



CHEL TENHAM

BOROUGH COUNCIL

Notice of a meeting of Cabinet

Tuesday, 19 April 2011
6.00 pm

Pittville Room, Municipal Offices, Promenade, Cheltenham,
GL50 9SA

Agenda

SECTION 1 : PROCEDURAL MATTERS

1. APOLOGIES
2. DECLARATIONS OF INTEREST
3. MINUTES OF THE LAST MEETING (Pages 1 - 10)
4. PUBLIC QUESTIONS AND PETITIONS

SECTION 2 : THE COUNCIL

There are no matters referred to the Cabinet by the Council on this occasion

SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEES

There are no matters referred to the Cabinet by Scrutiny Committees on this occasion

5. TOURISM AND MARKETING STRATEGY (Pages 11 - 48)
Report of the Assistant Director Wellbeing & Culture on behalf of the Tourism & Marketing Working Party

SECTION 4 : OTHER COMMITTEES

There are no matters referred to the Cabinet by other Committees on this occasion

SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS

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| 6. QUARTERLY BUDGET MONITORING REPORT
Report of the Cabinet Member Finance and Community Development | (Pages 49 - 74) |
| 7. COMMUNITY PRIDE 2011 ALLOCATION PROCESS
Report of the Leader | (Pages 75 - 88) |
| 8. SUPPLEMENTARY PLANNING DOCUMENTS WORK PROGRAMME FOR 2011/12
Report of the Leader | (Pages 89 - 102) |
| 9. RISK MANAGEMENT POLICY
Report of the Cabinet Member Corporate Services | (Pages 103 - 124) |
| 10. AFFORDABLE HOUSING PROGRAMME AND BIDS TO HCA
Report of the Cabinet Member Housing and Safety | (Pages 125 - 136) |

SECTION 6 : BRIEFING SESSION

- Leader and Cabinet Members

11. BRIEFING FROM CABINET MEMBERS

SECTION 7 : DECISIONS OF CABINET MEMBERS AND OFFICERS

Member decisions taken since the last Cabinet meeting

SECTION 8 : ANY OTHER ITEM(S) THAT THE LEADER DETERMINES TO BE URGENT AND REQUIRES A DECISION

SECTION 9 : LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS

SECTION 10: BRIEFING NOTES

Contact Officer: Rosalind Reeves, Democratic Services Manager, 01242 774937
Email: democratic.services@cheltenham.gov.uk

Cabinet

Tuesday, 15th March, 2011

6.00 - 7.17 pm

Attendees	
Councillors:	Steve Jordan (Leader of the Council), John Rawson (Cabinet Member Built Environment), Klara Sudbury (Cabinet Member Housing and Safety), Andrew McKinlay (Cabinet Member Sport and Culture), John Webster (Cabinet Member Finance and Community Development), Roger Whyborn (Cabinet Member Sustainability) and Colin Hay (Cabinet Member Corporate Services)

Minutes

1. APOLOGIES

None received.

2. DECLARATIONS OF INTEREST

Councillor Rawson declared a personal but non-prejudicial interest in agenda item 9 as a non-voting observer on the Cheltenham Festivals Board.

Councillor Whyborn declared a personal but non-prejudicial interest in agenda item 8 as the Chairman of St Margaret's Hall committee. Councillor McKinlay declared a similar interest as the borough council's appointed representative on the St Margaret's Hall committee.

3. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 8 February 2011 were approved as a correct record.

4. PUBLIC QUESTIONS AND PETITIONS

A public question had been received from Mr Ken Pollock for the Leader. In the absence of Mr Pollock and at his request, the question was read out in full.

"You spoke to the EBI Scrutiny, instead of the advertised "45 minutes presentation" by Cllr. Whyborn (Cabinet member for Sustainability), and said that "**Option 2 is the more likely**" choice, (as Option 1 is unacceptable to Cheltenham Festivals).

Although you claimed that Option 2 contained "a hell of a lot of permutations", its full extent (as drawn) would effectively hand the layout of these gardens 'carte blanche' to the organisers of the four Festival events.

However it appears that both Scrutiny Committees felt unable to recommend either of the two wide-apart Options offered, asking instead for more investigation/analysis of the detailed requirements, detailed landscaping schemes, and more "involvement" by themselves and presumably the public.

Do you therefore feel that it is either necessary or good practice to reserve this irrevocable choice to a 7-man Cabinet, and then delegate tendering/implementation to officers (after a “public consultation” which is not scheduled to feedback to any decision by all councillors), when that decision is likely to commit to Option 2 and thereby transform Cheltenham’s crucial Imperial Gardens greenspace from lawns and flowers into a largely hard-surfaced square ?”

Response from the Leader

Since Cllr Whyborn had a clash of meetings, he had previously discussed the draft report with Cllr Stennett, as chairman of Economy & Business Improvement Overview and Scrutiny Committee (E&BI O&S). Cllr Stennett had agreed that no presentation was needed on this occasion. Cllr Whyborn had in any case presented the same report to the Environment Overview and Scrutiny Committee (Env O&S) the previous week. My only role was to assist by answering a few questions raised by members of E&BI O&S.

My reference to option 2 seeming the more likely option was more based on that option being broadly acceptable to the Friends of Imperial Gardens than option 1 being unacceptable to Cheltenham Festivals. It was also the view of Env O&S as shown by the draft minutes of the meeting, "Whilst not tasked with making a decision, members had indicated their preference towards Option 2 and she [i.e. the Chair] 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."

It is clearly not the case that option 2 ‘would effectively hand the layout of these gardens ‘carte blanche’ to the organisers of the four Festival events’ since any design work would be managed by the council and would be subject to agreement by the Cabinet later in 2011. The Cabinet is seeking to provide improved facilities in Imperial Gardens. This will assist Cheltenham Festivals but there will be clear limits on the duration and space used so the whole public can benefit from the improvements.

Once the Cabinet has decided a preferred option, detailed design work can be carried out, which will be subject to further public consultation. Both the scrutiny committees involved meet in May, and if they have more to say, they can take that opportunity.

5. Q3 PERFORMANCE

The Cabinet Member Corporate Services introduced the report which summarised the corporate performance of the organisation at the end of Quarter 3 – April to December 2010.

The Leader welcomed the new format for the report which was on an exception basis. He acknowledged that some targets in the report may have been affected by the bad weather, for example attendance at leisure@.

Resolved that the corporate performance of the organisation at the end of Quarter 3 be noted.

6. CORPORATE RISK REGISTER

The Cabinet Member Corporate Services introduced the report as circulated with the agenda and stressed the importance of Cabinet being aware of the corporate risks which may impact the council.

Resolved that the corporate risk register be noted with no further risks identified.

7. DRAFT CORPORATE STRATEGY

The Leader introduced the report. The Council had agreed the corporate strategy 2010-2015 in March 2010 which set out the council's 5 objectives and 11 outcomes and what the council was aiming to achieve by 2015. The 2011-12 action plan was being prepared and will go Council for approval in March 2011. The objective and outcomes framework had been retained, though as the council's budget had reduced by nearly £3m from last year, the scale of activity had reduced with 14 less improvement actions.

He explained that 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 the council and the community which it served. He stressed that the report set out the actions for 2011/12 where the council was doing something different from the normal day job. The action plan now made a distinction between community indicators and measurements specific to the council's own performance where the council was directly responsible for delivering an outcome.

The Cabinet Member Built Environment referred to page 13 of the action plan and proposed that two further indicators should be added namely;

- Number of long-term, vacant properties brought back into use
- Proportion of planning decisions upheld when taken to appeal

The Cabinet Member Sport and Culture indicated that he intended to add an additional target for footfall at the Town Hall before the strategy was submitted to Council.

The Cabinet Member Sustainability advised that the council would be signing up to achieve a 30% reduction in carbon emissions by 2015. He stressed that this was an internal target and at this stage the council did not feel able to sign up to the 40% reduction across the town, which had been asked for, given this was an outcome which was largely outside of the council's control.

Resolved that the draft corporate strategy action plan for 2011-12 in Appendix A, as amended, be endorsed and recommended to Council for final approval.

8. PROPERTY LETTINGS AND DISPOSALS TO THE THIRD SECTOR, VOLUNTARY AND COMMUNITY GROUPS

The Cabinet Member Built Environment introduced the report which had been circulated with the agenda. He explained that the Council had, over many years, entered into a variety of property letting arrangements with the voluntary or

“third sector”, sometimes providing grant assistance or preferential tenancy terms. Increasingly the council was being asked to consider similar arrangements for community based organisations on a subsidised basis rather than at “best consideration”. A more consistent, transparent and streamlined process had been developed to facilitate officer negotiations by the development of an assessment tool and matrix outlined in appendix A.

He wished to reassure community and voluntary organisations that it was not the council’s intention to start charging them all market rates but it was important to recognise the contribution the council was making to these organisation’s finances. The council had a duty to its council tax payers to ensure that real community benefits resulted from any concessions the council granted.

Members supported the assessment tool outlined in the report and welcomed the more scientific approach which would take out the subjective element of the process. It would also require the organisations concerned to have a clearer business plan and in reviewing any concessions the council would ensure that the organisation was supporting the priorities for the town.

The Leader added that Leadership Gloucestershire had selected asset management across the county as a key topic and he himself was leading on this initiative.

Resolved that:

- 1. The Assessment Tool and Matrix for determining the eligibility for rent subsidies of properties let by Cheltenham Borough Council to third sector, voluntary and community groups be approved.**
- 2. Authority be delegated to the Head Of Property and Asset Management in negotiation with the Cabinet Member Built Environment to adopt the framework for assessing subsidy levels as per Appendix 5 subject to any amendments following a consultation period with the Voluntary Community Sector.**

- 9. STRATEGY FOR THE USE OF IMPERIAL AND MONTPELLIER GARDENS**
The Cabinet Member Sustainability introduced the report. 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 stressed that at present there were no detailed designs ready to be rolled out. At this stage Cabinet was purely trying to set parameters for the design and appropriate limits which could then be put out for public consultation. The results of this public consultation may then result in further changes. He referred to an amendment to the recommendations which would bring back a further report to Cabinet before any designs were put out to tender. He hoped that any solution would be sustainable for some years to come but there also needed to be an acceptance that no solution could provide for unlimited expansion by the festivals. Therefore there would be a need in the future to look at the usage of other council owned land or other sites on the outskirts of town.

He explained that £140,000 of funding had been made available in the budget to spend on the gardens. The allocation set out in the appendix to the report proposed that this was spent on improving the infrastructure of both Imperial and Montpellier Gardens and would enable wider usage of both sites by a number of organisations.

He indicated that Cabinet favoured option 2 and recommendation 1 in the report had been amended accordingly with appropriate safeguards. Option 1 had been rejected as it didn't meet the requirements of Cheltenham Festivals and it would not be possible to reduce the number of tents whilst staying in the lower tier of Imperial Gardens. This view been reflected by Overview and Scrutiny when they considered the report.

Maintaining the status quo was not an option because it was not working at the moment and had been the source of many complaints. The key to any solution was to reduce the density of tents in the gardens and to limit the usage so that there was sufficient recovery time for the gardens. It will also be the responsibility of the festivals to make good any damage. Generally there would be a focus on this refurbishment work at the end of the festival season.

He stressed that it was not the intention to have large areas of hardstanding and this would be limited to small areas around the garden bar or other areas. There had also been some debate about sustainable planting but although this might have some role, he accepted that there was an expectation that there would be plenty of colourful displays in Imperial Gardens.

The Cabinet Member Sustainability echoed the comments from some Councillors about the desire to reopen Skillicorne Gardens to the public.

In responding to the proposals other Cabinet Members made the following comments:

- Any solution was going to be concerned with achieving a balance and reconciling the needs of the various interest groups. The £140K additional funding had been the right approach rather than to give the money directly to Cheltenham Festivals. It was likely that a second phase of funding would be necessary to satisfy the needs of all the various interest groups.
- Any decisions on this matter needed to be approached with caution and an appreciation of the history of the gardens and what they added to the essential character of the town. Imperial Gardens was considered a jewel in the town and it was very important that Montpellier Gardens continued to be a place of informal recreation. The extent of the red lines on the map of Montpellier Gardens in appendix D had caused some concerns and it needed to be understood that it was unlikely that all these areas would be covered in tents. Further discussions were needed with the festivals, the council and the friends of the gardens.
- It was evident at the stakeholders meeting in January that a key concern was the damage to Imperial Gardens. Therefore there was a need to find a creative design which reduced the damage, satisfied the requirements of Cheltenham Festivals and retained the character of the gardens. This was a tall order but should be given a chance to find a solution.
- The current damage to Imperial Gardens was unacceptable. There needed to be a proper risk assessment of the potential damage to the gardens as they were an asset for everyone to enjoy and not just festival goers. The standard of the gardens was also important for attracting tourism to the town
- A full public consultation was key to the success of this project.
- Any solution has to be sustainable for Cheltenham Festivals in the long term together with an acknowledgement that there will be no scope for further expansion in the town centre.

The Cabinet Member Sustainability emphasised that he was seeking a long-term agreement with Cheltenham Festivals. He advised that Montpellier Gardens will continue to be available for hire. The Literature Festival would be making use of these gardens in 2011. He confirmed that they would be paying a fee and would have to reinstate any damage.

Resolved that:

- 1. Option 2 of this report be adopted, subject to a maximum area of tentage of approximately 2750 M² for Imperial Gardens.**
- 2. The Assistant Director (Operations), in consultation with the Cabinet Member Sustainability and the Council Leader, produces an outline design for Imperial Gardens for public consultation which shall take place during Spring 2011.**
- 3. Following public consultation and Cabinet agreement, the Assistant Director (Operations), in consultation with the Cabinet Member Sustainability and the Council Leader, undertakes a**

tendering process for design or design and works in Imperial Gardens.

4. At the same time as 3, the Assistant Director (Operations), in consultation with the Cabinet Member Sustainability and the Council Leader, undertakes a tendering process for upgrades to infrastructure in Montpellier Gardens.
5. The final decisions to go ahead with works in Imperial Gardens and Montpellier Gardens be referred to Cabinet, in time for completion of works over Winter 2011/2.

10. JOINT WASTE GOVERNANCE ARRANGEMENTS

The Cabinet Member Sustainability introduced the report. The Gloucestershire Authorities had been looking at the case for joint working in waste to understand the value of potential savings and the implications of realising these savings. The report sets out the work undertaken by officers to implement joint working in Gloucestershire.

Joint working may be divided into three interrelated work streams –

- Interim management arrangements between Cheltenham Borough Council (Cheltenham) and Tewkesbury Borough Council (Tewkesbury)
- Shared collection and depot services between Cheltenham, Tewkesbury and Cotswold District Council (Cotswold) from August 2012.
- Shared disposal / collection arrangements for Gloucestershire.

A local authority company, for operational service delivery of waste collection and other environmental services, is considered the best overall option for this council for meeting the waste collection objectives of the joint waste programme. This is ideally combined with the joint committee option for shared disposal / collection arrangements as the most practical option for meeting the strategic objectives of that programme within Gloucestershire.

He highlighted an amendment to the first bullet point in the second recommendation and copies of this were circulated.

The Leader congratulated members and officers in their achievements in getting the project to this stage. To date the council had done some very good work in implementing shared services for the back-office but this was the first time a front-line service of this magnitude had been tackled. It was a credit to this council that Cotswold District Council were considering buying into this shared service rather than maintain their existing service with an outside provider.

The Cabinet Member Corporate Services advised that care should be taken to ensure that councillors were able to maintain their contact with officers delivering the operation. It was also important that the individual identity of the service at each council was maintained and it was recognised that the approach across all three authorities would not necessarily be uniform.

The Cabinet Member Sustainability advised that in his response to the county on a recent consultation on waste he had made those precise points. It was important that each authority retained powers for service design and the annual financial settlement.

Resolved that:

1. The interim arrangements for joint depot services between Tewkesbury Borough Council and Cheltenham Borough Council as set out in the business case (Appendix 1) be approved, subject to Tewkesbury Borough Council passing an appropriate resolution confirming their commitment to the formation of a local authority company as set out in section 4 of this report or alternatively authorise the Executive Director to work with Tewkesbury Borough Council to develop another interim arrangement that may deliver the required savings such arrangement being time limited to 31st July 2012.
2. The Executive Director, in consultation with the Cabinet Member Sustainability, the Director of Resources and the Borough Solicitor be authorised to develop a detailed business case to form a local authority owned company wholly owned by Cheltenham Borough Council and Cotswold District Council (and Tewkesbury Borough Council if it passes an appropriate resolution as set out in section 4 of this report) and to agree all necessary documentation in order to have finalised documentation in place by June 2011 subject to
 - The detailed business case identifying a minimum net saving of £50,000 per Council per annum. The business case will also clarify when the initial set up costs are to be fully retrieved by the participating authorities, for example from revenue savings and/or from a Gloucestershire Waste Partnership contribution.
 - A further report being submitted to Cabinet in June 2011 for final decision on this matter.
3. Having considered the risks set out in the paper attached to this report at Appendix 4, the Executive Director be authorised to negotiate the terms of all the relevant documentation to implement the recommendations of the Joint Waste Partnership in consultation with the Cabinet Member Sustainability, the Director of Resources and the Borough Solicitor and to bring a further report to Cabinet in September 2011 for final decision on this matter.

11. APPOINTMENT TO OUTSIDE BODIES - HIGGS AND COOPER EDUCATIONAL CHARITY

The Leader introduced the report which had been circulated with the agenda. The Clerk to the Trustees of the Higgs and Cooper Educational Charity had written to the Council regarding the Council's nominees to the trust. According to their rules they are required to invite Cheltenham Borough Council to nominate two trustees. The Leader indicated that there was a need to clarify the position of an existing trustee who may be fulfilling that role and requested the Democratic Services Manager to follow this up.

Resolved that Councillor McCloskey and Councillor Smith be nominated as trustees of the Higgs and Cooper Educational Charity.

12. DECISIONS BY CABINET MEMBERS

The Cabinet Member Built Environment advised members of a decision he had taken regarding the purchase of land for nil consideration at Leckhampton Hill. The land was required for the Charlton Kings Common Cotswold Stone Wall project

Chairman

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Cheltenham Borough Council

Cabinet 19 April 2011

Tourism and Marketing Strategy

Report of the Assistant Director Wellbeing & Culture on behalf of the Tourism & Marketing Working Party

Accountable member	Cabinet Member Sport & Culture, Councillor Andrew McKinlay
Accountable officer	Assistant Director Wellbeing & Culture, Sonia Phillips
Accountable scrutiny committee	Social & Community and Economic Business & Improvement
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The Council's business plan included a milestone to produce a marketing and tourism strategy for Cheltenham in order to maximise opportunities to attract UK based and overseas visitors and investors.</p> <p>The Overview & Scrutiny Committees of Social & Community and Economic & Business Improvement approved a decision to form a small, time limited working party to develop the strategy.</p> <p>The attached Tourism and Marketing Strategy is a result of the work undertaken by the Working Party and is reflective of feedback received from both parent Scrutiny Committees and stakeholders in the business and tourism community.</p>
Recommendation	Cabinet approves the Marketing & Tourism Strategy

Financial implications	<p>The medium term financial strategy for 2011/12 to 2016/17, approved by Council on 11th February 2011, includes a saving in the service of £50,000 in 2011/12 from the merger of the Tourism Information Centre and Art Gallery & Museums teams. In addition, a further budget saving of £50,000 has been approved for 2012/13 in respect of reduced costs of the service post redevelopment.</p> <p>Contact officer: Sarah Didcote, sarah.didcote@cheltenham.gov.uk, 01242 264125</p>
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Legal implications	None directly arising from this report Contact officer: Nicolas Wheatley, nicolas.wheatley @tewkesbury.gov.uk, 01684 272695
HR implications (including learning and organisational development)	These plans include the creation of a single Marketing team within the merged service team. The main HR implication is around the creation of a single team to be achieved through the merger of the Tourist Information Centre Team and the Art Gallery & Museum Visitor Services. Informal consultation has been ongoing and the Unions are aware of the proposals. Dependent on the outcome of the HLF bid, the formal restructure process should commence April 2011. The merger of the two teams is set to realise savings in 2012-13 as identified in the budget proposals. Any post reductions, including any requirement for compulsory redundancies, will be identified as the restructure process progresses. The Council's policies regarding managing change (and any process to manage redundancy) will be followed, including assessing any associated cost implications. Contact officer: Donna Sheffield, donna.sheffield@cheltenham.gov.uk, 01242 774972
Key risks	The key risks are set out within Appendix 1 of this report.
Corporate and community plan Implications	The Strategy and Action Plan aligns directly with the Council's Corporate Plan through the delivery of the following outcomes and objectives in 2011\12: We attract more visitors and investors Arts & Culture are used as a means to strengthen communities, strengthen the economy and enhance & protect the environment. In addition the Strategy and Action Plan also contributes to the delivery of a number of Council's Corporate Plan outcomes and objectives in 2011\12, as follows: Cheltenham's natural and built environment is enhanced and protected Communities feel safe and are safe The council delivers improved outcomes for customers and communities whilst meeting our Bringing the Gap targets for cashable savings and increased income
Environmental and climate change implications	The impact and potential conflict between sustained and improved tourism against environmental and climate change programmes was identified as a key issue within the Strategy. There will be a need to ensure that full consideration is given to the environmental impact when delivering the action plan.

1. Background

- 1.1 The Council's business plan included a milestone to produce a marketing and tourism strategy for Cheltenham in order to maximise opportunities to attract UK based and overseas visitors and investors.
- 1.2 The Overview & Scrutiny Committees of Social & Community and Economic & Business Improvement approved a decision to form a small, time limited working party to develop the strategy. The Tourism & Marketing Working Group embarked upon a consultative process of engaging with a cross section of the business and tourism community, which included retail, culture and business sectors in order to seek their views upon Cheltenham as a visitor destination and how it currently markets itself.
- 1.3 In addition to this, the Working Group considered the key issues raised at the branding workshop convened in November 2009, and also reviewed financial and visitor data of the council's existing tourism and marketing provision.
- 1.4 As a result, a consultative draft Marketing & Tourism Strategy was presented to both Scrutiny Committees, which was subsequently circulated to stakeholders within the wider business and tourism community between May and June 2010. Feedback from a number of external stakeholders was received with the intention of presenting the revised and final version to both Committees in September prior to the Strategy going forward for Cabinet approval.
- 1.5 During the period of consultation announcements regarding the significant reductions in public sector funding were made by the new coalition government, along with its intention to abolish a number of agencies and bodies. These changes were likely to effect national and regional and partnership bodies responsible for tourism, as well as funding levels at County & District level.
- 1.6 In light of this uncertainty it was felt appropriate to await confirmation of the level to which tourism was to be affected by these changes and the funding reductions nationally, regionally and locally, before taking the Strategy back to Scrutiny for their final consideration prior to it going forward to Cabinet.
- 1.7 Announcements regarding changes to a number of government funded bodies have now been made as well as final details of the Comprehensive Spending Review. Whilst the full impact of the announcements was clearly understood the Strategy went back to both parent Overview & Scrutiny Committees for their final consideration in January.
- 1.8 Whilst there was disappointment with the time delay that has occurred in moving the Strategy forward, both Overview & Scrutiny Committees understood the rationale behind the delay.

2. Progress to date

- 2.1 Despite the delay officers within the Tourism team have been working towards the delivery of a number of actions and improvements identified within the action plan during the year. The progress of this work is as follows:
 - The merger of the Tourist Information Centre Team and the Art Gallery & Museum Visitor Services is progressing well - new job roles/structures have been graded and formal consultation with the Unions has commenced. The formal consultation process with the affected teams will start later this month. These plans include the creation of a single Marketing team within the merged service team.
 - Merger of the individual visitor guides from Cheltenham, Gloucester and the wider Cotswolds to one guide, and this was launched for 2011. The savings generated has resulted in a review of the current Tourism website being undertaken to consider changes

to the design scheme and to include more selling/commissioning/advertising opportunities to boost income generation.

- The Museum, Arts & Tourism Manager now sits on the Cheltenham Inward Investment working group meeting - and has been tasked with developing links between Economic Development and the draft Tourism Marketing Strategy. It is envisaged that this will result in the development of strategic working partnerships, projects and activities through marketing Cheltenham and the wider Cotswolds.
- Review of the Cotswold and Forest of Dean DMO took place in 2010. This has resulted in new working arrangements with DMO put in place, with a new Executive Officer Group completing a review of its strategy and the delivery of a work programme which aligns to Visit England Strategic Framework for Tourism 2010-2020.
- The Cabinet Member for Sustainability is currently working on a scheme to encourage sponsorship of roundabouts and green spaces by businesses and community groups
- The strategy and work programme focuses on 4 key interdependent objectives, which align to the national strategic plan while focusing on the local level. The key objectives are:
 - To increase England's global market share,
 - To offer destinations of distinction,
 - To champion a successful thriving tourism industry
 - To develop greater engagement between the visitor and the experience

In order to achieve these objectives, the following work has been identified and will now be absorbed with the Tourism service plan:

- Work has focused on developing media relations - to promote the area and increase our global market share; setting up the new Boardroom Style.com to ensure we offer new "attractions" and continue the development of our thriving tourism industry; and the publication of a single Accommodation Guide for 2011 which has helped the visitor combine a number of experiences in a single day and then relax overnight at one of the areas many high quality establishments.

- A significant project for the Group and Board for this year and next will be how we develop, manage and deliver tourism information. This project is going to take an in depth look at:

- (i) how we manage our data on the Destination Management System (DMS) and web;
- (ii) how our customers can access that information, whether it be on the web, out of hours, at our Visitor Information Centres, or elsewhere;
- (iii) the quality of our service provision at these access points, and much more.

3. Consultation and feedback

- 3.1** The Marketing & Tourism Working Group met 5 times and embarked upon a consultative process of engaging with a cross section of the business and tourism community, which included retail, culture and business sectors in order to seek their views upon Cheltenham as a visitor destination and how it currently markets itself.
- 3.2** In addition to this, the Working Group considered the key issues raised at the branding workshop convened in November 2009, and also reviewed financial and visitor data of the council's existing tourism and marketing provision.

- 3.3** A consultative draft Strategy was presented to both Scrutiny Committees, which was subsequently circulated to stakeholders within the wider business and tourism community who had been engaged initially.
- 3.4** The Working Party received the following feedback from external stakeholders during the consultation period May – July 2010.
- A generally positive response was received from the Cheltenham Arts Council.
 - A generally negative response was received from the Chairman of the Cheltenham Hospitality Association (who has subsequently stood down) who commented (among other things) on littering, the amount of financial support being given to the Everyman Theatre by the Borough Council, the need to withdraw funding from twinning activities, the risk of over-providing hotel and bed & breakfast accommodation, and the amount of gum deposited on the streets.
 - A joint response from a hotelier and two other guesthouse proprietors made a number of points, including what they considered to be the repetitiveness of the draft document. They suggested a pedestrian underpass at Boots Corner and the leasing of the Pump Room to an experienced private operator. They also objected to the relocation of the TIC to the Art Gallery and Museum site, believing that it should be in a retail unit in the town centre.
 - Response from the Chief Executive of the Everyman Theatre, commented on what he considered to be the lightness of the background data. He suggested that the entertainments venues and Festivals could be more effective if they worked together; and urged the Council to give more thought to the future of the Town Hall, bearing in mind that major music and comedy acts seem to be moving away to larger venues.
- 3.5** The final draft Strategy was presented to Social & Community and EB&I O&S Committees on 10th and 24th January retrospectively.
- 3.6** Social and Community O&S Committee unanimously approved the Strategy however wished to ensure that progress against the Action Plan was reported back to Committee in September. Economic Improvement & Business O&S Committee approved the Strategy however resolved that the Action Plan was to be revisited in light of the commissioning activities that were taking place across the council, and that it was supported by a breakdown of the financial implications.
- 3.7** Further work has subsequently been done to address the feedback received. Changes have been made to both the Strategy and the Action Plan to reflect the work now underway as part of the commissioning framework, and in particular the Leisure & Culture Review.
- 3.8** Having further considered the request to support the Action Plan with a full breakdown of the financial implications, the approach that will be taken is that each of the actions will have a developed business case, to be signed off by the relevant Cabinet member prior to moving forward.
- 4. Performance management –monitoring and review**
- 4.1** The action plan will be built into the council's performance management framework and and service planning process on an annual basis.

