



CHEL TENHAM

BOROUGH COUNCIL

Notice of a meeting of Environment Overview and Scrutiny Committee

Wednesday, 29 February 2012
6.00 pm
Pittville Room, Municipal Offices

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

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

Agenda

1.	APOLOGIES	
2.	DECLARATIONS OF INTEREST	
3.	MINUTES OF THE LAST MEETING 18 January 2012	(Pages 1 - 10)
4.	PUBLIC QUESTIONS None received	
5.	MATTERS REFERRED TO COMMITTEE A. By Council B. By Cabinet	
6.	CABINET MEMBER BRIEFING Cabinet Member Built Environment Cabinet Member Sustainability	
7.	DEVELOPMENT OF THE CORPORATE STRATEGY 2012-13 Discussion paper of the Policy and Partnerships Manager	(Pages 11 - 28)
8.	EVENT SUBMISSIONS Discussion paper of the Head of Integrated Transport & Sustainability	(Pages 29 - 32)
9.	FLOOD PROTECTION UPDATE Discussion paper of the Principal Engineer - Land Drainage	(Pages 33 - 34)

10.		CLIMATE CHANGE WORKING GROUP Discussion paper of the Climate Change Working Group (to be presented by the Chair of the working group, Councillor Wheeldon)	(Pages 35 - 38)
11.		WORK PLANNING 2012-2013 - GOING FORWARD TO THE NEW SCRUTINY ARRANGEMENTS	(Pages 39 - 44)
12.		ANY OTHER BUSINESS THE CHAIRMAN DETERMINES TO BE URGENT AND WHICH REQUIRES A DECISION	

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Environment Overview and Scrutiny Committee

**Wednesday, 18th January, 2012
6.00 - 7.55 pm**

Attendees	
Councillors:	Penny Hall (Chair), Ian Bickerton, Nigel Britter, Jacky Fletcher, Rob Garnham, Diane Hibbert, Sandra Holliday, Helena McCloskey, Charles Stewart and Paul Wheeldon
Also in attendance:	Jennie Hall (Finance and Operations Manager - M&S, Cheltenham), Gill Morris (Climate Change & Sustainability Officer), Pat Pratley (Executive Director), Martin Quantock (Town Centre Manager), Councillor John Rawson (Cabinet Member Built Environment), Councillor John Webster (Cabinet Member Finance & Community Development) and Councillor Roger Whyborn (Cabinet Member Sustainability)

Minutes

1. APOLOGIES

No apologies were received.

2. DECLARATIONS OF INTEREST

Councillor Wheeldon declared a personal, non-prejudicial interest in agenda item 7 (Update on general use of plastic bags) as he worked in support of an anti-packaging campaign.

3. MINUTES OF THE LAST MEETING

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

Upon a vote it was unanimously

RESOLVED that the minutes of the meeting held on the 23 November 2011 were agreed and signed as an accurate record.

4. PUBLIC QUESTIONS

No public questions had been received.

5. MATTERS REFERRED TO COMMITTEE

No matters had been referred to the Committee.

6. CABINET MEMBER BRIEFING

The Cabinet Member Built Environment explained that whilst there were still some outstanding issues, he remained hopeful that exchange of contracts for North Place and Portland Street would take place later in the month (January).

He highlighted the article that had featured in the Gloucestershire Echo earlier in the day about the Brewery Development - Phase 2. This was good news for the town and whilst not a development for which the Council was responsible it

would meet many of its objectives for this part of the high street. It was now a matter for the Planning Committee to consider the planning application.

The concept statement for the railway station was released before Christmas and the Government was undertaking public consultation by which people were able to lobby the Government in reference to specific improvements. He suggested that people would want any franchisee to improve and modernise the station. A unified response would be agreed at a meeting of the Cheltenham Development Task Force on Friday (20 January) and it was hoped this meeting would provide more clarity on envisaged timescales, which were at present, unclear.

He noted, prior to discussion of the budget, the significant investment being made to improve Grosvenor Terrace Car Park prior to the closure of North Place and Portland Street, which would include repairs and heightened security. He anticipated work commencing by September 2012 but was, at this stage, unclear about any timescales for the work.

The Cabinet Member Sustainability updated that the Pittville Bridge was now sitting on abutments and would soon be functional. A programme of works had been circulated to all Members. He also confirmed that the Montpellier and Imperial Gardens planning application would be considered by the Planning Committee tomorrow (19 January).

A Member workshop was recently held to discuss branding for the Local Authority Waste Company which had been named 'Ubico', which should not be considered an extravagance but a necessity. A briefing would be circulated to Members in the coming days. Progress on the formation of a Gloucestershire Waste Committee had stalled and whilst there was general political will, there was also need for a rethink as to how to take this matter forward. He could offer no timescales at present.

Discussion about plastic bags was scheduled later on the agenda, but from a Cabinet perspective he invited any ideas or suggestions that would raise awareness of the consequences of plastic bags and/or result in a reduction of those being used. Admittedly however, these ideas could not involve Council budgets as no funds were available. The plastic bag issue had been covered in the press recently and the Cabinet Member had already received a number of phone calls about alternatives, including bags which were bio-degradable after a period of 18 months.

The Chair tabled an email she had received from one of her constituents, who had recently contacted the Depot to request a replacement lid for her recycling box. She was told that the Council now used an alternative design of box and could therefore offer no replacement lids for the box she had and whilst she was offered a replacement in the form of the alternative design, she was told that the old box would not be collected. The Cabinet Member Sustainability explained that the new boxes, for which replacements lids were now available from the depot, were bigger than the old design. He would consider further if and how the old boxes could be reused.

7. UPDATE ON GENERAL USE OF PLASTIC BAGS

The Chair noted that this item had been scheduled at the request of Councillor Fletcher.

The Town Centre Manager introduced Jennie Hall, the Finance and Operations Manager from Marks & Spencers (M&S), in place of her colleague Darren Price who was unable to attend. He explained that Jennie would make a short verbal presentation to the Committee in relation to the discussion paper that had been circulated and would be unable to answer more general questions about M&S policies, etc.

Jennie stressed the importance of Plan A which was integral to M&S, with 180 commitments to change the way they work, 95 of which had been achieved.

Plastic bags were a key focus for M&S who issued an average of 133 plastic bags per person, per annum. A 7% reduction in the number of bags issued by M&S would result in 280 million less plastic bags a year. M&S introduced the 5 pence charge per food bag, as research showed that charging for the use of bags was more effective than offering incentives for not using them and at the same time raised money for charity. There were currently no plans to charge for any bags other than those for food but the bags used by M&S were better than some, as M&S used recycled polythene.

Other measures adopted by M&S included the Oxfam Clothes Exchange, unsold food sent to anaerobic digestion to generate energy to light and heat stores and a reduction of non-glass packaging. Full details of the achievements to date and aims for the coming year were set out in the 'How We Do Business 2011' report which was available on the M&S website.

In response to a question from a member of the committee, Jennie confirmed that sales had not been impacted by the introduction of charges for food bags, though some customers were initially reluctant to pay. The solution was educating customers to kick the habit of using plastic bags.

Responding to a question from a member of the committee the Town Centre Manager proposed that it was in the interest of retailers to reduce the number of plastic bags issued as this would reduce their costs but equally they didn't want to make it difficult for consumers to purchase goods. He felt that the drive needed to come from the consumers and highlighted that the Regent Arcade had introduced a programme by which they would exchange a plastic bag for a bag for life.

Members commended M&S for their efforts, innovation and successes and whilst generally accepting the reasons given by Jennie as to why bag charges didn't apply to clothing purchases, they felt this should be explored and considered.

Members recognised that there was no Council funding available to educate consumers and agreed that the focus should be supporting the efforts of the retailers. Suggestions included;

- Create a webpage on the Council website which outlines the negative impact plastic bags have on the environment and detail local examples of good practice (M&S, Regent Arcade, etc).

