aug-16	Wilf Tomaney		First early market engagement exercise (July 2016) produced no submissions. Two potential bidders have since come forward. Following discussions with each, a second early market engagement is scheduled to close 05/10/2016.
	COM 10B - Award of contract	Fri-30-Sep-16	Wilf Tomaney		Now anticipate award of contract January 2017.
	COM 10C - Implementation of service	Fri-31-Mar-17	Wilf Tomaney		as above

Our council can continue to facilitate the delivery of our outcomes for both Cheltenham and its residents

Priority Action	Key Milestone	End Date	Lead		Progress
VFM 01 - We will work with our 2020 partners to implement agreed shared services from April 2016	VFM 01A - Cabinet to consider a business case for a local authority company governance model	Sun-31-Jul-16	Pat Pratley		Following Cabinet approval on 11 July CBC will become a member of a support services local authority company (other members CDC, FoDDC and WODC) and will receive GOSS and ICT from the company at a date to be finalised (currently autumn 2017).
	VFM 01B - To have reviewed the capacity for provision of strategic property advice	Sun-31-Jul-16	Mark Sheldon		Q2: following the review of the MTFs and project prioritisation work, capacity issues have been reconfirmed and consideration is being given to how this may be resolved.
	VFM 01C - To have developed and agreed a shared Customer Access strategy to support the development of the customer services	Fri-31-Mar-17	Mark Sheldon		Focus is on developing our own customer access strategy; scoping work underway
VFM 02 - We will work with our Gloucestershire partners to develop an implementation plan for the delivery of the devolution agreement	VFM 02A - Agree with GCC proposals for devolved Cheltenham input on a range of highways matters	Sat-30-Apr-16	Pat Pratley		These proposals have not yet been agreed; the devolution bid is still subject to review, both at a Gloucestershire level and at a Whitehall level.
	VFM 02B - Presented to individual councils and organisations for approval	Sat-30-Apr-16	Pat Pratley		KPMG were commissioned by Leadership Gloucestershire to review the original bid and to determine a future strategy for devolution that would align with the government's current priorities. The review has now been signed off by LG, and LG have requested additional resources to progress devolution and public service reform and define appropriate governance arrangements within the context of work to define a future vision for Gloucestershire.
	VFM 02C - Public consultation	Thu-30-Jun-16	Pat Pratley		There has been some consultation work undertaken on the development of a county-wide approach to community safety; but no date anticipated for wider consultation on devolution arrangements
	VFM 02D - Reaffirm proposals post-election	Sun-31-Jul-16	Pat Pratley		The government's focus in the short-term will be on Brexit, meaning there is less Whitehall capacity for support devolution bids
	VFM 02E - Submit to government	Fri-30-Sep-16	Pat Pratley		As above
	VFM 02F - Shadow arrangements	Mon-31-Oct-16	Pat Pratley		As above
VFM 03 - We will deliver our Accommodation Strategy which delivers more modern, flexible and cost-effective office accommodation	VFM 03A - Establish future space needs and those of our partners	Thu-30-Jun-16	Mark Sheldon		Q2: A initial update of the future space requirements work was undertaken for CBC staff. CBH have shared their accommodation strategy with CBC. Officers have visited York city council to learn lessons from their relocation to a new flexible space within a refurbished / redeveloped building.
	VFM 03B - Determined the strategy for relocation from and the redevelopment of the Municipal Offices	Thu-30-Jun-16	Mark Sheldon		Q2: Numerous options have been tabled and considered by the project team including further financial modelling. Cabinet have indicated their preferred strategy for relocation.
	VFM 03C - Undertake consultation of redevelopment proposals	Sun-31-Jul-16	Mark Sheldon		Q2: Consultation to take place once options firmed up
	VFM 03D - Prepared a marking pack to support the process of finding a joint venture (JV) partner to deliver the accommodation strategy	Fri-30-Sep-16	Mark Sheldon		Q2: This to take place once options firmed up
	VFM 03E - Evaluated options and enter into a contract for a JV partner	Sat-31-Dec-16	Mark Sheldon		This to take place once options firmed up
VFM 04 - Asset Management Plan	VFM 04A - Agreed a revised AMP including parameters and terms of reference to support decision making in respect of enhancing the Investment Property portfolio	Sat-30-Apr-16	Mark Sheldon		Q2: The Council agreed a policy for investment property acquisitions including parameters for decision making at a meeting on 4/4/16.

	VFM 04B - Agree a revised policy of support to the third sector	Sun-31-Jul-16	Mark Sheldon		Q2: Work has been undertaken to review the policy and collate data in respect on existing support to the third sector. A report now scheduled for the November 2016 Cabinet meeting.
VFM 05 - We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap	VFM 05A - Identify further savings / income to close gap for 2017/18 and residual MTFS budget gap	Fri-31-Mar-17	Paul Jones		Revised MTFS agreed by Cabinet at its meeting on 11 October. New 5 pronged approach to bridging the gap: Regulatory & Environmental Services Transformation Rolling Approach to Commissioned Services Review of Accommodation Economic Growth / Investment Service Cuts