

## Notice of a meeting of Environment Overview and Scrutiny Committee

**Wednesday, 11 May 2011**

**6.00 pm**

**Municipal Offices, Promenade, Cheltenham, GL50 9SA**

<b>Membership</b>	
<b>Councillors:</b>	Ian Bickerton, Nigel Britter (Vice-Chair), Jacky Fletcher, Rob Garnham, Penny Hall (Chair), Diane Hibbert, Sandra Holliday, Helena McCloskey, Charles Stewart and Paul Wheeldon

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

### Agenda

<b>1.</b>		<b>APOLOGIES</b>	
<b>2.</b>		<b>DECLARATIONS OF INTEREST</b>	
<b>3.</b>		<b>MINUTES</b> Agreement of minutes of the meeting held on the 02 March 2011	(Pages 1 - 12)
<b>4.</b>		<b>PUBLIC QUESTIONS</b> If any	
<b>5.</b>		<b>MATTERS REFERRED TO COMMITTEE</b> A. By Council B. By Cabinet	
<b>6.</b>	<b>6.05pm</b>	<b>CABINET MEMBER BRIEFING</b> Cabinet Member Sustainability Cabinet Member Built Environment	
<b>7.</b>	<b>6.20pm</b>	<b>DRAFT ENVIRONMENT OVERVIEW &amp; SCRUTINY WORK PLAN 2011-12</b> Discussion paper of the Chair of the Environment O&S Committee	(Pages 13 - 22)
<b>8.</b>	<b>6.40pm</b>	<b>BUILT ENVIRONMENT SERVICES - COMMISSIONING PROJECT</b> Discussion paper of the Cabinet Member Built Environment	(Pages 23 - 28)
<b>9.</b>	<b>6.55pm</b>	<b>STREET SCENE ENFORCING REVIEW</b> Discussion paper of the Head of Public Protection	(Pages 29 - 34)

10.	7.15pm	<b>REGENT ARCADE AND GROSVENOR TERRACE PARKING</b> Discussion paper of the Head of Integrated Transport and Sustainability	(Pages 35 - 38)
11.	7.35pm	<b>GREEN SPACE STRATEGY</b> Discussion paper of the Green Space Development Manager	(Pages 39 - 56)
12.	7.55pm	<b>CABINET WASTE WORKING GROUP (CWWG)</b> Verbal update by a representative of the CWWG	
13.	8.05pm	<b>ANY OTHER BUSINESS THE CHAIRMAN DETERMINES TO BE URGENT AND WHICH REQUIRES A DECISION</b>	
13.		<b>DATE OF NEXT MEETING</b> 13 July 2011	

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## Environment Overview and Scrutiny Committee

Wednesday, 2nd March, 2011

5.30 - 7.55 pm

<b>Attendees</b>	
<b>Councillors:</b>	Penny Hall (Chair), Ian Bickerton, Nigel Britter, Jacky Fletcher, Les Godwin (In place of Diane Hibbert), Sandra Holliday, Helena McCloskey, Diggory Seacome (In place of Rob Garnham), Charles Stewart and Paul Wheeldon
<b>Also in attendance:</b>	Rob Bell (Assistant Director - Operations), Mr Bracegirdle (Friends of Montpellier Bandstand and Gardens), Richard Gibson (Policy and Partnerships Manager), Councillor Colin Hay (Cabinet Member Corporate Services), Adrian Hensley (Cheltenham Festivals), Mr Keevle (Friends of Imperial Square and Gardens), Councillor John Rawson (Cabinet Member Built Environment) and Councillor Roger Whyborn (Cabinet Member Sustainability)

### Minutes

**1. APOLOGIES**

Councillors Hibbert and Garnham had given apologies and Councillors Godwin and Seacome were in attendance as their respective substitutes.

Councillor Britter had advised that he would be a little late and subsequently arrived at 5.50pm.

**2. DECLARATIONS OF INTEREST**

Councillor Seacome declared a personal interest in agenda item 8 (Imperial and Montpellier Gardens Strategy) as an observer on the Cheltenham Festivals Board.

**3. MINUTES**

The minutes of the last meeting had been circulated with the agenda.

Upon a vote it was unanimously

**RESOLVED that the minutes of the meeting held on the 19 January 2011 be agreed and signed as an accurate record.**

**4. PUBLIC QUESTIONS**

No public questions were received.

**5. MATTERS REFERRED TO COMMITTEE**

The Chair highlighted the decision by Council for the continuation of the Budget Working Group with existing membership, which included committee members Councillors Britter and Hibbert. The committee were happy with this proposal.

**6. CABINET MEMBER BRIEFING**

The Cabinet Member Built Environment told that following the marketing of North Place and Portland Street to potential developers at the end of January, over 100 proposals to regenerate the site against the project brief had been received. This was very encouraging and following the deadline next week, all would be asked to complete a pre-qualification questionnaire. From 2 finalists the Cabinet agreed matrix would be followed which balanced cost and environment. He hoped to have a preferred developer by the end of the year, ready to enter into a contract as it would be a great success and step forward.

Gloucestershire County Council (GCC) were continuing with traffic modelling on Boots Corner to assess the feasibility of closing it, which would require diversions elsewhere.

GCC were looking to undertake an experiment with the traffic light system on St. Margarets Road. This was very delicate and engineers were currently reviewing safety issues. The Cabinet Member Built Environment did feel that the traffic along the road in question was very slow and congested. He would keep Members informed given the importance of the issue for the town.

The Council continued to encourage the owners of the Brewery site to link it with the lower high street, which would be a considerable improvement and revitalise the area. The Council were keen to see this happen but this was a commercial decision and as such he would only be able to keep Members informed of any developments. Were the proposals to be taken forward there would be a need for statutory consultation.

He had recently embarked on the commissioning review of 'Sustainable Communities' which included Planning, etc. At present an assessment of the needs of the town and residents was underway and he was keen to involve members. He suggested that a Cabinet Working Group including members from the committee as well as members of the Planning Committee and preferably cross party would be useful in guiding the process.

The following responses were given by the Cabinet Member Built Environment to questions from members of the committee;

- The experiment on St. Margarets Road and Boots Corner were in the hands of the traffic engineers at Shire Hall. Traffic modelling had identified benefits in some areas and the opposite in others and they were now looking at how to address the issues. Modelling and projections had revealed problems as traffic levels increased which would over load a number of junctions. He personally felt that there were opportunities to make better use of road capacity in Cheltenham and its wide one way roads but no changes would be made at the expense of safety.
- Phase 2 of the Brewery development was crucial to the town but some issues were commercially sensitive.
- Potential developers were issued with a development brief which set out various requirements for housing, open space, transport infrastructure, etc, but this was relatively flexible between residential and commercial. The ultimate aim was to achieve a development which was judged as highly against environment criteria as financial.

The Cabinet Member Sustainability had a small number of points to make in addition to some of the other items scheduled for discussion on the agenda.

With regards to plastic recycling in narrow streets in the town he was able to confirm that this would be possible by Autumn 2011, perhaps before depending on delivery of the new vehicle.

In relation to the Corporate Strategy and carbon emissions he noted that he was minded to agree a 30% reduction from 2005 to 2015.

The following responses were given by the Cabinet Member Sustainability, with assistance from the Assistant Director – Operations, to questions from members of the committee;

- Food caddies were being delivered on mass at the moment in preparation for the new food waste scheme. Admittedly, some may have been delivered to some properties for which, at present, a storage solution had not yet been achieved.
- Theft of brown bins was not an issue of epidemic proportions and bins would be replaced where necessary. The Cabinet Working Group would look at this matter in greater detail.
- Friends of the Earth had suggested a reduction to carbon emissions of 40% by 2020 and consideration would be given to the recommendations of the Internal Carbon Reduction Working Group in relation to the target that was being proposed.

The Chair introduced the Cabinet Member Corporate Services, who whilst not scheduled on the agenda, would be permitted to address the committee.

The Cabinet Member Corporate Services hoped all members had taken the opportunity to read his email dated the 22 February 2011, in which he had outlined the current position of the Council in its move to become a strategic commissioning authority.

A members working group had been established some time ago and was originally tasked with assessing the rationale behind the move to strategic commissioning.

In December 2010 Council agreed the move to strategic commissioning and associated changes to the Council structures.

The working group were now focussing on member roles and he was attending the meeting in this instance to seek the views and comments of the committee on who should be involved, when and how. He had attended Social and Community O&S earlier in the week and would be attending Economy and Business Improvement O&S on Monday 7 March.

He was confident that this was an opportunity to enhance the role of all members. Commissioning required knowledge of needs of the community and members had a role in feeding back from their wards, constituents and the town in general.

The relevant Cabinet Member(s) would sit on the Programme Board for each commissioning exercise and maintain a dialogue with all Councillors to ensure that they were all fully engaged. He was also keen to see Cabinet Working Groups established to support these reviews.

Whilst Cabinet Members were accountable, Overview & Scrutiny (O&S) had a role in monitoring services and ensuring the outcomes were being delivered.

Establishing member roles and a way of approaching commissioning exercises with which all members were comfortable was crucial. No decisions had yet been made, it was an evolving process and as such he urged members to respond to his email.

The working group had discussed the current three committee O&S structure and whether this was the right way forward and whether there was an opportunity to change the structure, though it was not for Cabinet to decide how scrutiny was organised. The County had a different model for O&S, elements of which could be used.

Working groups were focussed, interesting and could prove more effective, enabling more open dialogue on options. The Budget Working Group could prove a useful example.

He assured members that this was merely an introduction to strategic commissioning and more detail would be provided next time. The next few months would be important in establishing a successful process of member involvement.

The Chair asked that all members respond to the Cabinet Member Corporate Services' email. This was an initial opportunity for members to offer their opinion and help shape the process for member involvement.

### **7. DRAFT CORPORATE STRATEGY 2011-12**

The Policy and Partnerships Manager introduced the report as circulated with the agenda.