- Identify retailers who are not making efforts to reduce the number of plastic bags issued, though another member felt that by highlighting good practice some retailers would be noticeable by their absence.
- Organise a competition to develop a strap line for Cheltenham that conveys that shoppers are welcome but they should bring their own bags.
- The Echo could link up with local Schools. Children could design their own bag for life and once printed, perhaps the parents would be more inclined to use them. This may be a potential initiative for the 'Promoting Cheltenham Fund'.
- Ask whether a company has a policy in relation to the use of plastic bags as part of the Planning process, though this would be for information only rather than a deciding factor in any application.

The Climate Change & Sustainability Officer felt all the issues raised in the discussion paper had been addressed and Members had no further questions.

Upon a vote it was unanimously

RESOLVED that the committee recommend that Cabinet;

- 1. Consider working with local press and/or Schools on a promotional campaign of some description (based on the suggestions of the Committee);**
- 2. Speak to Planning Officers about whether there is any provision for reviewing a retailers plastic bag policy as part of future planning applications.**

The Chair thanked Jennie from M&S, the Climate Change & Sustainability Officer and Town Centre Manager for their attendance.

8. GENERAL FUND BUDGET PROPOSALS

The Cabinet Member Finance and Community Development introduced the general fund budget proposals in the form of the Cabinet report dated the 13 December.

The Cabinet Member explained that the budget process for the coming year had been easier than expected. This was as a result of targeted decisions that had been made in the last budget round but also the Icelandic bank decision which had been dealt with more expeditiously than expected. In addition £250k of New Home Bonus had been built into the 2012/13 base budget and the impact of HRA self-financing was a positive one. On top of this a predicted overspend of more than £500k had been addressed by an immediate freeze on recruitment, supplies and services.

He highlighted the following structural issues, which included low level investment interest. Car parking income continued to fall, as was the case nationally and he considered that concessionary fares played a role in this decline. The Garden Waste scheme paid for itself but had not generated as much income as envisaged and therefore the estimated revenue had been reduced in next year's budget.

Whilst this year's budget had been relatively pain free and saw the continuation of the Council Tax freeze, he warned that the situation would be very difficult in the following financial year as there would effectively be 5 % uplift in expenditure.

Nina Philippidis, Accountant, gave a brief presentation on the budget (see attached).

The Cabinet Member Sustainability elaborated further on a point raised by the Cabinet Member Finance & Community Development and explained that last years budget proposals had included a reduction in mowing of verges. Whilst this was reinstated last year it was not from the base budget but this year it had been built into the base budget. This formed part of an agreement between the Council and Gloucestershire County Council (GCC) which included other work such as clearing of ally ways, etc. GCC were being asked to reconsider their proposal to reduce the budget by £35k and maintain it at the current level in light of this Council's decision to maintain the 'top-up'. At this time there were no plans to renegotiate the contract with GCC.

The following responses were given by the Cabinet Member Finance & Community Development and Accountant, to questions from members of the committee;

- The renewal of the electricity contract had been postponed last year and a 6 month extension entered into. This formed part of the base budgets and it was hoped that a competitive renewal could be achieved.
- Invest to save schemes with a longer than 5 year pay back period were not considered prudent given the 5 year term of the MTFS.
- The criteria for recruitment was refined as part of the freeze so vacancies were only filled where entirely necessary.
- £250k of the New Home Bonus had been built into the base budget and ideally capital would be reinvested in capital. The Cabinet Member agreed that this funding should not be used to maintain revenue expenditure unless it was to cover debt. The New Home Bonus formed part of a 6 year commitment and the figures were linked to historical planning figures and NOT the JCS figures.
- The budget consultation closed last Friday (13 January) and the Cabinet Member had only just received details of the responses. There had not been a high response and the suggestion was that this was a result of there being no major cuts. He noted that the Focus Group from last year had been reconvened and had made some good points. There was one particularly well thought through suggestion that services should be reorganised to generate enough income to allow for nil Council Tax within 10 years.
- There was a statutory requirement to achieve a balanced budget and this was based on assumed levels of income which were reviewed in the outturn report.
- Improvements to Grosvenor Terrace car park were necessary in order for it to be, first and foremost, a car park people would consider using. There were no major structural problems but it was a very unattractive building. There were discussions to be had about price structuring but reduced charges as an introductory offer was an option.

- Prices at Leisure@ had been increased by inflation across the board but when the Service Manager had reviewed each area of his service individually and using his judgement and knowledge he considered that certain areas could withstand additional increases. Full details of these areas would be provided to Members. The Cabinet Member felt strongly that whilst in a recession and though private organisations were reducing costs, the Council mustn't be pulled into a race to the bottom.
- In terms of maintenance, savings had been made as a result of the uncertainty about the future of the Municipal Offices. Admittedly, such assets were held for the people of Cheltenham and therefore cuts to maintenance could not continue.
- The Council papers would identify where services that were not transferred to the Local Authority Company would now sit as this was not entirely clear but very important for Members to understand.

The Chair thanked the Cabinet Members and Accountant for their attendance.

9. ENVIRONMENT OVERVIEW & SCRUTINY WORK PLAN 2011-2012

The Chair referred Members to the work plan as circulated with the agenda.

She noted that as a consequence of the Council decision of the 12 December 2011, new scrutiny arrangements would be in place following the May 2012 elections. Any outstanding items on the work plan would therefore be considered by the new Scrutiny Committee as appropriate.

The Executive Director voiced concerns that Grahame Lewis, who was scheduled to present the CBC Business Continuity Arrangements to the next meeting, may not have returned to work following a recent operation. As a consequence, she suggested that the Committee schedule a flood update in its place. Members agreed.

The Chair requested, on behalf of the Climate Change Working Group, that an update be scheduled for the next meeting. Members agreed.

Councillor McCloskey asked that a progress review of the Air Quality Management Order group be scheduled on the work plan for the new scrutiny committee to consider in Autumn. Members agreed.

The Vice Chair suggested that between now and the next meeting, Members consider any items or recommendations it wanted to put forward to the new scrutiny committee for consideration. Members agreed.

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

There were no urgent items for discussion.

11. DATE OF NEXT MEETING

The next meeting was scheduled for the 29 February 2012.

Penny Hall
Chairman

Budget Consultation 2012-13



The Council's Budget

In 2012/13 CBC's Government cash grant will fall by a £0.534m; this will result in a total cash cut of £1.624m over 2011/12 and 2012/13.

Funding Gap =
Cost of Maintaining Current Service Levels plus growth *minus* Funds Available to Spend
(grant settlement + achievable income)

2012/13 estimate £1.115m



The 2012/13 'Funding Gap'

- Economic downturn continues to impact on the Council's budgets:
 - Car Parking** income continues to fall: a further £100k less than budgeted in 2011/12, with similar trend continuing in 2012/13.
 - Estimated income from sale of **garden waste** bins down by £272k in 2011/12, with a similar trend continuing in 2012/13.
 - Low bank base rate resulting in low levels of **investment interest**.



Cabinet general approach

- No increase in Council Tax - Band D £187.12 (using Government funding);
- A reduction in number of staff – 5 jobs will be lost;
- Flexible retirement and voluntary reduction in employee hours;
- Internal restructures to increase efficiencies – part of becoming a 'commissioning organisation';
- Continued promotion of shared services;
- Reduction in cost of council assets e.g. sale of surplus assets.



Key areas for Growth – Appendix 3

Ongoing Revenue Growth:

- Additional annual **tree maintenance** budget - £20,000 pa.
- No inflationary increase to **car parking** charges - £93,900 pa.
- Reinstated verges 'top up' of £110k (built into base budget).