<p>Report author</p>	<p>Contact officer: Sonia Phillips sonia.phillips@cheltenham.gov.uk, 01242 774973</p>
<p>Appendices</p>	<ol style="list-style-type: none"> 1. Risk Assessment 2. Draft Tourism and Marketing Strategy
<p>Background information</p>	<ol style="list-style-type: none"> 1. Corporate Business Plan 2. Overview & Scrutiny Committee Report: June 2009 – Developing Marketing & Tourism Strategy. 3. Overview & Scrutiny Discussion Paper : March 2010 4. Overview & Scrutiny Briefing Note: November 2010 5. Overview & Scrutiny Report Soc & Com: 10 Jan 2011 EBI : 24 Jan 2011

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1.01	If the council fails to plan for future tourism and marketing provision this may result in Cheltenham failing to maintain and improve it's position within the economic, tourism and business sector.	SP	December 2010	4	2	8	Accept	Ensure strategic decisions for marketing and tourism are reflective of future economic and business trends.	April.2011	JL	Wellbeing & Culture Risk register
1.02	If the council fails to understand the importance of marketing and tourism within the town's economic and business community this may result in lost partnership or funding opportunities at a time when there is great pressure on the council to achieve savings and continued efficiencies.	SP	December 2010	4	2	8	Accept	Engagement with key external stakeholder partners was a integral part of the draft Tourism & Marketing Strategy resulting in shared knowledge and understanding of responsibilities, challenges and need to maximise future partnership opportunities.	April 2011	JL	Wellbeing & Culture Risk register
1.03	If the council fails to integrate the strategy within the corporate strategy and commissioning framework this may result in the action plan not being delivered.	SP	December 2010	4	1	4	Accept	Once strategy has been approved actions will be incorporated into the corporate strategy 2011/12 and appropriate service plans. Outcomes identified in the strategy will be used to inform commissioning activity.	March 2011	SP	Wellbeing & Culture Risk register
1.04	If the council does not integrate the strategy with the emerging Local Enterprise Partnership	SP	December 2010	3	2	6	Reduce	Ensure close working with the economic development team	March 2011	JG	Policy & Performance

	framework this may result in Cheltenham failing to be in a position to develop future business and economic opportunities.							and Gloucestershire First to try and sustain business and economic development opportunities locally from which Cheltenham will benefit. Lobby to ensure that tourism, marketing and inward investment are seen as key priority areas for the new LEP.			risk register
1.05	If the council fails to understand the needs of existing and future visitors to Cheltenham this will result in a downturn in visitor numbers and investors in the town.	SP	December 2010	4	2	8	Accept	Ensure regular and consistent approach to analysis of visitor surveys and customer information which is monitored and service improvement made as necessary.	July 2011	JL\GN\	Wellbeing & Culture Risk register
1.06	If the cost of travel continues to increase significantly then there is a risk that tourist numbers will fall but an opportunity to market the tourism offer to residents in the local area.	SP	April 2011	3	3	9	Reduce	Ensure strategic decisions for marketing and tourism are reflective of future economic and business trends.	March 2012	JL	Wellbeing & Culture Risk register

Cheltenham Borough Council

Tourism and Marketing Strategy

1. Why does Cheltenham need a tourism and marketing strategy?

Ever since Cheltenham developed and grew as a spa town in the 18th century, visitors have been a very important part of its life. Today they remain a crucial part of the economic life of the town, and it is important for Cheltenham Borough Council to have a clear strategy for maintaining and enhancing the characteristics that make Cheltenham attractive to visitors, and for marketing its attractions regionally, nationally and internationally.

2. What does this strategy aim to do?

This strategy aims to fulfil the following objectives:

- To evaluate the importance of visitors to Cheltenham and its local economy
- To assess the strengths and weaknesses of the Cheltenham offer to visitors
- To consider what the threats are to Cheltenham's visitor economy
- To identify ways of strengthening the Cheltenham offer
- To consider what can be done to clarify and strengthen the Cheltenham 'brand'
- To consider what needs to be done to promote Cheltenham more effectively.

3. What is the strategic context?

This strategy is consistent with the Borough Council's Economic Development Strategy 2007-17, which describes tourism as "an important element in the Cheltenham economy". It also contributes to the Council's Corporate Plan, as part of Objective 2 (Strengthening the Economy) and links to the Gloucestershire Integrated Economic Strategy.

March 2010 saw the launch of a new Government Tourism Strategy, but this has now been overtaken by the change of Government. A new strategy is promised for 2011. In the meantime, the Government has decided to abolish South West Tourism in its 'bonfire of the quangos', replacing it with looser partnerships and putting a question mark over the future of the regional tourism strategy. Our own strategy has therefore to be set within a fluid and developing national and regional policy framework and to be capable of responding to changes and opportunities as they occur.

4. How important are visitors to Cheltenham?

The Cheltenham Borough Tourism Economic Impact Assessment for 2006 estimated that Cheltenham had a total of 1.8 million visitors in that year. Total expenditure by visitors was £121 million. Of this spend, 32% was on retail goods and services, 30% was on catering, 13% on accommodation and 11% on entertainment. At the same time, a total of 2,874 jobs in the borough were directly or indirectly related to tourism. These figures will have changed with the onset of the economic downturn, and now urgently need updating, but the point remains that tourism is a vital part of our prosperity.

5. Why do visitors come to Cheltenham?

Cheltenham does not have a single dominant attraction, but visitors come here for a number of reasons, of which these are some of the most important:

- The town's historic architecture and beautiful gardens are a major draw.
- So too is the cultural life, including the festivals, which have a national and international reputation.
- The town has a prosperous commercial sector, with many successful businesses, many of which have been relatively successful in surviving the economic downturn.
- Cheltenham has excellent shopping, and is particularly well known for its boutique shopping and specialist markets.
- Cheltenham has a wide variety of eating places, including a number of very high quality restaurants, and has a relaxing and enjoyable café culture.
- Cheltenham has a vibrant evening economy, including restaurants, pubs and clubs.
- The race meetings at Cheltenham Racecourse, especially the Cheltenham Festival, are an international attraction.
- Cheltenham is a popular venue for conferences and for special events such as the Morgan Centenary celebrations in 2009.
- Visitors are drawn here to visit friends and relatives, and especially to visit students in the many educational centres in the town.
- Cheltenham is a base for touring and exploring the surrounding area, for example through the Romantic Road transport and hotel packages.

6. How do visitors and non-visitors perceive Cheltenham?

There are clues as to how Cheltenham is perceived in the Profiling Research which the Cotswolds and Forest of Dean Destination Management Organisation (DMO) produced in 2008. This research segmented the UK visitor market as follows:

- Style Hounds (usually young, fashion conscious and style conscious)
- Cosmopolitans (active and confident, high spenders)

- High Street (mainstream, followers of high street fashion)
- Discoverers (independent, looking for new and educational experiences)
- Followers (strongly influenced by what people will think, risk averse)
- Traditionals (self-reliant, traditional values)
- Functionals (self-reliant, price driven but not risk averse)
- Habituals (largely inactive, low spending, traditional and risk averse)

In the research, the different segments had different ideas of what they associate with Cheltenham. Style Hounds were most likely to think that Cheltenham is old-fashioned, and associated the town most strongly with its historic attractions, cultural and sporting events. More than half of Cosmopolitans think that Cheltenham is old-fashioned and again associate the town most strongly with historic attractions and culture, though more than two thirds also associate the town with boutique shopping. The High Street segment and the Followers are least likely to see the town as old-fashioned but they are also least likely to see it as cosmopolitan – maybe because being cosmopolitan is not very important to them. Less than half of the High Street, Discoverers, Followers and Functionals segments associated Cheltenham with boutique shopping or specialist markets, though you would expect Discoverers to be interested in both.

The profiling research also analysed the ages and life stages of visitors and non-visitors to Cheltenham. This showed that:

- Visitors are more likely to be Traditionals.
- The High Street segment is likely to be strongly represented in those who would consider coming to Cheltenham.
- Non-visitors are most likely to be Discoverers, Followers and Habituals.
- In terms of age profile, there is a strong bias towards people over 51 years with no children at home (roughly 7 out of 10 of visitors), with a much smaller number of young families (less than 1 in 10).

7. What market sectors do we want to appeal to?

The profiling research outlined above throws up a number of obvious conclusions.

- It is important that Cheltenham keeps its attractiveness to older people, traditionalists and mainstream High Street shoppers. From this point of view it would be a mistake to portray Cheltenham as a noisy, brash place or as an exclusive and expensive town.
- It seems that the town is not doing enough to appeal to Style Hounds, Discoverers and Cosmopolitans, many of whom currently seem to have a negative view of Cheltenham, but all of whom can in reality find much to interest and appeal to them here.
- There is scope for developing the family market, as long as this is done in ways that do not alienate the older visitors.

8. What are the strengths of the ‘Cheltenham offer’?

8.1 A high quality town centre

Cheltenham offers a relatively compact town centre with a variety of experiences readily at hand: high quality retailing; well-maintained and spacious parks in the shape of Imperial Gardens and Montpellier Gardens; high quality restaurants; an historic entertainment venue in the shape of the Town Hall; a renowned Art Gallery & Museum; and the unique Holst Birthplace Museum. The Promenade is widely regarded as one of the most attractive streets in England. Within walking distance of the town centre are the delightful Montpellier and Suffolks areas with distinctive characters and their mix of eating places and high quality retail.

8.2 An accessible town centre

The town centre is highly accessible, being ringed with car parks and having a bus station and bus stops right in the centre. Coach parking is available at North Place. The Cheltenham Spa rail station, though outside the town centre, is well connected to the centre by bus and taxi. Road links are good, especially to the M5 which runs just to the west of the town. Cheltenham also benefits from the fact that Gloucestershire Airport is nearby, with air passengers being just a five-minute taxi ride from Cheltenham Spa Station and also being well served by a frequent bus service to Cheltenham town centre.

8.3 Historic architecture

Cheltenham has only existed as a significant town for about two and a half centuries, and is not therefore an historic town in quite the same way as Gloucester or Cirencester. However it has a great deal of excellent architecture from the Regency and Victorian eras which the Borough Council over the years has been anxious to preserve. These buildings range from artisan housing to grand crescents and find their most glorious expression in Pittville Pump Room, built in 1825-30 in the austere Greek Revival style, which is in many ways an icon of Regency Cheltenham. In addition, outside the town centre but still within easy reach are the historic village of Prestbury and slightly further a field historic towns such as Winchcombe.

8.4 Parks, gardens and open spaces

Cheltenham has a valid claim to be one of England’s major garden towns. ‘A Town within a Park’, a phrase coined by a visitor from overseas, aptly describes Cheltenham’s unique landscape, beautiful Regency and Victorian buildings enhanced by tree-lined streets and the extensive open spaces of our parks and gardens. The excellence of the town’s parks and gardens does not rest exclusively on the efforts of the Borough Council but on the many voluntary organisations, friends’ groups and businesses that help to maintain Cheltenham’s green recreational areas to a high standard. This

partnership working has enabled the town to win national acclaim in the RHS Britain in Bloom Competition and many gold accolades from Heart of England in Bloom along with the coveted Green Flag status for Parks. The Council often organises floral trails which frequently include many private residents opening their gardens.

National praise has encouraged many visitors from overseas to see the floral displays at all seasons. Furthermore, parks and gardens are not just a feature of the town centre, but a major feature of life in almost every part of the town, including Pittville Park, Hatherley Park, Naunton Park, Hesters Way Park, Sandford Park, Winston Churchill Memorial Gardens, Jenner Gardens, Springfield Park, just to name a few. Parks also provide venues for events of many different kinds, including musical events.

The town also has a huge countryside recreational area at Leckhampton Hill and Charlton Kings Common, owned by the Borough Council and situated within the Cotswolds Area of Outstanding Natural Beauty. Formerly used for quarrying and agricultural purposes, it now lends itself to all kinds of activities, including walking, hiking, bird and butterfly watching, horse riding, hang gliding and mountain biking. A designated triple Site of Special Scientific Interest, the land is rich in ecology, geology and archaeology value, with wild flowers/grassland, deciduous and coniferous woodland and scrub which are all of national importance. It also offers spectacular views over the town and Severn Vale.

8.5 The retail experience

Cheltenham is well provided with a wide range of shops, from national and international chain stores to quality independent shops. The Promenade has its own distinctively stylish flavour and is home to long-established retailers as well as some of the UK's best-known fashion houses, shoe shops and bookstores. The High Street offers two major shopping arcades, the Regent Arcade and the Beechwood Shopping Centre, which contain many nationally known stores as well as smaller independent shops.

Towards the West End of the High Street is The Brewery, which offers shopping and a wide choice of family-friendly restaurants. A short walk from Cheltenham town centre are the Montpellier and Suffolks areas, with their distinctively continental feel, combining specialist boutiques, designer shopping, antiques and gift shops, together with pavement cafés and fashionable wine bars. Neighbourhood shopping centres such as Bath Road and the Lower High Street mainly cater for local shopping but have the potential to attract visitors because of their distinctive character and interesting independent shops.

8.6 The evening economy

Cheltenham has a thriving evening and night time economy, which is the biggest to be found between Birmingham and Bristol. The town centre boasts venues and events for all ages and tastes – cafés, restaurants, cinema, theatre, festivals, pubs and clubs. The pubs and clubs alone make a very significant contribution to the local economy and cater for an average of 10,000 people per night.

8.7 The cultural offer

The Cheltenham Festivals

Cheltenham's Literature, Music, Jazz and Science Festivals are unique in being run by a single organisation, Cheltenham Festivals Ltd. All boast enviable international reputations as leaders in their field and have established Cheltenham as one of the leading UK cultural destinations for those seeking the best in literature, music and science. Festival programmes feature the most up-and-coming, controversial and entertaining international performers. Visitors talk about the 'Cheltenham experience' – the unique 'Festival buzz' and inspirational atmosphere that pervade the town when the Festivals are staged.

In 2010 Cheltenham Festivals sold 173, 353 tickets in addition to staging many free events across the town attracting an estimated 30,000 more people. The four Festivals increased total ticket sales by 14% on 2009. Turnover and income again increased year on year and recent research estimated the impact on the local economy is around £5.2 million, supporting 139 jobs. Around 60 % of Festival attendees come from within the county and of those a third live within Cheltenham Borough.

The Festivals also send out significant and positive cultural messages about the town. Media sponsors such as The Times and SKY Arts dedicate specific coverage to Cheltenham and BBC Radio has broadcast Festival events to around 36 million radio listeners this year alone. In addition, the coverage in newspapers and magazines equates to around £2.5 million of advertising spend for Cheltenham which has a significant impact on the town as a tourist destination. The Times Literature Festival recently won the 2010 Gold Award at the South West Tourism Excellence Awards, for the tourist event of the year.

Other festivals

Over the years Cheltenham has become the centre for a number of events which, though they are not part of the Cheltenham Festivals portfolio, nonetheless brand themselves as festivals. One of these, the Cheltenham Festival of Performing Arts, is actually much older than the Music and Literature Festivals, dating back to the 1920s, and has a particularly important role in encouraging young talent. The Cricket Festival is another Cheltenham tradition, offering a fortnight of first-class cricket on the Cheltenham College grounds. Other festivals include the Folk Festival, the Wychwood Music Festival, the Greenbelt Festival, the Food and Drink Festival, the Ballroom Dancing Festival and, in 2010 for the first time, the Cheltenham Film Festival. Each of these events draws a significant number of visitors to the town.

The Everyman Theatre

The Everyman Theatre, Cheltenham's professional theatre, is owned by Cheltenham Borough Council but managed by the Everyman Theatre Company. It dates from 1891 and was designed by the pre-eminent Victorian theatre designer Frank Matcham. It is a distinguished theatre of national and regional importance, which in 2009/10 sold over 192,000 tickets. A breakdown of its audience has shown that 36% are from Cheltenham, 40% come from other parts of Gloucestershire, and the remaining 24% are from outside the county. It therefore makes a very significant contribution to attracting visitors to the town, with a total of 64% of its audience coming from outside the town. In addition, it is a major venue for Festivals events. The Theatre has now launched a £3m scheme to restore the historic auditorium and refurbish the foyer and catering areas, to which the Borough Council has agreed to make a financial contribution.

Cheltenham Town Hall

The Town Hall has been the major centre for music and cultural events in the town since it was built in 1903. It is the main venue for Cheltenham Festivals and also has its own year-round programme ranging from orchestral music to stand-up comedy for which it sold over 278,000 tickets in 2009 (an increase of almost 20,000 on 2008). The recent installation of a new box office system should mean that in the future we will be able to quantify what proportion of the audience are local and how many are visitors.

Pittville Pump Room

The Pump Room is a magnificent reminder of the glory days as a spa, a Grade I listed building, and the only place in Cheltenham where the spa waters can still be taken. It is open to visitors free of charge when events are not taking place there. In addition, the building is widely used as a venue for Festival concerts and other concerts, with its programme being arranged and promoted alongside the Town Hall programme. It is also an increasingly successful venue for wedding receptions and other private functions. The upstairs rooms have (as yet largely unexploited) potential for small conferences and business meetings.

Cheltenham Art Gallery and Museum

The Art Gallery dates from 1899 and the Museum from 1907. Today, its arts and artefacts include a nationally important collection of works from the Arts and Crafts Movement. It also hosts many touring collections. Currently over 65,000 visitors a year come to the Art Gallery & Museum and its outreach work reaches another 6,000 people. A £6.3m major refurbishment and redevelopment of the buildings will begin in 2011 which will result in the expansion of the gallery space. As part of the improvements, a walkway through to Church Walk and St Mary's Church will be created and the Tourist Information Centre will move to a ground-floor location in the refurbished building.

The Holst Birthplace Museum

The Holst Birthplace Museum is the Regency terrace house where Gustav Holst, composer of The Planets was born in 1874. It tells the story of the man and his music

alongside a fascinating display of personal belongings including his piano. It is also a fine period house showing the upstairs downstairs way of life in Victorian times. It is run by a charitable trust and relies significantly on voluntary help, which means that its opening hours are limited. However, it is open to parties of visitors by arrangements, and hosts a number of temporary exhibitions and special events each year.

The Playhouse Theatre

The Playhouse Theatre is owned by Cheltenham Borough Council but managed by a voluntary body, the Playhouse Theatre Company. It is Cheltenham's main venue for non-professional drama.

The Bacon Theatre

The Bacon Theatre is owned by and part of Dean Close School. The auditorium seats 566 people and provides a venue for a number of musical and dramatic events and lectures organised through the year by a variety of organisations.

The Gardens Gallery

The Gardens Gallery is Cheltenham's community art gallery for local artists to exhibit their work to the public and for other arts-related activities. It is owned by the Borough Council and run by a public-interest company.

Other arts spaces

The town has a number of privately owned galleries, for example the Darcy Gallery in Well Walk, which have the capacity to put on their own exhibitions.

The Parabola Arts Centre

The Parabola Arts Centre, completed in July 2009, is Cheltenham's newest cultural venue. It is owned by Cheltenham Ladies' College and includes a 320 seat theatre, complete with full orchestra pit. It hosts a diverse programme of drama, music and art.

8.8 The sports offer

In addition to the exciting mix of high profile sporting fixtures and festivals throughout the calendar year, Cheltenham also benefits from a number of high quality community sports facilities. Leisure@ Cheltenham, the town's major public leisure facility boasts a 33 metre pool with separate learner pools and diving pit, providing a fun day out for any visitor to the town. The centre also offers a double sports hall, squash courts, dance studios, a state of the art fitness suite and relaxing health spa.

During the summer months Sandford Park Lido offers outdoor swimming in stunning surroundings, and has recently been refurbished to a high standard thanks to the Lottery Heritage Fund. A number of private leisure and fitness facilities are also located

within the town, whilst a number of schools also provide community access to sports halls and all weather pitches.

8.9 Cheltenham Racecourse

Cheltenham Racecourse is a major venue, both for racing and for conferences, festivals and other events. It has 17 days of racing spread over 8 fixtures each season, the most important of which is the Cheltenham Festival in March, which generates around £40 million of income for the town each year. The Festival attracts around 200,000 spectators every year. It has also been estimated that around 10,000 beds are filled each night in the Cheltenham area during Festival week. The Racecourse is therefore an extremely important contributor to the visitor economy in Cheltenham and to the town's reputation nationally and internationally. The Racecourse has become a regular venue for a number of cultural festivals and events, including the Christian festival Greenbelt, and the Wychwood Music Festival.

8.10 The Centaur Building

The Centaur Building is part of Cheltenham Racecourses' facilities, but is also a major venue in its own right for concerts, exhibitions, conferences and meetings of all sizes and ranks as the biggest conference venue between Bristol and Birmingham. Its auditorium holds up to 2,500 people and is frequently used for large Literature and Music Festival events which cannot be accommodated at the Town Hall.

8.11 Cheltenham's 'hinterland'

Cheltenham is marketed as the 'Centre for the Cotswolds', which is intended to tie in with the bigger and wider Cotswolds brand. It is clear that many of the attractions that bring people to Cheltenham are not in the town itself but further afield. They include historic towns like Cirencester and Winchcombe, historic sites such as Sudeley Castle and the many picturesque villages of the Gloucestershire countryside. Cheltenham and Gloucester are often seen as competitors for shoppers and visitors, but in many respects it might be more profitable to regard them as complementary, especially where shopping and culture are concerned.

8.12 Eating places

Cheltenham is well known for the variety of eating experiences that it offers, including more than one hundred restaurants and cafés. Among them are a number of restaurants of true distinction and widespread fame, some of which boast major national and international awards. Cheltenham also has a number of highly rated pubs. Contrary to the widely-held image of Cheltenham as a conservative and old-fashioned place, the restaurant scene in the town is amazingly varied and highly cosmopolitan. In recent years, Cheltenham has developed a relaxed 'café society' ambiance, especially in the Promenade, Montpellier and the Suffolks.

8.13 Hotels

The hotel industry in Cheltenham offers a variety of hotels, ranging from international and national brands such as the Mercure Queens Hotel to a number of budget hotels and small hotels. The standard of accommodation is high.

Capacity is also good. The Hotel Capacity Study prepared for the Joint Core Strategy in July 2009 estimated that Cheltenham offers 20 hotels with 1,098 bedrooms. Since then the Kandinsky Hotel with 60 rooms, has re-opened as the Montpellier Chapter Hotel; and the Hotel de la Bere has undergone refurbishment and is reopening early in 2011 as Ellenborough Park with 60 rooms (although it falls outside the scope of the Study).

The Study found that 270,000 rooms were 'sold' in Cheltenham in 2008, which represents 68% occupancy. It also identified 343 rooms in bed and breakfast accommodation. The main hotels can also provide venues for business meeting and small conferences.

8.14 Educational institutions

The University of Gloucestershire, the Gloucestershire College and the major independent schools (Cheltenham College, Cheltenham Ladies' College, Dean Close School and St Edward's and a number of other private educational institutions) contribute significantly to the 'visitor economy'. They also provide facilities that can be used for conferences and cultural events. A notable example is the Ladies' College which recently opened its Parabola Arts Centre. Cheltenham also has a number of language schools that bring visitors to the town.

8.15 Twinning links

Cheltenham has twinning and friendship links with towns in France, Germany, the USA, Russia, China, the Netherlands and Kenya. These links help to promote the reputation of Cheltenham abroad, facilitate educational, cultural and sporting exchanges, and undoubtedly bring visitors to the town. The relationship with Weihai in China is particularly significant for the future, especially as there is considerable interest on both sides in developing educational and business links. Cheltenham is a very popular destination for students from China and France who come to study English or to attend the business school in Gloucestershire University.

9. What are the weaknesses of the 'Cheltenham offer'?

9.1 Town Centre

There is clearly a need and opportunity to improve the town centre, which the Borough Council, County Council and other stakeholders have already identified, with the formation of the Cheltenham Development Task Force in January 2010. The Task Force has been continuing with the work started under the Civic Pride to revitalise Cheltenham's urban environment. Several parts of the town centre fall well below what

you would expect to see in a town of Cheltenham's distinction. The route into town along the Tewkesbury Road and Swindon Road looks unprepossessing and devoid of greenery. The former coach station site (now North Place car park) on St Margaret's Road is effectively a derelict site waiting for regeneration. So too is the Portland Street car park, which faces Trinity Church and a pleasant row of 19th century residential properties. In Royal Well Road, the impressive sight of Royal Crescent is marred by the ugly rear of the Municipal Offices which faces it on the other side of the road. All of these unsatisfactory features, so close to the centre of town, undermine Cheltenham's claim to be an elegant and beautiful town.

9.2 Traffic and parking

Cheltenham is notorious for its complicated traffic system, though the fact that it has survived so long suggests that it is far from easy to come up with something better. One particularly unsatisfactory feature of the traffic system is the way the High Street is severed by the Royal Well/Clarence Street/North Place traffic route. The effect of this is to cut off the High Street west of Boots Corner from the rest of the High Street and add to air pollution in the town centre. This is another issue which is currently being addressed by the Cheltenham Development Task Force.

Although studies suggest that car parking in Cheltenham is adequate for demand, it can be quite difficult for visiting motorists to find car parking spaces, especially at busy times of the year. A bad experience of trying and failing to find a convenient parking space can easily put off a visitor from returning to the town.

Also, the town will suffer the loss of just over 500 car parking spaces when the North Place and Portland Street car parks are redeveloped as part of the Civic Pride scheme. The number will drop from 813 spaces at present to a possible 300.

9.3 Signage

The lack of satisfactory signage is often mentioned by visitors to Cheltenham. It is possible for a stranger to the town to visit without finding their way to the town centre, let alone to the specific attractions they may be looking for. Signage on the approaches is also inadequate and does not do enough to flag up the town's major attractions. For example, signage to Pittville Pump Room and leisure@Cheltenham is particularly unsatisfactory.

10. What are the threats to Cheltenham's 'visitor economy'?

10.1 Retail

In a situation where other towns in the region, for example Bath and Gloucester, are improving their retail offer, there is a danger that the Cheltenham offer will fall behind. In particular, the Borough Council's own research has suggested that there is a need for

more large retail units that can accommodate major national and international stores. However it is also important that Cheltenham should not become a 'me too' shopping town or choose to allow major retail development on the edges of the town that could damage the town centre.

10.2 Cultural venues

Although the Town Hall is a delightful venue and has achieved growing commercial success in recent years, it needs significant improvements to bring it up to date with the needs of the 21st century. Plans have been drawn up to improve the Town Hall but have not yet progressed due to a lack of capital finance. Prolonged failure to improve the facilities at the Town Hall will threaten Cheltenham's position as a major cultural centre.