The objective and outcomes framework had been retained, though as the council's budget had reduced by nearly £3m from last year and the scale of activity had reduced with 14 less improvement actions.

Members would not be surprised by the improvement actions as 11 had been retained from the previous year. Item 3.1 of the report set out the outcomes that were directly applicable to the work of the committee.

Government had lifted the national indicator set which had been welcomed as it presented an opportunity to reflect on indicators used to measure corporate performance and choose new indicators which could be more meaningful.

To ensure that the formal views of the members were captured the draft strategy would be considered by all three overview and scrutiny committees. It had been considered by Social and Community O&S and would go to Economy & Business Improvement on Monday (7 March), before going to Cabinet on the 15 March and then to Council on the 28 March for final approval.

Feedback from the O&S committees would be included in the final report or in a verbal update from the Leader.

Councillor Wheeldon was keen for 'sustainable' to be included in the outcome relating to access to decent and affordable housing, given that a house may be affordable to buy but not necessarily to run.

The following responses were given by the Policy and Partnerships Manager to questions from members of the committee;

- The 2005 CO<sub>2</sub> emissions baseline could be used if this was what other organisations used, thus making it easier to compare performance. This would be raised with the Climate Change and Sustainability Officer.
- The indicators for 'Cheltenham's natural and built environment is enhanced and protected' had previously been satisfaction indicators from the Place Survey. As this was no longer being undertaken and given that the Council was not in a position to collect the information itself, this would need to be further reviewed as admittedly the indicator was entirely administrative.
- Apprentices were an indicator within the 'Cheltenham is able to recover quickly and strongly from the recession'.
- The question marks had been completed since the draft strategy was circulated. A completed version would be circulated for Council.
- The indicators relating to cleanliness had been amended and would now focus on waste collection.
- The targets for households living in temporary accommodation and number of homelessness acceptances had been set in anticipation of increases following the changes to housing benefits.

The Chair thanked the Policy and Partnerships Manager for his attendance and commended him for a well analysed response to the workforce challenges within the introduction of the strategy.

He thanked the Chair for her kind words and clarified that this extract of the introduction had been drafted by the Assistant Director – Human Resources and Organisational Development.

### **8. IMPERIAL AND MONTPELLIER GARDENS STRATEGY**

The Cabinet Member Sustainability introduced the paper as circulated with the agenda.

The strategy was born of two elements, the first, Cheltenham Festivals (CF) requests for a review of the design and usage of the Gardens to allow expansion due to increased demand and the second, concerns of residents about the increased use of Imperial Gardens and resulting standards of the gardens.

This culminated in a public petition which was debated at Council in December and resulted in a request that Cabinet attempt to resolve the issues, which in turn should be reviewed by the relevant O&S Committees (Environment and Economy & Business Improvement).

There were no easy answers, simply saying yes to one and no to the other was not an option given how important both CF and the gardens were to the town.

In consideration of all the issues, as set out in item 3 of the paper, two options were developed.

Option 1 favoured the primary use of the gardens as a public garden and denying CF increased usage of Imperial Gardens. Restricting CF to the lower tier of Imperial Gardens and reducing tentage would resolve resident concerns but would not address CF's issues.

Option 2 provided an opportunity to redesign Imperial Gardens to accommodate CF, achieving a 'festival within a garden' feel and allowing use of Montpellier Gardens. Whilst offering a lower capacity in Imperial Gardens, it would allow expansion into Montpellier Gardens and the positioning of flowerbeds between tents would ensure the retained look and feel of the garden whether the tents were up or down. This would be beneficial to festival goers too.

The Cabinet Member Sustainability echoed the comments at Council about the desire to reopen Skillicorne Gardens.

The Chair explained that she would now allow speakers on behalf of CF, Friends of Imperial Square and Gardens (FoISaG) and Friends of Montpellier Bandstand and Gardens (FoMBaG).

Adrian Hensley of CF introduced himself to the committee. He welcomed the paper which he felt, moving forward, opened constructive discussion.

The proposed limit to use of the gardens to 75 days had necessitated in depth discussions with the relevant contractors in an effort to identify opportunities to reduce the time spent building and removing the tents. Access was key as this had a direct impact on the period CF were in the gardens.

A larger site would result in a shorter festival, whilst a smaller site would require a longer festival period in order that it were financially viable.

Future decisions about size and duration of various festivals would be greatly affected by the design of the gardens. If permitted expansion, CF would need to be involved in discussions regarding design in order that CF were not hindered by the design, given that walkways between tents were specific widths, etc.

From CF's point of view improvements to the infrastructure were required, improved external water and power supplies would make for more efficient festivals and negate the need to transport and house large generators, etc.

Another approach for CF to meet reduced timeframes would be to utilise Montpellier Gardens, though there was no desire on CF's part to move the problem.

There were many challenges to overcome but CF welcomed the open dialogue between all interested parties.



Adrian Hensley of CF offered the following responses to questions from members of the committee;

- There were 2 approaches to reducing time in Imperial Gardens to 75 days. The first was moving the Jazz Festival to Montpellier Gardens, which had the added benefit of relieving Imperial Gardens before the Science Festival started a short time after. The second would be improving access to Imperial Gardens which was currently accessed via the Town Hall. He was confident that either of these approaches would make it possible to achieve the 75 days limit.
- It was difficult to say what the optimum amount of space would be in the future as CF couldn't predict requirements of future years. Knowing the maximum amount of space and design of gardens would allow CF to build to suit the space that was available to them.
- As the Production Manager for CF, he wasn't an authority on the issue but venues were often organised after artists had stipulated their availability (date/time) and as such there were occasions when the venue was a little large for the size of the audience.
- Over the last 12 years CF had endeavoured to use local contractors wherever possible. However, given the increased scale of tents and reduced time, the current tent contractor had admitted that they wouldn't be able to undertake work to both Imperial and Montpellier Gardens. The tender process had allowed for open discussions with contractors about the time constraints, etc. CF were eager to support local companies, many of whom had grown with the Festivals and would strive to continue to do so where possible.

Mr Hensley thanked the committee for extending an invite to CF to attend the meeting.

Mr Keevle, the Vice Chair of FoISaG introduced himself to the committee.

He didn't intend to go through the pros and cons of the 2 options given that they were well set out in the paper that had been produced, but he did note how constructive he had found the whole process and how appreciative FoISaG were for the opportunity to be involved.

He considered Imperial Gardens and others like it to be the jewel in the crown of Cheltenham and Option 1 would be his preferred option, retaining and/or increasing the flower beds and reducing the space for CF.

He did realise that this would not be entirely acceptable to everyone and had therefore considered Option 2. He felt this option had merit too and especially liked the reference to 'festival within a garden'.

However, he felt strongly that Option 2 would need strict conditions, rewards and fines associated with it which would need to be policed, though admittedly there was reference to this within the paper.

A sensible approach would be for at least one of the festivals, perhaps Jazz as the smallest, to go elsewhere, with Montpellier Gardens the obvious choice. The feeling was that the Literature Festival in October caused the most damage

to Imperial Gardens and allowing it time to recover should be a consideration for the future. Perhaps boarding over the beds could be another option.

Whilst he understood the need to include some sustainable planting, he urged that the flower beds retain at least some of the coloured flowers and saw distinct benefits to opening Skillicorne Gardens.

He was comfortable with the idea of some hard standings in Imperial gardens which would minimise damage to the grass and beds, though personally, he struggled to accept that it was not possible to use restorative treatments on the lawns, which he felt was wholly necessary if the use of the gardens was to increase.

In closing he explained that FoISaG were looking to establish a charity in order to secure funding to replace the railings at Imperial Gardens in acceptance that the Council were not in a position to provide funding, though they would be fully consulted.

The Chair thanked Mr Keevle for his very practical approach.

As a point of clarification Adrian Hensley of CF explained that the hope was to move the Jazz Festival to Montpellier Gardens in 2012 rather than 2011.

Members agreed with Option 2 as a way forward and were impressed that both parties accepted the need to reduce the period in which tents were in Imperial Gardens. The suggestion by Mr Keevle to board over flower beds was an imaginative one and welcomed by members.

The Chair reminded members and attendees that the committee were a sounding board rather than the decision maker but welcomed general consensus having been achieved.

Brian Bracegirdle the Secretary of FoMBaG for over 20 years, introduced himself to the committee. He apologised for the comments that he would make which members may construe as negativity but in his mind had to be said.

In order to meet the demands of CF the Council planned to 'lump together' Imperial and Montpellier Gardens which was in the opinion of FoMBaG was unfeasible given their differing sizes, users and number of residents in proximity.

In 2004 the Council received a substantial sum of Heritage Lottery Funding to renovate Montpellier Gardens and Clause 8 of the funding agreement stated "The Grantee will arrange for the general public to have appropriate access to the Property. The Grantee will ensure that no person is unreasonably denied access to the Property". His interpretation of which was that Montpellier Gardens were restored for general use and not as a show ground. He had presumed that Officers currently employed by the Council were unaware of such a clause and had therefore highlighted it to them last week. His concern was that the Council would grant CF use of Montpellier Gardens in contradiction of the clause.

The Managing Director of CF claimed to have evidence that the Festivals generated huge financial benefits for the Town and yet despite more than one request, she had failed to submit any proof to substantiate her claims.

Imperial Gardens were in very poor condition following last years Festivals.

To conclude he stated that by allowing use of Montpellier Gardens by CF for 75 days of 'shows' would fall foul of Clause 8 of the HLF agreement of 2004 and it was his duty to highlight this. Having undertaken surveys of users of the Montpellier Gardens where he had put the proposals to them had evoked concern and discontent.

He and his wife were in fact patrons of the Festivals and he had been compelled to raise the issue in spite of it appearing negative.