Funded from Capital Reserve:

- Improvements to **Grosvenor Terrace Car Park** - £150,000 investment.



Key areas for Growth – Appendix 3

Funded from Civic Pride Reserve:

- Contribution to GCC for repaving of **East & West Promenade** - £245,000 investment across 2012/13 and 2013/14.
- Upgrade of **Promenade pedestrianised** area - £100,000 investment.
- Remodelling of **Sherborne Place car park** into a green car park for short stay bus use – £100,000 investment.
- Scheme for **St. Mary's churchyard** - £50,000 investment.
- Public Space** designer – 2 year contract - £35,000 per annum for 2012/13 and 2013/14.



Key areas for Savings – Appendix 4

- Internal **staffing restructures** across council services, including Built Environment Division - £229,100 savings.
- **Merging of services**, including on-street and off-street car parking teams, strategic land use and housing enabling functions - £24,500 savings.
- Removal of staff essential / regular **car allowances** - £62,100 savings.
- Renegotiation of **Regent Arcade lease** - £75,000 savings.



Key areas for Savings – Appendix 4

- Establishment of **Local Authority Joint Waste Company** with Cotswold District Council - £53,000 savings.
- Build **New Homes Bonus** income into base budget - £250,000 saving.
- Review of **allotment service** – above inflation price increase - £25,000 additional income.
- Introduce charge for discretionary advice for **listed buildings and heritage assets** - £5,000 additional income.



New Homes Bonus

2012/13 allocation of £574k to be used:

1. £250k built into **base budget**.
2. £50k to fund **youth work** issues.
3. £137k for **small environmental works** costing up to a max. of £15k per application.
4. £137k towards a **Promoting Cheltenham fund**.



Questions?



MATTERS ARISING FROM ENVIRONMENT O&S MEETING: 18 JANUARY 2012

Agenda No.	Item	Action required	Officer / Member	Completed
6	Cabinet Member Briefing	Circulate a Member briefing on the Local Authority Company (Ubico) branding.	Cllr Whyborn	✓
Action taken: Briefing circulated and then released on the 30/01.				
6	Cabinet Member Briefing	Send a copy of the email about the replacement lids to Cabinet Member Sustainability.	Cllr Hall (Chair)	✓
Action taken: Cllr Hall forwarded the email to the Cabinet Member Sustainability (24/01).				
6	Cabinet Member Briefing	Consider if and how old recycling boxes could be reused.	Cllr Whyborn	✓
Action taken: Cllr Whyborn forwarded the email to the relevant Officer who formally responded to the original query by the member of public. The Officer explained when and why different boxes were used and that whilst it was not possible for recycling crews to take the boxes as they are a hard plastic, it was possible for them to be recycled at the Swindon Road Recycling Centre. The Officer would explain this to the customer service staff (25/01).				
	Plastic bags	Pass recommendation to Cabinet that they consider working with local press and/or Schools on a promotional campaign of some description (based on the suggestions of the Environment Committee) and speak to Planning Officers about whether there is any provision for reviewing a retailer's plastic bag policy as part of future planning applications.	Saira Malin	✓
Action taken: The recommendations were considered and accepted by Cabinet at their meeting on the 07/01.				
8	Budget	Provide Members with details of all service areas at Leisure@ where prices have been increased above inflation	Finance (Nina)	✓
Action taken: This information was circulated to Members on the 19/01.				
8	Budget	Provide full details of where residual services now sit within the organisation following the formation of the Local Authority Waste Company (Ubico) as part of the final Budget Proposal documents for Council.	Finance	✓
Action taken: Full details of residual services were included in the final budget papers.				
9	Work plan	Add items to work plan according to work plan discussion	Saira Malin	✓

MATTERS ARISING FROM ENVIRONMENT O&S MEETING: 18 JANUARY 2012

Agenda No.	Item	Action required	Officer / Member	Completed
	at meeting.			
	Action taken: The work plan was update as necessary.			
9	Work plan	Members of the Environment Committee to consider any items or recommendations they want to put forward to the new Scrutiny Committee for discussion at the next meeting.	All ENV O&S Members	✓
	Action taken: This item has been added to the agenda for the next/last meeting of the ENV O&S Committee. Members were sent a reminder on 21/01 asking them to consider, in advance of the meeting, if there is anything they want to put forward to the new Scrutiny Committee.			

Information/Discussion Paper

Environment Overview and Scrutiny Committee 29 February 2012

Development of the corporate strategy 2012-13

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

1. Why has this come to scrutiny?

- 1.1 The corporate strategy action plan for 2012-13 is being prepared and is due to go to full council for approval on 26 March 2012. To ensure that the formal views of elected members are captured in the process, the draft strategy is being considered by the overview and scrutiny committees. The draft action plan is attached as appendix A.

2. How we have prepared the draft strategy

- 2.1 The Senior Leadership Team and cabinet members have agreed the following changes from last year:
- Re-word the value for money outcome as it previously suggested that delivering value for money was separate to mainstream service delivery. Instead value for money will be a core objective running across the remaining 9 outcomes, but the outcome now is specifically about the actions being undertaken by the Directors of Resources and Commissioning and the GO Partnership.
 - Merge the economic development and tourism outcomes and re-word;
 - Retain the remaining outcomes to ensure continuity with previous corporate strategies;
 - Use feedback from commissioning exercises to set out our supporting improvement actions;
 - Ensure that the document is clear about the separation of commissioner and providers responsibilities;
 - Set out the forward plan for commissioning reviews.

3. Commissioning reviews

- 3.1 Preparation of the 2012-13 action plan has taken place within the context of a number of commissioning reviews that provide greater detail about how the council is taking forward six of its corporate outcomes.
- 3.2 We have agreed a set of outcomes for our built environment services that will be delivered by the Director of Built Environment and we are working on a service level agreement which will include a set of performance indicators.
- 3.3 We have agreed a set of outcomes for our leisure and culture services and we will be asking our in-house Town Hall/Pittville Pump Room and Leisure@ and Sports, Play and Healthy Lifestyles service providers to deliver against them. We will also be considering the most appropriate organisational option that can deliver the proposed outcomes and measures of success for the Art Gallery and Museum whilst also meeting the requirements of the Heritage Lottery Fund special conditions and those of any other funders.

- 3.4** The housing review will lead to the creation of a new set of outcomes that will guide the housing policy framework for the joint core strategy and preparations for self-financing. The review will also provide more detail for how the council delivers its housing outcome.
- 3.5** We have agreed to establish the local authority company which will mean the council has an arms length relationship with Ubico which will deliver the cleanliness and maintenance outcome.
- 3.6** The Strategic Commissioning Programme Board has also considered the order of future commissioning reviews and has agreed that the following proposed exercises should be listed as the next set of priority projects:
- Housing options;
 - Supporting the review of asset management being led by Leadership Gloucestershire;
 - ICT services.
- 3.7** These three commissioning reviews are built into the 2012-13 corporate strategy as distinct improvement actions.