10.3 Conference capabilities

While the Centaur Building at the Racecourse offers an excellent venue for larger gatherings, the management of Cheltenham Racecourse feel that they are hampered by the lack of a conference hotel on-site. They are therefore considering applying to build a 200-room hotel. This could be a difficult issue for the Borough Council, as the planning issues and the commercial considerations may be hard to balance.

10.4 Fear of crime

The large number of licensed premises in Cheltenham town centre creates a perceived risk of crime and anti-social behaviour in the town, especially late at night.

10.5 Global events

The world economic downturn has undoubtedly hit tourism, and part of the purpose of this strategy is to help tourism in Cheltenham to come out of the recession quickly and strongly. However, there may be other, longer-term issues with their origin in global events that threaten Cheltenham's visitor economy. One of these is a possible reduction in international and domestic travel and a rise in the cost of air travel resulting from the need to respond to climate change and reduce carbon emissions. Another is the possible impact of events such as future terrorist incidents which may create a greater unwillingness to travel. Both of these developments could significantly reduce the number of overseas visitors, thus making it necessary for the Council to intensify its efforts to promote tourism to markets within the UK and to increase spend per visitor as visitor numbers fall.

11. How can the 'Cheltenham offer' be strengthened?

11.1 Regenerate the town centre

The Cheltenham Development Task Force project will regenerate the most unattractive sites in the town centre. It will create new public spaces and better routes through the town centre for pedestrians. All of these improvements will tend to make Cheltenham more attractive for visitors.

11.2 Strengthen the retail offer

The project also has the potential to improve Cheltenham's retail offer without resorting to edge-of-town or edge-of-centre developments that could damage the town centre. The major Civic Pride development sites offer potential for new retail development as part of mixed-use developments. If the Borough Council offices were to be relocated to another site – a possibility which is being considered as part of the council's emerging Accommodation Strategy – this would open up an opportunity to provide more of the boutique-style shopping which is a distinctive feature of the 'Cheltenham offer'.

11.3 Improve cultural venues

The Borough Council needs to develop a strategy for improving the Town Hall as a cultural venue in order to secure its position as a major cultural centre, though it may not be in a position to progress this immediately. One option that should be considered is a Development Trust, along the lines that currently exists to redevelop the Art Gallery and Museum. The aim would be to match an amount of capital contributed by the Borough Council with funds raised from other sources such as charitable trusts and lottery funds. Given the strong interest which Cheltenham Festivals have in the future of the Town Hall, it is important that they should be involved in developing this strategy.

It is also important to recognise the positive impact that the redeveloped Art Gallery and Museum can have when completed. It will not only open up a pedestrian route through to St Mary's Church, but will become a centre for visitors as the new location of the Tourist Information Centre. The potential that it will have to host and promote a wide range of artistic and cultural events needs to be exploited.

11.4 Promote Cheltenham as a conference centre

The Borough Council has a continuing, active role to play in promoting conferences at locations, both council- and privately-owned, in Cheltenham. Pittville Pump Room has the potential to provide a venue for small conferences and business meetings in its upstairs rooms, but would require a modest level of investment in order to seize this opportunity.

11.5 Support the hospitality industry

Perhaps the most positive way in which the Borough Council can support the hospitality sector at present is to help it survive and recover from what has been a difficult and damaging recession.

The Hotel Capacity Study published in July 2009 suggests that hotel business will be badly hit by the recession (as indeed appears to be the case) and that hotel capacity in Cheltenham should remain constant for some time. However it suggests that, according to its own projection of demand, Cheltenham may well need 100 rooms coming on stream in 2013 and a further 50 in 2015. At a more optimistic level of demand, 100 rooms might be required in 2012, an additional 100 in 2014 and 50 more in 2016.

Caution is needed in applying these projections to actual decisions about the rate of hotel-building, as the revival in demand could well be slower than forecast. It would not be doing any favours to the hospitality industry or to the local economy generally to allow over-expansion of the hotel accommodation. It is possible that different considerations may apply to any proposal for a conference hotel at the Racecourse, where the developers would presumably argue that the hotel would generate additional conference business and that therefore the competitive impact on other hotels in the area would be correspondingly reduced.

11.6 Make car parking easier

One of the 'quick wins' of Cheltenham Development Task Force Project could be to install a system of electronic signage to point visitors to car parks where spaces are available. This would considerably improve the experience of visitors coming to Cheltenham by car.

However, the Cheltenham Development Taskforce, which is overseeing the Civic Pride initiative, has also identified an imbalance in the provision of car parking across the town, with a concentration of off-street parking capacity in the north and east of the town and an under-provision in the south and west.

This imbalance will be partially corrected when the North Place and Portland Street car parks are redeveloped, with a loss of around 500 spaces. But in addition, extra parking spaces may need to be provided in areas where they are currently in short supply. The Borough Council is currently working with the County Council on a joint parking strategy which will address this issue.

11.7 Improve signage to local attractions

The Borough Council, working with the County Council as Highways Authority, should review signage to local attractions. It is important that people can find their ways from out-of-centre locations to central points such as the Promenade, High Street, the major historic buildings and cultural venues and the Tourist Information Centre. It is also important that, once in the town centre, they should be able to navigate around it. Greater use of information boards in the town centre should be considered.

In addition, there is considerable scope for improving signage to visitor attractions along the main gateways into the town. For example, there would be benefit in having the town's major attraction listed on one brown sign on the approach roads to the town.

These could include Regency architecture, Cheltenham Art Gallery and Museum, the Holst Birthplace Museum and Pittville Pump Room. It is important that these issues are considered as part of the Cheltenham Development Task Force project.

11.8 Develop new transport links

In recent years there has been growing discussion of creating a light rail link providing easy transport between points within Cheltenham, and between Cheltenham and Gloucester. Cheltenham Chamber of Commerce launched the idea of a community railway in 2007. Recent advances in transport technology have made this idea potentially cheaper and easier to achieve than would have been the case only a few years ago. Supporters of the scheme say the first phase would connect Cheltenham Spa railway station with the racecourse, GCHQ and Gloucestershire Airport in Staverton. The next stage would be to link up with the Gloucestershire Warwickshire Railway (GWR), which is currently extending the line north to Broadway.

The project would be well beyond the scope of the Borough Council to accomplish. However, if it proved a practicable undertaking for some kind of public-interest enterprise with Government and commercial support, it would clearly have significant benefits for Cheltenham. It would make it easier for visitors to the town centre to access the Racecourse and vice versa. It would also make it fast and easy for people in Gloucester to visit Cheltenham and vice versa. There would also be benefits in terms of reducing the volume of private cars and easing congestion on the roads. It would therefore constitute a significant enhancement of what Cheltenham has to offer its visitors. It is therefore important for the Borough Council to decide whether it wishes to support further exploratory work on this scheme.

11.9 Strengthen Cheltenham as an ‘events town’

A striking feature of life in Cheltenham is the large number of events, ranging from cultural festivals to racing fixtures and from sports events to food and antiques markets. ‘There’s always something happening in Cheltenham’ could almost be a motto for the town. An inspection of the town’s calendar of events shows very few substantial gaps. However, it is important that the town, especially the Borough Council, should be proactive in attracting new events and welcoming and open-minded towards groups and businesses who wish to establish new events in Cheltenham. The potential for a Design Festival in Cheltenham is already under discussion and there is potential for other festivals such as an Arts and Crafts Festival or a Visual Arts Festival. The town’s brand values (see section 12 below) should serve as a guide to which events are appropriate to Cheltenham and which may not be appropriate.

There may also be potential for retail events, perhaps at weekends during the year. These could possibly link in with existing events such as the Continental and French markets, in order to attract day visitors at times other than Christmas.

11.10 Strengthen Cheltenham’s ‘family’ offer

Cheltenham has many features which make it an attractive place for families to come, including parks, sports facilities, the Art Gallery and Museum, many of the Festivals events, and family friendly shops and restaurants. However, Cheltenham's image as a sedate Regency town perhaps conceals these strengths. The Borough Council, working with the business and cultural communities, should look for opportunities to strengthen Cheltenham's appeal to families, especially in the summer holidays and the run-up to Christmas, and to promote the events and attractions that are available.

11.11 Manage crime and the perception of crime

It is clear from the statistics that crime in the town centre is being effectively managed. The number of reported crimes the town centre dropped from 5,265 in 2005/6, to 5,038 in 2006/7, to 4,050 in 2007/8, to 3,898 in 2008/9, with a further downward trend in the 2009/10 year. Police are predicting that the figures at 31st March 2010 will show a 45% drop in town centre crime over five years. In terms of violent crime the trend is also downward: 1,260 in 2005/6, 1,184 in 2006/7, 1,016 in 2006/7, 972 in 2008/9, with a further drop in the 2009/10 year. One of the main reasons for crime reduction in this area is a more focussed 'intelligence led' approach to policing the night-time economy.

This effective management needs to continue, with the Borough Council (especially through the use of its licensing powers), the police, the managements of licensed premises and other stakeholders all playing their part. It is also important that the perception of crime is also managed, so that the economy of the town is not damaged by exaggerated ideas of the risks of becoming a victim of crime.

12. What can be done to clarify and strengthen the Cheltenham 'brand'?

12.1 How important is branding?

A brand is the image of the product in the market. It is a collection of ideas and values which those promoting the product wish people to associate with it. It is also the starting point of any effective marketing programme, because it is the core of the message that we are trying to promote.

12.2 What brand values should Cheltenham represent?

It is hard to encapsulate in a single idea or slogan what Cheltenham's offer to visitors is. We are an historic Regency town; an historic spa; a garden town; a town of natural and architectural beauty; a centre for arts, culture and the creative industries; a pleasant place in which to relax, enjoy yourself and go shopping. In that sense, deciding on a brand for Cheltenham is not easy.

However, one important purpose of a brand must be to challenge incorrect perceptions. We have seen in section 6 above that the profiling research which the Cotswolds and

Forest of Dean DMO produced in 2008 found that many of the people surveyed who did not know Cheltenham thought it was an old-fashioned place, and not very cosmopolitan. The 'Cheltenham brand', has to address that issue by emphasizing that the town is a **vibrant and sophisticated** place.

Another important function of a brand is to emphasize key strengths. Although there are many facets to the visitor experience of Cheltenham, they are all associated in some way with **enjoyment**. They are often about the **beauty** of the natural or built environment. They are often about **high quality**, whether in the general environment, the cultural life, the shopping, or the eating experiences. They are often about **creativity**, whether we are speaking of the creativity of musicians or the creativity of a landscape gardener, an architect or a cordon bleu chef.

In addition the very **diversity** of the pleasures and experiences Cheltenham offers must itself be an important attraction of the town and a crucial part of any Cheltenham brand.

Already, therefore, we have identified seven quite distinct brand values for Cheltenham:

Vibrancy
Sophistication
Beauty
Enjoyment
Quality
Creativity
Diversity

This is probably as many brand values as we need to shape our promotional activity.

12.3 The Cheltenham logo and strapline

A brand is usually associated with a logo and a slogan, though these are strictly speaking only a part of what makes a brand. In Cheltenham's case, our marketing material tends to use the image of a caryatid (the armless ladies of Montpellier Walk) as the iconic image of Cheltenham. It also uses – and has used for many years – the slogan or strapline 'Centre for the Cotswolds'.

The strapline communicates the brand value of beauty and also associates Cheltenham with its very famous and beautiful rural hinterland. Although it does not 'tick the box' for all the Cheltenham brand values, it communicates a genuine selling point in a simple and uncontrived way and links Cheltenham into the well-established and powerful Cotswolds brand.

Furthermore, the current branding seems to work. The DMO research in 2008 revealed that Cheltenham has the strongest associations of any major tourist destination in Gloucestershire in the minds of people surveyed.

12.4 Does Cheltenham need one brand or several?

Branding experts would argue that any product can only have one brand. The workshop convened in Cheltenham by the shadow Tourism Minister in November 2009 made a contribution to developing a 'Cheltenham brand' by arguing that the Cheltenham brand is confused, and that 'Centre for the Cotswolds', 'Cheltenham Spa' and 'Regency Cheltenham' are used in a fairly random way in signage and promotions. This point needs to be taken in the new signage that we suggest should be developed, though there seems to be no compelling reason why the rail station should need to drop the 'Spa' from its name.

However, there is a real practical difficulty in insisting that Cheltenham should always cling to a single brand whatever the circumstances. The difficulty is that a town of well over 100,000 people and many thousands of visitors is not like a chocolate bar or a soap powder. It is bound to have many varied facets and mean different things to different people. Brand cannot be a straitjacket that stops us promoting ourselves to the best advantage in any given situation.

A practical solution to this dilemma is that:

- All of Cheltenham's tourist signage should be consistent with the 'Centre for the Cotswolds' branding.
- All of Cheltenham's promotional material should as a general rule use the 'Centre for the Cotswolds' branding, though there may be a variation when the material is addressing a specialist audience (see below).
- All of Cheltenham's promotional material, whatever the audience it is addressing, should be consistent with the brand values set out above.

In addressing specialist audiences, it might be helpful to see the 'Centre for the Cotswolds' as an umbrella branding from which a number of strands or sub-brands can be drawn out – e.g. 'Centre for Festivals', 'Centre for World-Class Racing', 'Centre for Relaxed Shopping', 'Centre for Famous Restaurants', 'Centre for Parks and Gardens', 'Centre for the West' (when promoting the town as a centre for touring areas outside the Cotswolds) etc. We should also consider developing a cultural sub-brand under a strapline such as 'England's festival town', which would also have the advantage of embracing both the cultural Festivals and the racing Festival.

In practical terms, it is also necessary for the Cheltenham brand to fit within other, broader brands. There is already a strong Cotswolds brand, into which 'Centre for the Cotswolds' fits very well. There may also be a need to create brands for tactical purposes. For example, Cheltenham, Gloucester and a number of other districts have considered bidding as a group to be the City of Culture at some point in the future. For this purpose it might be necessary to go in under the banner of a Gloucestershire brand.

13. What needs to be done to promote Cheltenham more effectively?

13.1 Create a single marketing department for the Borough Council

Budget provision for marketing Cheltenham is not insignificant, with the Borough Council making an annual revenue budget allocation in 2010/11 of £104,000 to directly fund the marketing function. The budget is primarily used to fund officers who have a direct responsibility for marketing (2.5 FTEs). However it also includes an operational budget of £32,000 for the Council's marketing and promotional activity. This budget should not be confused with the £306,000 allocation that the Council also makes for the management and operation of the Tourist Information Centre.

Whilst this sum is not small, the marketing function within the Council has become fragmented and diluted over recent years as a result of organisational changes that have taken place throughout the authority, which has left the function being spread thinly across a number of service areas and teams. This, coupled with the lack of a marketing and tourism strategy to provide vision and focus, has resulted in the marketing budget being spent year after year on the promotion of campaigns, events and activities that have no strategic alignment or justification.

This needs to be addressed. The Council's marketing needs to be reviewed with a view to creating a single marketing department which would not only co-ordinate the Council's own activities but work with partner organisations such as the major cultural providers and the business community.

13.2 Develop the role of the Tourist Information Centre

The Council is planning to relocate the Tourist Information Centre to the redeveloped Art Gallery & Museum, which could become the centre of an information hub for visitors the town, as well as being virtually on the doorstep of the town's oldest building, the St Mary's Parish Church. Regardless of the relocation it is important to recognise the sheer quantity of day to day work the TIC does in attracting people to the town and making their stay pleasant. In 2009 it dealt with roughly 99,000 enquiries and placed over 800 bookings for accommodation, while our Visit Cheltenham website received well over 1.172 million hits. All of this work makes a measurable impact on the local economy.

It is also important to ensure that the TIC is well signposted; and also to look for opportunities to display information at other council buildings and other venues where visitors are likely to come, such as the railway station.

13.3 Make effective use of media and public relations

The Tourism section works hard to promote Cheltenham, its events and attractions, through media and PR work. It is important that the existing in-house resources for

doing this work are protected. It would also be desirable to be able to buy in additional resources and expertise from time to time, in order to make a bigger impact nationally and regionally. One obvious opportunity to do this would be during the period around the 2012 London Olympic Games, when there will be an unusually large number of overseas tourists in the U.K.

13.4 Promote Cheltenham as a conference town

The Tourism section of the Borough Council has already established a conference desk and a conference guide as marketing tools, and has recently launched a conference website. The need now is to consolidate and build on this work in order to encourage conferences to come to Cheltenham.

13.5 Promote Cheltenham as a film location

Cheltenham is now known as a film-friendly destination and in recent years we have had the filming of *Casualty* and a film *These Foolish Things* as well as many reality TV shows and documentaries. The use of Cheltenham as a film location not only brings business to the town, but also generates publicity for Cheltenham which in turn helps to attract visitors.

Cheltenham Borough Council's Tourism section has been a front runner in the region in promoting film-friendly training for its staff and has also instigated film-friendly training for the whole of the county by South West Screen through the Destination Management Organisation (DMO). It also operates a Film Desk and website. Cheltenham also led on the research for the Movie Map produced by the DMO.

The national tourism body VisitBritain has identified film tourism as one of its key focuses for the future. This being the case, this is an excellent time to build upon our efforts to promote Cheltenham as a film location and the Borough Council as a film-friendly local authority.

13.6 Co-ordinate and improve the availability of information

With such a wide variety of events and activities being available to local people and visitors to the town, it is important to provide them with a simple, easily accessible guide to what is happening in Cheltenham. The Council should consider creating an events website, which might have the potential to be a revenue-earner. At present the nearest thing that we have to an events website is the privately run SoGlos.com.

On a more tactical level, Cheltenham must do all it can to promote its attractions at key times of the year. In 2009 and 2010 the Borough Council produced a promotional leaflet for Christmas and an Autumn in Cheltenham pdf. It will help the local economy if these and similar campaigns can be continued in future years.

13.7 Develop online communications

The Visit Cheltenham website, which already receives well over a million hits a year, is sure to become an even more important tool for promoting Cheltenham in the coming years. It is therefore very important that it is 'fit for purpose'. Considerable work has been done to improve the Visit Cheltenham website, but it is important that its effectiveness is kept under review. Not only must it be comprehensive and provide easy access to a wide range of information about the attractions of the town. It must also provide easy and effective links with related sites, especially those that carry information about events and facilities that might interest visitors and make their visit more enjoyable.

It will also becoming increasingly important that the Borough Council should make more use of emarketing in general, for example enewsletters, twitter and facebook. With a procurement process currently under way for a new Town Hall box office, it is also important for the potential of this system for creating opportunities for emarketing to be explored and exploited.

13.8 Adopt a more commercial approach

It would be putting our heads in the sand to deny that the Borough Council, like all other public authorities, is going to face very straightened circumstances in the next few years. The Council is therefore going to need to rely on support from other partners to promote and market the town – and maybe even to keep the local environment in good condition for both residents and visitors. For example:

- The Council's relationship with Cheltenham Festivals Ltd and other cultural providers should be more commercial and more focused on identifying opportunities for income generation that could benefit both parties.
- The Council needs to review its policy on sponsorship, particularly in the light of recent disagreements over the sponsorship of roundabouts. It may be that the Council should be more flexible in regard to sponsorship and advertising than it considered appropriate in the past, subject to appropriate environmental safeguards. For example, the Council should consider drawing up a list of sponsorship that it is prepared to make available, clearly outlining the benefits to sponsors.
- The Council should consider the potential for introducing some new chargeable services, for example for permitting advertising signs at key locations. Many offers of sponsorship from businesses are not really sponsorship but a way to buy what is not currently available. Again, appropriate environmental safeguards need to be in place, together with some degree of control over the suitability of the messages that are permitted.
- The Council needs to further explore the scope for collaboration with other organisations in the town that have significant marketing budgets (see below, paragraph 13.9).

- The Council has the potential to earn a modest income from fees by encouraging film-makers to use the town as a location and maintaining its film-friendly attitude.
- The Council should work with Cheltenham Festivals and the business community to develop 'cultural packages' for attendees at major conferences.
- The Council, working with the business and cultural communities, should explore the possibility of arranging and offering special promotional deals for family and friends of students at the University and other major educational institutions.

13.9 Work in partnership

It is important to recognise that Cheltenham Borough Council is not the only organisation which, in one way or another, is marketing and promoting the town. In fact the marketing resources of many local businesses and organisations dwarf those of the Council. It is therefore essential that the Council works with all the organisations that are promoting events and services in Cheltenham to achieve the best use of resources and the biggest 'bangs for bucks'.

As part of the commissioning framework review marketing and communication and it's links to inward investment as well as investigating the value of creating a Marketing Forum, to which businesses, public-interest companies, traders' groups and voluntary organisations that have a significant marketing resource would be invited to come to discuss opportunities for collaborative work to promote Cheltenham. This could explore (among other things) the potential for making cross-selling offers (e.g. offering cultural or leisure opportunities for conference visitors, or one organisation offering introductory discounts to customers of another).

Similarly the potential for the town's main cultural providers to work more closely and to jointly promotion Cheltenham's entertainment and events programme should be explored. It is important to recognise that, whilst the Council organizes and promotes its own program of entertainment and events (principally at the Town Hall, Pittville Pump Room and the Art Galley & Museum), it also has an interest in promoting those events that are organized by other providers such as Cheltenham Festivals, the Everyman Theatre and the Holst Birthplace Museum.

13.10 Work more closely with other public bodies

It is unrealistic to imagine that Cheltenham can be marketed entirely separately from the attractions of the surrounding area. This is particularly true in an internet age where people can trawl widely for information. It therefore makes sense to work collaboratively with other councils in Gloucestershire where appropriate on particular campaigns and publications.

(1) The Destination Management Organisation (DMO)

The Cotswolds and Forest of Dean Destination Management Organisation (DMO) is the county-wide body that provides a joint forum for Gloucestershire local authorities and the private sector. It is one of nine similar organisations in the South West of England. The cumbersome title reflects the fact that it recognises the commercial wisdom of promoting two distinct marketing brands for different parts of the county – Cotswolds (including Cheltenham) and Forest of Dean – rather than a single Gloucestershire brand. Since it was formed in 2005 it has run some valuable campaigns, as well as helping councils achieve economies of scale in print. It commissioned the first-ever county-wide visitor/non-visitor survey. It owns a marketing database, DMS, for which Cheltenham is the lead authority.

In 2010 the DMO restructured itself, slimming down the size of its board and identifying itself more closely with the economic development of Gloucestershire First, which will now set its overall strategy. As a result of this, it is now playing a more active role in promoting tourism in Gloucestershire, especially by facilitating the sharing of services between local authorities. For example for the first time ever, the five local authorities from Cheltenham, Cotswold, Gloucester, Stroud and Tewkesbury have come together to produce the new 2011 Visitor Guide which will provide a comprehensive overview of attractions, events, and accommodation across the destination rather than each producing their own. Continuing down this road of shared services could bring considerable benefits for Cheltenham – not least in the form of financial savings.

(2) Regional and national organisations

Cheltenham Borough Council has strong links with VisitBritain and EnjoyEngland, both through the DMO and directly. It is important that these links continue, as they provide important contacts for key promotional activities including press and PR. VisitBritain and EnjoyEngland also operate important websites.

13.11 Promote research

The Borough Council's most recent Tourism Economic Impact Assessment was carried out in 2006. This gives a good picture of the impact of tourism on the local economy before the recession, but it is not a wholly satisfactory basis on which to base policy and strategy in 2011 and beyond. If the Council takes tourism seriously, it should adopt a policy of carrying out new impact research, at sensible intervals – say, every two or three years. There should be a small revenue reserve from which to pay for this research.

The Borough Council should also encourage our partners in the town to conduct their own research into where visitors are from and how they heard about Cheltenham. This could help to give us a wider picture of the number and type of visitors and how well our marketing is working.

14. What are the financial implications of this strategy?

This strategy does not assume that significant extra resources will be available from the Borough Council to allow Cheltenham to achieve its tourism and marketing objectives. It would be unrealistic to present the Council with a shopping list of growth bids in the present financial and economic climate. In fact this document suggests a number of areas where economies might be made (e.g. shared services) and additional income raised (by adopting a more commercial approach). Savings could be used to supplement the Council's very modest promotional budgets. Each of the actions contained within the Action Plan will have a developed business case, to be signed off by the relevant Cabinet member prior to moving forward.

However, it is important for the Council to recognise that visitors are, and will remain, a very important part of the local economy. Supporting tourism is one of the most effective ways in which the Council can aid economic development. This needs to be reflected as far as possible in the Council's budget priorities.

It is important to continue and build on what has been done with considerable success to promote Cheltenham as a centre for visitors. Furthermore without either additional revenue resources or occasional input of one-off funding, it will be impossible to continue activity such as the Christmas promotional leaflet, let alone more ambitious marketing and PR activity.

It is particularly important that funding should be provided for economic impact research, otherwise it will be difficult to measure the effectiveness of what the Borough Council and its partners are doing to enhance and promote the town.

The development of the Tourist Information Centre's role, including the creation of new displays and information boards, will require some one-off funding. So too will improving signage. Tourism signs are the County's responsibility, but are funded by the organisation providing the attraction (which for the most part would be the Borough Council). The Borough is responsible for the pedestrian finger signs in the town.

Some of the broader aspirations referred to in this strategy are part of the Civic Pride initiative and will be funded as part of that programme.

15. How will we know our strategy is effective?

We will know our strategy is effective when:

- There is measurable evidence of an increase in visitor numbers and visitor expenditure.
- There is measurable evidence of the level of employment in tourism-related activities being maintained or actually increasing.
- There is a greater awareness of what Cheltenham offers among actual and potential visitors and non-visitors, as measured in research.

- Visitors are satisfied with their experience of coming to Cheltenham.
- Residents are satisfied that they benefit from the work that is done to attract visitors, both in terms of its economic impact and in terms of their own quality of life.