In response to concerns of members about the weight that the clause carried, the Assistant Director – Operations advised that given that Members and Officers with first-hand knowledge of the agreement had since moved on, the matter would need to be investigated further and prior to Cabinet. He couldn't imagine that the clause would preclude doing things in the gardens, the Food Festival for example.

Members felt that the Festivals were the jewel in the crown of tourism for Cheltenham and did not doubt the financial benefits that came with it.

The Cabinet Member Sustainability highlighted that the issue of the clause had been raised too late for inclusion in the paper which had been circulated. The paperwork associated with the HLF funding was currently being reviewed by Officers and therefore no definitive answer could be provided at this time. His initial understanding was that the agreement did not preclude events such as the Food Festival as the gardens remained open to the public, except when it was necessary for safety reasons to close them (erecting and dismantling tents). He hoped to have achieved clarity on the issue before Monday (7 March), when the item was scheduled for discussion at Economy & Business Improvement and would include members of this committee in any emails.

Councillor Barbara Driver, as the relevant Ward Member asked that she be included in any emails relating to the issue.

In response to a question from a member of the committee the Cabinet Member confirmed that continuation of the current arrangements was referred to within the paper. However, there had been no merit to offering it as a third option given that it clearly wasn't working as well as it should.

Councillor Seacome felt obliged as the Chairman of the Licensing Committee to reaffirm the decision of the committee almost 5 years ago to grant a year-round license to both Imperial and Montpellier Gardens in order that individual events didn't need to apply each time. He wondered whether this may pose an issue in light of the clause.

The Chair moved to bring discussion to a close given the time permitted on the agenda. Whilst not tasked with making a decision, members had indicated their preference towards Option 2 and she looked forward to hearing the issue

discussed at Cabinet - the matter was hugely important and at the point of agreeing a way forward to the future.

She thanked everyone, including members of the public, for their attendance for what she felt was a very thought provoking discussion.

**9. JOINT WASTE GOVERNANCE ARRANGEMENTS**

This item was taken after the Internal Carbon Reduction Working Group update.

The Assistant Director – Operations, introduced the paper as circulated with the agenda, which in effect was a position statement based on the circumstances at the time that it was drafted. The issue required a very fluid approach given the complexities of having 4 partners.

The paper offered a direction of travel and things were moving forward but at present there was not enough clarity for an informed debate. Reports were scheduled to go to Cabinet in July and September which this committee were invited to consider.

In response to a question from a member of the committee the Assistant Director – Operations confirmed that the costs of accommodation were subject to separate agreements and a plan was in place to establish a fair market value in the future.

The Chair thanked the Assistant Director for his attendance and what she felt was a very well written paper which she had enjoyed reading. The risk assessment gave cause for concern but on a positive note she was relieved to see that they had been identified.

**10. INTERNAL CARBON REDUCTION WORKING GROUP (ICRWG)**

This item was taken before the Joint Waste Governance Arrangement item as Councillor Wheeldon, a member of the Internal Waste Working Group had to leave.

The Chair introduced the item and explained that the verbal update came in anticipation of the formal report back to the committee from the working group.

Councillors Wheeldon, Bickerton and McCloskey introduced themselves as members of the Internal Carbon Reduction Working Group (ICRWG).

Councillor Wheeldon confirmed that the first activity of the ICRWG was to establish the baseline CO<sub>2</sub> emissions against which progress would be measured and the group chose the 2005 figure that many other organisations used. This covered emissions from energy use in buildings, the vehicle fleet and business travel and excluded figures from Cheltenham Borough Homes.

The Council had undertaken various energy saving initiatives over the last few years, switching to low energy lighting, installing time switches, etc and each of these relatively small things had equated to a reduction of almost 500 tonnes of carbon emissions since 2005, which was a substantial cut.

The comment by the Cabinet Member Sustainability earlier in the meeting about setting a target reduction of 30% by 2015 had come as a pleasant surprise.

Friends of the Earth had made a presentation to the working group on their 'Get Serious' campaign and challenged the Council to set a target reduction of 40% across the Borough by 2020. The working group felt that they were unable to commit to a borough-wide reduction but did feel that such a reduction by the Council was feasible.

Invest to save had been another area of work for the group and the need to consider initiatives with a longer term payback period would form one of the recommendations of the working group back to the committee. Whilst aware of the budget constraints, saving energy equated to saving money.

In October 2011 the Council's electricity contract was due for renewal. Were the Council to switch to a wholly green source it could reduce its carbon emissions by up to 25%, but the increased cost would need to be offset against this.

Councillor Bickerton explained that the current initiatives were similar to those being undertaken by people in their homes, investing in LED light, etc. However, making the change to a greener electricity supplier would provide a much larger scale impact.

Other options could include using solar panels to create electricity which would require a big investment and a payback period of around 10 years. Perhaps in the future the Council could consider replacing its fleet with electric vehicles when prices were more reasonable.

Councillor Wheeldon interjected, there was an urgency to the solar panel decision because the financial viability of any project depended on the national feed-in tariff scheme. Prices were fixed for applicants entering the scheme before April 2012 and applied for 25 years thereafter, but the Government could change the tariff levels and rules for applications after that date. This could mean that any project planned after April 2012 would no longer be financially viable.

In addition to the update provided by her colleagues on the working group, Councillor McCloskey detailed the move to replace laptops and PCs with data terminals which produced less heat and were more efficient as well as replacing air conditioning with evaporative cooling systems.

The Cabinet Member Sustainability explained the process with which evaporative cooling systems used water to cool the air.

The Chair thanked the members for their involvement to date, wished the group luck with future endeavours and looked forward to the reviewing their final recommendations.

Councillor Wheeldon left at 7.45pm.

## **11. ENVIRONMENT OVERVIEW & SCRUTINY WORK PLAN 2010-2011**

The Chair referred members to the work plan and explained that two items formerly scheduled for discussion at this meeting had been deferred. Members had received a briefing note for Street Scene Enforcing which explained the reason for the delay. The Supplementary Planning Document 2011-12 Work

Plan had been deferred as the relevant Officer was ill. Both items would be scheduled for discussion at a later date.

Members were reminded that this was the last meeting of the 2010-11 year. Prior to the next meeting, the first of 2011-12, a draft work plan would be developed. This would be presented to the next meeting of the committee as the first item on the agenda for discussion and approval.

The Chair felt the committee had, had a good year of robust overview and scrutiny and thanked all Members and Officers for their involvement, specifically those working groups which had achieved some excellent results.

She thanked Pat Pratley the Lead Officer and Saira Malin the Democracy Officer for their hard work and support over the last year and Councillor Britter in his role as Vice-Chair of the committee.

All members repaid thanks to the Chair.

**12. ANY OTHER BUSINESS THE CHAIRMAN DETERMINES TO BE URGENT AND WHICH REQUIRES A DECISION**

There were no urgent items for discussion.

**13. DATE OF NEXT MEETING**

The next meeting was scheduled for the 11 May 2011.

Penny Hall  
Chairman

# ***Information Paper***

## **Environment Overview and Scrutiny Committee**

**11 May 2011**

### **Work Planning 2011-2012**

#### **Background**

- 1.1 In June 2010 the Environment Overview & Scrutiny Committee agreed their 2010-2011 work plan. At the meeting held on the 02 March 2011 Members supported the proposal by the Chair to repeat the process for the 2011-2012 work plan and that this item be placed at the forefront of the agenda.

#### **Progress to date**

- 1.2 The Chair and Vice-Chair of Environment Overview & Scrutiny have discussed informally with the Directors Built Environment and Operations how scrutiny can best add value in assisting the delivery of the outcomes outlined in the Corporate Strategy 2010-2015 under the community objective of Enhancing and Protecting our Environment namely that :
- Cheltenham has a clean and well-maintained environment
  - Cheltenham's natural and built environment is enhanced and protected
  - Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change
- 1.3 Whilst not an exclusive list, Appendix 1 lists details of six proposed topics identified by the Chair and Vice-Chair further to this discussion for Members to consider.
- 1.4 Lead Officers identified in Appendix 1 will be present at the meeting to answer any questions Members may have with regard to the specific work streams suggested or to respond to topics not covered but raised by Members.
- 1.5 The work plan for the Committee is attached at Appendix 2. Members are asked to review the items scheduled and are invited to propose future items.
- 1.6 Committee working groups already established, as well as Cabinet Member working groups within the remit of the Committee are listed in Appendix 3, for information.

#### **Next Steps**

- 1.7 **Members are therefore asked to :**
- examine the proposed scrutiny topics and agree on which ones to take forward and where necessary appoint members to a working group where one does not

already exist

- suggest further topics for investigation
- approve the draft Environment Overview and Scrutiny work plan 2011-2012

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<b>Appendices</b>	<ol style="list-style-type: none"><li>1. Proposed scrutiny topics 2011-2012</li><li>2. Draft work plan 2011-2012</li><li>3. List of existing Committee and Cabinet Member working groups</li></ol>
<b>Background Papers</b>	2010-2015 Corporate Strategy
<b>Contact Officer</b>	Pat Pratley, Lead Officer/Saira Malin, Democracy Officer

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## PROPOSED SCRUTINY TOPICS FOR ENVIRONMENT O&amp;S 2011-12

Corporate Strategy Objective					
Item Description	Purpose	Outcome	What is required?	What will be presented and when?	Lead Officer
<b>Objective: Cheltenham's natural and built environment is enhanced and protected</b>					
Built Environment Commissioning Project – consider a range of community, stakeholder and customer needs and identify what outcomes are appropriate in order to deliver them	Scrutiny	Gain support from O&S that the direction of travel being proposed in acceptable	Environment O&S is requested to review the work of the Cabinet Member Working Group which in turn will recommend to Cabinet what commissioning opportunities exist for the range of functions in scope	DRAFT report (13 July 2011) prior to Cabinet	Grahame Lewis
New Homes Bonus		To ensure that the corporate approach to minimising the number of long term vacant properties in the town is joined-up and making an optimum contribution to securing New Homes Bonus payments.	Environment O&S is requested to comment on whether the targets, monitoring and approach being proposed is acceptable	Discussion paper updating on current position and strategy regarding long term vacant dwellings and related initiatives – to 14.9.11 meeting	Mike Redman
Imperial and Montpellier Gardens	Scrutiny	Understand the views of O&S on the proposed layout of the gardens post public	Environment O&S is requested to comment on the proposed layout for the gardens post	DRAFT report (14 September 2011) prior to Cabinet	Rob Bell