4. Input from partnerships

- 4.1** Following the endorsement of new partnership structures in October 2011, partners have undertaken a piece of work to identify the most-pressing issues for partnership activity where there is both corroborating data/evidence and a willingness from partners to work collectively on solutions. The draft list, which was endorsed by the Cheltenham Strategic Partnership, is as follows:

Partnership priority outcome	What can be done through better partnership working
Ensuring that our young people have access to a suitable range of positive activities	Ensure that the building resilience project being undertaken by County Community Projects continues and that partners are ready respond to issues or recommendations arising – either as individual agencies or collectively through a task and finish group.
Building stronger and more resilient communities	Use the opportunity of the Olympics to create an “Olympic legacy” using sport and other community activities to help develop community resilience, support volunteering and to aid healthy lifestyles.
Reducing alcohol and substance misuse	Reinvigorate the Reducing Alcohol Related Violence project group to address the impact of the night time economy and to set up other task and finish groups to address the impact of alcohol and substance misuse on everyone’s lives.
Tackling anti social behaviour	<p>Ensure that the current ASB group continues to have a clear work programme and is making linkages back to the Inspiring Families project.</p> <p>The cruiser working group to continue but consideration given to merging with the ASB group if this would make it more effective.</p>
Tackling emerging crime	Supporting the Burglary Task and Finish Group deliver its actions and work to ensure that resources are in place to deliver all elements linked to this outcome including prevention, enforcement, intelligence, and communications.
Reducing harm, vulnerability and poverty	<p>The Inspiring Families project to continue and a task and finish group should be set up to consider how we might roll out this intensive way of working for vulnerable adults.</p> <p>To bring together housing providers and other housing related partners together to identify how they can collectively work together to support some of the most vulnerable in the community and use our resources to best effect.</p> <p>As part of the development of the CBC’s housing strategy, commit to organise a conference that will bring together a range of stakeholders ie housing providers, VCS, other stakeholders and the SLG to discuss the issues and how we can collectively work together to support some of the most vulnerable in the community and use our resources to best effect.</p>

4.2 The draft action plan includes specific commitments to support the delivery of these six priorities.

5. Proposed improvement actions 2012-13

Cheltenham has a clean and well-maintained environment.	<ul style="list-style-type: none"> • We will ensure a smooth implementation of the new Local Authority Company, Ubico, from 1 April 2012 • We will increase take-up of the garden waste and trade waste schemes • We will work with GCC and other districts on the development of a Joint Waste Committee
Cheltenham's natural and built environment is enhanced and protected.	<ul style="list-style-type: none"> • We will listen to the feedback from the developing options consultation and bring forward the preferred option for the Joint Core Strategy for council approval in 2012. • We will implement the recommendations of the Built environment commissioning review and prepare for market testing in 2013. • We will work with the county council to review the management of on-street parking to ensure that the service contributes to our corporate outcomes at best value to the tax-payer
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.	<ul style="list-style-type: none"> • We will implement a range of energy saving initiatives that will reduce the council's carbon emissions
Cheltenham has a strong and sustainable economy	<ul style="list-style-type: none"> • We will make significant progress on the our plans to revitalise Cheltenham's town centre through Cheltenham Development Task Force • We will prepare for the move of our Tourist Information Centre to the redeveloped Art Gallery and Museum ready for opening in April 2013. • We will undertake a review of 2011 Promoting Cheltenham Fund to inform how the 2012 funds are allocated. • We will commission support and advice for local businesses so that they are more resilient.
Communities feel safe and are safe.	<ul style="list-style-type: none"> • We will continue to work in partnership to reduce incidences of anti-social behaviour and the harm this causes to communities • We will work in partnership to tackle burglary in the town through the burglary task and finish group. • We will work in partnership to reduce the impact of alcohol to individuals and families and alcohol-related violence.
People have access to decent and affordable housing.	<ul style="list-style-type: none"> • We will undertake a commissioning review about the best way to deliver our housing options service • We will complete our housing review and publish a new housing and homelessness strategy and develop local policies in response to the government proposals for benefits changes. • We will enable the provision of more social housing • We will support Cheltenham Borough Homes so that they are able to complete phase 1 of the St. Pauls regeneration project and have agreed plans for phase 2. • We will develop local policies in response to the government proposals for benefits changes.
People are able to lead healthy lifestyles.	<ul style="list-style-type: none"> • We will bring forward thoughts about the next steps on how best we provide Leisure@ and sports, play and healthy lifestyles as part of our leisure and culture commissioning review. • We will use the opportunity of the Olympics and the torch relay to create a legacy that increase participation levels and promotes more healthy active lifestyles.
Our residents enjoy a strong sense of community and involved in resolving local issues.	<ul style="list-style-type: none"> • We will work in partnership to enable more voluntary and community sector organisations to provide positive activities for young people.

	<ul style="list-style-type: none"> • We will deliver the 2012 elections in May and November elections for the Police and Crime Commissioner • We will undertake a community governance review of parish boundaries ahead of parish elections in 2014.
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.	<ul style="list-style-type: none"> • We will progress the Art Gallery and Museum redevelopment in order that it is able to open on time on 1st April 2013. • We will review organisational options for Art Gallery and Museum service balancing value for money with the need to deliver a range of agreed outcomes • We will test outcomes for the Town Hall and Pittville Pump Room with councils who provide other similar venues. • We will investigate the possibility of major capital investment into the Town Hall to help promote the building as a first class entertainment venue
We will meet our 'Bridging the Gap' targets for cashable savings and increased income	<ul style="list-style-type: none"> • We will continue to develop the 'Bridging the Gap' programme for delivering future year's savings including for the commissioning reviews. • We will review the current structure and service provision for ICT and undertake a sourcing project with a particular focus on a shared service model. • We will develop and publish a fully costed asset management strategy and contribute to the wider review of asset management being led by Leadership Gloucestershire. • We will move to the GO shared service arrangements for Finance, HR, payroll and procurement support. • We will move to the full partnership arrangements for audit. • We will implement the actions agreed from the Investors in People strategic review • We will implement new scrutiny arrangements that enable us to provide a better overview of our commissioning projects

6. Next Steps

- 6.1 The revised draft strategy action plan will go to Economy and Business Improvement on 5 March for consultation and then to cabinet on 13 March for endorsement before going to Council on 26 March for final approval.

Background Papers	2010-2015 Corporate Strategy, Report to Council, 29 th March 2010.
Contact Officer	Richard Gibson, Strategy and Engagement Manager, 01242 235 354, richard.gibson@cheltenham.gov.uk
Accountability	Leader of the Council
Scrutiny Function	All
Attachments	Appendix A –Draft Corporate Strategy Action plan

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APPENDIX A – Draft Corporate Strategy Action Plan 2012-13

22 February 2012

Enhancing and protecting our environment			
Cheltenham has a clean and well-maintained environment.			
Who is accountable for this outcome			
Cabinet lead:	Cabinet Member Sustainability		
Commissioner lead:	Grahame Lewis		
Provider lead	Ubico – new local authority company		
how will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
The council agreed in 2011 to establish a joint local authority company with Cotswold District Council to deliver the following services:			
<ul style="list-style-type: none"> Waste collection, kerbside recycling collections, organic waste collections, servicing of neighbourhood recycling sites, operation of the Swindon Road recycling centre, street cleaning, public toilet cleaning, grounds maintenance, grounds maintenance of Cheltenham Borough Homes, fleet management and maintenance. 			
What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?			
Improvement Action	Key milestones	Dates	Lead
We will ensure a smooth implementation of the new Local Authority Company, Ubico, from 1 April 2012	New company established Transfer of SITA employees (Cotswold) work with other partners who wish to join the company	1 4 2012 6.8.2012 31.3.2013	Jane Griffiths, Director Commissioning Rob Bell, Ubico
We will increase take-up of the garden waste and trade waste schemes	Implement the roll out of the garden waste bag scheme and monitor take-up. Explore opportunities to increase plastic recycling for consideration in the 2013/14 budget.	31.3.2013 30.11.2012	Rob Bell, Ubico Scott Williams, Strategic Client Officer
We will work with GCC and other districts on the development of a Joint Waste Committee	To review the business case and report back to Cabinet	30.9 2012	Jane Griffiths, Director Commissioning
How will we know what difference we have made in 2012-13			
Proposed indicators	Measured by this indicator	Baseline (March 2011)	March 2013 Target
Service indicators	<ul style="list-style-type: none"> Residual household waste per head Percentage of household waste recycled and composted Percentage of refuse and recycling materials collected on the designated day 	590kg 34.4% new indicator	500kg 48% 99% Rob Bell, Ubico

Enhancing and protecting our environment Cheltenham's natural and built environment is enhanced and protected.