16. What does the strategy mean in practice? A 3 year action plan

MARKETING & TOURISM ACTION PLAN 2011 -13

Corporate Objective:					
Strengthening our Economy					
What is our aim?	How will we do it?	When will we do it?	Where will the money come from?	How will we know when we have succeeded?	Responsible officer (s)
To focus Cheltenham's tourism marketing more effectively	As part of the commissioning framework review marketing and communication and its links to inward investment. Investigate the creation of establishing a Marketing Forum	Complete by 31 st March 2012	Existing revenue budget resources	Increased tourism and visitor numbers. Greater awareness of the 'Cheltenham offer' through feedback received from external stakeholders and business partners.	Jane Lillystone Jane Griffiths
To maximise external income through sponsorship and related advertising to help promote and sustain Cheltenham's tourism and business offer. Cheltenham remains a beautiful town	By reviewing the Council's policy on sponsorship and related advertising	Review complete by 31 st March 2012	Existing resources	When the Council establishes an income stream from sponsorship which can then be used to improve the local environment.	Sonia Phillips
To maximise opportunities to develop new tourism markets	By improving PR, advertising and marketing to ensure that it is targeted to these sectors	Review complete by 31 st December 2011	Existing resources	Increased visitor numbers \spend per head in Cheltenham	Jane Lillystone

To improve the visitor experience by improving visitor information throughout the town	Devise proposals to improve displays and information boards at key locations, as part of the Cheltenham Development Task Force project.	2011-13 aligned to Cheltenham Development Task Force	Capital released by Cheltenham Development Task Force project.	Performance data in respect of visitor satisfaction levels.	Grahame Lewis
To have robust and accurate information in respect of the economic impact of Cheltenham's unique selling points	To work with Gloucestershire First and Maiden to ensure that economic information is readily available to support commissioning exercises and policy development.	Complete by March 2012	Existing\partnership funded	Comparative & up to date data is available.	Sonia Phillips\ Jane Griffiths
Enhance and improve Cheltenham's retail offer.	Explore potential of redevelopment of Cheltenham's key town sites as part of the Cheltenham Development Task Force.	2011- 13 aligned to Cheltenham Development Task Force project plan	Capital released by Cheltenham Development Task Force project.	When key town centre sites are improved and Cheltenham's position within retail sector improves.	Grahame Lewis
Further enhance Cheltenham's visitor experience and develop he town's offer.	Continue to build on the current activity to promote Cheltenham as a conference and film location	January 2012	Existing resources	Increase in conference & accommodation bookings	Jane Lillystone

Corporate Objective :					
Enhancing the provision of arts and culture.					
What is our aim?	How will we do it?	When will we do it?	Where will the money come from?	How will we know when we have succeeded?	Responsible officer (s)
To exploit the potential of the Art Gallery & Museum as a visitor attraction	By implementing the planned development of the building	Closure of AG&M planned – 31 st March 2011	Existing capital resources and continuing external fundraising	When visitor numbers increase following redevelopment.	Jane Lillystone
Develop and expand Cheltenham's cultural offer to a broader market through more effective working between the major cultural providers	As part of the Leisure and Culture Review devise proposals for improving Cheltenham's 'family offer' - working with fellow cultural and commercial partners to explore the potential of joint revenue-earning initiatives.	Review complete by March 2012	Existing resources	Increased turnover\visitor numbers of target audience\ market.	Jane Lillystone Gary Nejrup
To work towards improving the events facilities at the Town Hall	As part of the Leisure Culture Review develop a strategy for capital investment and development plans at the Town Hall	Strategy complete by 31 st March 2013	Existing resources – capital resources still need to be identified	When Town Hall facilities are improved and income increases	Gary Nejrup
To make better use of Pittville Pump Room as a visitor attraction	As part of the Leisure & Culture Review consider the commercial feasibility of improving conference facilities	Business case delivered by November 2011	'Invest to save'	Increased turnover from conference sector.	Gary Nejrup

Enhance Cheltenham's reputation as an events town	Review gaps in Cheltenham's events calendar and actively seek to attract suitable new events to fill them	Review complete by October 2011	Existing resources	Production of a year round calendar of events Reduction in no. of weeks where an events is not taking place	Jane Lillystone Gary Nejrup
Corporate Objective :					
Enhancing and protecting our environment					
What is our aim?	How will we do it?	When will we do it?	Where will the money come from?	How will we know when we have succeeded?	Responsible officer (s)
Enhance Cheltenham reputation as attractive town & safe town	Seek to ensure the quality of parks and gardens is maintained and that opportunities are taken where possible to add to the town's green open spaces.	2011-13 Align improvements to the council's Green Space Strategy	Existing resources \ partnership funding opportunities	Visitor satisfaction data.	Rob Bell Adam Reynolds
To make parking an easier and pleasanter experience in Cheltenham	As part of the Car-Parking Strategy for Cheltenham introduce a traffic management system to 1) direct motorists to the most convenient car park i.e. electronic signage 2) redistribute car parking capacity throughout the town	2011-13 aligned to Cheltenham Development Task Force.	Capital released by Civic Pride and other disposals	When traffic movements across the town are reduced and car park capacity is more closely aligned with demand	Grahame Lewis Owen Parry

Corporate Objective :					
Strengthening our Communities					
What is our aim?	How will we do it?	When will we do it?	Where will the money come from?	How will we know when we have succeeded?	Responsible officer (s)
Enhance Cheltenham reputation as an attractive and safe town	Continue to work with the police and other partners to control crime in the town centre especially late at night, and to ensure that Cheltenham is perceived as a safe town.	2011- 13 Align improvements with Crime & Disorder Partnership & Neighbourhood Management	Existing resources \ partnership funding opportunities	Crime reduction statistics	Trevor Gladding
Corporate Objective:					
Ensure we provide value for money services that effectively meet the needs of our customers.					
What is our aim?	How will we do it?	When will we do it?	Where will the money come from?	How will we know when we have succeeded?	Responsible officer (s)
Ensure the council continues to strategically review tourism and marketing and explores joint \shared service working opportunities with tourism sector	Conduct a major review of this strategy using the most recent tourism economic impact assessment and other research	March 2013	Existing resources	Cost reduction with retained service standards	Sonia Phillips

Cheltenham Borough Council

Cabinet – 19 April 2011

Budget Monitoring Report 2010/11 – position as at February 2011

Accountable member	Councillor John Webster, Cabinet Member for Finance and Community Development
Accountable officer	Paul Jones, Head of Financial Services
Accountable scrutiny committee	All
Ward(s) affected	All
Key Decision	No
Executive summary	To update Members on the council's current financial position for 2010/11 based on the monitoring exercise at the end of February 2011. The report covers the council's revenue, capital, treasury management and the housing revenue account. The report identifies any known variations to the 2010/11 revised budget and a position statement on major schemes.
Recommendations	<ol style="list-style-type: none"> 1. Note the contents of this report including the key projected variances to the revised 2010/11 budget and the projected total budget saving of £74,300. 2. Note the Cabinet's intention to recommend to Council, as part of the 2010/11 outturn report to Council on 27th June 2011, that part of this projected budget saving be used to fund an interim solution relating to the Bath Road toilets (see paragraph 2.71). 3. Note the Cabinet's approval, under financial rules 4G, part 8.11, to use the net underspend on new green waste schemes to fund the full rollout of plastic bottles collection across the borough in 2011/12 (estimated cost £17,000) (see paragraphs 2.55 and 2.56).
Financial implications	As detailed throughout this report. Contact officer: Sarah Didcote, sarah.didcote@cheltenham.gov.uk, 01242 264125
Legal implications	None directly arising from this report. Contact officer: Peter Lewis, Peter.Lewis@teWKesbury.gov.uk, 01684 272695

<p>HR implications (including learning and organisational development)</p>	<p>Managers and HR Advisors have worked together to ensure vacancies are managed effectively. The Executive Board has considered requests for recruitment based on individual business cases. Assessments were made to see if any vacancies could be turned into permanent establishment savings.</p> <p>Contact officer: Julie McCarthy , julie.mccarthy@cheltenham.gov.uk, 01242 264355</p>
<p>Key risks</p>	<p>As outlined in Appendix 1.</p>
<p>Corporate and community plan Implications</p>	<p>Key elements of the budget are aimed at delivering the corporate objectives within the Corporate Business Plan.</p>
<p>Environmental and climate change implications</p>	<p>None.</p>

1. Background

- 1.1 This report provides the last monitoring position statement for the financial year 2010/11. The purpose of this report is to notify members of the anticipated outturn position for 2010/11 including any known requests for budgets to be carried forward into 2011/12.
- 1.2 The budget monitoring report to the end of August 2010 projected an overspend for the year of £801,700. As a direct result of that projection, the Senior Leadership Team (SLT) (in consultation with Cabinet) instigated an immediate recruitment freeze and a rigorous approach has now been adopted for future approval for any recruitment requests. In addition, officers have been instructed to reduce spend on supplies and services to essentials for the remainder of the financial year.
- 1.3 These measures enabled the council to address the potential in year budget deficit and deliver a revised balanced budget which does not require a contribution from general balances. It is pleasing to note that the anticipated outturn position will deliver a saving of £74,300 against this revised budget.
- 1.4 A number of savings are the result of delays or slippage in carrying out particular tasks which are still necessary and will need to be completed in the 2011/12 financial year. Where this applies, requests for carry forwards are noted in this report.

2. Net revenue position

- 2.1 The table below summarises the net impact of the variances identified on the overall 2010/11 revised budget position.

Budget variances	(Overspend) / Underspend £	para. ref:
Assistant Chief Executives		
Business & Economic Development	44,300	2.5
Neighbourhood Management	12,500	2.6
Community Pride	23,300	2.4
Cheltenham Strategy Partnership	9,300	2.9
Strategic Planning	3,100	2.7
Joint Core Strategy	(49,500)	2.8
Democratic & Civic	17,800	2.12
One Legal – Former employee dispute costs	(15,000)	2.11
Elections & Electoral registration	12,700	2.13
Human Resources & Organisational Development		
Human Resources	14,700	2.14

Customer Access & Service Transformation		
Customer & Support Services	10,300	2.19
CAST Management	3,200	2.15
Housing benefits administration	18,600	2.16
Revenues	14,100	2.18
Procurement services	(4,700)	2.20
Service Development	(1,900)	2.21
ICT Infrastructure and Telecommunications	(4,500)	2.22
ICT Services	9,700	2.23
Financial Services		
Financial Services Division	16,500	2.24
Gloucestershire Airport	(5,400)	2.26
Pensions back funding	(17,000)	2.25
Business Change		
Sourcing Strategy	68,700	2.28
Government Connect	4,600	2.29
Working Flexibly	18,400	2.30
Wellbeing & Culture		
Town Hall	18,700	2.31
Box Office	33,400	2.32
Pump Rooms	3,700	2.33
Stanton Room	3,400	2.34
Christmas in Cheltenham	(1,700)	2.35
Tourist Information Centre	2,500	2.36
Art Gallery & Museums	(600)	2.37
Everyman Theatre	(1,200)	2.38
leisure@	78,000	2.39
Youth Affairs	6,500	2.40
Community Services		
Divisional Overheads	2,800	2.41
Resource Centre	(1,500)	2.42
Disability Forum Grant	900	2.43
Built Environment		
Concessionary Fares	(10,000)	2.61
Off Street car parking	(85,000)	2.62
Development Control fees	(33,000)	2.64

Built Environment Overheads	20,000	2.63
Housing and Planning Delivery Grant	(5,000)	2.66
Building Control	25,000	2.65
Civic Pride	(6,000)	2.67
Municipal Offices	30,000	2.69
Depot	8,000	2.68
Miscellaneous Properties	18,000	2.70
Operations		
Pest and Pollution Control	11,500	2.46
Licensing	(8,800)	2.45
CCTV Cameras and Crime and Disorder	(1,300)	2.47
Contaminated Land	2,600	2.48
Air Quality	3,600	2.49
Animal Welfare	7,300	2.50
Street Cleaning	(35,000)	2.53
Recycling Activities	15,000	2.54
New Green Waste schemes	37,000	2.55
Sports & Open Spaces	26,500	2.57
Non Principal Roads –Environmental Maintenance	10,000	2.58
GCC Schools	20,000	2.59
Cemetery and Crematorium	(50,000)	2.60
Environmental Maintenance overhead A/c	8,000	2.51
Green Environment overhead A/c	6,000	2.52
Strategic Directors		
Civil Emergencies	135,000	2.27
Sub total of net savings to Service Budgets	498,100	
Less: Vacancy management saving target	(50,000)	
Net increase / (decrease) in transfers from/to reserves	(75,200)	
Anticipated carry forward requests/slippage in schemes	(250,800)	
Net savings to Service Budgets	122,100	
Treasury Management -Interest shortfall	(47,800)	
Net projected budget saving 2010/11	74,300	

- 2.2 The table below provides a further initial breakdown of the projected net saving against revised budget to assist Members in the analysis of where the budget savings have occurred. As the table demonstrates, there are areas of activity where there is additional income or savings. These have been analysed as part of the work of the Bridging the Gap group to establish whether they are sustainable into the future and have been built into the 2011/12 approved budget where appropriate.

	(Overspend) / Underspend £
Net reduction in employee costs	22,500
Net reduction in service costs / operational expenditure	218,900
Net reduction in income	(119,300)
Treasury Management (inclusive of Icelandic Investments)	(47,800)
Net projected budget saving 2010/11	74,300

Employee costs 2010/11

- 2.3 In putting together the revised budget for 2010/11 in November 2010 it was assumed that £50,000 of savings would be realised in the last 4 months of the financial year through vacancy management. This target has been exceeded by £22,500, the detail of which is identified throughout the report.

Assistant Chief Executives

2.4 Community Pride

There is a projected underspend in grant payments of £23,300 due to the 2010/11 projects only receiving formal agreements in July 2010, and having twelve months to spend their allocation. The balance remaining will therefore be requested to be carried forward into 2011/12.

2.5 Business & Economic Development

There is a projected underspend of £44,300 for 2010/11 which is made up of £37,300 under spend of LABGI funding. This is to be requested to be carried forward into 2011/12 to fund committed projects which are ongoing. The remaining under spend of £7,000 is due to an under spend on employee costs due to a staff member returning from maternity leave and reducing their hours.

2.6 Neighbourhood Management

There is a projected under spend of £12,500 for 2010/11 as some of the allocations of this grant to support community coordination of the neighbourhood management meetings will be paid over in instalments during 2011/12. A carry forward request will be made at year end.

2.7 Strategic Planning

There is a projected under spend of £3,100 for 2010/11 which is a result of £1,000 under spend on employee costs and £2,100 on supplies and services expenditure.

2.8 Joint Core Strategy (JCS)

This budget head has been set up for the joint sharing of costs on JCS with Gloucester City Council and Tewkesbury Borough Council. A overspend of £49,500 is expected at outturn for 2010/11. The overspend can be accounted for by the additional work regarding several evidence

based studies that have been undertaken, namely the Employment Land Review and Housing Projection work. All of this overspend will be met by the Joint Core Strategy Reserve, set up for this purpose.

2.9 Cheltenham Strategic Partnership

There is an estimated under spend of £9,300 for the year, of which £8,900 has been committed to be spent in 2011/12 for the children and young people's partnership, to support the Inspiring Families project. The base budget for CSP expenditure has been reduced by £10,000 to £5,000 in 2011/12 and a request will be made to carry £8,900, to enable this project to go ahead.

2.10 One Legal

As members will be aware the Legal Practice is now a shared service with Tewkesbury BC, which commenced on 30th November 2009. Tewkesbury BC maintain the Practice's accounts and recharge Cheltenham on a quarterly basis. The final bill for the year 2010/11 has not yet been received from Tewkesbury, however at this stage it is not anticipated there will be any significant variation from the revised budget.

2.11 Former employee dispute costs

There is estimated expenditure in respect of the settlement of the court case legal costs for the year of £15,000. This will be funded by general reserves at the year end.

2.12 Democratic and Civic budgets

There is a projected net under spend of £17,800 in democratic and civic expenditure budgets for the year, made up of £12,700 underspend in members allowances, training and conference fees and £5,100 underspend in various civic expenses and events due to a reduction in expenditure during the year.

2.13 Elections and Electoral Registration

There is a projected net under spend of £12,700 in the cost of elections and electoral registration for the year. This underspend will be transferred back into the elections reserve, which will be drawn upon to fund any non-reimbursable costs of the AV Referendum in May 2011, and future unexpected elections.

Human Resources and Organisational Development

2.14 Human Resources Division

There is an expected net underspend within the Human Resources Division of £14,700 made up as follows:

There is a projected net under spend of £3,500 in employee costs, mainly arising from staff vacancies and reduced hours occurring after the revised budgets were prepared in October 2010.

The budget of £9,000 for occupational health (which covers staff medicals, eye tests and health referrals) is projected to be over spent by around £7,700 for the year. This is as a result of the focused activity of managing attendance and tackling sickness absence levels. The care counselling budget of £4,600, however, is forecast to be £3,000 underspent, resulting in a net over spend of £4,700. A projected underspend of £4,000 in other supplies and services within the service will result in a net overspend of £700. A request will be made at the year end to carry forward £600 of this underspend to meet training commitments in relation to defibrillator equipment, ensuring there are adequate trained first aiders on site in the case of a medical emergency.

Income of £11,900 was received in February 2011 to contribute towards the backfilling of the post holder that has been recruited into the GO Programme. This funding has not been able to be utilised in 2010/11 and a request will be made to carry this forward into 2011/12 to support the payroll function and ensure service resilience, which is a high corporate risk to the council and

Customer Access & Service Transformation (CAST)

2.15 CAST Management

There is an estimated underspend of £3,200 in supplies and services budgets, mainly due to a saving in professional training budgets for the year.

2.16 Housing Benefits administration

There is an expected underspend of £18,600 for the year. This is made up of £11,600 employee savings as a result of a mid-year vacancy and non-utilised vacant hours, and £7,000 from a temporary reduction in court work and printing costs during the year.

2.17 Housing Benefits – net cost of benefits

The cost of rent allowances, rent rebates and council tax benefit's paid out is funded by government subsidy. In addition, subsidy may also be paid on overpayments made due to changes in claimant's circumstances. The final subsidy due for the year will not be known until calculated early in the new financial year. Any resulting net credit or cost over or above that budgeted will be transferred to or from the rent allowances equalisation reserve. The reserve exists to cover any unexpected increases or reductions in subsidy due to the unpredictability of the demand-led service.

2.18 Revenues

There is an expected under spend of £14,100 on Revenue Services for the year, made up of £6,500 on business revenues/property inspection salaries arising from staff turnover and long term sick leave; £9,100 on supplies and services (mainly on printing and postages); and £1,500 net underachievement of legal fee income as a result of referring fewer cases to court.

2.19 Customer & Support Services

There is a projected underspend of £10,300 in customer services budgets, made up as follows:-

There is an expected under spend of £4,200 across supplies and services budgets, including a saving of £1,000 from reducing the courier service from 5 to 3 collections per week since December 2010.

There is an underspend in employees budgets of £6,100, from savings in Customer & Support Services, totalling £1,400 and £4,700 in Car Park Income Collection and Custodians overtime and temporary staff budgets.

2.20 Procurement

There is forecast to be an over spend of £4,700 for the year. This is due to additional salary payments, which have been incurred due to additional work commitments and reduced resource capacity in the team arising from maternity and sickness absence.

2.21 Service Development

There is an overspend of £1,900 for the year as a result of additional website maintenance commitments required during 2010/11.

2.22 ICT Infrastructure and Corporate Telecommunications

There is a projected overspend on private circuits within the Corporate Telecommunications cost centre of £10,700, partially offset by an underspend within the ICT infrastructure budget of around £6,200. There is therefore a net overspend across these functions of £4,500.

2.23 ICT Services

There is an estimated net underspend of £9,700 within ICT division for the year. The salaries

budget is expected to be underspent by a net £8,700 as a result of staff reduction in hours, the overtime freeze and a post holder moving to a permanent position within the GO programme. There is a net overspend on supplies and services of £800, and additional income of £1,800 has been generated from providing project management services to Gloucestershire County Council.

Financial Services

2.24 Financial Services Division

Financial services division is anticipated to generate a £16,500 under spend in 2010/11, the majority of which relates to income received under the 'gifting arrangements' for the GO Partnership with the balance relating to prudent control of supplies and services. A carry forward request of £10,000 will be made to continue back-filling members of staff that have been seconded to the GO Programme in lieu of the income received from other members of the GO Partnership, to ensure service resilience.

2.25 Pension costs

There is an estimated overspend in pension back funding contributions for the year of £17,000, against a budget of £1,335k. This fluctuation will be met from the pensions reserve, set up for this purpose.

2.26 Gloucestershire Airport

There is an expected overspend in legal fees payable for Gloucestershire Airport of £5,400, as a result of additional legal costs incurred during 2010/11 due to the delays and complexities of the Runway Safety Project.

Strategic Management

2.27 Civil Emergencies

It is anticipated that there will be an underspend of £135,000 on this cost centre due to project slippage following delays caused by the severe winter conditions. This underspend will be transferred to the Flood Alleviation Reserve to fund the continuation of works in the financial year 2011/12.

Business Change

2.28 Business Change – Sourcing Strategy

The Revenues & Benefits, Customer Services and ICT Sourcing Strategy budgets are forecast to be £68,700 underspent. The work streams have now been completed, although a carry forward request will be prepared in due course for the systems thinking works outstanding.

2.29 Business Change - Government Connect

There is a forecast underspend of £4,600, against the budget of £46,500 for the year. Further work may be needed in this area and therefore a carry forward request will be reviewed in due course.

2.30 Business Change –Working Flexibly

This budget of £25,700 is expected to be under spent by £18,400. It is the intention of the Working Flexibly project to procure a replacement access gateway in 2011/12. The gateway acts as the secure 'door' which customers face before access is given to the Citrix remote access infrastructure. A request will therefore be made to carry forward the full amount of the underspend to support the business change initiative and ensure project delivery.

Wellbeing & Culture

2.31 Town Hall

There is a projected underspend of £18,700 for the Town Hall in 2010/11. Employee costs generated a saving of £13,700 as less casual staff were used for supporting events than originally budgeted.

Income is projected to generate a surplus of £5,000 against the revised income targets for 2010/11. Due to the success of attracting big star names and having sell out audiences, this has resulted in achieving a higher income.

2.32 Box Office

There is a projected underspend of £33,400 for the year, made up as follows:-

Employee costs produced a saving of £18,600 due to the freeze on vacant posts put into place in the latter part of the financial year.

Ticket commission income is projected to be £14,800 above target as many of the Town Hall events whether held by CBC or by outside agents has surpassed ticket sale expectations.

2.33 Pittville Pump Rooms

The Pump Rooms is projected to generate an underspend of £3,700 for the year. This is due to catering commission income exceeding expectations and the success of wedding events held at the Pump Rooms.

2.34 Stanton Room

The Stanton Room is estimated to underspend by £3,400 for 2010/11. There has been an increase in charges for lettings in line with inflation, resulting in lettings income over achieving by £2,500. The remaining £900 underspend has been achieved by savings on expenditure within supplies and services budgets.

2.35 Christmas in Cheltenham

There is a projected overspend of £1,700 on this budget cost centre for 2010/11. Costs for electricity and maintaining the lights exceeded the budget as health and safety regulations needed to be adhered to.

2.36 Tourist Information Centre (TIC)

There is an expected shortfall in trading income from the TIC shop and programme advertising of £12,500 for the year against a revised budget of £44,800. There is also an expected shortfall in banners income for the year of £2,000, bringing the total income shortfall to £14,500.

There is an estimated underspend of £9,000 in employee costs for the year due to the management of vacant posts and staff restructures during the latter part of the year.

There is also a net underspend in general expenditure of £8,000, including £5,000 estimated saving in franking machine postage.

The overall net position for the TIC is therefore estimated to be underspent by £2,500 for the year. Should the actual trading position detailed above be less than expected, an appropriation will be made from the AG&M and TIC shop trading reserve.

2.37 Art Gallery & Museum

There is an expected shortfall in the shop trading income of £2,500 against the revised budget of £12,500 for 2010/11. The level of trade has been reduced significantly during the year and stock replenishment has been kept to a minimum, pending the temporary closure of the museum for redevelopment on 31st March 2011.

There is also an expected shortfall in commission of £4,600 against the £10,100 income target and a shortfall in lettings income of £1,000 for the year.

There is an expected net underspend of £7,500 in expenditure budgets for the year, including an overspend of £5,200 in employee costs due to the recruitment of staff for an off-site exhibition in March 2011, previously to be manned by permanent staff following the original planned closure date for the museum.

The overall net position for the Art Gallery & Museum division is therefore estimated to be a minimal overspend of £600 for the year. Should the actual trading position detailed above be less than expected, an appropriation will be made from the AG&M and TIC shop trading reserve.

2.38 Everyman Theatre

There is an expected overspend of £1,200 against the response maintenance budget of £1,700 for the Everyman Theatre for the year.

2.39 leisure@ Cheltenham

There is an expected net underspend of £78,000 in leisure@ for the financial year, made up as follows:-

There is an expected net underspend in employee costs of £16,300 due to the management of vacant posts and staff restructuring in the second half of the financial year. A request will be made at the year end for £5,000 of this underspend to be carried forward, to cover the backfilling costs associated with planned systems thinking work within leisure @ in 2011/12.

There is an expected underspend of £32,800 in premises budgets, including £16,200 in the NNDR budget due to an unexpected refund relating to 2008, and an estimated underspend in the utility budgets of £23,000 for the year.

There is an expected underspend of £5,000 in the hire of outside services budget, set aside to fund a feasibility study on options for the future provision of new leisure facilities, as part of the Leisure and Culture commissioning review. This feasibility study is expected to be undertaken in 2011/12 and a request will be made at the year end to carry the money forward for this purpose.

Leisure@ income has continued to grow and it is pleasing to report that there is an expected over-achievement of income of £23,000 at the year end. It should be noted that this is in addition to the £30,000 additional income that was incorporated into the revised budget 2010/11 and original budget 2011/12 due to increased activity at that time. A decision was made not to pass on the VAT rate increase in prices to customers (statutory increase to 20% effective 4th January 2011) until 1st April 2011. This has resulted in approximately £5,000 of lost income being absorbed by the service, included in the £23,000 surplus income above.

2.40 Youth Affairs

There is an underspend of £6,500 in the youth affairs grant budget. This is committed to support the St. Pauls' child poverty initiative and a request will be made at the year end to carry forward this money, to be spent by June 2011.

Community Services

2.41 Community Services Overheads

There is an estimated net underspend in expenditure budgets of £2,800, including a budget of £3,000 for legal expenses and court costs, which has not been needed in 2010/11.

2.42 Resource Centre

There is an expected overspend in the Sandford Road Resource centre of £1,500. This is made

up of a shortfall in rental income of £3,500, and a saving in response maintenance budgets of £2,000. This office has been vacated by two of the tenants during the year. A new lease is currently being drawn up with the remaining leaseholder, Third Sector Services, and the arrangements will be such that the total rental budget of £5,500 will be achieved in the future.

2.43 Disability Forum

There is a saving in the grant payable to the Cheltenham Disability Forum for the year of £900. This group disbanded during the year and returned their accumulated unspent grants to the Council at that time.

2.44 Homelessness

B&B expenditure is expected to be in line with budget as a result of continued successful efforts in preventing homelessness, in particular, through housing households at risk of homelessness into the private rented sector or assisting them in accessing social housing via Gloucestershire Homeseeker's Choice Based Lettings allocations scheme. This approach in minimising time spent in B&B for all, by seeking more appropriate alternatives, helps to keep our costs down in the context of homeless acceptances remaining low. The service is currently focussed on assessing the risks that the changes to the welfare benefit system may have on this area.

Operations

2.45 Licensing

There is an expected overspend of £8,800 in general supplies and services budgets, including an overspend of £5,300 in professional training for licensing officers for the year.

Licensing income is expected to outturn in line with the revised budget 2010/11.

2.46 Pest Control and Pollution control

There is an expected underspend of £6,500 in expenditure budgets, including £2,700 in the seagull protection budget and £2,700 in equipment and purchases. There is also surplus income on the fees for services budgets of £5,000 for the year, bringing the total underspend in these services to £11,500.

2.47 Crime and disorder and CCTV Cameras

There is an expected shortfall in CCTV cameras advertising income for the year of £2,300. This is partially offset by a net underspend in supplies and services budgets of £1,000, resulting in an estimated net overspend of £1,300 for the year.

2.48 Contaminated Land

There is an expected underspend of £2,600 in the budget for fee expenditure for the year, as the total budget of £5,000 has not been needed in 2010/11.

2.49 Air Quality

There is an expected underspend in the equipment budget of £3,600 for the year. A request will be made at the year end to carry this budget forward to cover increased air quality monitoring within the Air Quality Management Area in 2011/12.

2.50 Animal Welfare

There is an estimated underspend for the year of £7,300, made of savings of £4,000 in supplies and services budgets and surplus income of £3,300 for fees for services and fixed penalty notices.

2.51 Environmental Maintenance overheads

This cost centre is anticipated to be under spent by £8,000 represented by savings on ICT costs. This is requested to be carried forward into 2011/12 to fund future ICT for Waste related projects ongoing at the Swindon Road Depot.