PROPOSED SCRUTINY TOPICS FOR ENVIRONMENT O&S 2011-12

Corporate Strategy Objective					
Item Description	Purpose	Outcome	What is required?	What will be presented and when?	Lead Officer
		consultation	public consultation and prior to recommendations to Cabinet		
<b>Objective: Carbon emissions are reduced and Cheltenham is able to adapt to them impacts of climate change</b>					
Cheltenham Car Parking Strategy and related enforcement (Glos. County and CBC)	Overview	Gain support from O&S for the Council's proposed parking strategy prior to reporting to Cabinet	To review and agree the draft parking strategy developed in consultation with the Env O&S Parking Working Group	Draft strategy recommended for adoption by Cabinet - to 13.7.11 meeting	Owen Parry
<b>Objective: Cheltenham has a clean and well-maintained environment</b>					
Joint Waste Services Commissioning Project	Scrutiny	Gain support from O&S for the proposed governance options for the Waste Services Commissioning Project	Environment O&S is requested to comment upon the proposals to establish a LA Company with Cotswold District Council in order to deliver their full range of waste and recycling services.	DRAFT report (14 September 2011) prior to Cabinet	Rob Bell

Item	Purpose	Outcome	What is required?	Lead Officer
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Meeting Date: 11 May 2011				
Chairs Briefing: 12 April 2011				
Deadline for Papers: 27 April 2011 (given bank holidays)				
DRAFT Committee 2011-12 work plan	Scrutiny	Review and comment on the DRAFT work plan for 2011-12	Discussion paper	Councillor Hall, Chair of the Environment O&S Committee
Cabinet Waste Working Group (CWWG)	Standard item	Consider issues being dealt with during the pre and post implementation of the new waste strategy	Verbal update	CWWG representative
Built Environment Commissioning Project	Scrutiny	Review the direction of travel being proposed	Discussion paper	Grahame Lewis, Executive Director
Street Scene Enforcing Review	Scrutiny	Review effectiveness of the new working arrangements	Discussion paper	Barbara Exley, Head of Public Protection
Green Space Strategy	Scrutiny	Review of the Green Space Strategy action plan and areas for further engagement of the working group	Discussion paper	Adam Reynolds, Green Space Development Manager
Regent Arcade and Grosvenor Terrace parking	Scrutiny	Consider the business case for new parking solutions at both sites	Discussion paper	Mike Redman or Owen Parry - tbc
Meeting Date: 13 July 2011				
Chairs Briefing: 8 June 2011				
Deadline for Papers: 1 July 2011				
Cabinet Waste Working Group (CWWG)	Standard item	Consider issues being dealt with during the pre and post implementation of the new waste strategy	Verbal update	CWWG representative
Second annual review of the Gloucestershire Airport – Green	Scrutiny	Review of the Green Policy	Report	Gill Morris, Climate Change and Sustainability Officer

Item	Purpose	Outcome	What is required?	Lead Officer
Policy 2011-2012				
Built Environment Commissioning Project	Scrutiny	Comment on draft report prior to Cabinet (26 July)	Report	Grahame Lewis, Executive Director
Street Cleansing Satisfaction	Scrutiny	To understand the current trend in customer satisfaction with the service and action being taken, if necessary, to address major concerns with performance	Report	Rob Bell or Beth Boughton
Cheltenham Car Parking Strategy and related enforcement (Glos. County and CBC)	Update	Consider and agree draft strategy prior to Cabinet (26 July)	Report	Owen Parry, Integrated Transport Manager or Mike Redman AD Built Environment
<b>Meeting Date: 14 September 2011</b> <b>Chairs Briefing: 10 August 2011</b> <b>Deadline for papers: 2 September 2011</b>				
Joint Waste Services Commissioning Project	Scrutiny	Consider and comment upon proposals to establish a LA Company with Cotswold Council in order to deliver their full range of waste and recycling prior to Cabinet (20 Sept)	Report	Rob Bell, Director Operations
Imperial and Montpellier Gardens	Scrutiny	Consider the proposed layout for the gardens post public consultation and prior to Cabinet (20 Sept)	DRAFT Cabinet report	Rob Bell, Director Operations

Item	Purpose	Outcome	What is required?	Lead Officer
New Homes Bonus	Scrutiny	Consider the proposed targets, monitoring and approach to minimising the number of long term properties in the town – making an optimum contribution to securing New Homes Bonus payments	Discussion paper	Mike Redman, Director Built Environment
Flood Update	Update	tbc	Discussion paper - tbc	Geoff Beer, Senior Engineer (Land Drainage)
<b>Meeting Date: 23 November 2011</b>				
<b>Chairs Briefing: 19 October 2011</b>				
<b>Deadline for papers: 11 November 2011</b>				
Budget consultation 2012-13	Scrutiny	Review interim budget proposals 2012-13 and comment	Discussion paper	Mark Sheldon, Director Resources
Waste Strategy – post implementation	October 2011	Review the implementation of the new strategy and lessons learned	Report	Rob Bell, Director Operations
Joint Core Strategy	Scrutiny	Update on public consultation	Discussion paper	Tracey Crews, Spatial Planning Manager
<b>Meeting Date: 18 January 2012</b>				
<b>Chairs Briefing: 12 December 2011</b>				
<b>Deadline for papers: 6 January 2012</b>				
Budget proposals 2012-13	Scrutiny	Review final budget proposals 2012-13 prior to Council (10 February)	Discussion paper	Mark Sheldon, Director Resources
<b>Meeting Date: 29 February 2012</b>				
<b>Chairs Briefing: 25 January 2012</b>				
<b>Deadline for papers: 17 February 2012</b>				
DRAFT Corporate Strategy 2012-13	Scrutiny	Review DRAFT strategy for 2012-13 prior to		Richard Gibson, Policy and Partnership Manager

Item	Purpose	Outcome	What is required?	Lead Officer
		Cabinet (13 March)		
<b>Meeting Date: 30 May 2012</b>				
<b>Chairs Briefing: tbc</b>				
Flood Update	Update	Biannual update on flood prevention in Cheltenham	Discussion paper – tbc	Geoff Beer, Senior Engineer (Land Drainage)
<b>Meeting Date: 11 July 2012</b>				
<b>Chairs Briefing: tbc</b>				
Third annual review of the Gloucestershire Airport – Green Policy	Scrutiny	Review of the Green Policy	Report	Gill Morris, Climate Change and Sustainability Officer
<b>Deadline for papers: 29 June 2012</b>				
<b>Items to be added at a future date</b>				
Green Travel Plan	tbc	Awaiting confirmation re: relevance of item from Lead Officer	tbc	Owen Parry, Head of Integrated Transport and Sustainability

## ENVIRONMENT O&amp;S COMMITTEE AND RELEVANT CABINET WORKING GROUPS 2011-2012

COMMITTEE WORKING GROUPS				
WORKING GROUP	SCOPE / OUTCOME	TIMESCALE	MEMBERSHIP	LEAD OFFICER
Sustainable management of green space	Consider potential changes to design and maintenance and recommend sustainable management practices. Consider potential for changes to all types of green space to encourage biodiversity.	Awaiting confirmation from Lead Officer	Nigel Britter Diane Hibbert Paul Wheeldon Barbara Driver Vacancy?	Adam Reynolds
Climate Change (formerly Internal Carbon Reduction)	Scope to be formally agreed following change of remit, but likely to include the following: Consider and support carbon reduction plans including, options for renewable energy. Consider potential effects of climate change on Council operations. Work with established groups, e.g. Low Carbon Partnership, to influence other organisations and learn from their experience.	Ongoing	Ian Bickerton Helena McCloskey Paul Wheeldon	Jane Griffiths Gill Morris

## ENVIRONMENT O&amp;S COMMITTEE AND RELEVANT CABINET WORKING GROUPS 2011-2012

CABINET WORKING GROUPS				
WORKING GROUP	SCOPE / OUTCOME	TIMESCALE	MEMBERSHIP	LEAD OFFICER
Waste & Recycling	Monitor implementation of the new waste & recycling scheme	Ongoing	Nigel Britter Jacky Fletcher Diggory Secome Roger Whyborn	Rob Bell
Built Environment Commissioning Review	Support the development of an initial report to Cabinet (26 July) on results of preliminary needs analysis and scoping and final report to Cabinet (27 September) which will set out the strategic direction for Built environment services	September 2011	Tim Cooper Barbara Driver Bernie Fisher Jacky Fletcher Pete Jeffries Helena McCloskey John Rawson Lloyd Surgenor	Grahame Lewis