Who is accountable for this outcome

Cabinet Member Built Environment

Commissioner lead:

Grahame Lewis

Provider lead

Mike Redman

How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks

Following a commissioning review, the council agreed in 2011 to continue providing built environment services through its in-house provider. These services are as follows: Building Control, Strategic Land Use, Development Management, Urban Design and Heritage and Conservation

Following the creation of the Ubico, the joint local authority company, we will undertake a commissioning review of how best we provide our green space services in 2013/14.

What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?

Improvement Action	Key milestones	Dates	Lead
We will listen to the feedback from the developing options consultation and bring forward the preferred option for the Joint Core Strategy for council approval in 2012.	<ul style="list-style-type: none"> Consideration of revisions to JCS in light of 2011/12 public consultation by JCS Member Steering Group Consideration of revisions to JCS in light of 2011/12 public consultation by CBC planning working group Consideration of preferred option by Council for purposes of public consultation Completion of public consultation on preferred option 	<p>30.6.12</p> <p>30.6.12</p> <p>30.9.12</p> <p>31.12.12</p>	Tracey Crews, Strategic Land Use Manager
We will implement the recommendations of the Built environment commissioning review and prepare for market testing in 2013.	<ul style="list-style-type: none"> Business plan setting out how service will deliver the agreed outcomes First interim review of performance 	<p>31.5.2012</p> <p>31.11.2012</p>	Mike Redman, Director Built Environment

How will we know what difference we have made in 2012-13

Measured by this indicator	Baseline (year)	March 2013 Target	Lead
Number of applications received / determined / approved / refused / appealed			Mike Redman, Director Built Environment
Number of days to process an application from receipt to issuing of decision			Mike Redman, Director Built Environment
Number / percentage of planning appeals allowed			Mike Redman, Director Built Environment
Number of projects implemented as a result of working with local interest groups on street redesign projects			Wliff Tomaney, Urban Design Manager

Enhancing and protecting our environment

Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.

Who is accountable for this outcome

Cabinet lead: Cabinet Member Sustainability

Commissioner lead: Jane Griffiths

Provider lead: Dave Roberts, Head of Property Services

How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks

The council will continue to set the strategic framework for this outcome

What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?

Improvement Action	Key milestones	Dates	Lead
We will implement a range of energy saving initiatives that will reduce the council's carbon emissions	<ul style="list-style-type: none"> Evaporative cooling installed in the server room at the Municipal Offices Low energy LED lighting installed in the swimming pool hall at Leisure@ Chandelier bulbs at Town Hall and Pump Room replaced with LED equivalents Grosvenor Terrace car park upgraded Voltage optimisation project implemented in council buildings 	<p>30.9.2012</p> <p>30.6.2012</p> <p>?</p> <p>30.9.2012</p> <p>31.3.2013</p>	Dave Roberts, Head of Property Services

How will we know what difference we have made in 2012-13

Proposed indicators	Measured by this indicator	Baseline (year)	March 2013 Target	Lead
What will we do directly and be accountable for - Service indicators	Reduction in CO2 emissions from energy use, fuel use	4,661 tonnes CO ₂ (2005/06) – we now report our emissions as CO ₂ e not just CO ₂ and using DEFRA reporting guidelines baseline has changed to 5,557 tonnes CO ₂ e for 2005/6	Assuming council motion passed to adopt new target of 40% by 2020 (instead of 30% by 2015), based on 2.67% pa target will be 4,599	Gill Morris, Climate Change and Sustainability Officer
	Gas and electricity consumption	10,992,635 kWh (2008/9)	9,893,372 kWh (10% reduction on baseline – target in asset mgt strategy)	
	Fleet Fuel usage	to be discussed with Ubico		
	Office recycling	Figures for year 2011/12 will be used to set a baseline		
	Water use	Figures for year 2011/12 will be used to set a baseline		

Strengthening our economy			
Cheltenham has a strong and sustainable economy			
Who is accountable for this outcome			
Cabinet lead:	Leader of the Council		
Commissioner lead:	Jane Griffiths		
Provider lead	Mike Redman		
How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
The council will continue to directly provide an economic development function but has already commissioned Cheltenham Development Task Force to take the lead in bringing forward plans for the revitalisation of our town centre. The council will also work in partnership with businesses and their representative bodies who make-up Cheltenham Business Partnership and the Gloucestershire Local Enterprise Partnership to deliver this outcome.			
What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?			
Improvement Action	Key milestones	Dates	Lead
We will make significant progress on the our plans to revitalise Cheltenham's town centre through Cheltenham Development Task Force	<ul style="list-style-type: none"> complete the sale of North Place/Portland Street which itself is predicated on receipt of a planning permission complete plans to revitalise Grosvenor Terrace car park consider planning application for plans to improve access to the Brewery site from the High Street Consultation on the opportunity of AGM redevelopment to bring forward plans to regenerate St. Marys Invest collaboratively with GCC over Promenade East public realm improvements Work with GCC to review findings from Junction efficiency trial on St. Margaret's Road 	<p>31.8.2012</p> <p>31.8.2012</p> <p>31.5.2012</p> <p>31.8.2012</p> <p>30.6.2012</p> <p>30.6.2012</p>	<p>Jeremy Williamson, Managing Director, Cheltenham Development Task Force</p>
We will prepare for the move of our Tourist Information Centre to the redeveloped Art Gallery and Museum ready for opening in April 2013.	<ul style="list-style-type: none"> implement new tourism website testing new ways of delivering joint TIC / AG&M customer services prior to the move, ready for the opening from April 2013 review of signage within the town (i.e. signposting visitors to the new building) will need to be considered as part of the re-location plans. 		Jane Lillystone, Museum, Arts and Tourism Manager
We will undertake a review of 2011 Promoting Cheltenham Fund to inform how the 2012 funds are allocated.	<ul style="list-style-type: none"> Launch 2012 round with clear application guidelines and promote widely Assess applications and award funding 	<p>30.4.2012</p> <p>31.7.2012</p>	Richard Gibson, Strategy and Engagement Manager
We will commission support and advice for local businesses so that they are more resilient.	Ensure contract in place for April 2012	30.4.2012	Richard Gibson, Strategy and Engagement Manager
How will we know what difference we have made in 2012-13			
Proposed indicators	Measured by this indicator	Baseline (year)	March 2013 Target
What will we monitor	Unemployment levels- claimant rate % of young people not in education, employment or training	3.3% (January 2012) 5.7% (January 2012)	We will monitor these and report against local and regional averages
			Richard Gibson, Strategy and Engagement Manager