2.52 Green Environment overheads

This cost centre is anticipated to be under spent by £6,000 represented by savings on ICT costs

2.53 Street Cleaning

This cost centre is anticipated to be overspent by £35,000 which is represented by additional employee costs of £25,000 relating to overtime payments and £10,000 relating to agency labour.

2.54 Recycling Activities

New contract negotiations have resulted in increases in the price of recycle and hence the level of recycling credits. The increases in income anticipated at revised budget have not been fully realised and income levels are anticipated to be £55,000 under recovered against these revised budgets. Expenditure on handling charges is also suppressed and is anticipated to show a saving of £30,000 in the financial year 2011/12. The hire of outside services budget is anticipated to show a year end saving of £40,000 against revised budgets. The overall position is therefore anticipated to be £15,000 under spent.

2.55 New Green Waste Schemes

Incorporated in the net budgeted position for the introduction of the Garden Waste scheme is an assumed level of 5,000 sales that will occur before the financial year end. The anticipated number of sales at the year end is 8,400 which will result in additional income of £123,000. This additional level of demand has resulted in a further call on resources. It is anticipated that an additional £26,000 for bin deliveries will be required and an additional £24,000 has been spent on employee costs (Agency labour). The net additional underspend is therefore anticipated to be £73,000. The delivery of garden waste bins will incur one-off costs in the year of delivery which will reduce in future years.

In addition a further £35,000 of agency labour and £16,000 on hire of outside services has been incurred in respect of Food Caddy and Recycling Box deliveries. Also, a further £5,000 has been incurred on Administrative support for the in-house customer services team based at the Swindon Road depot.

The effect of the above scheme activities results in a net under spend of £17,000.

A budget of £20,000, funded from reserves, identified to fund the purchase of composters, has not been spent. It is requested that this under spend is transferred back into reserves to fund the acquisition in 2011/12.

2.56 Plastic Bottle Collection

The medium term financial strategy provides for the roll-out of plastic bottle collection across the borough during 2011/12 and 2012/13. The Cabinet approves, (under Financial Rules 4G, part 8.11) that the £17,000 underspend in new green waste schemes in paragraph 2.55, be used to enable this programme to be brought forward, with the roll-out of the full scheme in 2011/12. Should the overall net underspend not be realised, the Cabinet will look to fund this from other sources, as part of the Outturn report to Council on 27th June 2011.

2.57 Sports and Open Spaces

This cost centre is anticipated to be under spent by £26,500. £9,000 is due to savings on premises related costs, £7,000 of which is requested to be carried forward to 2011/12 to fund bridge repair works at Pittville Park. £7,500 relates to savings in supplies and services costs which is requested to be carried forward to 2011/12 to fund contractual commitments relating to the Dry Stone Walling project at Leckhampton Hill. Income is £10,000 over recovered due to additional sponsorship and lettings receipts.

2.58 Non Principal Roads – Environmental Maintenance

This cost centre is likely to be underspent by £10,000 at the year end, further to additional income from Gloucestershire County Council relating to additional works undertaken on this contract.

2.59 GCC Schools contract

Income levels from this contract are higher than anticipated for the year 2010/11. This is due to additional successful tenders for other schools and grounds maintenance works. It is anticipated therefore that this contract will be under spent by £20,000.

2.60 Cemetery and Crematorium

Income from Burials and Cremations are likely to show an under recovery against revised budget of £40,000. This is due to a reduction in the number of burials accounting for £15,000 of this shortfall and a worse than anticipated period of activity for cremations during February 2011 accounting for £25,000 of this shortfall. Expenditure is anticipated to be over spent by £10,000 which is represented by additional costs associated with cremator maintenance. The net over spend on this cost centre at year end is therefore anticipated to be £50,000.

Built Environment

2.61 Concessionary Fares

Cheltenham Borough Council is a member of the Gloucestershire County Council's countywide concessionary travel scheme. The cost allocations for the countywide scheme are controlled by the consultants (JMP), who provide administrative support for the County Council as the administering authority. A financial settlement with the major operator, Stagecoach, covering all of the districts for the financial years 2008/09 to 2010/11 is in place. However the Council is likely to be left with a funding shortfall in the region of £10,000 in 2010/11 to fund the increased journeys undertaken by concessionaires on bus services provided by other operators. This reflects fare increases and continued growth in use of the scheme, despite the Government's recent announcement to phase in an increase in the age of eligibility for bus passes.

2.62 Off-street Car Parking

Income from off-street parking is composed of two elements – fines and fees. In considering fine income we need to include the actual income paid and also the potential income that could result from bailiff action to recover unpaid fines. The combined figures from both sources suggest that fine income is likely to fall short of the profiled revised budget, resulting in an anticipated annual shortfall of £8,500. The number of ticket sales compared with the same period last year remains lower and this combined with the adverse weather conditions during December 2010 is likely to result in an annual fee income shortfall against revised budget of £66,500. The overall shortfall in income at the year end is therefore £75,000. Expenditure is likely to be over spent by £10,000 due to greater than anticipated costs of security at Regent Arcade. The overall over spend on this cost centre is therefore anticipated to be £85,000.

2.63 Built Environment overheads

This cost centre is anticipated to be under spent by £20,000 represented by £10,000 savings on employee costs and £10,000 on supplies and services.

2.64 Development Control

Despite significant activity and pre-application discussions on several major applications, planning fee income has fallen below the budgeted profile, with an anticipated shortfall against the revised budget of £53,000. This is countered by estimated savings on supplies and services of £20,000, resulting in a net estimated budget shortfall of £33,000.

2.65 Building Control

Savings on supplies and services of £10,000 and additional income of £20,000 is likely to result in cost centre savings of £30,000. £5,000 of the supplies and services under spend is due to Tewkesbury Borough Council as a result of the shared service arrangement leaving a net under spend on this cost centre of £25,000.

2.66 Planning Delivery Grant

It is anticipated that this cost centre will be overspent following employee redundancy and payment of Statutory Maternity Pay totalling £5,000. This overspend will be financed from the

Planning Delivery Grant reserve.

2.67 Civic Pride

This cost centre is expected to be overspent by £6,000 due to advertising costs incurred above budget. This overspend will be financed from the Civic Pride reserve.

2.68 Depot

This cost centre is anticipated to be under spent by £8,000 due to saving in premises costs relating to routine repairs and maintenance.

2.69 Municipal Offices

Savings on general repairs and maintenance amount to £20,000. Other premises related costs are likely to be under spent by a further £10,000. The net underspend on this cost centre is therefore anticipated to be £30,000.

2.70 Miscellaneous Property rents

Income from General Fund property rentals is likely to exceed revised budgeted expectations by £6,000 due to better than anticipated take up of vacant commercial properties, following successful marketing activity e.g. Berkeley Mews shops and Enterprise Way industrial units. Further, expenditure on energy efficiency is expected to be £12,000 under spent at the year end. The net underspend on this cost centre is therefore estimated to be £18,000.

2.71 Public Conveniences

The budget for 2011/12, approved in February 2011, includes a saving from the closure of some public toilets, included the Bath Road facilities. A subsequent public petition was received in respect of these toilets and it is the Cabinet's intention to recommend to Council, as part of the 2010/11 outturn report on 27th June 2011, to use some of the reported underspend to fund an interim solution relating to the Bath Road toilets in 2011/12.

3. Treasury Management

3.1 Icelandic Banks

The Council has outstanding loans with the Icelandic owned banks Glitnir, Landsbanki and Kaupthing, Singer & Freidlander (KSF). The situation as at November 2010 was reported in the previous budget monitoring report.

3.2 The situation with regards to money outstanding with both Glitnir and Landsbanki has progressed since the budget monitoring report in November 2010. A decision was made by the Icelandic District Court on 1st April 2011 that Local Authority wholesale depositors are considered preferential creditors.

3.3 This Judgement means that the UK Local Authorities wholesale depositors claims have been recognised as deposits with priority status over other creditors' claims and will be at the front of the queue when it comes to getting their money back. However, this is subject to any appeals which may be taken to the Icelandic Supreme court.

3.4 The council has impaired its investments with Glitnir Bank hf to reflect the likely amounts to be recovered. However it was assumed in the 2009/10 Statement of Accounts that local authority deposits with Glitnir do not have preferential creditor status under Icelandic law. The securing of preferential creditor status will have a significant impact upon the amount of the deposit that is recoverable and the impairment charge to the Income and Expenditure account. However, the capitalisation direction we received in 2009/10 allowed us to treat the losses on the Icelandic banks as capital expenditure, in effect borrowing the money and spreading the cost over 20 years. As a result, the Council's annual repayment of this borrowing (known as the Minimum Revenue Provision) should reduce. Due to the method of calculation, this saving should

materialise from 2011/12 onwards, subject to the outcome of any appeals, as outlined in paragraph 3.3 above.

- 3.5** It should be noted that the actual method of accounting for the changes is subject to review by CIPFA. Further details will be provided as part of the June 2011 outturn report.
- 3.6 Treasury Management Activity**
There is a predicted surplus of interest of £11,500 to report on Treasury Management for 2010/11. The General Fund (GF) is £47,800 adverse against the 2010/11 revised budget while the Housing Revenue Account (HRA) is £59,300 favourable against the revised budget.
- 3.7** The primary reason for the shortfall in the General Fund is that the calculation for the HRA Item 8 Debit at revised budget estimated the consolidated rate of interest to be 3.08% on all borrowing for the financial year, however due to the council's weighted average of total borrowing for 2010/11 being lower than the Capital Financing Requirement (CFR), which is a measure of the authorities underlying need to borrow for capital purposes, a different formula is required to calculate the HRA Item 8 Debit than what has been used previously. This has reduced the consolidated rate of interest to 2.80% to recharge HRA borrowing, compared with 3.13%, the council's overall average borrowing rate for the financial year. This has resulted in £53,700 less interest being payable by the HRA to the GF for 2010/11.
- 3.8** HRA opening revenue balances are expected to be higher than estimated at revised budget time due to a slippage in capital expenditure. This has resulted in the HRA receiving £5,600 more in interest from the GF.
- 3.9** Lending interest is forecast to be favourable by £6,700. As mentioned in paragraph 3.8 the HRA revenue balances are higher than expected which resulted in the Council having more to invest for a longer period by utilising the Bank of Scotland Call Account.

4. Capital expenditure

- 4.1** Possible significant variances to the 2010/11 revised capital budgets and a position statement on major capital schemes are detailed below:

4.2 Section 106 Play Area Refurbishments

In 2010/11 an allocation of £50,000 was made for section 106 Play area refurbishments, to be funded from developer contributions. The forecasted outturn results in a £26,500 under spend, as focus has been placed on spending Playbuilder funds which are time limited, resulting in a delay to other planned works. The remaining funds will be used to continue these refurbishments in 2011/12.

4.2 Pittville Park Boathouse Bridge

There is a budget of £72,000, funded by the Severn Trent Community Fund, for improvements to the Pittville Park Boathouse Bridge. This has been delayed until 2011/12 as, although contracts are currently being let, they will not be completed until July 2011.

4.3 CCTV in Car Park

A budget of £84,000, which included £34,000 carried forward from 2009/10, has had £29,000 spent against. However, further work is required in the strategic management process associated with CCTV. Car Parks and Community Protection will be working on linking the various CCTV facilities including operation and monitoring, which will include the need for investment in Automatic Number plate recognition (APNR) technology. The current year under spend will be needed in 2011/12 to support this investment.

4.4 Re-jointing of High Street/Promenade pedestrianised area

A budget of £23,000 was set aside for Re-jointing the High Street/Promenade pedestrianised

area. The majority of this work has been completed in association with Gloucestershire County Council. However, the Highways Authority have yet to confirm dates for the remaining works to be undertaken and so the balance of £7,700 will be required to complete the re-jointing works in the new financial year.

4.5 Burial Chapel

The building works to the burial chapel are underway and will be completed in 2011/12. The project budget of £110,000 has been mostly spent, although £10,100 will need to be carried forward to fund the balance of the outstanding works.

4.6 Business Change – Working Flexibly

In the 2009/10 Working Flexibly business case, £12,800 capital and £6,200 revenue was allocated to purchase ICT equipment for users (e.g. laptops, mobiles, printers etc.) and home office requirements (desks, broadband, utilities, insurance etc.) In consultation with SLT the decision was made that the project should not incur user equipment or home office costs, and the funds should be reallocated to part fund the purchase of a Citrix solution to provide remote access to business systems. The remainder of the Citrix purchase is to be funded by capital of £49,000 provided in 2010/11, and £67,000 brought forward from 2009/10. Around £88,200 has currently been spent and the balance of £27,800 will be needed in 2011/12 to support the procurement of a replacement remote application access gateway, licences and professional services as a result of the current supplier's imminent decommissioning of the gateway in current use. This is necessary to continue delivery of the remote working functionality.

4.7 Storage Area Network

The SAN replacement project has enabled the council to update its corporate data storage at the Municipal Offices, plus a secondary storage device at the depot site. This will be used to reduce the time to restore business critical systems in the event of a major catastrophe. The budget allocated for this work was £155,000 with £144,200 currently having been committed. It is requested that the balance of £10,800 be carried forward to enable additional servers to be in scope for continual improvement, software and professional services.

4.8 Allotments

The remaining budget for this works for 2010/11 was £16,600. The forecasted outturn stands at £6,400. The balance remaining of £10,200 is to be used to purchase a compost toilet at the Alma Road site when the location becomes available, and thus the balance of the funds will need to be carried forward into 2011/12 to support this.

4.9 Depot Rationalisation

Further improvements to the Household Recycling Centre, and safety improvements and building works to accommodate Tewkesbury Borough Council staff in the main office buildings will be required and so the remainder of the budget, totalling £27,200 will be fully spent in the early part of 2011/12.

4.10 Replacement of Committee web system

The committee web system has been procured and installed for £15,000 against a budget of £20,000. This has resulted in £5,000 saving to be returned to the capital reserve.

5. Programme maintenance expenditure

- 5.1** The majority of work planned for completion in 2010/11 remains scheduled. However, £89,500 has been identified as no longer being required in 2010/11 and will be returned to the planned maintenance reserve for redistribution. This is made up of a number of variances; the most significant being a saving of around £60,000 on works to the Honeybourne Line, due to prudent project management and careful review of costings. Further to this, £22,000 of works have been

put on hold pending Youth Services combined extension project at Naunton Park, which has now been postponed by Gloucestershire County Council. Around £22,000 of savings were generated from careful project management across various different projects. Planned works at the Cemetery and Central Nursery were reviewed and re-prioritised resulting in £16,500 to be returned to the planned maintenance reserve. However, offsetting these savings were £31,000 of additional critical works required on the council's investment property to enable them to be let out.

5.2 However, it will be necessary to carry forward £303,550 to 2011/12. The majority of this relates to the replacement of the cremators, due to pre-contract procurement complexities the project commencement has been delayed and the full 2010/11 allocation of £200,000 will need to be carried forward into the next financial year.

5.3 There has been slippage in works to the Central Nursery whilst a strategic review has been ongoing; £22,000 allocated for kitchen and bathroom refurbishments will be required in 2011/12. Certain works have had to be delayed due to additional pressures on Property Services resulting in the re-prioritisation of efforts. As such, the following projects have been postponed until 2011/12 and budgets will have to be carried forward:

- Consultancy fees for track replacement at Prince of Wales Stadium £5,000
- Electrical 5 yearly tests at various sites £21,000
- Electrical testing and Fire Risk assessment works at Berkeley Mews £8,000
- Communal area redecoration at Berkeley Mews £8,750
- Condition survey / report for Neptune's Fountain £5,000

5.4 Works planned for the Pump Rooms have also been delayed pending the appointment of a new building manager, and as such £5,000 for the CCTV upgrade and £6,000 for chair store alterations will be needed in 2011/12.

5.5 As joint works with Youth Services at Naunton Park pavilion have been postponed, £11,300 will need to be carried forward into 2011/12 to cover the emergency works required to other pavilions to prevent service failure.

6. Housing Revenue Account (HRA)

6.1 HRA income and expenditure

As a result of changes to the calculation of the item 8 debit interest chargeable to the HRA, there is expected to be a surplus of £53,700 against the revised 2010/11 budget. There will also be additional interest receivable of £5,600, arising from higher HRA revenue reserves. These two items produce corresponding negative variances within the general fund, as detailed in paragraphs 3.7 and 3.8.

There are no other known significant variances to the HRA revised budgets.

6.2 HRA Capital Programme

A delay in progress of the transformational improvement programme at St Pauls and also the Neighbourhood works programme at Scott and Edward Wilson Houses will result in a slippage of £790k, reducing overall HRA capital expenditure to £3,061,000 (revised estimate £3,851,000). Substantive works are now anticipated to start in April 2011 and funding for these schemes will be carried forward into 2011/12.

6.3 HRA Reserves

The impact of the variances described in 6.1 and 6.2 above will be to increase the balance of the HRA revenue reserves at 31st March 2011 to £3,838,000 (revised estimate £2,989,000).

7. Council tax and Business rates collection

7.1 The monitoring report for the collection of council tax and business rates (NNDR) income is shown in Appendix 2. This shows the position at the end of March 2011 and the projected outturn for 2010/11.

8. Sundry debt collection

8.1 The monitoring report for the collection of sundry debt income is shown in Appendix 3. This shows the position at the end of March 2011 and the projected outturn for 2010/11.

9. Conclusion

9.1 The net effect on the general fund of the variances reported above is that there may be a net saving against the revised budget of £74,300 for 2010/11. It will be for Cabinet and Council to decide in June 2011, when outturn is finalised, how to apply this saving, bearing in mind the need to keep the level of reserves robust and the uncertainty surrounding possible future budget funding gaps.

9.2 The continued impact of the economic recession presents particular concerns for the council's budgets. It is clearly important to ensure that the 2011/12 budgets are more closely monitored over the coming months with a view to taking action at a future date, if necessary, in order to ensure that the council delivers services within budget.

10. Consultation

10.1 The work undertaken to produce this report has involved consultation with a wide number of services and cost centre managers.

Report author	Contact officer: Paul Jones, Head of Financial Services paul.jones@cheltenham.gov.uk, 01242 775154
Appendices	<ul style="list-style-type: none"> 1. Risk Assessment 2. Council Tax and NNDR collection 3. Sundry Debt collection
Background information	<ul style="list-style-type: none"> 1. Section 25 Report – Council 11th February 2011 2. Final Budget Proposals for 2011/12 – Council 11^h February 2011

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1.	Unable to take corrective action in respect of reduced income streams.	Cabinet	June 2010	3	3	9	Reduce	In preparing the revised budget for 2010/11, SLT to consider the options for offsetting reduced income streams by analysing and reducing the level of expenditure across the Council.	June 2011	SLT	Corporate Risk Register
2.	If the council continues with its zero recruitment policy, then capacity may be impacted adversely, plus morale and motivation of employees	Cabinet	October 2010	3	3	9	Reduce	Executive Board will monitor the process, via quarterly reviews. Although the year end has now passed and the recruitment freeze has been lifted, the Executive Board still continue to review recruitment requests.	March 2012	Executive Board	Corporate Risk Register

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Guidance

Types of risks could include the following:

- Potential reputation risks from the decision in terms of bad publicity, impact on the community or on partners;
- Financial risks associated with the decision;
- Political risks that the decision might not have cross-party support;
- Environmental risks associated with the decision;
- Potential adverse equality impacts from the decision;
- Capacity risks in terms of the ability of the organisation to ensure the effective delivery of the decision
- Legal risks arising from the decision

Remember to highlight risks which may impact on the strategy and actions which are being followed to deliver the objectives, so that members can identify the need to review objectives, options and decisions on a timely basis should these risks arise.

Risk ref

If the risk is already recorded, note either the corporate risk register or TEN reference

Risk Description

Please use “If xx happens then xx will be the consequence” (cause and effect). For example “If the council’s business continuity planning does not deliver effective responses to the predicted flu pandemic then council services will be significantly impacted.”

Risk owner

Please identify the lead officer who has identified the risk and will be responsible for it.

Risk score

Impact on a scale from 1 to 4 multiplied by likelihood on a scale from 1 to 6. Please see risk [scorecard](#) for more information on how to score a risk

Control

Either: Reduce / Accept / Transfer to 3rd party / Close

Action

There are usually things the council can do to reduce either the likelihood or impact of the risk. Controls may already be in place, such as budget monitoring or new controls or actions may also be needed.

Responsible officer

Please identify the lead officer who will be responsible for the action to control the risk.
For further guidance, please refer to the [risk management policy](#)

Transferred to risk register

Please ensure that the risk is transferred to a live risk register. This could be a team, divisional or corporate risk register depending on the nature of the risk and what level of objective it is impacting on

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Council Tax and Business Rates Collection Rates 2010 - 2011

Business Rates 2010/2011

Current Year Charges - 2010/2011			
Period	% Collected As at 31.03.11	2010/2011 Target As at 31.03.11	Revised 2010/2011 Target As at 31.03.11
	98.71%	98.45%	98.60%
Comparison with 2009/2010	As at 31.03.10	% Collected 31.03.10	Top Quartile
	98.41%	98.41%	N/A

The end of year collection rate is higher than the target and higher than at same time last year.

Previous Years Charges Outstanding in Current Year (2010/2011)

Period	Previous Year Debts Outstanding As at 31.03.11	2010/2011 Target As at 31.03.11	Revised 2010/2011 Target As at 31.03.11
	£282,559	£240,000	£285,000
Comparison with 2009/2010	As at 31.03.10	Amount o/s 31.03.10	Top Quartile
	£238,558	£238,558	N/A

The arrears are slightly lower than the revised yearend target but higher than at the same time last year. This is still a very good achievement. We are working with businesses to assist them during the current economic climate and as a result arrears are being collected more slowly than anticipated.

Council Tax 2010/2011

Current Year Charges - 2010/2011			
Period	% Collected As at 31.03.11	2010/2011 Target As at 31.03.11	Revised 2010/2011 Target As at 31.03.11
	98.19%	98.20%	N/A
Comparison with 2009/2010	As at 31.03.10	% Collected 31.03.10	Top Quartile
	98.18%	98.18%	N/A

The end of year collection rate is slightly lower than the target but is slightly higher than the same time last year. This is a very good achievement in the current economic climate

Previous Years Charges Outstanding in Current Year (2010/2011)

Period	Previous Year Debts Outstanding As at 31.03.11	2010/2011 Target As at 31.03.11	Revised 2010/2011 Target As at 31.03.11
	£751,099	£690,000	£750,000
Comparison with 2009/2010	As at 31.03.10	Amount o/s 31.03.10	Top Quartile
	£680,499	£680,499	N/A

The arrears are slightly higher than the target and higher than at the same time last year. We are working with council tax payers having difficulty in paying and the arrears are being collected slightly slower than anticipated.

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Sundry Debtor Invoices Outstanding 2010 - 2011

Appendix 3

Sundry Debt 2010/2011

Current Year Invoices - 2010/2011						
Period	Current Year Invoices Raised	Current Year Invoices Outstanding	Invoices outstanding more than a month (Exc Instalment Invoices)	% of invoices outstanding more than one month	Target	Comments
	As at 31.03.11	As at 31.03.11	As at 31.03.11	As at 31.03.11	As at 31.03.11	
General Fund Invoices	10,009 £8,444,435	659 £630,679	177 £53,103	27%	Less than 15%	A large number of invoices are raised between January and March which has results in proportionately more invoices than usual being outstanding for more than a month
HRA Invoices	1,624 £291,193	486 £132,250	378 £73,865	78%	Less than 50%	

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Previous Year Invoices Outstanding in 2010/2011			
Period	Previous Year Invoices Outstanding	2011 Target	2010/2011 Yearend Target
	As at 31.03.11	As at 31.03.11	As at 31.03.11
General Fund Invoices	84 £69,208	£50,000	£50,000
HRA Invoices	849 £206,410	£140,000	£140,000

The value of previous year invoices is higher than the target but action is being taken to recover the sums due

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Cheltenham Borough Council

Cabinet – 19 April 2011

Community Pride Scheme 2011

Accountable member	Leader of the Council, Councillor Steve Jordan
Accountable officer	Richard Gibson, Policy and Partnerships Manager
Accountable scrutiny committee	Social and Community O+S
Ward(s) affected	All
Key Decision	No
Executive summary	As part of the 2011-12 budget, the Council agreed to set aside £30,000 for the community pride scheme funded from the Local Area Agreement Performance Reward Grant. The budget papers set out the Cabinet's aspiration that the funding be used to enable "big society" initiatives such as promoting volunteering or voluntary initiatives.
Recommendations	Cabinet agree the application guidelines for the 2011 community pride scheme attached as appendix 2.

Financial implications	<p>In the 2011-12 budget, the Council agreed to set aside £30,000 to support the community pride grant scheme. This is to be funded from the Local Area Agreement Performance Reward Grant, which we have had notification of and is partly due to be received in April 2011.</p> <p>Contact officer: Andrew Sherbourne Principal Accounting Technician E-mail: andrew.sherbourne@cheltenham.gov.uk Tel no: 01242 264337</p>
Legal implications	<p><i>The payment of these mostly small grants does not generally require much in the way of formal documentation. However, written agreements will be used to document these grants, based on the Community Giving Grant template, with necessary adaptations for the very small grants.</i></p> <p>Contact officer: Nicolas Wheatley, Solicitor, One Legal E-mail: nicolas.wheatley@tewkesbury.gov.uk Tel no: 01684 272695</p>
HR implications (including learning and organisational development)	None identified

Key risks	If division does not put proper controls in place for the management of small grants funds, then we run the risk of funds being used inappropriately or even fraudulently. This risk sits on the Policy and Performance divisional risk register – see Appendix 1 .
Corporate and community plan Implications	The proposed application guidelines will enable the council to support projects that will deliver on the following outcomes: <ul style="list-style-type: none"> • Cheltenham has a clean and well maintained environment • Cheltenham’s natural and built environment is enhanced and protected • Our residents enjoy a strong sense of community.
Environmental and climate change implications	The proposed application guidelines will enable the council to support projects that will promote sustainability and build up community ownership over the local environment.

1. Background

- 1.1** 2011 will be the fifth year of the council’s community pride scheme which has allocated just over £200,000 to match-fund over 80 community-based projects that have improved and enhanced the public realm. The full list of projects that have been supported is included in **Appendix 3**.
- 1.2** The focus of the scheme has remained resolutely on the public environment but more recent rounds have seen an added emphasis on promoting sustainability and on building-up community ownership over the environment.
- 1.3** For 2011, we are proposing a shift in emphasis to reflect the council’s aspirations that communities are more influential in shaping and delivering public services. As funding for all public services continues to fall, we need tap into opportunities for communities to be involved in delivering services that might have traditionally been provided by the public sector (NHS, police, county council, borough council, job centres etc.). This direction of travel is being shaped by the coalition government’s localism bill, which when enacted, will enshrine new rights for communities such as:
- The community right to challenge – which will give a right for voluntary and community groups, social enterprises, parish councils and local authority employees already delivering a service, to challenge a local authority by expressing an interest in running any service.
 - The community right to buy – which will give communities the chance to develop a bid and raise the capital to buy public assets when they come onto the open market.
 - Local referenda – which will give communities the power to instigate a local referendum on any local issue.

1.4 The focus for 2011 therefore will be to build up community resilience and enable local groups to be more influential in. This might include funding to support:

- The identification, recruitment and support for volunteers;
- Participation in training courses for volunteers and paid staff to develop specific skills such as fund-raising, management structures, governance and accountability;
- The purchase of equipment to enable the group to be more effective in improving their neighbourhood;
- Access to specific advice and support to enable community groups to take on public assets and/or public services, including looking at new organisational models;
- The use of technology and social media to create a sense of community;
- The organisation of community events that will build community resilience; and
- Implementing environmental improvements that will promote sustainability and build up community ownership over the local environment.