# Information/Discussion Paper

## Environment Overview and Scrutiny

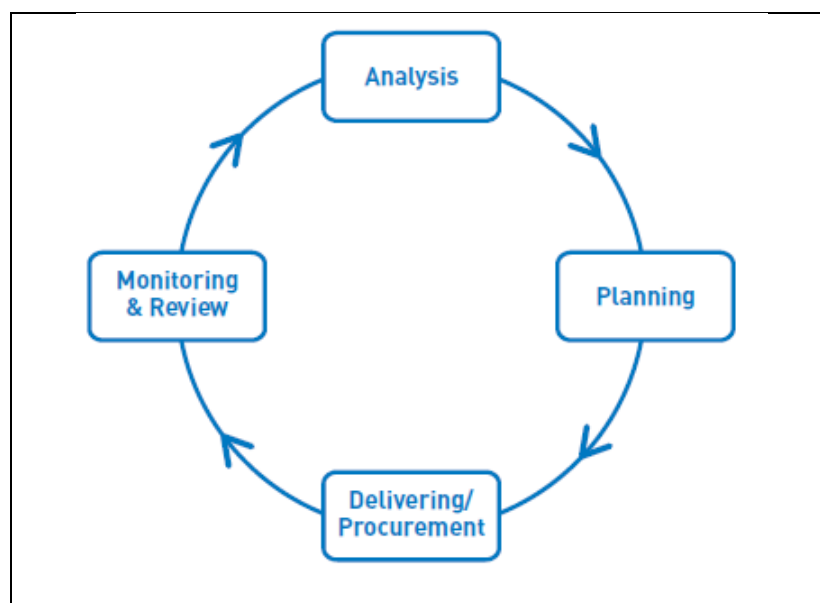
11 May 2011

### Built Environment Commissioning Review

This note contains 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 The Built Environment Commissioning Review is one of 3 strategic projects using commissioning principles. The review encompasses development management, strategic land use, urban design, building control & conservation.
- 1.2 This matter has come to scrutiny because the review team is keen for Members to be engaged in the review as it progresses. Engagement will be partly achieved by bringing key reports to this scrutiny committee for comment prior to Cabinet consideration. In addition a Cabinet Member Working Group has been established, and this group will be helping to steer officers in the delivery of proposed outcomes as the project progresses.
- 1.3 The review is using commissioning principles to govern its approach. These principles are embedded in the commissioning cycle (below) hopefully already familiar to Members from recent reports and presentations.



It is important to stress that the Built Environment Review is in the first phase of the commissioning cycle – **the analysis phase**. The review team considers the analysis phase as having 3 elements; (1) what we currently do; (2) what we want to do and (3) how best to do it. The review is currently evaluating “what we currently do” and

moving onto “what we want to do” through the analysis of needs and outcomes.

- 1.4 The purpose of this discussion note is to provide Members with an overview of the work undertaken so far.
- 1.5 The project team will be reporting on progress to the 26 July Cabinet meeting and will be bringing the draft Cabinet report to this committee for comment prior to Cabinet. It is anticipated at this time that the report will be asking Cabinet to confirm a direction of travel based on the work and findings to date and to seek agreement to more widely consult, both internally and externally, on the preliminary findings and in particular the outcomes for Built Environment in the future. The intention would be to take a final report to cabinet in September.

## 2. Progress to date

A number of areas of work have been undertaken by the review team during this part of the analysis phase and the more significant of these are listed below and commented upon in the following sections of this discussion note.

- Developing Cheltenham’s Commissioning Process and Approach
- Background Research – Alternative Delivery Arrangements & Benchmarking
- Needs Analysis and Prioritised Outcomes
- Future Proofing
- Systems Thinking

### 2.1 Developing Cheltenham’s Commissioning Process and Approach

- 2.1.1 In 2010, a number of organisations in Gloucestershire, led by the voluntary and community sector, collaborated to produce the ‘Good Commissioning Guide’ which the review is using as its principle guide. This document is available in the Members’ Room.
- 2.1.2 The Built Environment and Leisure & Culture commissioning reviews are also providing an opportunity to “develop for real” the Council’s processes and approach to commissioning which will suit our own needs and requirements. The “lessons learned” are being fed back into the Commissioning Programme Board for the benefit of future projects and reviews.

### 2.2 Background Research - Alternative Delivery Arrangements & Benchmarking

- 2.2.1 The project team felt it was important, in the early stages, to build its knowledge and understanding of other potential models of service provision which could deliver the outcomes for Built Environment. The team also felt it was important to understand and learn the lessons where there had been failures as well as successes.
- 2.2.2 The primary purpose of the benchmarking exercise was to gather information which can then be used to compare performance and costs with peers to support improved service improvement plans. Cheltenham Borough Council submitted data on its income and costs to Cipfa; this was based upon one month’s activity and then multiplied up for the year. 97 other councils supplied data on a similar basis. The benchmarking process involved choosing between 8 and 18 councils from a list of the 97 councils. This data took into account information that had been supplied on costs, application numbers, fees, and total population. Cheltenham Borough Council selected 11 similar authorities to compare itself with.

- 2.2.3 By way of example the benchmarking data highlighted a number of gaps which the project team will need to challenge.

Cost of the planning service – the benchmarking exercise does not differentiate between the different types of applications received and this information would be useful in determining the potential for future income generation.

Speed of decision making – processing of applications (NI 157) is consistently above the benchmarking average, but it is not clear what benefit is derived from this. Further analysis of this will be useful.

Planning appeals – the number of planning appeals is less than 2% of the total number of applications, but it is not clear whether this is high or low compared with other authorities. Cheltenham also has the highest costs and spends the most hours on appeals compared with other authorities. Greater detail about the reasons for this will be useful in future reports.

The benchmarking exercise gives no indication of the percentage of appeals won/lost or the level of costs awarded against the council. This information might be useful in determining how to manage future risk.

- 2.2.4 The research work provided evidence that alternative models of service delivery do exist to deliver the outcomes for Built Environment. One of the main drivers identified for the adoption of alternative delivery arrangements is the apparent financial benefit. Whilst acknowledging that financial incentives exist the project team are keen to ensure that its approach to the assessment of other delivery models is well considered and robust and is not wholly focused on financial savings.

### **2.3 Needs Analysis and proposed outcomes**

- 2.3.1 A needs analysis is a way of estimating the nature and extent of the needs of our communities so that services can be planned accordingly. This will help commissioners and providers focus effort and resources where they are needed most.
- 2.3.2 We recognise that the very nature of a needs analysis is going to throw up a range of requirements that are going to be both aspirational and beyond the scope of the Council to resolve. But the needs analysis is a start; and we can use versions of it with our partners to negotiate better outcomes for local people.
- 2.3.3 The needs analysis and proposed outcomes have now been initially tested with members of the Cabinet Member Working Group. The project team also recognises the need to consult on the needs analysis and proposed outcomes with internal and external stakeholders, eg, Cheltenham Strategic Partnership (CSP), Chamber of Commerce, Civic Society and other key groups in order that we arrive at a set of agreed *prioritised* outcomes. The proposals for further consultation will be highlighted in the Cabinet report.

## **2.4 Future Proofing**

- 2.4.1 Two events have been run by the project team and attended by various members of the Built Environment management team. The purpose of the events was to start to test -“future proof” - the Council’s current ability to deliver, on a sustainable basis, preliminary outcomes for the Built Environment activities which are in scope. The future proofing events had 3 objectives; (a) to agree the drivers for the services (based on the needs analysis) over the next 5-10 years; (b) agree on the key desirable characteristics of service provision; (c) use the conclusions to inform further work.

## **2.5 Systems Thinking**

- 2.5.1 The project team are keen to understand not only whether the in-house providers can deliver the prioritised outcomes but also what “waste” currently exists in the systems and processes. This is an important factor to consider early on as any efficiency gain identified and achieved is a direct saving to the Council.
- 2.5.2 Members will be aware that the council’s approach to identifying and removing waste from its systems and processes is known as ‘systems thinking’. Using this approach, an initial scoping exercise takes place in order to understand which areas can most benefit from further review. An ‘intervention team’, which includes representatives from the teams which actually ‘do’ the work, then completes a ‘check’ of the scoped areas. The ‘check’ exercise is based on observation of the service to understand its purpose, in customer terms, and the demand from customers. The focus is then placed on identifying ‘preventable’ demand and quantifying its impact on service performance. In later stages of systems thinking, the team redesigns the systems and processes so, as far as is possible, waste is removed.
- 2.5.3 An initial scoping exercise has been undertaken and the findings have been shared with the project team. It is clear that substantial savings can be realised particularly in the processing of planning applications and therefore further more detailed next phase analysis has been called for to clarify the extent of these tangible financial savings.

## **3. Engagement with Members**

- 3.1 As mentioned earlier the project team are keen to engage with Members. In these initial stages this will be achieved in 2 ways. Firstly, through the establishment of a Cabinet Member Working Group, chaired by the Cabinet Member for Built Environment and which will work closely with the project team. Secondly, through reporting to this overview and scrutiny committee. Further thoughts on how members can further engage in the process will form part of the Cabinet report in July.

## **4. Next Steps**

- 4.1 The Cabinet Member Working Group held its first meeting on 13 April where additional issues were raised. The project team are considering these particular points and further dialogue with the Working Group is planned. An initial report on the possible / potential outcomes of this commissioning exercise will be presented to Cabinet in July. This overview and scrutiny committee will therefore have an opportunity to provide comment upon the Cabinet report prior to its consideration.

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**Background Papers**

Good Commissioning Guide in Gloucestershire

**Contact Officer**

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01242 264312,  
grahame.lewis@cheltenham.gov.uk

**Accountability**

Councillor John Rawson

**Scrutiny Function**

Environment

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Page 28

# ***Information/Discussion Paper***

## **Environment O&S - 11th May 2011**

### **Street Scene Enforcement Review**

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** The report seeks to update members on the current position in relation to Street Scene Enforcement and provides an update on the Briefing Note produced in March of this year.

#### **2. Summary of the Issue**

- 2.1** The Street Scene team of 6 officers was created in June 2010 following an operational review of the Council's regulatory functions and an internal restructure merging Public Protection with the Operations Division. Clean, safe and attractive well managed streets are a fundamental part of quality of life in the District. Clean and well managed environments also have a significant impact upon the perceptions of local people and of the services provided by the Council. The functions covered by Street Scene Officers impact upon the lives of our Community and their perceptions towards crime and community safety.

## **2.2 Demand for the Service**

The demand for the service has at times outstripped capacity. Between 1<sup>st</sup> June 2010 and 30<sup>th</sup> April 2011 the team received more than 2000 requests for service by members of the public. This is in addition to the reactive work undertaken by the team and the demand placed on them to assist other service providers and partners.