Strengthening our communities.			
Communities feel safe and are safe.			
Who is accountable for this outcome			
Cabinet Member Housing and Safety			
Commissioner lead: Jane Griffiths			
Provider lead: Sonia Phillips			
How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
The council will continue to directly provide a range of services that support this outcome including the work of the Public Protection Teamwork who lead on licensing, environmental health, promoting community safety and tackling anti-social behaviour. The council is also committed to working in partnership with a wide range of agencies to support delivery of this outcome and more information on this is available from the partnership website.			
What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?			
Improvement Action	Key milestones	Dates	Lead
We will continue to work in partnership to reduce incidences of anti-social behaviour and the harm this causes to communities	<ul style="list-style-type: none"> To complete a partnership review of the Anti Social Behaviour Working Group to ensure its efficiency and effectiveness and monitor progress. Anti Social Behaviour Working Group to explore whether gating orders would be beneficial in addressing anti-social behaviour (and burglary) and to explore potential funding streams. Anti Social Behaviour Working Group to respond to national guidelines resulting from the Hidden in Plain Sight final inquiry report into disability related harassment. 	31.10.2012 31.3.2013 31.3.2013	Trevor Gladding, Community Protection Manager
We will explore how best the council can work in partnership to tackle burglary in the town through the burglary task and finish group.	<ul style="list-style-type: none"> To review the effectiveness of phase 1 of the CCTV on the Honeybourne Line project in reducing domestic burglary (and ASB) and look for ways to attract external funding to implement phase 2. To support the Burglary Task and Finish Group deliver its actions and work to ensure that resources are in place to deliver all elements linked to this outcome including prevention, enforcement, intelligence, and communications. 	31.10.2012 31.10.2012	Trevor Gladding, Community Protection Manager
We will work in partnership to reduce the impact of alcohol to individuals and families and alcohol-related violence.	<ul style="list-style-type: none"> Review the Reducing Alcohol Related Violence Project and update principles and Codes of Practice to meet changes to current licensing legislation. Support the establishment of a Task and Finish Group to consider how best to reduce the harm the alcohol causes to vulnerable people. 	31.10.2012 30.6.2012	Trevor Gladding, Community Protection Manager Richard Gibson, Strategy and Engagement Manager
How will we know what difference we have made in 2012-13			
Proposed indicators	Measured by this indicator	Baseline (2010-11)	2013 target
What will we will monitor	Total volume of recorded crime per annum Number of anti-social behaviour incidents Serious acquisitive crime incidents Domestic burglary incidents Incidents of recorded violence in the Town Centre (Friday & Sat eve.) Incidents and repeat incidents of domestic abuse	10,187 7024 2406 1251 295 207 incidents and 79 repeat incidents (38.16%).	10,040 (2% pa) no targets set for the remainder, monitored by Positive Participation Partnership
			Richard Gibson, Strategy and Engagement Manager

Strengthening our communities.			
People have access to decent and affordable housing.			
Who is accountable for this outcome			
Cabinet Member Housing and Safety			
Commissioner lead:	Jane Griffiths		
Provider lead	Mike Redman / Cheltenham Borough Homes		
How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?			
Improvement Action	Key milestones	Dates	Lead
We will undertake a commissioning review about the best way to deliver our housing options service	complete initial options appraisal	31.10.2012	Jane Griffiths, Director Commissioning
We will complete our housing review and publish a new housing and homelessness strategy and develop local policies in response to the government proposals for benefits changes.	To publish the new Housing & Homelessness Strategy following consultation and cabinet approval	31.7.2012	Jane Griffiths, Director Commissioning
We will enable the provision of more social housing	Within the context of the HRA business plan to consider proposals for new build social housing	31.3.2013	Jane Griffiths, Director Commissioning
We will support Cheltenham Borough Homes so that they are able to progress the St. Pauls regeneration project.	complete phase 1 of St. Pauls regeneration project	31.3.2013	Jane Griffiths, Director Commissioning
We will develop local policies in response to the government proposals for benefits changes.	Agree plans for phase 2	31.3.2013	Jane Griffiths, Director Commissioning
	Delivered via activities identified with the Housing & Homelessness Strategy	31.3.2013	Jane Griffiths, Director Commissioning
How will we know what difference we have made in 2012-13			
Proposed indicators	Measured by this indicator	Baseline (year)	March 2013 Target
What will we do directly and be accountable for - Service indicators	Gross Affordable housing completions	13 as at Dec 2012	25
	The number of households living in Temporary Accommodation	45 (estimate 2011/12)	55
	The number of homelessness acceptances (rise in target in recognition that homeless likely to rise due to changes in housing benefit rules)		Martin Stacy, Housing & Communities Manager Martin Stacy, Housing & Communities Manager

Strengthening our communities.			
People are able to lead healthy lifestyles.			
Who is accountable for this outcome			
Cabinet Member Sport and Culture			
Commissioner lead:	Pat Pratley		
Provider lead	Sonia Phillips		
How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
The council is part-way through a commissioning review of its leisure and culture services which include leisure@, Prince of Wales stadium and Sports, Play and Healthy Lifestyles			
What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?			
Improvement Action	Key milestones	Dates	Lead
We will bring forward thoughts about the next steps on how best we provide Leisure@ and sports, play and healthy lifestyles as part of our leisure and culture commissioning review.	Discussions will continue to take place with NHS Commissioners to explore future opportunities for direct provision of health related activities, alongside the traditional mix of school, family and adult leisure activities that are appealing to casual users and members in a challenging and increasingly competitive leisure market.	31.10.2012	Craig Mortiboys, Healthy Communities Partnership Manager Stephen Petherick, Commercial Manager
We will use the opportunity of the Olympics and the torch relay to create a legacy that increase participation levels and promotes more healthy active lifestyles.	Ensure a well managed Olympic Torch Relay through the town and associated evening celebration event at Cheltenham Racecourse Successfully deliver a series of Olympic s related initiatives and events during Summer 2012 in conjunction with local sports clubs and community partners	23.5.2012 31.8.2012	Craig Mortiboys, Healthy Communities Partnership Manager
How will we know what difference we have made in 2012-13			
Proposed indicators	Measured by this indicator	Baseline (year)	March 2013 Target
What will we do directly and be accountable for	Attendances during the annual Summer of Sport initiative	1,426 attendances in 2011	1,497 in 2012 (5% increase)
	Overall football at leisure@	294500	302000
	Attendance free under 16 swim	49700	51000
	Attendance at Active Life (50+) sessions	35000	55000
	Attendance on the Re-Active programme	1000	12000
	Number of GP referrals	250	350
	Number of Reactive Concession referrals	250	350
	Concession card scheme membership sales	227	2500

Strengthening our communities.			
Our residents enjoy a strong sense of community and involved in resolving local issues.			
Who is accountable for this outcome			
Cabinet lead:	Cabinet Member Finance and Community Development		
Commissioner lead:	Jane Griffiths		
Provider lead	Strategy and Engagement Team		
How will the council provide this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
<ul style="list-style-type: none"> We will use the opportunities presented in the Localism Act to empower local people and to ensure that we use community engagement to support commissioning exercises. We will fully engage in neighbourhood management in order to address issues of local concern and to strengthen communities. 			
What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?			
Improvement Action	Key milestones	Dates	Lead
We will work in partnership to enable more voluntary and community sector organisations to provide positive activities for young people.	For the Positive Lives Partnership to take a report from County Community Projects, Aston Project, Targeted Youth Support Service and others to build up a detailed picture of current provision (gaps, risks and opportunities), an assessment of the impacts on communities of the lack of youth activities and build a business case for a community-based approach for the future.	31.7.2012	Richard Gibson, Strategy and Engagement Manager
We will deliver the 2012 elections in May and November elections for the Police and Crime Commissioner	To review the building resilience contract with County Community Projects and put arrangements in place to deliver the second year of the funding. We will organise the 2012 Borough council elections We will support new councillors through an induction programme and provide ongoing support for all councillors We will organise the Police and Crime Commissioner elections We will prepare for the county council elections being held in May 2013	31.7.2012	
We will undertake a community governance review of parish boundaries ahead of parish elections in 2014.	Agree terms of reference Undertake consultation Report to council recommending future parish council boundaries	3.5.2012 31.7.2012 15.11.2012 31.3.2013	Kim Smith, Elections & electoral registration manager Rosalind Reeves Democratic Services Manager
		30.6.2012 30.11.2012 31.3.2013	Richard Gibson, Strategy and Engagement Manager
How will we know what difference we have made in 2012-13			
Proposed indicators	Measured by this indicator	Baseline (year)	March 2013 Target
What will we do directly and be accountable for - Service indicators	number of VCS organisations supported by GAVCA	18 (Sept 2011)	Richard Gibson, Strategy and Engagement Manager