2. Consultation and feedback

2.1 The proposed application guidelines were discussed at a meeting of the VCS Forum on 4th April. The forum suggested that the requirement for match funding/contributions in-kind be dropped for applicants requesting smaller amounts of funding (below £500). The forum felt that this would help smaller groups who might not have the ability to fund-raise to secure match funding to deliver their projects.

3. Next Steps

3.1 Once cabinet have agreed the application guidelines, the 2011 scheme will go live on the council's website from Thursday 21st April. We will alert all VCS organisations in the borough through Gloucestershire Association for Voluntary and Community Action. We will also send out a media release to ensure that local groups are aware of the opportunity to submit applications.

3.2 The suggested closing date is Friday 1st June which gives applicants 10 weeks to submit their applications. An assessment panel will meet shortly after to ensure that a list of projects recommended for approval is brought to cabinet on 26th July for approval.

Report author	Contact officer: Richard Gibson, Policy and Partnerships Manager richard.gibson@cheltenham.gov.uk, 01242 235354
Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Application Guidelines 3. Community Pride summary of projects supported (2007 to 2010)
Background information	

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If division does not put proper controls in place for the management of the partnership small grants funds, then we run the risk of funds being used inappropriately or even fraudulently	Policy and Partnerships Manager	Apr 2010	3	3	9	reduce	Implement and monitor small grants protocols	ongoing	Policy and Partnerships Manager	Implementation of grant protocols has reduced the likelihood to 2.



Community Pride 2011 Draft Application Guidelines



CHELTENHAM
BOROUGH COUNCIL

www.cheltenham.gov.uk

Community Pride 2011 Application Guidelines

In 2011, we have a pot of funding worth £30,000 to allocate to local good causes and we are now inviting applications for funding to support community pride projects across Cheltenham.

The funding will be made available to support neighbourhood-based projects that will build up community resilience and enable local groups to be more influential in supporting their communities and improving their neighbourhoods. This might include funding to support:

- The identification, recruitment and support for volunteers;
- Participation in training courses for volunteers and paid staff to develop specific skills such as fund-raising, management structures, governance and accountability;
- The purchase of equipment to enable the group to be more effective in improving their neighbourhood;
- Access to specific advice and support to enable community groups to take on public assets and/or public services, including looking at new organisational models;
- The use of technology and social media to create a sense of community;
- The organisation of community events that will build community resilience; and
- Implementing environmental improvements that will promote sustainability and build up community ownership over the local environment.

**Closing date for applications for the main programme is Friday 1st June 2011.
Final decisions will be made by the Borough Council's Cabinet on 26th July 2011.**

Funding criteria

Who can apply?

Any statutory agency, public body, constituted voluntary sector, community or neighbourhood based organisation can apply. Any organisation that is not part of the voluntary or community sector must demonstrate that the project will be delivered in direct partnership with a Voluntary or Community Group.

The awarding criteria will seek to distribute this funding across the different areas of Cheltenham.

How much can be applied for?

Any group may apply for a single award up to a maximum of £3,000.

For grants applications of more than £500 the council will expect the group to contribute match-funding or contributions in-kind to the value of 50% of the costs of the project.

For grants applications of £500 or less, the council will meet the full costs of the any approved projects though we would still expect the group to contribute to the success of the project, event or activity through volunteer time and or contributions or through meeting any additional costs incurred.

For projects where the total cost lies between £500 and £1,000, the council will expect the group to contribute match-funding or contributions in-kind on a proportionate basis.

Contributions in-kind are defined as non-cash contributions to a project, typically donated goods and services, which are necessary for the project and would otherwise have to be purchased for the project to go ahead.

The applicant organisation will be responsible for the project management and delivery of the successful schemes. Consequently the Council will be looking for applications that demonstrate clarity of both planning and delivery of the projects with an understanding of what permissions will be required to see the successful implementation of the project.

We recognise that for many community organisations, there will be the need to organise fund raising activities. Consequently the award will be held open for 12 months from the decision by cabinet to allow for other funds to be secured. We will only pay the grant once you can demonstrate that the other funding is in place.

Can an organisation make more than one grant application?

Yes, though no more than one award will be awarded to any one organisation.

Making an application

Please complete both pages of the application form. Incomplete applications will not be considered.

We want to encourage applicants to complete their applications on a computer as hand written applications maybe difficult to read. If you require any help with completing the application forms please let us know as soon as possible and we will provide assistance.

Your grant application should also be accompanied by a copy of your last annual accounts (audited where this is a requirement for your organisation) and a copy of your constitution.

Agreements and performance management

Before the project can start, the council will enter into a project agreement with the provider which will set out various obligations on the two parties. This is very important as the way in which the money is used will be subject to inspection and audit and your monitoring plans will help us ensure that your project is progressing along the right tracks.

Grant payments

For successful applicants, payments will generally be made in arrears on receipt of completed performance management report and claim form. However, we can arrange advance payments to help with cash flow but this will be subject to checks and you will be liable to repay this if your project does not make satisfactory progress.

Other considerations

Please be aware that as this is public money, the funding will be subject to inspection and audit. Any fraudulent activity will be quickly identified and reported to the police.

What we will fund

Projects should be of a permanent nature and should create a lasting legacy for the local community. We can only fund time-limited projects up to a maximum of 12 months from the project start date.

Applications must be accompanied by evidence that the applicant will secure the necessary permissions to enable the work to proceed.

What we won't fund

- On going revenue commitments
- Top-up funding for existing/continuing work
- Projects being delivered outside the boundaries of Cheltenham borough.
- Projects that cannot demonstrate that the necessary permissions will be achieved within the appropriate timescales

The assessment criteria

From 3rd June onwards, a community pride panel, which will include the leader of the council, a representative of the VCS and the relevant cabinet member, will assess all submitted applications. We will be looking for projects that have been well thought out and can demonstrate the following;

- A justification for doing the project
- The specific things the project will achieve
- How success will be measured

We are also looking for assurances that project deliverers will put in place a robust system for collecting, monitoring and assessing the impacts of the project and for reporting and sharing this information.

Where projects involve working with children and young people, we will also ask you about what measures you have in place to safeguard the wellbeing of children and young people.

Groups will also need to have current and relevant liability insurance in place before any agreement can be signed and you will be expected to provide copies to prove this. Applicants will be held liable for any damage caused to public property and the council will not accept any liability for claims for damage, loss or injury resulting from this work.

We will consider the information you supply on the proposals form to assess the following:

- How your project will address sustainability issues;
- That the project will meet an identifiable need;
- What will the project achieve;
- How will success be measured;
- What the longer-term legacy of this project will be;
- The amount of funding requested and the match funding levered in; and
- The degree of community and voluntary sector input into the design and delivery of the project

Recommendations will be made to the borough council's cabinet that meets on 26th July 2011. Successful applicants will be notified shortly afterwards.

Successful applicants will then have a period of 12 months to implement the project.

We are also asking applicants about whether they are signed up to the Gloucestershire Compact which is an agreement between local public sector bodies and the voluntary and community sector to support and improve partnership working between the sectors. We are keen to encourage local groups to sign up to the compact and your answer to this question will not affect the assessment of your application. For more information visit:

www.gloshub.org.uk/compact.html

or contact Angela Gilbert, Cheltenham Manager, GAVCA, tel: 01242 227737,
AngelaG@gavca.org.uk

Completed applications for the main fund must be returned no later than Friday 1st June 2011 to:

**Richard Gibson, Cheltenham Borough Council, Promenade,
Cheltenham, GL50 1PP**

Email: Richard.gibson@cheltenham.gov.uk

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Appendix 3

Community Pride summary of projects supported (2007 to 2010)

Community Pride 2007-08			
Organisation	Project	Amount approved	amount drawn down
Racecourse	Replacement of non-heritage fencing and gateposts with original GWR fencing	£465	465
Holst museum	Restoration of railing outside museum	£487.90	440
Cheltenham Horticultural	Restoration of planting on south side of imperial gardens	£500	500
Civic society	Holst statue on octagonal plinth	£1,000	1000
Prestbury Parish Council	Prestbury multi use games area	£5,000	4633
Up Hatherley Parish Council	Village frontage improvement works	£5,000	5000
Charlton Kings Parish Council	Bus shelters	5,000	5000
Gas Green	Noticeboard	300	300
Leckhampton Parish Council	Pod on Brizen field	5,000	5000
Cheltenham Junior Hockey	Weatherproof/team shelters on the Balcarras Astro turf pitch.	1,000	1000
St. Christophers' Gardening Club	Analematic sundial	500	500
Cheltenham in Bloom	Self-watering planters	1,000	1000
Charlton Kings Club and Institute	Club floral project	450	400
Charlton Park Residents association	Replacement notice board	130	249.88
St. Philip and St. James Residents Assoc	Norwood Road triangle	1,000	1000
Friends of Hatherley Park	Cutting out the mud	943	943
Cheltenham Volunteer Centre	Improved signage to promote Cheltenham Volunteer Centre	428	428
Civic Society / CBC	Holst statue works	10,650	10,700
GCC Youth Services	enhanced youth provision in south Cheltenham	10,650	10,600
		£49,504	£49158.88

Community pride 2008-09			Amount approved	amount drawn down
Organisation	Project			
Cheltenham In Bloom	How Green Are You		£1,500	1407.3
Cheltenham and County Cycling Club	Cheltenham Festival of Cycling - did not go ahead		£3,500	0
Cheltenham YMCA	Recycle it Now		£2,220	2100.98
Friends of Rowanfield	Community Life Café		£3,940	3940
Hesters Way Neighbourhood Project	The Green Cabin		£4,427	4427
Up Hatherley Parish Council	Village Hall - Energy Savings		£2,000	2000
Prestbury Hall Users Group	Notice Board, Signage and Kitchen Equipment		£500	500
Leckhampton with Warden Hill Parish Council	Improvement to Undercliff Avenue Amenity Space		£3,066.27	2269.5
Holst Birthplace Trust	Face lift for museum		£5,000	5000
Charlton Kings Parish Council	War Memorial Restoration		£2,425	2425
Prestbury Parish Council	Prestbury Multi-Use-Games-Area (MUGA)		£5,000	5000
Cheltenham Bangladeshi Community Association	Environmental Awareness		£1,238	1237.5
Leckhampton Village Hall Management Committee	Leckhampton Village Hall Re-roofing Project		£5,000	5000
Everyman Theatre	Backstage refurbishment - capital grant offered instead		£4,000	0
Friends of Cheltenham Racecourse Station	Replacement of modern pillar lights at Cheltenham Racecourse Station with cast iron GWR lamps standards.		£1,440	1440
St Paul's Road Area Residents' Association	St Paul's Community allotment		£3,200	3200
St Paul's Road Area Residents' Association	streetscape improvements		£3,084	3084
Oakley Regeneration Partnership	Footprints and Footfalls		£3,000	1630
Charlton Park Residents' Association	Charlton Park Green Spaces		£550	249.26
Friends of Springbank	Springbank Community Garden and Art Project		£5,000	5000
The Friends of Leckhampton Hill and Charlton Kings Common	Daisy Bank Dirt Jumps		£610	610
Warden Hill in Bloom Association	Creating Sustainable Community Planting Projects - did not go ahead		£500	0
Cheltenham Sea Cadets	Works to improve new Headquarters for the Cheltenham Sea Cadets in Alstone Lane, Cheltenham – funding not needed		£1,800	0
			£63,000	50520.54

Community Pride 2009-10

Organisation	Project	Amount approved	amount drawn down
Cheltenham YMCA	"Picture This in the Future" Project	£2,675	2675
Friends of Naunton Park (FoNP)	Memories and Reflections: A Celebration of Park and People	£2,000	2000
Cheltenham Connect part 1	Cheltenham Connect	£2,000	2000
Cheltenham Connect part 2	Cheltenham Connect	£2,000	2000
The Rendezvous Society	Local Footsteps Café	£2,550	2550
Hesters Way Partnership	Green Springbank	£5,000	5000
Gloucestershire Police	Cycle Safe events	£1,500	825.74
Vision 21 Gloucestershire	Cheltenham Transition Towns Network	£5,000	5000
Leckhampton with Warden Hill Parish Council	Provision of Community Notice Boards	£2,559	2493.94
<i>Cheltenham Disability Forum</i>	<i>Members Card and Shoppers Discount Card - CDF have folded</i>	£125	0
Pittville School	Pittville Market Garden	£3,000	3000
Bethesda Methodist Church	Photo Voltaic Roof Project	£5,000	5000
In Bloom for Warden Hill	Creating Sustainable Community Planting Projects	£600	600
Prestbury Parish Council	Prestbury Youth Shelter	£5,000	3067.50
Hillview Community Association	Lighting in Cheriton Park	£2,900	2900
The Friends of Cheltenham Racecourse Station	replacement of gates	£590	590
Charlton Kings in Bloom	Charlton Kings in Bloom 2009	£371	370.50
Cheltenham West End Partnership	Lower High Street Area Garden Project	£4,487	4488
Charlton Kings Parish Council	set up website	720	720.25
		£48,077	46180.93

Community Pride 2010-11

Organisation	Project	Amount approved	amount drawn down
Holst Birthplace Museum	Holst Birthday Concert	£500	500
Chinese Children & Parents Association	Chinese New Year Community Day	£500	500
Monkscroft Pastoral Care Project	The next frontier	500	0
Arthur Dye Primary School	Pride in our local environment	350	321.57
Global Dimension Trust	Your Green Future	500	500
Kiss My Face Ltd	Music in Libraries Project	500	0
University Students Union	SU Christmas Tea Dance	500	500
Up Hatherley Youth Council	Broad Oak Way community tidy-up	500	147
Glos Police, Whaddon SCT	Prestbury No Cold Calling Area	500	0
In Bloom for Warden Hill	Sustainable Community Planting Project	300	223
Brizen Young Peoples Centre	Lighting of Multi-use Games Area	3100	0
Charlton Kings in Bloom	Charlton Kings in Bloom planters 2010	720	492.36
Gloucestershire Wildlife Trust	Proud to be Green	3026	0
Cheltenham Connect	Phase 1 of Bath Road improvements	4468	500
Friends of Hatherley Park	Please fence me in	1400	0
Cheitenham in Bloom	Black planter scheme for street enhancement	1056	603.65
Dunalley Primary School	Dunalley sustainable energy project	5000	5586
St Pauls Area Residents Association	St. Pauls Road community improvement	4500	1500
Hesters Way History Project	History of Hesters Way (vol 4)	500	0
Wharfedale Square Residents Association	Replacement of broken fencing	500	425.53
Friends of Springbank	Springbank Community Garden	500	0
Hesters Way Neighbourhood Project	Playtime for older people	500	346
The Stable Company	Thursday drop-in session	£1,500	1500
St. Margarets Hall Users Group	Renewal and upgrading of cladding	£3,396	3396
Leckhampton with Warden Hill Parish Council	Salisbury Avenue play area improvements	£4,184	0
Charlton Kings Parish Council	Extend skate ramps at the Beeches.	£1,000	0
		£40,000	16546.11

Above projects have until September 2011 to draw down their funding

Summary	
Total allocated	203,000
Total drawn down	162406
Sum set-aside for remainder of 2010-11	23,454
Sum reallocated back to general fund in 2010-11 leaves	17,700
	-£560

Cheltenham Borough Council

Cabinet – 19 April 2011

Programme of Supplementary Planning Document Preparation

Accountable member	Leader, Councillor Jordan
Accountable officer	Spatial Planning Manager – Cheltenham & Tewkesbury, Tracey Crews
Accountable scrutiny committee	Environment
Ward(s) affected	All
Key Decision	No
Executive summary	<p>This report considers the demands for preparation of Supplementary Planning Documents to support Cheltenham's Local Development Framework.</p> <p>Following consultation with Members and Officers all requests have been considered and priorities identified. This is set out in appendix A.</p> <p>Taking into account priorities in policy development together with the capacity to deliver in-house; 5 Supplementary Planning Documents are recommended for preparation; these include</p> <ul style="list-style-type: none"> • Affordable housing • Flood/water management • Planning obligations • Housing space standards • Royal Well development brief
Recommendations	<p>I recommend that Cabinet;</p> <ol style="list-style-type: none"> 1. Agree the priorities for the preparation of Supplementary Planning Documents as set out in Appendix A. 2. Delegate authority to the Director of Commissioning – in consultation with the Leader to agree timescales for the preparation of Supplementary Planning Documents within the context of resources and changes in planning policy as set out in section 3 of this report.

<p>Financial implications</p>	<p>None if the work is undertaken in-house within existing resources. Previous projects of this nature have resulted in additional expenditure if undertaken by external consultants (paragraph 5.1 refers)</p> <p>Contact officer: Chief Finance Officer, andrew.powers@cheltenham.gov.uk, 01242 264121</p>
<p>Legal implications</p>	<p>As set out in the report.</p> <p>Contact officer: Solicitor, jonathan.noel@teWKesbury.gov.uk,</p>
<p>HR implications (including learning and organisational development)</p>	<p>None.</p> <p>Contact officer: HR Operations Manager, Julie.mccarthy@cheltenham.gov.uk, 01242 264355</p>
<p>Key risks</p>	<p>It is important that Cheltenham has a Local Development Framework in place which provides the appropriate level of guidance for Planning Committee and its officers; and developers - to bring forward development which is appropriate in respect of both the national and local planning context.</p>
<p>Corporate and community plan Implications</p>	<p>None arising from this report. However, individual SPD will have corporate and community plan implications.</p>
<p>Environmental and climate change implications</p>	<p>None arising from this report. However, individual SPD will have environmental and climate change implications.</p>

1. Background

- 1.1 The service delivery plan 2010/11 for the Council's strategic land use team identifies an action to agree a programme of Supplementary Planning Document (SPD) preparation. This report therefore brings before Members a schedule of proposed SPDs for consideration.

2. The role of Supplementary Planning Documents

- 2.1 SPDs are intended to expand upon policy or provide further detail to policies in Development Plan Documents (DPDs). For Cheltenham the relevant DPD comprises the saved policies of Cheltenham Borough Local Plan, until replaced by the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy. SPD cannot in itself establish planning policy; it must be consistent with either national or local planning policies. Its purpose is to expand on the detail and guidelines within which planning policy is delivered.
- 2.2 SPDs are not subject to independent examination and are not part of the statutory Development Plan, unlike DPDs. However, SPD does form part of the Local Development Framework (LDF), and is therefore an important consideration in determining planning applications.
- 2.3 SPDs can cover a range of issues and may be thematic or site specific. For example, a SPD can be a design guide, development brief or a topic or issue based document. These will help to guide people when applying for planning permission such as designing extensions and conservatories. SPDs must be consistent with national and regional planning policies as well as the DPDs in the LDF.
- 2.4 Prior to 2009 any SPD prepared was required to have been informed by a sustainability appraisal – assessing the environmental effects of policies and proposal. This requirement was removed by the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2009. However, for area based documents, which could have significant environmental effects such as a development brief - sustainability appraisal would still be required under the SEA Directive. This has implications on the time required to prepare such documents, which together with in-house officer support also requires consultation with statutory stakeholders of Natural England, Environment Agency and English Heritage. A period of 5 weeks is required to undertake this statutory consultation.

3. Programme of Supplementary Planning Document Preparation

- 3.1 Cheltenham has a broad range of both adopted supplementary planning guidance (SPG) and SPD, some of which is outdated and in general need of review; both to reflect changes in the local environment, local plan policies and changes in policy at the national level.
- 3.2 As set out in paragraph 2.1 above; SPD can only expand upon planning policies set out at the national level or contained within Cheltenham's Development Plan Documents (via saved local plan policies or the emerging Joint Core Strategy). Preparation of SPD is therefore not a statutory requirement; but a decision for each planning authority based upon demands for further information to assist in helping to deliver good planning.
- 3.3 The ability to review and prepare SPD must however be considered within the context of wider priorities; changes in legislation, planning policies at the national level and the availability of resources.
- 3.4 In January and February 2011, Members and officers were contacted via email to submit requests for the future preparation of SPD. Both Members and officers were asked to discuss amongst their contact networks the issues which may be appropriate to be developed as SPD to help guide sustainable development across the Borough. A positive response was received and all requests are listed in appendix A.

3.5 Resources are a key factor in the ability to deliver SPD. In order to bring forward SPD the following inputs are required;

- Drafting of SPD based upon appropriate evidence
- Screening of SPD against SEA Directive
- Consultation with Members
- Approval of draft SPD by Cabinet
- Public consultation in line with the requirements of the statutory framework
- Production of a response report
- Approval of final SPD by Council
- Publication of SPD in line with the requirements of the statutory framework

3.6 During 2011/12 the priority of the strategic land use team is to deliver the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy and any redirection of resources away from the JCS will have detrimental impacts on the delivery timetable for the production and consultation of this key document.

3.7 Wider service areas support the strategic land use team delivering SPD; in particular urban design and development management. In consultation with the service managers of these areas and the Director of Built Environment there is very limited capacity to take on additional projects.

3.8 In light of the demands upon resources key areas for SPD preparation have been identified; these are highlighted in appendix A.

3.9 Alongside resources available, Cheltenham's LDF is in a process of transition; in due course some of the saved policies of Cheltenham Borough Local Plan will be replaced by the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy. In addition the Government is currently preparing a National Planning Framework – this will replace the extensive suite of planning policy guidance notes and planning policy statements. Clarification around the wider planning policy framework will be available during 2012; any further decisions around the preparation of SPD should therefore be made within this context.

4. Reasons for recommendations

4.1 To agree a list of Supplementary Planning Documents for preparation, agreement of this list will help guide work plan priorities and resourcing of the strategic land use team and other relevant service areas.

5. Alternative options considered

5.1 Options for the preparation of SPD by consultants have been investigated, however this is not considered viable in the current financial climate. Even if SPD was commissioned externally, this would still require in-house officer support to manage the contract, provide local information and ensure the requirements of the regulatory framework are met. To provide an example of costs, in 2009 SPD 'Development on garden land and infill sites' was adopted. This SPD was prepared by Consultants Baker Associates at a cost of £42,000. However, it is estimated that officer resource equivalent to at least 30% of this figure (£12,600) was required to oversee the contract, support Strategic Environmental Assessment and assist with associated consultation processes.

6. Consultation and feedback

6.1 Consultation with Members and officers across the Council.

7. Performance management –monitoring and review

7.1 The priorities for SPD preparation and capacity to deliver will be reviewed annually.

Report author	Contact officer: Spatial Planning Manager – Cheltenham & Tewkesbury, tracey.crews@cheltenham.gov.uk, 01242 264382
Appendices	A. Schedule of requests for SPD preparation and identification of priorities
Background information	None.

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Appendix A: Schedule of requests for SPD preparation and identification of priorities

The table below sets out all suggestions for the preparation of Supplementary Guidance from Members and Officers.

Proposed Supplementary Planning Document	Policy Context	Resource Availability	Action
<p>Affordable Housing</p>	<p>Adopted SPG on affordable housing (2004).</p> <p>The Homes and Communities Agency (HCA) have recently changed the affordable housing products available; the impact of this need's to be reviewed in the context of the housing strategy for Cheltenham. PPS3 currently provides national guidance on delivery of affordable housing - consultation recently been undertaken on incorporating affordable rent product into PPS3. Cheltenham Cabinet 19 April 2011 – propose the establishment of a member working group to consider the impact of changes being made by HCA.</p> <p>National Planning Framework expected to be delivered 2012.</p> <p>Strategic Housing Market Assessment programmed to be reviewed (timetable not yet agreed).</p> <p>Gloucester, Cheltenham and Tewkesbury Joint Core Strategy will establish levels of affordable housing</p>	<p>Currently the strategic land use team is preparing the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy (JCS). To redirect resources away from this complex programme would affect the agreed timetable and delay the publication of the JCS.</p> <p>Following the restructure of services (April 2011); Cheltenham has a reduced resource of 1.5 days a week to support housing enabling. In light of this work streams have been prioritised. The key priority is to support development management. There will be limited capacity to support policy formulation and SPD preparation.</p>	<p>Preparation of an affordable housing SPD for Cheltenham. Discussions ongoing around possibility of undertaking this work collaboratively with neighbouring authorities.</p> <p>Gloucester, Cheltenham and Tewkesbury Joint Core Strategy will include a core policy for the delivery of affordable housing. An SPD, supporting this will need to be aligned with the JCS timetable.</p> <p>Member working group to be involved in helping to deliver SPD.</p> <p>Priority for preparation</p>

<p>Flood/water management</p>	<p>delivery based upon up to date evidence. This needs to be in place in order to inform preparation of an affordable housing SPD.</p> <p>PPS25 currently provides detail on sequential test.</p> <p>National Planning Framework expected to be delivered 2012.</p> <p>Adopted SPG on flooding and sustainable drainage systems (2003); this SPG is dated. Technology and engineering has significantly advanced since the publication of this SPG.</p> <p>Gloucestershire County Council have a duty to prepare a local flood risk management strategy, it would be beneficial if any future SPD helped to deliver this strategy. GCC's Draft Manual for Gloucestershire Streets is very weak on sustainable highway drainage; an SPD may be beneficial in raising its profile.</p> <p>Gloucester, Cheltenham and Tewkesbury Joint Core Strategy will include a strategic policy on flood prevention. This needs to be in place in order to inform preparation of an flood/water management SPD.</p> <p>Screening against SEA Directive</p>	<p>Currently the strategic land use team is preparing the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy. To redirect resources away from this complex programme would affect the agreed timetable and delay the publication of the JCS.</p>	<p>Preparation of a water management SPD for the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy area. This would therefore be a collaborative piece of work between Gloucester, Cheltenham and Tewkesbury.</p> <p>Gloucester, Cheltenham and Tewkesbury Joint Core Strategy will include a core policy for flood management. An SPD, supporting this will need to be aligned with the JCS timetable.</p> <p>Timetable to be agreed by Joint Core Strategy Cross Boundary Programme Board and Member Steering Group in the context of resourcing requirements for the JCS.</p> <p>Priority for preparation</p>
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	required.		
<p>Planning Obligations</p>	<p>SPG adopted (2003)</p> <p>Cheltenham Borough Council through Gloucester, Cheltenham and Tewkesbury Joint Core Strategy needs to make a decision on approach to planning obligations and the community infrastructure levy. If the community infrastructure levy is progressed then the JCS will need to be accompanied by a charging schedule. This will set out all the relevant details required to inform development management.</p> <p>Screening against SEA Directive required.</p>	<p>To be considered by Joint Core Strategy Cross Boundary Programme Board and Member Steering Group.</p> <p>Priority for preparation</p>	<p>To be considered by Joint Core Strategy Cross Boundary Programme Board and Member Steering Group.</p> <p>Priority for preparation</p>
<p>Housing space standards</p>	<p>No current planning policy for Cheltenham and concerns regard the lack of current guidance on minimum space standards for new dwellings. This has potentially far reaching implications for occupiers, for example, in relation to health and well being and educational attainment.</p> <p>There are a number of recently published documents (including SPDs from other authorities) which include primary research.</p>	<p>Most likely to be led by Urban Design team with support from Strategic Land Use, Development Management and Stronger Communities teams.</p> <p>All teams currently at capacity and will need to reassess priorities in order to deliver.</p>	<p>SPD on housing space standards to be prepared. This will need adjustment of priorities within Urban Design and Strategic Land Use teams.</p> <p>Priority for preparation</p>
<p>Development Briefs</p>	<p>Cheltenham Borough Council has a range of development briefs adopted as SPG and SPD. A number of these are</p>	<p>No resources available to undertake a full review of development briefs. However the urban design team have been active</p>	<p>Review of Royal Well development brief This will need adjustment of priorities within Urban Design and Strategic Land</p>