A range of joint working has taken place across service groups and teams and with partners including police Cheltenham Borough Homes. These include activities in relation to noise complaints, waste and street cleaning, planning, highway obstructions, flytipping and abandoned vehicles. Street Scene enforcement often requires close working relationships with other agencies.

## **3. Summary of evidence/information**

- 3.1** There is a strong belief that enforcement works and that it is an essential, although by no means the only, factor in achieving environmental improvements in the town. Examples of successful enforcement activities have included the issuing of fixed penalty notices for litter and co-ordinated activity between the cleansing crews and street scene which has led to a significant reduction in litter in the town centre. Pro-active education and advice is also seen as being a crucial part of enforcement as it has been proved that it is better to educate people not to commit offences than to prosecute them when they did.

The most recent restructure within Public Protection (January 2011) merging street scene enforcement with community protection and licensing brought



together key services within a single management structure. This has further enhanced the partnership work already in existence with the police and as a result a commitment has been given to provide the section with the full support of Police Officers and PCSO's. These officers will be based within the Municipal offices from 1<sup>st</sup> June 2011. This will provide the service with the tools and community links needed to meet the diverse environmental crime challenges that we face within the Borough. The overall aim is to provide a citizen-focused service that responds to the needs of communities and individuals, and contributes to greater public confidence.

### **4. Next Steps**

- 4.1** To undertake a further mapping exercise in order to ensure enforcement activities undertaken by the Council are co-ordinated. Street scene requires a whole partnership approach. Communication lines and linkages need to be strengthened both internally and externally.
- 4.2** To develop a "whole street" approach to co-ordinating and improving street scene services by getting it right first time.
- 4.3** To introduce a strong publicity campaign on environmental crime including publicising successful prosecutions.
- 4.4** To ensure that enforcement officers within the different service areas work more closely and collectively become the "eyes and ears" of the Council. The existing Street Scene Co-ordination Group will be extended to ensure all regulatory services are represented. Improvements will be achieved through a joint service delivery improvement plan.

- 4.5 To ensure the resources available to implement and enforce new legislation and existing and new powers are closely monitored in order to ensure the Council is using this range of powers to their full potential.
- 4.6 Street Scene Officers should expand their pro-active role. This area has however been hampered due to the long term absence of one of the officers.
- 4.7 To formalise the good working relationships which are already in place with partner agencies including the production of a memorandum of understanding.
- 4.8 To encourage and ensure our communities become partners of Street scene so that they can take pride in their neighbourhoods and help tackle environmental crime. This is vital for creating and maintaining appropriate and lasting environmental improvements.
- 4.9 To focus resources wherever possible on narrowing the gap in outcomes between the priority neighbourhoods identified and the rest of the Borough.
- 4.10 To provide greater opportunities for front line enforcement officers to network and share expertise and ,where appropriate, generic enforcement capacity be developed where service need requires.
- 4.11 To tackle illegal activities through a balanced and effective zero tolerance enforcement drive.
- 4.12 To provide a unified service and inspection regime across the Borough changing our culture and behaviours to develop a “one team” approach.

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**Background Papers**

None

## Page 33

**Contact Officer**

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**Accountability**

Cllr Klara Sudbury

**Scrutiny Function**

Environment Overview and Scrutiny

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Page 34

# ***Information/Discussion Paper***

## **Environment Overview & Scrutiny Committee**

**11 May 2011**

### **Proposal to upgrade car park software and payment systems**

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?**

##### **Background**

During 2010/11 the Head of Integrated Transport & Sustainability initiated an audit review of Parking Services. This review found that over a number of years, little investment had been made in the parking management and operating systems at CBC.

This paper sets out the rationale for proposed investment in improved car parking technology and offers members the opportunity to comment on, or endorse the proposals, prior to a decision regarding implementation.

#### **2. Summary of the Issue**

The review concluded that CBC should consider investment across the parking facilities portfolio. This would help to ensure that we are 'future-proofing' the infrastructure that supports Cheltenham's move towards becoming a "Smarter Travel Town". In addition it would enable the Council to deliver cashable savings, improved customer satisfaction and better overall performance.

The first stage of the investment is directed at the existing management and operating systems at Regent Arcade and Grosvenor Terrace car parks, which are now considered to be at the end of their expected life cycle.

#### **3. Summary of evidence/information**

As part of the review and evaluation process, CBC undertook a 'soft market test' by inviting a number of leading suppliers of parking management and operating equipment to present their systems. Part of the exercise was to explore the extent to which new operating systems can meet customer needs and expectations more fully than the systems we already have.

It is clear from the review that the demand from customers for smarter choices is a key driver in the market place. It is therefore essential that CBC positions itself to meet that demand and ensure it is able to grow with the market as it evolves. Parking today is not just about the use and management of space. It is about enabling customers to have a pleasant and rewarding experience. In summary, visiting Cheltenham needs to be simple, seamless and hassle free.

In addition, we need to consider how we can support the “Cheltenham Experience”, by offering options such as incentivised parking and add-on services through which you can combine your day out in Cheltenham with a range of leisure and retail experiences.

The key conclusions of our review are that our parking service needs to be customer led and that the customer experience can be significantly improved by advances in technology. For example Automatic Number Plate Recognition (ANPR) supports services like virtual permits, less manual engagement in the operation and the ability for the customer to self-manage their parking choices. There is also a demand for systems that can enable the use of smart cards, smart and android phone applications and cashless payment options.

#### **4. Next Steps - possible next steps for the committee to consider**

The right choice for CBC is clear: to move Cheltenham towards becoming a “Smarter Travel Town” by investing in management and operating systems that will address medium to long term customer needs,. This will have the benefit of reducing the current staffing need and facilitate a reduction in related revenue expenditure.

#### **Objectives**

The objectives of this investment programme would be as follows:

1. To reduce the on-going cost of operating Regent Arcade car park, by installing a lower maintenance and more automated parking solution. This would provide a benchmark against which we could consider extending the same solution to the rest of the parking network;

By not investing now we will continue to incur repair costs which are unpredictable, reactive and disruptive and are effectively propping up a worn out system.

If the Regent Arcade upgrade is successful, similar arrangements would then be implemented in Grosvenor Terrace and subject to business case priority, could also form part of a wider upgrade of systems across CBC car parks from 2012-13 onwards.

2. To protect existing parking revenue streams and reduce reactive maintenance expenditure , by providing the customer with a reliable, accessible, easy to use and flexible parking solution;
3. To ensure that our parking payment systems remain secure and compliant with industry standards;
4. To provide a technology platform that supports CBC's ‘Smarter Travel Town’ approach over the course of the next five to ten years;
5. To meet the requirements set out in the bridging the gap programme for reducing staffing costs associated with operating Regent Arcade car park.

It is important that members are involved in this process as part of the on-going development of Cheltenham’s Parking Strategy, therefore Councillor John Rawson, Cabinet Member for Built Environment has asked for the wider strategic issues to be further considered by the Environment Overview & Scrutiny Committee at its next meeting.

<b>Background Papers</b>	None.
<b>Contact Officer</b>	Owen Parry, Head of Integrated Transport & Sustainability, 01242 77 4640, owen.parry@cheltenham.gov.uk
<b>Accountability</b>	Councillor John Rawson
<b>Scrutiny Function</b>	Environment Overview and Scrutiny Committee

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Page 38



# ***Information/Discussion Paper***

## **Environment Overview and Scrutiny Committee**

**11 May 2011**

### **Green Space Strategy**

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 This is part of the scheduled review process for the Council's Green Space Strategy.

#### **2. Background and History**

2.1 On 21<sup>st</sup> July 2009, Cabinet approved the Council's Green Space Strategy, which set out the aims and specific objectives for green spaces in Cheltenham.

2.2 An action plan was developed to implement the strategy, with review mechanisms to ensure that the milestones are met and adjustments made in line with the changing environment and changing priorities.

2.3 This report sets out the work undertaken by officers to meet the objectives and raises some points for discussion and consideration.

#### **3. Summary of the Issues**

3.1 The Green Space Strategy review focuses on three key areas:

(a) Milestones achieved in the delivery of the strategy

(b) Areas for review and consideration

(c) Priority to deliver new allotment plots for Cheltenham

3.2 The Green Space Strategy covers a 15-year period, with scope to review and amend main areas of focus and priority. Therefore, this discussion paper highlights to members the milestones reached but also the current priorities and issues, enabling member discussion and input.

#### **4. Milestones Achieved in the Delivery of the Strategy**

4.1 Overall, good progress has been made in several key areas. Appendix 1 gives an update on each section of the Action Plan.

4.2 Highlights include £750,000 raised in grants and £100,000 raised in in-kind contributions to fund dry stone walling on Leckhampton Hill. The Higher Level Stewardship agreement, which was signed in Spring 2011, will see over £60,000 in funding for the hill over the next 5 years.