Enhancing the provision of arts and culture.			
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.			
Who is accountable for this outcome			
Cabinet lead:	Cabinet Member Sport and Culture		
Commissioner lead:	Pat Pratley		
Provider lead	Sonia Phillips		
How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
The council is part-way through a commissioning review of its leisure and culture services which include the Art Gallery and Museum, Town Hall and Pittville Pump Room			
What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?			
Improvement Action	Key milestones	Dates	Lead
We will progress the Art Gallery and Museum redevelopment in order that it is able to open on time on 1 st April 2013 and within budget.			Jane Lillystone, Museum, Arts and Tourism Manager
We will review organisational options for Art Gallery and Museum service balancing value for money with the need to deliver a range of agreed outcomes	Report to Cabinet on the options for the delivery of the outcomes for the Art Gallery and Museum	31.7.2012	Pat Pratley, Executive Director
We will test outcomes for the Town Hall and Pittville Pump Room with councils who provide other similar venues.	Outcomes reviewed as part of options appraisal	31.7.2012	Pat Pratley, Executive Director
We will investigate the possibility of major capital investment into the Town Hall to help promote the building as a first class entertainment venue		31.3.2013	Gary Nejrup, Entertainment & business manager
How will we know what difference we have made in 2012-13			
Proposed indicators	Measured by this indicator	Baseline (year)	March 2013 Target
What will we do directly and be accountable for - Service indicators	AGM - Number of people accessing engagement programme AGM - Visitor numbers TH/PPR – ticket sales TH/PPR - number of Hires TH/PPR – income generated TH/PPR - Web Site Visits TH/PPR - Catering Commission		Jane Lillystone, Museum, Arts and Tourism Manager Gary Nejrup, Entertainment & business manager

Delivering value for money services			
We will meet our 'Bridging the Gap' targets for cashable savings and increased income			
Who is accountable for this outcome			
Cabinet lead:	Cabinet Member Corporate Services, Cabinet Member Finance and Community Development, Cabinet member Built Environment		
Commissioner lead:	Mark Sheldon		
Provider lead	GO		
How will the council commission this work in the future to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
What are our planned improvement actions in 2012-13 to deliver this outcome and to address risks?			
Improvement Action	Key milestones	Dates	Lead
We will continue to develop the 'Bridging the Gap' programme for delivering future year's savings including for the commissioning reviews.	We will have redeveloped a budget strategy for 2013/14 for approval by Cabinet We will have identified savings and additional income (including those from commissioning) to meet the budget gap identified for 2013/14. We will have agreed a local policy in response to the localisation of council tax benefit which deals with the implication of a 10% cut in government support We will have determined the impact on the MTFs of the government proposals for retention of business rates.	16.10.2012 18.12.2012 31.12.2012 31.12.2012	Mark Sheldon, Director of Resources
We will review the current structure and service provision for ICT and undertake a sourcing project with a particular focus on a shared service model.	We will have considered the potential for a shared service with other councils. We will have reviewed the ICT service and identified the service outcomes, including member's requirements and sought member's approval to any immediate investment requirements. We will develop an updated ICT strategy which determines the way forward for the service and gained Cabinet / Council approval.	30.5.2012 30.6.2012 30.10.2012	Mark Sheldon, Director of Resources
We will develop and publish a fully costed asset management strategy and contribute to the wider review of asset management being led by Leadership Gloucestershire.	Develop the AMP to capture corporate aspirations for the council's property portfolio. We will develop and publish a fully costed Asset Management Plan for approval by Cabinet / Council. We will continue to explore opportunities to work collaboratively with other Authorities and public sector bodies. We will agree an accommodation strategy based on analysis of the options agreed by Cabinet in July 2011	31.5.2012 30.6.2012 31.3.2013 31.12.2012	David Roberts, Head of Property Services
We will move to the GO shared service arrangements for Finance, HR, payroll and procurement support.	Implementation of Agresso ERP system at Cheltenham Borough Council, Cheltenham Borough Homes Ltd, Ubico Ltd and West Oxfordshire District Council Implementation of Agresso ERP system at Cotswold District Council Implementation of GO Shared Services.	30.4.2012 30.8.2012 1.4.2012	Pat Pratley, Executive Director

<p>We will move to the full partnership arrangements for audit.</p> <p>We will implement the actions agreed from the Investors in People strategic review</p>	<p>We will have TUPE'd staff to Cotswold D. C.</p> <p>We will have competed an annual audit cycle supported by the partnership. Develop and agree the action plan by end June 2012.</p> <p>Review progress against the action plan by end October 2012</p>	<p>1.4.2012</p> <p>31.3.2013</p> <p>30.06.2012</p> <p>31. 10.2012</p>	<p>Mark Sheldon, Director of Resources</p> <p>Amanda Attfield, Head of HR (GO Shared Services)</p>	
<p>We will implement new scrutiny arrangements that enable us to provide a better overview of our commissioning projects</p>	<p>Work with members and officers to refine new arrangements and develop new procedures</p> <p>Implement new arrangements after elections and complete induction</p> <p>Ongoing support for new arrangements during first 6 months and complete review of first year by July 2013</p>	<p>31.5.2012</p> <p>31.7.2012</p>	<p>Sara Freckleton, Borough Solicitor and Monitoring Officer (constitution)</p> <p>Rosalind Reeves, Democratic Services Manager</p>	
<p>How will we know what difference we have made in 2012-13</p>				
<p>Proposed indicators</p>	<p>Measured by this indicator</p>	<p>Baseline (year)</p>	<p>March 2013 Target</p>	<p>Lead</p>
<p>Financial health indicators</p>	<p>Deliver BtG programme savings / income target for 2012/13</p> <p>Identify BtG programme savings / income target for 2013/14</p> <p>Medium Term Financial Strategy (MTFS) funding gap</p>	<p>2012/13 budget</p> <p>MTFS estimate @ Feb 2012 (2013/14) - £734k</p> <p>MTFS estimate @ Feb 2012 2013/14 -2017/18) - £2.1m</p> <p>TBA for 2011-12</p> <p>2011-12 100%</p>	<p>£1.12m</p> <p>£0 – ie close 2013/14 budget gap</p> <p>Reduce the residual MTFS gap.</p> <p>7dys per fte</p> <p>100%</p>	<p>Director of Resources</p>
<p>What will we do directly and be accountable for - Service indicators</p>	<p>No. days lost due to sickness absence</p> <p>% staff appraisals completed</p> <p>Customer relations:</p> <ul style="list-style-type: none"> • number of stage 3 complaints • number of complaints forwarded to the Local Government Ombudsman for investigation • number of Freedom of Information internal reviews 			<p>Julie McCarthy HR Operations Manager (GO Shared Services)</p> <p>Jan Bridges HR Learning and Organisational Development Manager (GO Shared Services)</p>

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Information/Discussion Paper

Environment Overview & Scrutiny Committee

29 February 2012

"Event Submission"

(Where events are likely to or will impact more broadly on the environment of Cheltenham)

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

1. Why has this come to scrutiny?

Background

This has come to the Environment Committee at the request of Councillor Penny Hall, Chair of the Environment Overview and Scrutiny Committee.

Events and festivals are a key component to the vitality of any town centre and Cheltenham is no different in this respect, therefore our aim should be:

"to support the town's cultural, economic strengths and sustainable offering by ensuring that events and or festivals held that are likely to or will impact more broadly on the environment of Cheltenham are to be to the highest attainable quality for the benefit of the whole community"

2. Summary of the Issue

When considering support for or licensing events and or festivals that are likely to or will impact more broadly on the environment of the town, including the heritage aspects of Regency Cheltenham, in addition to consideration of site specific usage applications, such as the Town Hall, Gardens etc (which already have in place strict event application guidelines and licence requirements) the role of streets and streetscapes needs to also be considered in conjunction with;

"How residents, local business commuters and visitors access the town and its services"

Therefore the effect, impact and benefit the event and or festival will make to the wellbeing of the local economy; environment and the liveability will require detailed consideration.