	<p>dated, and do not reflect changes made both within Cheltenham's local plan and within national policy.</p> <p>Screening against SEA Directive required.</p>	<p>in preparing concept statements for key sites. These are un-adopted and outside the statutory planning framework but are useful where a clear pre-application steer is required from officers in respect of major development sites. Because Concept Statements are outside the statutory framework, they are relatively quick to prepare, but they can only be used to guide negotiations, not to inform determinations. Most recently used on Delancey Hospital and Thirlestaine Hall (Chelsea Headquarters).</p> <p>An exception to this approach is however required for the review of Royal Well development brief. The key sites of Cheltenham Taskforce are a corporate project for Cheltenham Borough Council. This will also need consequential amendments to the covering Civic Pride Urban Design Framework SPD.</p>	<p>Use teams.</p> <p>Priority for preparation</p>
<p>Allotments</p>	<p>Cheltenham has an allotment strategy contained within the Council's Green Space Strategy (2009). Objective of the strategy is to increase the level of provision.</p>	<p>Delivery of allotments needs to be considered in the context of planning obligations and any future application of the Community Infrastructure Levy.</p>	<p>Consider allotments in the context of planning obligations SPD and/or community infrastructure levy accompanying the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy. See comments above.</p> <p>Priority for preparation (in the context of the review of all planning obligations)</p>
<p>Conservation area character statements</p>	<p>Cheltenham has a suite of conservation character statements. There are</p>	<p>There is no resource available within the conservation team to undertake new or</p>	<p>Review capacity to deliver April 2012.</p>

	<p>requests to consider new conservation areas (Battledown & Ledmore Road) and amendments/extensions (St. Marks and Central). Advice from officers considers that preparation of conservation areas for Battledown and adjustments to Central would be the highest priority; but preparation of a conservation area for Ledmore Road is unnecessary.</p> <p>Guidance suggests a 5-yearly review of character statements, this timetable suggests the following review dates :</p> <ul style="list-style-type: none"> o 2012 – Swindon Village and 3 Central Area statements; o 2013 – the remaining 16 Central Area statements; o 2014 – Charlton Kings (3 statements); Prestbury; and Poets 	<p>review conservation area statements and none available within the strategic land use team to undertake the regulatory processes and support public consultation.</p>	<p>Not a recommended priority.</p>
<p>PPG17 assessment</p>	<p>Adopted SPG on play space (2003). National Planning Framework expected 2012 which will replace PPG17. At this time it is not known what elements, if any will be taken forward in the framework.</p>	<p>No resources available.</p>	<p>Review need for SPD in context of National Planning Framework – expected 2012.</p> <p>Review capacity to deliver April 2012.</p> <p>Not a recommended priority.</p>
<p>Design (incorporating sustainable building design, construction and sustainability checklist)</p>	<p>Adopted SPG on sustainable developments (2003) and sustainable construction (2003).</p> <p>There is a plethora of national guidance</p>	<p>This would be a major piece of work and take 1½ - 2 years to complete <i>if</i> a dedicated resource could be put to it. There is no resource in the Urban Design team to support this work and no</p>	<p>In view of the availability of other guidance and the lack of staff resource - Review capacity in April 2012.</p> <p>Not a recommended priority.</p>

	<p>on layout, design quality, sustainable design & construction and highway design, much of it relatively recently adopted. GCC has published its Draft Manual for Gloucestershire Streets.</p> <p>Locally, there are conservation areas character statements and the Garden Land and Infill SPD which can be used to support national guidance in terms of character and context.</p>	<p>resource in the Strategic Land Use or Development Management teams to support it through preparation, to undertake the regulatory processes or to support public consultation.</p>	
<p>Landscape trees & biodiversity</p>	<p>Adopted SPG on landscape in new developments and amenity space (2003)</p>	<p>Limited resourcing is available to consider local policies for trees and to review landscape SPG. However resources are unavailable within the strategic land use team to undertake the regulatory processes and support public consultation.</p> <p>There is an urgent need to prepare a corporate tree strategy (i.e. a strategy for the management of CBC's own tree stock). This will <u>not</u> be a part of the planning framework and can be prepared largely within the Urban Design team - it is programmed for 2011-12. It is hoped that some "informal" (ie unadopted) planning guidance can be developed in parallel to inform applicants on officer expectations. This might be adopted at a later date, if Strategic Land Use resource is available.</p>	<p>Review capacity to deliver planning documents in April 2012.</p> <p>Prepare non-statutory tree strategy by April 2012.</p> <p>Not a recommended priority.</p>
<p>Transport</p>	<p>PPG13. National Planning Framework expected 2012 which will replace</p>	<p>Technical transport advice required from Gloucestershire County Council.</p>	<p>Review need for SPD in context of National Planning Framework –</p>

	<p>PPG13. At this time it is not known what elements, if any will be taken forward in the framework.</p> <p>Adopted SPG on travel plans (2003); planning obligations – transport (2004), all documents are dated and require review. LTP3 was adopted March 2011. Gloucestershire Manual for Streets currently in preparation.</p>	<p>Resources available currently uncertain due to current restructure</p>	<p>expected 2012. Review capacity to deliver April 2012. Not a recommended priority.</p>
<p>Public art</p>	<p>Adopted SPG on public art (2004)</p>	<p>No resources available in Urban Design team to prepare document or in Strategic Land Use team to undertake the regulatory processes and support public consultation.</p> <p>An O&S review of the Council's public art process is underway; it seems likely to suggest a review of SPG.</p>	<p>Review capacity to deliver April 2012. Not a recommended priority.</p>
<p>The suggestions made above pick up many of the SPGs and SPDs adopted by Cheltenham Borough Council. For completeness the remaining SPGs and SPDs are listed below.</p>			
<p>Signs and advertisements on Listed Buildings</p>	<p>SPG adopted (1997)</p>	<p>No resources available.</p>	<p>Review need for SPD in context of National Planning Framework – expected 2012. Review capacity to deliver April 2012. Not a recommended priority.</p>
<p>Telecommunications masts, antenna and base stations</p>	<p>Adopted SPG (2003) PPG 8. National Planning Framework expected 2012 which will replace PPG 8. At this time it</p>	<p>No resources available.</p>	<p>Review need for SPD in context of National Planning Framework – expected 2012.</p>

	is not known what elements, if any will be taken forward in the framework.			Review capacity to deliver April 2012. Not a recommended priority.
Security and crime prevention	SPG adopted (2003) National guidance now available through Government's "Safer Places" and ACPO's "New Homes"	No resources available.		Review capacity to deliver April 2012 along with consideration of Design guidance (see above). Not a recommended priority.
Submission of planning applications	SPG adopted (2004).	Cheltenham has a validation checklist in place supported by information provided by the council's website.		Remove SPG from suite of supplementary guidance and documents supporting Cheltenham Borough Local Plan.
Shop front design guide	SPD adopted (2007)	Review of SPD not required.		N/A
Index of buildings local importance	SPD adopted (2007), buildings listed and considerations of additions to the list are reviewed annually.	Review of SPD not required. The current annual review of the Index (the list) itself is to be undertaken every 2 years because of impact of the annual review on staff resources.		N/A
Residential alterations and extensions	SPD adopted (2008)	Review of SPD not required.		N/A
Development on garden land and infill sites	SPD adopted 2009	Review of SPD not required.		N/A
Civic Pride Urban Design Framework	SPD reviewed and adopted 2010	Overall review not required. Consequential review required as result of potential changes to Royal Well Development Brief (see above).		See comments above.

Cheltenham Borough Council

Cabinet – 19 April 2011

Revised Risk Management Process and Policy

Accountable member	Cabinet Member Corporate Services, Councillor Colin Hay
Accountable officer	Mark Sheldon, Director of Resources
Accountable scrutiny committee	Economy and Business improvement
Ward(s) affected	None
Key Decision	No
Executive summary	<p>Audit Committee is responsible for overseeing the council's risk management process and policy, and at least annually, monitoring and reviewing the effectiveness of risk management systems and their contribution to corporate governance arrangements.</p> <p>A report and revised Risk Management policy (Appendix 1) was considered by the Audit Committee on the 23rd March and I would like to thank them for their input.</p> <p>Their comments have been considered and the policy up-dated, including:</p> <ol style="list-style-type: none"> 1. revising the definition of risk to reflect ISO standard 2. guidance on risk management and commissioning 3. cross referencing the Annual Audit Plan to the Corporate Risk Register
Recommendation	That Cabinet agree the risk management policy and process.

Financial implications	<p>The corporate risk register includes risks which may have financial implications. The councils approach to risk management aims to mitigate, as far as possible, any financial exposure.</p> <p>Contact officer: Mark Sheldon, 01242 264123 mark. Sheldon@cheltenham.gov.uk,</p>
Legal implications	<p>none identified as a result of this report</p> <p>Contact officer: peter lewis@tewkesbury.gov.uk,</p>
HR implications (including learning and organisational development)	<p>none identified as a result of this report</p> <p>Contact officer: , @cheltenham.gov.uk, 01242</p>

Key risks	If a consistent approach to risk management is not adhered to across the organisation based upon a sound policy, then key risks maybe missed, assets lost, important information misinterpreted and ultimately, the continuous improvement and quality of service delivery will suffer.
Corporate and community plan Implications	Risk management is an essential and integral part of management and as such, the consistent and correct assessment, mitigation and monitoring of risks is imperative.
Environmental and climate change implications	None

1. Background

- 1.1 The current Risk Management Policy was approved by Cabinet in January 2009
- 1.2 There have been three issues during 2010/11 that effect the way that risk is managed both at a divisional level and corporately which now need to be incorporated into the policy.
1. Recommendations made in the KPMG Public Interest report (PIR).
 2. The senior officer management structure has been revised and therefore the roles and responsibilities within the policy have been up dated to reflect these changes.
 3. Amendments made to the corporate risk register and the way that it is reported to Economy and Business Improvement Overview and Scrutiny Committee and Cabinet.

Issue 1.

1.3 The KPMG PIR recommendations R11, R15, R16 and R17 concerned Risk Management and resulted in the following actions;

- 1.4 *R11 - that the Council should, in all instances, take decisions based on a balanced range of success factors including service needs, legal issues, financial implications and risk. Decisions should be informed by appropriate risk scenarios or possible outcomes.*

This recommendation has resulted in a new report template which requires report owners to ensure that a balanced range of success factors, legal and financial implications and risks are fully considered within each report.

- 1.5 *R15 - Strategic Directors, Assistant Directors and Service Managers should immediately review all major service and corporate issues that they are individually dealing with, and check whether they are being managed properly and reported through the appropriate channels . There should be an on-going process to ensure that significant issues are escalated to the right people.*

All corporate risks are reviewed by the Senior Leadership Team (SLT) on a monthly basis. Divisional risks are reviewed at least quarterly at divisional team meetings and any that score over 16 are escalated to SLT for inclusion on the Corporate Risk Register.

The project and programme management guidance has been updated to ensure that it is clear how project risks can be escalated to either programme or corporate level.

- 1.6 *R16 - the council consider the needs of Members and officers for risk management training and develop and introduce a training programme. That risk management training is a pre-requisite for Members who serve on the Audit Committee and the Treasury Management Panel.*

An on-line risk management training module has been developed and will be made available to staff and elected members from the beginning of April 2011. Members of the Audit Committee and Treasury Management panel will be contacted to ensure that they undertake the training.

- 1.7** *R17 - Immediately review all risks on the corporate and service risk registers to ensure that they are complete, appropriate and that the descriptions and risk assessments continue to reflect the current state. Any high scoring service risks should be transferred to the corporate risk register where appropriate. The updated corporate risk register should be presented to Members for consideration.*
- 1.8** **All of the risks on the Corporate Risk Register are reviewed on a monthly basis at SLT to ensure that they are up to date and relevant. Any divisional risks that score over 16 are escalated to the Corporate Risk Register. The Corporate Risk Register is reported to Economy and Business Improvement overview and scrutiny committee and Cabinet on a quarterly basis.**

Issue 2.

- 1.9** The senior management structure review resulted in changes to the job titles of those officers and their roles and responsibilities. The Risk Management Policy has been updated to reflect these changes.

Issue 3.

- 1.10** At the E&BI overview and scrutiny meeting on the 29th November it was requested that the corporate register should highlight exceptions and provide more focus on the risks where the mitigating actions are below target. These changes were made and reported to E&BI overview and scrutiny on the 7th March and Cabinet on the 14th March 2011.

Staff awareness

- 1.11** Once the final risk management policy and process is agreed it will then be communicated to staff and members through the intranet.

2. Reasons for recommendations

- 2.1** The Risk Management Policy will provide staff and elected Members with up to date guidance on the process of Risk Management

3. Alternative options considered

- 3.1** None

4. Consultation and feedback

- 4.1** The Senior Management Team and the Corporate Governance Group have been consulted on the revised Risk Management policy and E&BI have been consulted on the revisions to the Corporate Risk Register.

5. Performance management –monitoring and review

- 5.1** Cabinet leads discuss risks with their respective assistant directors at one to one meetings. The senior leadership team consider the risk register on a monthly basis, and challenge how risks are being managed and monitored.

Report author	Contact officer: Bryan Parsons Email; bryan,parsons@cheltenham.gov.uk, 01242 264189
Appendices	1. Revised risk management process and policy
Background information	1. None



Risk management policy



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Review Period Annual

Reviewed by Audit Committee and Corporate Governance Group

Version Number	Version Date	Summary of Changes
1.0	14/02/2009	New Policy
1.2	19/04/2011	revised policy

This document has been distributed to;	
All CBC staff, Public website, Audit committee and Cabinet	1.0
All CBC staff, Public website, Audit Committee and Cabinet	1.2 Aril 2011

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Introduction to risk management cut out and keep section

The council believes that risks need to be managed, rather than avoided and that a rigorous approach to all aspects of risk management is an integral part of good management practice. Through having a sound risk management process we will ensure:

- That the council continues to achieve its objectives and outcomes and sustainable improvement in services;
- That the council is developing and maintaining a safe and healthy environment for the public, and for its employees; and
- That the council reduces the number and cost of insurance claims.
- That by mitigating risk we will make processes safer and more effective which in turn will reduce costs and make us more efficient.

Risk is defined in line with ISO 31000:2009 Risk Management Principles and Guidelines.

There are many definitions of risk and risk management. The contemporary definition set out in ISO 3100 is that risk is the “effect of uncertainty on objectives” where uncertainty can be either positive or negative.

Risk Management is defined as ‘the culture, processes and structures directed towards realising opportunities whilst managing adverse effects’. Its purpose is not to eliminate risk, but to understand it so as to take advantage of the upside and minimise the downside.

Everyone has a role to play in our risk management policy. Combining shared leadership with a team approach will help contribute to the success of integrated risk management.

Our expectations / commitments

- Senior Leadership team will own and maintain the corporate risk register which will be updated on a monthly basis.
- Directors will ensure that there is an up to date divisional risk register for their divisions using the template attached in this policy (Appendix 1). This should be reviewed at least quarterly at the divisional management team meetings. **Any divisional risk that has a score of 16 or greater will be referred to SLT** for consideration for inclusion on the Corporate Risk Register
- Service Managers will document risks to meeting their team objectives.
- All committee reports that require a decision should be accompanied by a risk assessment
- All project and programme managers will assess the strategic and operational risks associated with the programme or project objectives.
- We will ensure that partnership working is part of our risk management approach; partnerships should identify the risks to achieving their objectives and the council will document the risks to working in partnerships.

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Part One – Our approach to risk

1. Introduction

- 1.1 The aim of this policy is to set out Cheltenham Borough Council's approach to risk and the management of risk. It is presented in three parts; the first is our approach to risk management; the second outlines the process for risk management and the third part sets out roles and responsibilities.
- 1.2 The council believes that risk needs to be managed, rather than avoided and that a rigorous approach to all aspects of risk management is an integral part of good management practice. Through having a sound risk management process we will ensure:
- That the council continues to achieve its objectives and outcomes and sustainable improvement in services;
 - That the council is developing and maintaining a safe and healthy environment for the public, and for its employees; and
 - That the council reduces the number and cost of insurance claims.
- 1.3 Risk is defined as
- “An uncertain event or set of events which, should it occur, will have an effect upon the achievement of objectives, within the lifetime of the objective.”*
- 1.4 Risk can be both negative and positive, but it tends to be the negative side that we focus on and score . This is because some things can be dangerous, such as putting lives at risk or a cost to an individual or the organisation in financial terms
- 1.5 Negative risk is represented by potential events that could harm the project. In general, these risks are to be avoided and can be measured in terms of impact and likelihood. Positive risk, on the other hand, refers to risk that we initiate because we see a potential opportunity, along with a potential for failure.
- 1.6 There are two examples of positive risks. The risk could either be a positive experience, or the reason for taking the risk has rewards that are well worth it. For example the risk could make us feel better, or by taking a different option we could improve efficiency, reduce costs or improve income by a greater amount than was originally identified. See also section 8 about monitoring and managing risk.
- 1.7 Risk management is
- “The activities required to identify and control exposure (negative risk) to uncertainty which may impact on the achievement of objectives”. or/and to use Positive risks to help us exceed our objectives.*
- 1.8 From these two definitions, we can see that risk management is focused on the risk to meeting our objectives.
- 1.9 Given the definitions above, the council will assess, monitor and manage risks to the achievement of its objectives, including:
- Our corporate objectives – as set out in our corporate strategy;
 - Divisional objectives;
 - Service team objectives;
 - Project and programme objectives; and

- 1.10** This policy sets out how we will identify, assess and manage risks, how we will report risk and how we will support risk management.
- 1.11** Everyone has a role to play in our risk management policy. Combining shared leadership with a team approach will help contribute to the success of integrated risk management. More information on roles and responsibilities is given in part 3.

2. Identifying, assessing and managing risks

- 2.1** The council will take a rounded view on what constitutes a risk. The starting point is that a risk could be anything, from an internal or external source, that poses a threat to the achievement of our objectives.
- 2.2** In terms of external sources, changing circumstances can have a significant impact on our ability to deliver our objectives. The environment we operate in is not stable and is in constant flux. Good risk management is about trying to anticipate these changes and put in place actions to respond to the resulting risks by minimising the likelihood and/or impact. Our view of the source of external risks could include the following:
- Local and national political change
 - Local and national economic circumstance
 - Social change
 - Technological change
 - Climate change
 - Legislative change
 - Environment
 - Complying with equality considerations
 - Change in the organisational structure for local government
 - Changing expectations/needs from customer/citizens
 - Change in how we are resourced
 - Recommendations from assessment or review
- 2.3** In terms of internal source of risks, the ability of the council to continue to deliver its objectives is dependent on the following:
- Finance - sufficient finances in place to deliver service;
 - Human resource - enough skilled, competent, experienced, healthy, motivated staff in the right place at the right time to deliver the service;
 - Premises - the most appropriate environment from which to deliver the service;
 - Technology – the most appropriate form of technology to support service delivery;
 - Procurement – the most appropriate service/resource provider in place to deliver the service objectives (if service out-sourced);
 - Legal/Contractual – the most appropriate form of contract to guide service delivery;
 - Partners – commitment from appropriate other partners (both internal and external) to deliver the service;

- Changing priorities – a stable environment in terms of organisation priorities, clear objectives and manageable level of complexity;
- Information – an exchange of reliable information (internal and external) that is accurate and timely on which decisions can be fairly and correctly based.
- Safety and security of assets.

2.4 It is also worthwhile noting that as we gradually adopt a commissioning approach whereby the council may deliver services through different organisational models, then we must ensure that these arrangements are included within our risk management processes. These risks can then be included in the same register as all other risks to the delivery of the objective. When it is necessary to the achievement of an objective to procure products and services, the risk/s to the objective if the procurement process fails should also be identified and managed. **When these ownership and management mechanisms have been defined risk owners need to ensure that effective monitoring and governance controls are in place to protect council assets.**

2.5 In addition we would expect all programme and project managers to assess the strategic and operational risks associated with the programme or project objectives before the project is selected and approved. Risks should be reviewed as the project proceeds and included within the Corporate Risk Register if the risk is likely to impact upon the authority as a whole.

2.6 All committee reports that require a decision should contain a risk assessment. These risks are to the objectives of the report topic.

2.7 Risk management should not be seen as a separate management function; it is a core part of good management.

2.8 The council have separate and detailed Health and Safety policies that provide advice about how this type of risks should be identified and managed. They can be found at [safety policies and guidance | corporate pages on CBCi](#)

2.9 Defining and scoring risk

2.10 Once risks have been identified using the information given above, the council would like risks to be defined in a consistent way using the “cause and effect” approach (see Part 2, 5.3 for more information). Risks will be then scored for impact and likelihood using the risk scorecard. (The risk score is the multiplication of impact and likelihood.)

2.11 The initial score will be based on current circumstances and referred to as the ‘original’ score. After controls have been actioned, the risk will be scored again. This score will be referred to as the ‘current’ score.

2.12 Tolerance and controls

2.13 The scored risk can then be assessed against the council’s tolerance levels. Currently we have three levels which set out the council’s attitude to that particular risk. The three tolerance levels are coloured red, amber and green. Risks that are scored in the red and amber areas (7 and above) will require action.

2.14 The council then has four options on how to control the risk;

- Reduce the risk
- Accept the risk
- Transfer the risk to a third party
- Close the risk

- 2.15 The decision on how to control the risk will be made by the risk owner or an appropriate senior officer depending on where the score falls in the tolerance areas and the costs associated with the control.
- 2.16 **Monitoring and managing risk**
- 2.17 As risk management is an integral part of good management all identified risks should be recorded and managed through either the Divisional Risk Register or the Corporate Risk Register. Corporate Risks are monitored monthly and Divisional Risk Registers will be monitored quarterly at routine Divisional Team meetings. **Any divisional risk that has a score of 16 or greater will be referred to SLT** for consideration for inclusion on the Corporate Risk Register
- 2.18 The Corporate Risk register is held on the S: Drive and is collectively monitored and managed by the Senior Leadership Team.
- 2.19 **Recording risk**
- 2.20 The risk registers should be used to inform decision making and resource allocation and should be updated as required to meet agreed monitoring arrangements.
- 2.21 Divisional Risk Registers are the responsibility of Directors with the individual risks being assigned to officers within the division (or across divisions where appropriate.)
- 2.22 The Corporate Risk Register is held on the s drive. Any new risk must be agreed by SLT before being added to the register. Risks cannot be deleted from the register unless they have agreed that it can be closed. Mitigating actions and deadlines can be updated by the risk owner at anytime prior to the monthly review at SLT.
- 3. Risk registers & reporting risk**
- 3.1 **The corporate risk register**
- 3.2 The 'corporate risk register' contains strategic risks to the organisation
- The longer-term risks to the delivery of outcomes (ambitions) are described within the Corporate Strategy. The outcomes are linked directly to specific improvement actions which again are described within the Corporate Strategy but are individually risk assessed and managed within the Corporate Risk Register.
 - Headline risks associated with exceptional circumstances.
- 3.3 **Senior Leadership team will own and maintain the corporate risk register and associated actions which will be updated on a monthly basis. The owner of the objective (or outcome) is the owner of its associated risk/s.**
- 3.4 The corporate risk register will provide the necessary assurance for the annual governance statement.
- 3.5 **Divisional, service area and team risk registers**
- 3.6 Each division needs to take a proactive approach to risk management making sure that it is embedded as a part of the good management of the division. Each division should compile and maintain a divisional risk register that captures the risks to the delivery of its objectives.
- 3.7 Each service team, project/programme may also have a risk register which capture risks to their respective objectives. The important issue is to make sure that risk is discussed and debated at management teams and that risks are then identified and managed.

3.8 It is also important to note that those particularly high scoring divisional risks will not necessarily have a place on the corporate risk register unless it has a direct impact on our corporate objectives. In this case, the cause or effect may be different and the impact and likelihood scores must be scored appropriately.

3.9 It is possible that the same risk will appear in more than one register. The impact or likelihood may be different against the different objectives and should therefore be scored accordingly. Where actions to control a risk fall to another division, it is that division's responsibility to implement that action and the risk owner's responsibility to remain updated and manage the risk accordingly.

3.10 Reporting risks

3.11 Monthly risk monitoring reports will be presented to the Senior Leadership Team and then Quarterly to Economy and Business Improvement Overview and Scrutiny committee and Cabinet which will include:

- The most significant corporate risks faced by the council;
- The associated management actions which are considered urgent;
- The resource implications of any management actions; and
- An overview of how significant risks may affect the Council's ability to meet its ambitions.

Risk management reporting should be co-ordinated with continuous routine performance monitoring; the ESP system links objectives, risks, activities and performance indicators.

4. Supporting risk management

4.1 Risk management co-ordination

4.2 The risk management policy, including any guidance notes, will be reviewed once a year by the Audit Committee and the responsible Director and when necessary, updated to incorporate further development in risk management processes and/or organisational change.

4.3 Where the council has established groups who have responsibility for risk, they should include detail about their role in the terms of reference or constitution for the group.

4.4 Training

4.5 The requirement for risk management training which will ensure that elected members and officers have the skills required to identify, evaluate, control and monitor the risks associated with the services they provide, or govern should be identified through the appraisal process.

4.6 Risk Management training for staff and elected Members will be delivered through an elearning tool on the learning gateway

4.7 Where required, training in corporate governance, of which risk management is a part, should be identified through the induction process for all new employees and members.

4.8 Communication

4.9 Risk should be considered at least quarterly by management team and service team meetings as part of good management practice. When necessary, new and emerging risks, significant change and where control actions are significantly succeeding or failing should be discussed.

4.10 It is the responsibility of the risk owner to communicate and discuss risk and control actions with other relevant officers, including those from other divisions.

- 4.11** If the cause of a risk or the failure of an objective or activity has the potential to impact on another objective or activity, it is the duty of the responsible officer to communicate that cause or failure to the owner of the effected objective or action.
- 4.12** Information and guidance on risk management will be available to all employees with computer access via the intranet and shared drive. Employees without computer access should speak to their manager for a printed copy.
- 4.13** Employees will be kept up to date on risk management progress and good practice through management meetings, team briefings and the intranet.

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Part 2 - Process & Guidance

5. How to identify and define risks

5.1 Identifying risks is about asking:

- what could happen that would impact on the objective?
- when and where could it happen?
- how and why could it happen?
- how can we prevent or minimise the impact or likelihood of this happening?

5.2 What risks are identified and who you involve in the process will depend on whether you are looking at a specific team area or at a more strategic, organisational level. It is best practice to involve others in identifying risk as this gives you different perspectives on the same situation. Those involved must be clear about what objective is being risk assessed. Approaches to identify risks can include:

- Brainstorming on possible risks in a facilitated session;
- Mapping out the processes and procedures; asking staff to identify risks at each stage;
- Drawing up a checklist of risks and asking for feedback.

5.3 Risks should then be defined using the 'if then' (or the cause and effect or likelihood and impact) approach and given a reference number.

5.4 Risks should be specific and worded carefully and concisely and should not consist of a single word.

5.5 Risks should be outcome based and if one cause creates several impacts, each impact should be identified separately. This is because each might result in a different score and control.

6. How to score risk

6.1 The council has produced a scorecard to help risk owners score the risk by assessing impact and likelihood (effect & cause).