- 4.3 Successful applications for Playbuilder Funding have brought in over £200,000 for new play facilities in five areas over the last two financial years. The new facilities are located in Springfields Park, Agg Gardner, Benhall Open Space, QEII Playing Field and St Peters Park.
- 4.4 Multi-use games areas (MUGAs) have now been installed in 6 locations (Grange Field, Agg Gardner, Springfields Park, Naunton Park, Clyde Crescent and Brizen Rec) and have proved to be very popular with young people. This was an age-group highlighted in the Green Space Strategy consultation.
- 4.5 The management of allotments was recognised in a 2010 survey, with 80% of council allotment tenants finding the Council's allotment service to be good or excellent. Over 200 additional allotments have been created by renovating derelict areas and dividing large plots.
- 4.6 Bio-diversity and climate change are being addressed through some changes to mowing regimes, development of local nature reserves and alternative and more sustainable forms of planting. Long grass and wildflower areas have been developed in Springfields Park, Naunton Park, Hatherley Park, Cox's Meadow and Jenner Gardens. These increase bio-diversity (both flora and fauna) and reduce the amount of mechanical mowing.
- 4.7 Special Events in parks and gardens have risen steadily over the last few years to the point where key town centre gardens are at capacity. The Parks Department also runs its own very successful Paws event and contributes to the Montpelier Fiesta.
- 4.8 Three Green Flags were awarded in 2010 for Council parks and a fourth application has been made for Springfields Park in 2011. Springfields Park won a Planting Places award (Sustainability South West) in February 2011 and Jenner Gardens won a Civic Award and a Heart of England Neighbourhood Award in 2009.
- 4.9 Parks and play areas have continued to have a very good safety record with weekly, monthly and annual inspections undertaken and quick response to reports of damage and vandalism. This has resulted in a very low accident rate and therefore no resulting claims from park users against the Council in the last two years.
- 4.10 Partnership working with Friends groups, Community Services Unit and Youth Offending Service has significantly increased. The number of volunteer hours spent on shrubbery maintenance, litter picking, painting of railings and facilities, tree and shrub planting and fund raising is currently at its highest level. This is partly due to the good working relationships developed between Council staff and volunteer groups. This has helped to maintain standards despite budget reductions.
- 4.11 Volunteer hours on allotments have also significantly increased. There are now 13 on-site volunteer wardens assisting in the management of allotment sites.

## 5. Areas for Review and Consideration

5.1 The Green Space Strategy was written at a time when there was a stronger government focus on measuring and bench-marking. Many items in the strategy relate to the development of benchmarking of services, quality standards, measuring against standards, performance management and performance review.

5.2 With reduced resources and the changing political environment, it follows that the

extent of these measuring activities be re-considered.

- 5.3 The Parks Development Team has developed performance indicators (appendix 2), which it believes are a meaningful and useful measure of activity and achievement and it would welcome any comments or feedback before these may be implemented.

## 6. Priority to Deliver New Allotments for Cheltenham

- 6.1 In line with the Allotment Strategy Action Plan, approved by Cabinet on 26<sup>th</sup> October 2010 and in accordance with the legislation relating to the statutory provision of allotments and the use of proceeds of sale of allotment land (Midwinter), there is now an urgent need to progress the identification of suitable land for allotments and the development of new sites.

- 6.2 This will require input and collaboration between various Council departments.

- 6.3 This project will require a sponsor who can bring together the various departments and ensure delivery in a short timescale of new allotment sites, in accordance with the methodology already approved.

## 7. Next Steps

- 7.1 The committee are invited to acknowledge the progress made in achieving the objectives detailed in the Green Space Strategy and to discuss the issues identified.

- 7.2 An Environment Overview and Scrutiny working has been established and a follow-up meeting will be arranged to consider the provision of additional allotment land, in order to meet current demand, sustainable management practices and bio-diversity in green spaces.

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### Appendices

1. Updated action plans
2. Draft performance indicators for Green Space Management

### Background Papers

1. Cabinet Report and appendices 21<sup>st</sup> July 2009  
*A Green Space Strategy for Cheltenham*
2. Cabinet Report and appendices 26<sup>th</sup> October 2010: *Allotment Strategy Review and New Action Plan 2010-2015*
3. Overview and Scrutiny (Environment) Committee 15<sup>th</sup> September 2010: *Review of Allotment Strategy*
4. Overview and Scrutiny (Environment) Committee 11<sup>th</sup> June 2009: *Draft Green Space Strategy*

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**Scrutiny Function**

Environment

## Park Rangers: Leckhampton Hill, Use of Green Space and Community Engagement

Recommendation	Timetable	Lead service	Partners	Resource Implication	Update April 2011
Implement existing action plans such the Leckhampton Hill, and develop additional plans for other key sites	2010/11	CBC Parks Service	Friends groups, wider stakeholders	May require external support	Dry stone wall completed. Total of £850,000 raised in grants and in-kind sponsorship. Consultation undertaken to further enclose extensive grazing areas. HLS agreement signed and associated funding due to come on-stream in October 2011, amounting to £60,000 over 5 years.
Identify other possible sites for events and activities to reduce the impact on currently used sites.	2013/14	CBC Parks Service	Festivals and events team		Underway.
Review scale of fees and charges for use of green spaces	2010/11	CBC Parks Service	Parks Development Manager		Undertaken in Autumn 2010 for land hire in connection with special events. Fees and charges in line with other authorities.
Encourage greater community use of green space	2011/12	CBC Parks Service	Friends groups, stakeholders, residents	Revenue investment required	Undertaken through support of Friends groups (e.g. Community Pride Grant for a family picnic in Hatherley Park), PAWS event, support of Play Ranger events, Community Ranger events, Bands in the Park programme during summer months, play area development undertaken with input from local families. Also promotion of cleanliness and appropriate behaviour through enforcement activities.
Where sites identified for change of primary purpose, authority should work with stakeholders to secure external funding to implement changes	2011/12	CBC Parks Service	Friends groups, stakeholders, residents	May require capital investment	Mapping undertaken in Autumn 2010 to identify sites with potential for change of use. Very limited number of sites identified. Next steps to explore options with Properties and Asset Management.

## Park Rangers: Leckhampton Hill, Use of Green Space and Community Engagement

Introduce a more structured approach to community consultation and engagement	2010/11	CBC Parks Service	Richard Gibson	May require external support	To be discussed with Richard Gibson's team as and when time and resources allow.
Invest resources in developing partnership working so that individuals and groups can realise their potential	2011/12	CBC Parks Service	Richard Gibson	Revenue investment required	Partnership working developed with Friends Groups, Community Payback team, Youth Offending Service. Further development may have revenue investment implication.
Target non users and under represented groups to better understand their views and aspirations for green space	2010/11 then all years	CBC Parks Service	Richard Gibson Community agents	Revenue investment required / may require external support	Focus on young people has led to instillation of 5 MUGAs (Agg Gardner, Springfields Park, Clyde Crescent, Grange Field, Naunton Park and Brizen Rec.) This has increased park usage among this age group (identified as a priority in Green Space consultation).

## Parks Development - Mapping Requirements and Play Provision

Recommendation	Timetable	Lead service	Partners	Resource Implication	Update April 2011
Adopt the 10 design principles for successful play spaces in the creation of all new play areas and the refurbishment of existing provision.	All years	CBC Parks Service		Capital investment required for all new or refurbished play areas	Adopted and on-going. 5 new play areas built with Playbuilder funding (Agg Gardher, Springfields, Benhall Open Space, QEII Playing Field and St Peters Park) and others refurbished as part of on-going programme
Address issues of children's play, working with developers and other agencies to consider innovative street design solutions to local play provision and safe access to play	All years	Urban Design			Adopted and on-going. Department input into all developments with a play element (currently Starveall Farm).
Address any gaps in current play provision through the creation of natural play.		CBC Parks Service		Capital investment required	Adopted and on-going: Tree trunks in Ag Gardners, boulders in Springfield Park and QE2 and earth modelling (mounds). Over £200,000 in Playbuilder funding successfully bid for to provide five new areas for natural play. Meadows and native plantings enhance the natural experience.
Continue to map areas of natural and semi natural green space that form components of other types of green space.	2009/10	CBC Parks Service		Staff time	On-going. Required for further work to enhance bio-diversity and ecology in the Borough.
Extend the size limit of 2 hectares downwards to see what sites below this threshold could contribute to meeting the 300m accessibility standard.	2009/10	CBC Parks Service		Staff time	On-going.
Repeat the quality audit on a regular basis to measure change	2011/12 and then every three years.	CBC Parks Service		May require external support	Timescale to be reviewed due to level of resources required for this activity. To explore use of random sampling or for key sites only.

### Parks Development - Mapping Requirements and Play Provision

Consider potential for change of use of low quality low value green spaces	2010/11	CBC Parks Service	Planning, wider stakeholders	Staff time	Mapping undertaken. Very small number of sites identified. To be progressed with Properties and Asset Management.
Consider the establishment of an index of locally listed parks / public green spaces in Cheltenham	On-going				Historical elements now form part of the local index administered by the Council's conservation team.



## Local Food, Bio-diversity and Sustainability

Recommendation	Timetable	Lead service / organisation	Partners	Resource Implication	Update April 2011
Promote and facilitate local food production with the local community	All years	CBC Parks Service	Vision 21 University	Revenue investment	Allotment strategy Action Plan approved October 2010 to fund 290 additional allotments and additional land for non-allotment food growing activities e.g. social enterprises. 200 additional allotments created through renovation of derelict land and splitting of large plots.
Establish wider community links to support local food production and promote sustainable approaches to land management	All years	CBC Parks Service	Vision 21 University		On-going communications with Vision 21, Stable Company and more to develop joint approaches.
Improve the provision of cycle parking and access for people with disabilities at allotment sites	All years	CBC Parks Service		May require capital investment	Consultation undertaken. Cycle parking provision not required at present and existing access deemed sufficient.
Identify and introduce mechanisms to celebrate success and share good practice	2011/12	CBC Parks Service	CBC Marketing and communication		Promotion of Fiesta in Montpellier, Pays, Play facilities, allotments competition and more in the local press.
Develop action plan to translate recommendations of biodiversity audit into measures to improve biodiversity across the borough	2010/11	CBC Parks Service	Planning	Staff time	Underway. Recommendations being drawn up for different habitats.
Consider the recommendations of the biodiversity audit and the opportunities to address climate change when considering site specific or generic management plans.	2009/10	CBC Parks Service	Climate Change / Sustainability Officer	Management planning may require external support	On-going.
Ensure that the wide range of opportunities to address climate change are fully considered in strategic planning, land management and service delivery	2009/10	CBC Parks Service	Climate Change / Sustainability Officer	Capital investment required	On-going.
Identify opportunities to reflect sustainability issues and climate change resilience	All years	CBC Parks Service	Climate Change / Sustainability	May require initial investment	Promotion of allotments and local food, support of Vision 21 and other groups, change in mowing and planting regimes.