Impact

6.2 To help assess the impact (effect), we have identified a scale of impact from 1 to 4;

- 1) Negligible
- 2) Marginal
- 3) Major
- 4) Critical

6.3 Risk owners are encouraged to decide the scale of the impact by considering what type of impact the risk has on the objective, using the following risk types. The scale increases as the type worsens; e.g. 0-10% impact on budget = score 1 / >90% impact = score 4:

Type of impact	
Cost	% of budget; % resource cost; Value for money; Cost of legal action,

	Personal health & safety, Morale.
Quality	Interruption of service provision; Negative assessments/intervention from Government; Breakdown of joint working.
Outcomes	Reputation (media coverage & complaints); Missed targets; Poor governance; Impact on delivering customer needs.
Time	Schedule slippage; Capacity; Staff time

6.4 A full description of impact type and scoring is detailed in the 'impact scorecard' which should be used when assessing risk.

Likelihood

6.5 To help the risk owner assess the likelihood score (cause), we have identified 6 categories of likelihood that the risk will occur during the lifetime of the objective. These are:

Score	Likelihood	Probability	Action
1	Almost impossible	0-5%	Awareness of risk, no action
2	Very low	6-15%	Action to ensure likelihood does not increase
3	Low	16-30%	Preventative action required
4	Significant	31-60%	Minimise probability and/or impact
5	High	61-90%	Minimise probability and/or impact immediately
6	Very high	>90%	Plans made in advance must be carried out.

Risk score

6.6 The risk score is a multiplication of impact and likelihood.

6.7 On occasion it is possible to have a risk that proposes more than one score of impact, e.g. a single cause that could have minimal cost implications, maximum cost implications or anywhere in between. In this instance, we advise that you score and manage the risk according to the most likely scenario. Using the areas of tolerance may also help.

7. Selecting a risk control and understanding tolerance

7.1 The scored risk can then be assessed against the council's tolerance levels. Currently we have three levels which set out the council's attitude to that particular risk. The three tolerance levels are coloured red, amber and green. Risks that are scored in the red and amber areas (above 7) will require action.

Score	Colour	Action/need to apply control	Responsibility
1-6	Green	Acceptable, subject to monitoring.	Risk owner
7-15	Amber	Needs active management	Risk owner
16-24	Red	Requires urgent attention	Manager

7.2 The decision on how to control the risk will be made by the risk owner or an appropriate senior officer depending on where the score falls in the tolerance areas and the costs associated with the control.

7.3 The council has four options on how to control the risk;

Control	Description	Tolerance area
Reduce	The impact and/or likelihood needs to be reduced.	Amber or red

Accept	Impact and/or likelihood is at an acceptable level, it is impossible to reduce or is more cost effective to take the risk in not treating.	Amber or green
Transfer	Some of the risk is better controlled by an external partner. However some of the risk will remain (e.g. reputation) and that needs to be managed.	Any
Close	The risk has been terminated or is exceptionally low.	Green

8. Monitoring and managing risk

8.1 As risk management is an integral part of good management our view is that risks should be reviewed at least quarterly and revised as and when actions prove to be successful or unsuccessful and when new information becomes available.

<i>Progress of action</i>	<i>Further action</i>
Positive but by a small margin	Current action not as effective as first hoped. Make changes or think of new action.
Positive by a significant margin	Current action successful – redirect resources.
Negative	Current action unsuccessful. Need new action.

8.2 The identification of risk may raise the question not to pursue a course of action. If this decision is made, it must be clearly documented.

8.3 The identification of risk may raise a success or positive learning point. This should be communicated to those who may benefit.

9. Risk registers

9.1 Risks will be recorded in either a Divisional Risk Register or a Corporate Risk register .

9.2 A risk register will record:

- Risks identified - to an objective, including a reference code and specified using “if...& then...”;
- Original risk assessment and score based on impact and likelihood;
- Risk owner;
- Date raised;
- Control applied;
- Actions to control the risk;
- The officer responsible for the action;
- An indication as to whether the mitigating actions are on target
- The action status including progress notes;
- Current risk assessment and score once the action has been implemented.
- The date the risk was last reviewed

Part 3 - Roles and Responsibilities

Everyone has a role to play in our risk management policy. Combining shared leadership with a team approach will help contribute to the success of integrated risk management.

10. Elected members

10.1 All elected members have risk management responsibility; they should promote the desired culture essential for successful risk management, acknowledging risk management as a strategic and operational tool to further the council's objectives. All should feel secure that, by identifying risk in their area, they are doing so within a corporate framework that is robust and easily understood.

10.2 The risk assessment included in all reports, that require a decision, that are brought to council, cabinet and committees should be used to inform decision making and should be revisited to ensure the risks are being managed.

10.3 They will also participate in training workshops to maintain an up-to-date understanding of how CBC manages risk.

10.4 Audit Committee

10.5 Audit Committee will endorse the council's corporate risk management policy, and at least annually, monitor and review the effectiveness of risk management systems and its contribution to corporate governance arrangements.

10.6 Audit Committee will also seek assurance from the internal audit team that risks are being managed in an appropriate manner and by the terms of this policy.

10.7 Economy & Business Improvement Overview & Scrutiny Committee

10.8 Economy & Business Improvement Overview & Scrutiny Committee will monitor the corporate risk register quarterly when reviewing the council's performance to ensure that a control has been identified and that effective action is being taken and is being used to inform service delivery and improvement.

10.9 Cabinet and council

10.10 The Cabinet will approve the Risk management policy.

10.11 Cabinet and Council, as decision-making bodies, will be made aware of risks associated with any decision taken to them. They will have the responsibility to ensure that any risks to a report or project they sign off are managed and should request a revision of previously identified risks as and when necessary.

10.12 The Corporate Risk Register will be reported to Cabinet on a quarterly basis so that they can monitor the progress of mitigating action.

10.13 The Leader has risk management identified as part of their portfolio. They will have responsibility to ensure that their cabinet colleagues consider risk when setting policy and making decisions. These risks should be revisited to identify how they are being managed.

10.14 Individual cabinet members should seek assurance that the risk management process is being met in reference to their respective portfolios through discussions with Directors.

10.15 The Corporate Governance Group

10.16 The Corporate governance Group are consulted on proposed amendments to the Risk management policy and the Corporate Risk Register.

11. Officer responsibilities

- 11.1 The **Chief Executive** and **Executive Board** have strategic responsibility for the risk management policy and collectively oversee the council's effective management of risk. In their role as 'coach', they will advise and support senior managers to ensure that risk is managed consistently and in line with this policy.
- 11.2 The Executive Board are responsible for setting tolerance levels. The risk owner is empowered by Executive Board to make decisions about the control of the risk, depending on the risk score and what tolerance area it falls within.
- 11.3 They will consider corporate risk as part of developing and implementing the council business plan and corporate strategies, projects and programmes.
- 11.4 The **senior leadership team** are collectively responsible for risks recorded on the Corporate Risk Register
- 11.5 Directors are responsible for managing risks to the delivery of the objectives of their own division, jointly with their service managers. These risks will be managed in accordance with this policy, using the risk register template attached.
- 11.6 The **Director of Resources** is responsible for minimising the overall cost of insurance claims which do arise and supporting the risk management programme by supplying any advice and data to the Board.
- 11.7 The **Director of Resources** is responsible for monitoring the implementation and effectiveness of this risk management policy and for reviewing compliance with controls introduced by assistant directors to manage risks. Any responsibilities delegated to internal audit will be covered in the annual internal audit programme.
- 11.8 The **Audit Partnership Manager** is responsible for ensuring that where corporate risks are identified in the Annual Audit Plan they are cross referenced to the Corporate Risk Register.

12. Service managers

- 12.1 **Service managers** are responsible for identifying and managing risks to the objectives of their service team in line with this policy. The council encourages managers to identify, understand and manage risk, and learn how to accept risk within the applicable tolerance level.
- 12.2 They should ensure that their teams carry out risk assessment, where appropriate, as a routine part of service planning and project management, including reporting to members.

13. All council employees

- 13.1 The identification of risk relies on input from teams and individuals.
- 13.2 A 'Risk Owner' is the owner of a risk and will manage that risk accordingly. This will involve maintaining awareness of how control actions are progressing.
- 13.3 All actions identified to control a risk will be assigned to an individual officer who will be called the action 'Responsible Officer'.

Part 4 – Scorecards & Register Template

14. Impact scorecard

Risk Category	Impacts	Impact	Score
Resources	<10% financial cost impact due to legal issues,	1	1
Resources	<10% of objective's budget,	1	1
Resources	<10% resource cost,	1	1
Resources	Low morale is contained within team and managed.	1	1
Resources	Minimal negative impact on value for money,	1	1
Resources	Risk to personal health & safety is no more serious than a sticking plaster,	1	1
Quality	Brief interruption of non-core service provision,	1	1
Quality	Minor breakdown of joint services or contracts.	1	1
Quality	Negative assessments that do not impact on overall outcome,	1	1
Outcomes	Minimal impact on delivering customer needs.	1	1
Outcomes	No media coverage/minor complaints,	1	1
Outcomes	Poor governance but zero impact on outcomes,	1	1
Outcomes	Targets are missed but only marginally with no impact on other targets or objectives.	1	1
Time	10% or less reduction in capacity with minimal impact on overall outcomes,	1	1
Time	<10% delay in schedule with no impact on other targets,	1	1
Time	<10% staff time with minimal impact on service delivery,	1	1

Risk Category	Impacts	Impact	Score
Resources	11-30% financial cost impact due to legal issues,	2	2
Resources	11-30% of objective's budget,	2	2
Resources	11-30% resource cost,	2	2
Resources	Risk to personal health & safety may result in broken bones/illness,	2	2
Resources	Some hostility from staff and minor non-cooperation.	2	2
Resources	Some negative impact on value for money,	2	2
Quality	Poor assessments with marginal impact on overall outcome,	2	2
Quality	Slightly reduced service provision with marginal disruption,	2	2
Quality	Some breakdown of joint services or contracts with disruption to progress,	2	2
Outcomes	Adverse local media/negative local opinion/formal complaints,	2	2
Outcomes	Governance has been missed/misunderstood/not up-to-date with marginal impact on improvement,	2	2
Outcomes	Some customer needs or expectations may not be met either in time or quality.	2	2
Outcomes	Targets are missed with marginal impact on other targets or objectives and resources,	2	2
Time	11-30% delay in schedule with marginal impact on other targets,	2	2
Time	11-30% reduction in capacity with some disruption to overall outcomes,	2	2
Time	11-30% staff time with marginal impact on service delivery,	2	2

Risk Category	Impacts	Impact	Score
Resources	31-60% financial cost impact due to legal issues,	3	3
Resources	31-60% of budget,	3	3
Resources	31-60% resource cost,	3	3
Resources	Industrial action in the short term/staff leaving.	3	3
Resources	Risk to personal health & safety includes sustained or major illness of 1 or more people,	3	3
Resources	Severe negative impact on value for money inc. risk to reputation & external intervention,	3	3
Quality	Collapse of at least one aspect of joint service or contract with significant disruption or temporary suspended service.	3	3
Quality	Negative assessment require temporary intervention into service service/qualified audit opinions,	3	3
Quality	Service suspended in short term with noticeable disruption,	3	3
Outcomes	Adverse local & national media/member's/senior staff position threatened,	3	3
Outcomes	Governance arrangements have failed with some reputation/legal implication and cost to	3	3

	recover		
Outcomes	Key customer needs or expectations may not be significantly met either in time or quality.	3	3
Outcomes	Targets are missed with significant reputation/legal implication and cost to recover,	3	3
Time	31-60% delay in schedule with significant impact on other targets,	3	3
Time	31-60% reduction in capacity with temporary suspension of services or questionable to proceed,	3	3
Time	31-60% staff time with significant impact on service delivery.	3	3

Risk Category	Impacts	Impact	Score
Resources	61-100% financial cost impact due to legal issues,	4	4
Resources	61-100% of budget,	4	4
Resources	61-100% resource cost,	4	4
Resources	Failure to provide value for money with major risk to reputation & external intervention,	4	4
Resources	Prolonged industrial action.	4	4
Resources	Risk to personal health & safety includes loss of life/large scale illness,	4	4
Quality	Joint service or contract delivery fails, is suspended long term or is a non-starter with major disruption.	4	4
Quality	Negative assessment require long term and high level intervention into service,	4	4
Quality	Service suspended for long term with major disruption,	4	4
Outcomes	Customer needs or expectations are not met.	4	4
Outcomes	Governance arrangements have failed with major reputation/legal implication and cost to recover,	4	4
Outcomes	Situation is remembered for years/members and/or senior staff resign,	4	4
Outcomes	Targets are missed continuously/data is unreliable; major impact on reputation/legal implication and cost to recover,	4	4
Time	61-100% delay in schedule with cancellation of other targets,	4	4
Time	61-100% reduction in capacity with long term suspension or cancellation of services,	4	4
Time	61-100% staff time with major delay or cancellation of other activities.	4	4

15. Likelihood scorecard

Probability	Likelihood Description	Likelihood	Score
0% - 5%	Almost impossible	1	1
5% - 15%	Very low	2	2
15% - 30%	Low	3	3
30% - 60%	Significant	4	4
60% - 90%	High	5	5
> 90%	Very high	6	6

Code	Risk score	Risk Management view
Red	16 – 24	Must be managed down to reduce risk scores as soon as possible, or agree a contingency plan
Amber	7 – 15	Seek to improve the risk score in the short/medium term or develop a contingency plan
Green	0 – 6	Tolerate and monitor within the division

Further information

This policy and process document, the full impact scorecard and registers are all available via the Intranet.

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Cheltenham Borough Council

Cabinet – 19 April 2011

Affordable Housing Programme

Report of the Cabinet Member Housing and Safety

Accountable member	Cabinet Member Housing and Safety, Councillor Klara Sudbury
Accountable officer	Director Commissioning, Jane Griffiths
Accountable scrutiny committee	Social and Community
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The Spending Review, in October 2010, introduced a new affordable rent model for the delivery of affordable housing from 2011 to 2015. The Homes and Community Agency (HCA) has now published its affordable housing programme framework. The programme sets out how housing funding will be allocated, based on the new rent model and Registered Providers (RPs) (Cheltenham Borough Homes is currently applying for RP status) can receive grant funding, in return for investing the higher rental income into further new delivery, once loans have been serviced.</p> <p>Clearly, over time, the new model will affect the tenure mix in Cheltenham and the Council will need to fully understand how this might impact on communities given other changes to welfare reforms. Cheltenham is generally high rental value area and therefore, could be attractive to consortia of RPs who would be bidding on a Gloucestershire-wide basis.</p> <p>The Council, on 13th February, 2009, approved a capital strategy which confirmed that Cheltenham Borough Homes (CBH) is its preferred development partner, supported in principle on the basis of prudential borrowing, capital subsidy and transfer of land at nil value. Cabinet, on 21st April 2009, in response to the capital strategy, also agreed in principle to the support of the submission of grant funding bids to the HCA. CBH is now proposing to participate in a consortium bid to the HCA, led by Bromford Housing, for a range of sites, including a number in Cheltenham, as set out in Appendix 3 of the report.</p> <p>Given the changes to the housing regime it seems appropriate that a Cabinet working group be established, both to review the impacts of the proposals on housing and the wider social impact of the reforms on housing outcomes, including how this may translate into options and opportunities moving forward.</p>

Recommendations	<p>It is recommended that:</p> <ul style="list-style-type: none">i) Cabinet endorses the submission of a bid to the HCA by CBH, as part of a consortium lead by Bromford Housing;ii) further consideration is given to specific new build schemes once HCA funding has been allocated to Gloucestershire, prior to consultation and planning applications;iii) Cabinet accepts the principle of the affordable rents model as a way of accessing HCA funding, but that a housing review working group with suggested terms of reference, as set out at Appendix 2, is set up to fully understand the impacts on housing outcomes
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Financial implications	<p>The 2011/12 final budget proposals agreed by Council on 11th February 2011 set out that the capital receipt generated from the sale of council owned properties in Ledmore Road would be used to fund the redevelopment of St Paul's and other housing regeneration schemes, in line with previous cabinet and council decision's.</p> <p>In March 2010, Council agreed that £500k of capital subsidy would be made available to support the St. Paul's phase 1 and Brighton Road schemes.</p> <p>There is therefore £800k by way of capital subsidy available to support other housing regeneration schemes across the borough. The current approved capital strategy agreed by Council on 13th February 2009, confirmed CBH as its preferred development partner, supported on the principle that capital subsidy would be made available to CBH to bridge the shortfall between the total costs of development, and the combined total of Social Housing Grant and the borrowing which can be supported by the available rental stream.</p> <p>Contact officer: Paul Jones, paul.jones@cheltenham.gov.uk, 01242 775154</p>
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Legal implications	<p>The report refers to CBC transferring land at nil value, providing capital subsidy from the affordable housing reserve and providing loan funding through the PWLB. The Council entered into the same arrangement with CBH when it transferred the St. Paul's and Brighton Road sites in August 2010 and CBC needed the prior consent of the Secretary of State to do so.</p> <p>In December 2010 the DCLG issued new general consents and CBC can now transfer land or dwellings at less than best consideration and provide other forms of financial assistance to Registered Providers without having to obtain specific consent from the Secretary of State. There are restrictions on the use of the general consents, such as the number of dwellings that can be transferred in any financial year and One Legal will provide details of these restrictions when required.</p> <p>The Council needs to ensure that it does not breach rules on the provision of State Aid and officers should seek advice from One Legal when it has more details about the package and value of the support it wishes to give CBH.</p> <p>Contact officer: Donna McFarlane, donna.mcfarlane@teWKesbury.gov.uk, 01242 775116</p>
HR implications (including learning and organisational development)	<p>Officer support for the working group will be required but this work will be built into the workplans for the commissioning division.</p> <p>Contact officer: Julie McCarthy , julie.mccarthy@cheltenham.gov.uk, 01242 264355</p>
Key risks	<p>The risks are set out in the risk matrix at Appendix 1.</p>
Corporate and community plan Implications	<p>The corporate strategy has an objective that people have access to decent and affordable housing, and actions in 2011/12 include implementation of phase 2 of St Pauls regeneration scheme.</p>
Environmental and climate change implications	

1. Background

- 1.1** The Affordable Homes Programme 2011-15 (AHP) aims to increase the supply of new affordable homes in England. During 2011-15, the Homes and Communities Agency (HCA) will invest £4.5bn in new affordable housing through the AHP. Approximately £2.2 billion of this funding is currently uncommitted. The HCA's investment partners will help to deliver a total of up to 150,000 new affordable homes. The majority of these new homes built will be delivered as affordable rent, with the remaining proportion for affordable home ownership.
- 1.2** The proposals change the tenure for new properties from social rent to a new affordable rent product. The differences are set out below:

Social Rent

- Rents at around. 50% of market rent;
- Life time tenancies;
- Grant at around £55k per unit;
- Limited use of existing assets

Affordable Rent

- Rents ordinarily at 80% of market rent;
- Fixed term tenancies;
- Grant as part of the wider subsidy but at much lower grant levels than for social rent;
- Asset Management strategies involving affordable rent conversion in relation to voids and receipts from sales. This option is not currently available to CBH.

- 1.3** In order to access the HCA subsidy, the affordable rent model needs to be adopted, which means that RPs may charge rents at up to 80% of the local market rent, based on an independent valuation following methods recognised by RICS. This rent can then be uprated by RPI+0.5% per annum.
- 1.4** Clearly, there is a benefit to RPs in adopting the new rent model for new homes built, but in return they must commit to reinvesting extra revenues (once loan payments have been discharged) in new affordable housing supply. The reinvestment however, does not have to be within the area where the original additional rental income is gained, although it should be within the same housing market area. Therefore in Cheltenham's case we could potentially see higher rents being charged, but additional properties being built in other parts of Gloucestershire. The new model also enables re-lets at affordable rents and conversion to shared ownership (although this does not apply to CBH development) and there is a risk that there will potentially be a gradual loss of social rented property, and an increase in the proportion of social rented property in relatively deprived areas of the town.
- 1.5** The proposals indicate that RPs will co-operate with local authorities in their strategic housing role to allocate affordable rent properties and that they will be allocated in the same way that social rent properties are currently allocated.
- 1.6** The commitment is that housing benefit will meet the full rental costs on affordable rent, as it currently does for social rent, but as the welfare reforms are implemented, there may be an affordability impact. The new rent model may well lead to an increase in arrears and the fixed term tenancy arrangements are likely to result in greater social instability. It is important moving forward that the council fully understands the implications of the different tenure arrangements to both CBH as its arms length management company and also to the wider community. Given this context it is appropriate to set up a working group to consider the issues and attached at Appendix 2 are some suggested terms of reference.
- 1.7** Bids for funding to the HCA for properties at social rent levels will only be accepted in exceptional circumstances, such as supported schemes, or the relocation of existing social tenants under decant arrangements. If such bids are accepted, any funding shortfall will need to be met from the reserves of the RP, or through local authority grant or other funding sources.
- 1.8** The HCA has indicated that local authorities will have a key role to play in a three way dialogue between themselves and the RPs, as well as on-going discussions with developers and house builders to bring forward new supply. The Council has already been working with the other districts and CBH on the development of a local investment plan (LIP), which sets out our regeneration and investment priorities for development across Gloucestershire.
- 1.9** CBH is proposing to participate in a consortium bid with Bromford Housing (CBH's preferred development partner) for the submission of a bid to the HCA by the closing date of 3rd May, 2011 for the development of properties which would be owned and managed by CBH.
- 1.10** CBH Board at its meeting on 30th March 2011, agreed in principle to the bid proposals to enable the submission of a bid. Attached at Appendix 3 are the proposed sites and numbers of properties which will be included within the bid.

- 1.11** The HCA is keen to see consortia bids where a range of tenures, types and locations are brought together into a single programme at a unified grant rate. Following a competitive selection process in 2008, CBH chose to work with Bromford Housing Group as their selected development agent on St Paul's Phase 1 and Brighton Road, and this relationship will continue for the new proposals.
- 1.12** CBH's proposals assume that CBC will:-
- transfer land for development at nil value;
 - provide capital subsidy from capital receipts earmarked for affordable housing ; and
 - support long term loan funding through the Public Works Loan Board (PWLB).
- 1.13** The overall proposal for St Paul's phase 2 (but not included in the HCA bid) also includes a number of properties for sale, which will help to cross subsidise the scheme. The Council and CBH will need to review this arrangement with Bromford Housing on an open book basis, to ensure that should any profit arise from such sales, that it is not lost to other schemes outside of Cheltenham. The Council will need to see the final business case before it can finalise agreement and ensure value for money, but the assumptions are similar to those agreed previously in relation to the development at Brighton Road.
- 1.14** Once all bids have been received the HCA will undertake a value for money assessment to ensure that the combination of grants, land and borrowing are effective use of public funds.
- 1.15** This is a one-off entry opportunity for this four year HCA programme.

2. Reasons for recommendations

- 2.1** The affordable rents programme framework sets out very clearly that the HCA will not realistically consider bids which are not based on the affordable rents model. Should bids be submitted on a social rent basis, local authorities or RPs will need to make up any viability shortfall. Given the current financial climate, it would not be realistic for the Council to adopt any other model of delivery based on social rents.
- 2.2** The Council has already indicated that CBH is its preferred partner, they are our wholly owned arms length management company (ALMO) and development will help with the future viability of the company, the rationale of which was previously considered by Cabinet in April 2009 when it confirmed the principle support for development.

3. Alternative options considered

- 3.1** Should the bid be unsuccessful or scaled back then consideration will need to be given as to what fall back options may be available, which might include HRA funding or other partnership approaches.

4. Consultation and feedback

- 4.1** No formal consultation has been undertaken. The sites proposed by CBH have previously been agreed as development priorities in other Cabinet/Council reports. The working group may want to consider how it will engage with stakeholders and tenants (both CBH and other RPs).

5. Performance management –monitoring and review

5.1 As the new affordable rents model is adopted and other welfare reforms are implemented, the Council will need to track how these may be impacting on arrears and other social well-being indicators.

<p>Report author</p>	<p>Contact officer: Jane Griffiths, director commissioning jane.griffiths@cheltenham.gov.uk, 01242 264126 Mike Redman, director built environment mike.redman@cheltenham.gov.uk 01242 264160</p>
<p>Appendices</p>	<ol style="list-style-type: none"> 1. Risk Assessment 2. Terms of reference for member working group 3. Development programme scheme
<p>Background information</p>	

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	The proposed welfare reforms and parallel increases to affordable rents may lead to an increase in housing rent arrears across the social rented sector	Director of commissioning	4 April 2011	3	3	9	R	Keep government proposals for reform under review. Housing working group to be established to understand impacts and what further action our housing benefits teams can undertake to mitigate against the reforms	October 2011	Director of commissioning	Divisional risk register
	If the council does not support the proposals, it does not have a viable alternative for helping to address the high demand for affordable housing in Cheltenham, other than indirectly through planning gain	Director of commissioning	4 April 2011	3	2	6	R	Ongoing discussions with CBH with regards to the proposals both in terms of finance and planning.		Director of commissioning/built environment	Divisional risk register
	If the HCA bid is unsuccessful or scaled back, consideration will need to be given as to how relevant sites could be developed to meet the	Director of commissioning	4 April 2011	3	3	9	R	CBH is working up options for delivery if the HCA reduces anticipated support. Consider alternatives in the	Sept 2011	Direct Built Environment	Divisional risk register

	council's strategic outcomes without as much external subsidy							event that HCA bid is unsuccessful or scaled back			

Housing review member working group

Terms of reference

Chair:	Councillor Klara Sudbury
Members:	Three to five councillors, plus chair or vice chair of social and community overview and scrutiny committee
Co-optees:	CBH board members and CBH officers will be asked to participate at relevant times.
Officer support:	Jane Griffiths, Mike Redman, Kath Rees, Erin Davies

Purpose:

To support the development of a report to Cabinet by October 2011, that will set out the strategic direction for housing in Cheltenham, given the national change to the affordable rent regime, self financing of the HRA, future changes to the planning policy framework and welfare reforms.

Specific remit:

1. To consider the outcomes which the council may want to commission in the context of the affordable rents programme, self financing and HRA changes, future changes to the planning policy framework and welfare reforms;
2. To better understand the implications for those living in the social rented sector and the likely impact on the wider community and economy of Cheltenham;
3. To better understand the implications and opportunities for CBH (the council's arms length management company and preferred development partner) including the affordable rent product and HCA funding;
4. To consider concerns, risks and opportunities with the current CBC service delivery arrangements, following CBC restructuring and the opportunities for alternative delivery models;
5. To consider feedback from stakeholders – e.g. other registered providers, private landlords, organisations involved in supporting those in the social rented sector and related best practice;
6. To advise how best to engage with other members and stakeholders;
7. To act as champions for the review and to use this as an opportunity to develop the member role in commissioning.

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CBH - FORWARD DEVELOPMENT PROGRAMME			
LOCATION:	TYPE:	NO.	SIZE:
ST PAUL'S PHASE 2	1B2PF	4	45
	2B3PF	10	60
	3B5PH	10	79
ST PAUL'S PHASE 2 TOTAL		24	
CAKEBRIDGE PLACE	1B2PF	2	49
	2B3PF	4	60
	2B4PH	1	78
	3B5PH	5	86
	4B6PH	7	105
CAKEBRIDGE PLACE TOTAL		19	
GARAGE SITES PHASE 1	2B3PF	2	60
	2B4PH	4	76
	3B5PH	8	88
GARAGE SITES PHASE 1 TOTAL		14	

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