## Local Food, Bio-diversity and Sustainability

Recommendation	Timetable	Lead service / organisation	Partners	Resource Implication	Update April 2011
Develop action plans for LNRs and other key sites	2010/11	CBC Parks Service	Friends groups, wider stakeholders	May require external support	Generic approach to nature reserves established. Specific plans also now being developed and nature reserves being actively managed. Hedges have been laid at Griffiths Avenue Nature Reserve in conjunction with BTCV. Other activities include vegetation clearance, planting, species management and support (creation and enhancement of habitats) etc.

## Planning, Development and Strategic Land Use in Green Space Management

Recommendation	Timetable	Lead service / organisation	Partners	Resource Implication	Update April 2011
Investigate the possibility of county wildlife sites to the west of the town becoming Local Nature Reserves.	2012/13	CBC Parks	Planning, wider stakeholders	May require external support	No existing wildlife sites in this area.
Address deficiencies through the proposed North West Extension housing development.	Likely timetable to be determined	Strategic Land Use	CBC Parks	Staff time	North West extension plans on hold. To be addressed through planning process and Section 106.
Deliver opportunities for additional Local Nature Reserves within the proposed urban extensions	Likely timetable to be determined	Strategic Land Use	CBC Parks	Staff time	North West extension plans on hold. Strategic Land Use input through planning process and Section 106.
Ensure that the contribution of private green space is recognised for its amenity, biodiversity and accessibility contribution.	Likely timetable to be determined	Strategic Land Use	CBC Parks		Strategic Land Use Team developing new planning guidance documents.
Protected and enhance the natural environment of the borough through sustainable management practices and planning policy	Likely timetable to be determined	Strategic Land Use	CBC Parks		Strategic Land Use Team developing new planning guidance documents.
Ensure all development opportunities respect biodiversity principles and are planned for nature conservation benefits	Likely timetable to be determined	Strategic Land Use	CBC Parks		Strategic Land Use Team developing new planning guidance documents.
Protect allotment land from the pressures of development, neglect and vandalism	All years	CBC Parks	Strategic Land Use	Ongoing revenue	Strategic Land Use Team developing new planning guidance documents. Allotment site security managed by Parks Department.
Identify opportunities to increase provision of new allotments or land for local food production	All years	CBC Parks	Strategic Land Use	Capital investment required	Allotment 5 year action plan approved in October 2010 funding development of 290 additional allotments.

**Planning, Development and Strategic Land Use  
in Green Space Management**

<b>Recommendation</b>	<b>Timetable</b>	<b>Lead service / organisation</b>	<b>Partners</b>	<b>Resource Implication</b>	<b>Update April 2011</b>
Continue to review the policy options available for each green space	Every year	CBC Parks	Strategic Land Use		Exercise undertaken to map green space with potential for change of use. Awaiting tie-in with Properties asset management review.
Commence a programme of local consultation about the change of use of low value sites	On a site by site basis	CBC Parks	Friends groups, stakeholders, residents. Strategic Land Use	May require external support	Parks team currently mapping and reviewing low value sites.
Ensure that the contribution of private green space is recognised for its amenity and biodiversity contribution.	2009/10	Strategic Land Use	CBC Parks		Strategic Land Use Team developing new planning guidance documents.
Explore and develop local standards for green space provision	2009/10	Strategic Land Use	CBC Parks	May require external support	Strategic Land Use Team developing new planning guidance documents.
Develop a more strategic approach to the use of S106 contributions and seek to allocate a percentage of all funds to strategic level sites	2010-2011	CBC Parks	Strategic Land Use		Restricted by current statutory requirements.
Set a quality standard linking catchment to a recognised national quality measure	2010/11	Strategic Land Use	CBC Parks		Strategic Land Use Team developing new planning guidance documents.

## Landscape Services

Recommendation	Timetable	Lead service	Partners	Resource Implication	Update April 2011
Clarify land ownership and management responsibility		CBC Parks Service / Landscape Services			Project underway by Landscape Services Team.
Increase people's access to natural green space through changing management regimes	2010/11	CBC Parks Service / Landscape Services	Friends groups, wider stakeholders	May require external support	Tree trunks in Ag Gardners, boulders in Springfield Park and QE2 and earth modelling (mounds). Over £200,000 in Playbuilder funding successfully bid for to provide five new areas for natural play. Meadows and native plantings enhance the natural experience.
Adopt more sustainable management practices on council land using evidence from the biodiversity audit	2009/10	CBC Parks	Friends groups, wider stakeholders	May require investment	Implementation of standing and dead wood policy, creation of meadows and grasslands and resulting changes in mowing regimes, habitat creation in nature reserves and parks, sustainable and indigenous planting increased.
Protect and enhance the natural environment of the borough through sustainable management practices and planning policy	Likely timetable to be determined	Strategic Land Use and see above re JP			As above and via development of planning guidance documents.
Manage and care for the two parks in Cheltenham (i.e. Pittville Park and Bouncer's Lane Cemetery) on the English Heritage "Register of Listed Parks and Gardens of Special Historic Interest in England" in accordance with the legislation covering them and in consultation with English Heritage's Historic Landscape advisors	On-going	CBC Parks Service / Landscape Services	Friends of Pittville / PARA English Heritage	Staff time	On-going

## Landscape Services

Recommendation	Timetable	Lead service	Partners	Resource Implication	Update April 2011
Ensure that the principles of restoration and maintenance, as set out in the recently prepared conservation plan for Pittville Park are implemented when restoration or maintenance works are undertaken in the park	2010-11	CBC Parks Service / Landscape Services	Friends of Pittville / PARA English Heritage	Staff time	On-going
Ensure that all future maintenance and planting plans for Montpellier Park are in accordance with the aims of the Restoration master plan, as undertaken during recent restoration.	On-going	CBC Parks Service / Landscape Services		Staff time	On-going
Review working practices and identify targets and performance measures that contribute to an overall system of performance management and deliver policy and strategic objectives.	2010/11	CBC Parks Service / Landscape Services		May require external support	Parks Service has written draft performance indicators for review.
Engage residents and service users in the setting and monitoring of standards	2011/12	CBC Parks Service / Landscape Services	Friends groups, stakeholders, residents		Not priority given existence of national standards and very limited resources to undertake this. Green Flag standards used for parks and 10 Principles for play areas.
Develop meaningful benchmarking of the service in terms of usage, satisfaction and quality ( <i>and cost</i> )	2011/12	CBC Parks Service / Landscape Services			Limited resources to undertake measuring activities, surveys etc. Green Flag criteria to be used where required for standards. Some bench-marking being undertaken to compare costs of services between authorities.

## Landscape Services

Recommendation	Timetable	Lead service	Partners	Resource Implication	Update April 2011
Review the approach to quality standards for green space and produce a realistic plan of how to raise standards.	2011/12	CBC Parks Service / Landscape Services		May require external support	Reviewed. Existing national standards (Green Flag and 10 Principles for Play) considered appropriate and useful as standards. Plans include review of number of parks entered for Green Flag status (resource implication) and measures to increase number of volunteer hours to supplement decreasing department resource.
Invest in new technology to support improvements to the service and greater efficiencies	2009/10	CBC Parks Service / Landscape Services		Capital investment required	Review of mowing regimes. Less frequent mowing requires different machinery. Use of external contractors to provide specialist support e.g. for cutting of flower meadows etc.
Re-align resources and ensure the correct skill sets are in place to achieve strategic objectives	2009/10	CBC Parks Service / Landscape Services - AR & JR	HR Trade Unions		Re-structure undertaken in 2010 in Operations Division.

## Trees

Recommendation	Timetable	Lead service	Partners	Resource Implication	Update April 2011
Increase tree resources to reflect the borough's ageing tree population	2009/10	CBC Parks Service	Gloucestershire Country Council		No increase in capital budget but public donations for new tree planting have risen sharply in recent years.
Invest in a computerised system for recording the tree stock and link this to its GIS mapping systems		CBC Parks Service			No funding for new trees computer system. Previous system re-instated. Not yet GIS compatible. Currently investigating whether a new service-specific system could be bought and shared with neighbouring authorities.
Make the Tree Preservation Order database available to the general public					TPO database almost ready to go online. Decision not to publish until certain it is complete (anticipated by mid / end 2011).
Develop a more consistent approach to the management of highway trees with Gloucester Highways		CBC Parks Service	Gloucestershire Country Council		Formal quarterly meetings take place to discuss issues and develop protocol.



## Performance Indicators for Parks Development Team

1. **Quality Green Space:** Number of Green Flag awards achieved for Cheltenham  
*(National quality standard. Currently 3 awards. 4 applications for 2011. Increased number of applications will depend on resources)*
  
2. **Health & Safety:** Number of green space and play inspections undertaken  
*(number of green space inspections, play area weekly visual inspections and monthly inspections and expressed as a percentage of required/scheduled inspections)*
  
3. **Tree Inspections:** Number of health and safety inspections  
*(expressed as a number and as percentage of scheduled health and safety inspections)*  
  
For additional performance indicators for trees, refer to Planning Department
  
4. **Play Spaces:** Number of Play Spaces improved (major and minor refurbishments)
  
5. **Bio-Diversity:** Number of measures taken to improve habitats for wildlife / bio-diversity  
*(number of major and minor measures implemented)*
  
6. **Allotments:** Progress towards bridging the gap between income and expenditure  
*(5 year time-frame. Achieved through budget setting process so annual measure) and*  
Progress towards creation of 290 additional allotment plots as per Action Plan
  
7. **Volunteer Contribution:** Number of volunteer/community service days spent on  
green space projects and estimated monetary value of contribution (£50/day equivalent)
  
8. **Funding:** Amount of external funding gained to finance park development projects  
*(through grants and sponsorship and in conjunction with Friends groups and others)*

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Page 56