3. Summary of evidence/information

As with all proposed events that are likely to or will impact more broadly on the environment of Cheltenham, we have required the event organiser to provide an "Event Submission", this submission is then considered by the lead agencies responsible for the various enabling works and or enactments which lead to the event happening.

Prior to submitting an “Event Submission” the event organiser will generally have undertaken a range of engagements and consultations regarding their proposal for the planned event setting out their broader vision and plan and if applicable plans for proceeding years. This would likely include gaining in principle support, securing funding, preparation of impact statements and any grants etc that may be applicable or deemed appropriate to secure the necessary endorsements and permissions needed to allow the event happen.

The next step for the event organiser is to submit an “Event Submission”. This then activates the formal engagement and consultation process with likes of Cheltenham Borough Council, Gloucestershire County Council, Gloucestershire Constabulary, Gloucestershire Highways and other key agencies.

Note: Until an “Event Submission” is lodged then the proposed event/festival can not be formally commented on and or considered.

To assist the “Event Submission” Framework is listed below:

"Event Submission" Framework

- **1. Preparation of a detailed proposal and plan.**

Setting out the requirements for the event, the impact and or effects on the local environment including heritage together with any relevant impact statements deemed necessary.

This will include any engagements, consultations undertaken and any applications lodged and permissions granted.

- **2. Circulation of detailed proposal and plan.**

The proposal and plan to be circulated to the key authorities and agencies for comment and or recommendations.

Setting out the requirements for the event, the impact and or effects on the local environment together with any relevant impact statements deemed necessary.

This will include any engagements, consultations undertaken and any applications lodged and permissions granted.

- **3. Amendment to detailed proposal and plan.**

Amendments made to proposal and plan following feedback, comment and requirements stated by key authorities and agencies.

This will include any additional engagements, consultations that may be required together with any additional licenses and permissions etc that may need to be granted.

- **4. Formal Submission of a detailed proposal and plan**

Obtain a date for presentation of the proposal and plan, seeking endorsement and where necessary approvals that are needed outside of those already granted.

- **Note: The lodgement of the “Event Submission” generally forms part of a licence application.**

4. Next Steps - possible next steps for the committee to consider e.g. potential witnesses, further report, site visit etc.

As part of the ongoing development for management of events and festivals in Cheltenham, relevant policy, process and guidelines need to be aligned with changes to demands placed on the local environment, gardens and the facilities such as the Town Hall etc, together with the town’s street-scapes.

Objectives

Ensure that any engagements and consultations undertaken with CBC prior to the lodgement of an “Event Submission” are in accordance with existing policy, process and guidelines and that the “Event Submission” process forms part of the ongoing development of the management of events and festivals in Cheltenham the aim being;

“to support the town’s cultural, economic strengths and sustainable offering by ensuring that events and or festivals held that are likely to or will impact more broadly on the environment of Cheltenham are to be to the highest attainable quality for the benefit of the whole community”

It is important that members are involved in this process as part of the ongoing development of management of events and festivals in Cheltenham, Councillor John Rawson and Councillor Roger Whyborn are in agreement that this issue needs to be considered by the Environment Overview & Scrutiny Committee at its next meeting.

Background paper	Representation from Friends of Imperial Square and Gardens
Contact Officer	Owen Parry, Head of Integrated Transport & Sustainability, 01242 77 4640, owen.parry@cheltenham.gov.uk
Accountability	Councillor John Rawson and Councillor Roger Whyborn
Scrutiny Function	Environment Overview and Scrutiny Committee

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Information/Discussion Paper

Environment Overview and Scrutiny Committee

29 February 2012

Flood Protection Update

1. Why has this come to scrutiny?

- 1.1 To provide an update on flood risk management activities since last reviewed by the committee in September 2011.

2. Summary of the Issue

- 2.1 During the period, further good progress has been made. The major Warden Hill flood relief project is complete and the Whaddon Property Level Flood Protection works are in progress. The Environment Agency has made indicative funding allocations for further work in the Charlton Kings/Hearne Brook catchment. The Cheltenham Surface Water Management Plan (SWMP) undertaken in partnership with the County Council has been completed and the report released. The report presents a number of action plans to address the various surface water flooding problems, one of which being the Whaddon, Lynworth and Prestbury Action Plan for which the County Council has also been successful in obtaining an indicative funding allocation.

3. Summary of evidence/information

3.1 Schemes completed since the last update:

- Warden Hill Flood Relief Works
 - Defra Grant Aid funded – Total Award £820k
 - Partnership funding (Glos County £50k; CBC £50k)
 - Substantially completed August 2011
 - Providing an improved standard of flood protection to approximately 130 properties
 - Approximate final out-turn figure; £700,000 (incl. design, construction, supervision and contract administration)
- Prestbury Flood Alleviation Scheme
 - An EA scheme funded in partnership with the County Council and CBC
 - Construction costs circa £600k; CBC and GCC contributing £100k each
 - Substantially completed August 2011
 - Providing an improved standard of protection to nearly 60 properties
- Cheltenham Surface Water Management Plan (SWMP)
 - A County driven project (with Defra funding)
 - A SWMP is a framework to help local partners with responsibility for surface water and drainage to work together to understand the causes of surface water flooding and agree the most cost effective way to manage surface water flood risk in the area.

- During the SWMP process, the following areas were identified for detailed assessment:
 - Whaddon, Lynworth and Prestbury
 - Balcarras Road / East End Road
 - Sandy Lane and Pilley
 - Tivoli and The Park
- The final SWMP including an “Implementation and Action Plan” was issued in December 2011. It provides an overview of flood risk and an action plan for each of the detailed assessment areas.
- The County Council has been awarded an indicative grant aid allocation of £1.398 million for the Whaddon, Lynworth and Prestbury action plan. Construction works are currently programmed for the year 2014/2015.

3.2 Schemes in progress:

- Hearne Brook Flood Relief Works
 - Indicative funding award: £220k
 - Anticipated expenditure 2013/2014
 - £50k brought forward to 2011/2012 for design in advance, topographical surveys, ground investigations and the planning process (incl. consultation).
- Whaddon Property Level Flood Protection
 - £102,200 grant awarded to protect 24 properties in the Whaddon area.
 - Subsequently further increased by £9k to £111,200. Five additional properties added to the scheme.
 - Contract tendered and awarded to UK Flood Barriers Ltd.
 - Installation of protection measures commenced 6th February 2012. Completion expected early March.

3.3 General Watercourse Maintenance and Improvements (2011/2012)

Ongoing outside bird-nesting season (1st March to 31st July). Most visible examples of recent channel clearance works being Wyman’s Brook (Windyridge Rd to main railway line) and Hatherley Brook (Merestones). Annual budget set at £45k for 2012/2013.

Background Papers	None
Contact Officer	Geoff Beer, Principal Engineer, 01242 774984, geoff.beer@cheltenham.gov.uk
Accountability	Cllr John Rawson Cabinet Member Built Environment
Scrutiny Function	Environment

Information/Discussion Paper

Environment Overview & Scrutiny Committee

29 February 2012

Climate Change Member Working Group

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

1. Why has this come to scrutiny?

The purpose of this paper is to inform Committee members of the work of the climate change member working group and to put forward suggestions for future work.

2. Membership

Councillor Paul Wheeldon
Councillor Ian Bickerton
Councillor Helena McCloskey
Councillor Penny Hall

Jane Griffiths, Director Commissioning
Gill Morris, Climate Change & Sustainability Officer
Tom Mimmagh, Building Services Manager
Other officers attend the working group as required

3. Carbon reduction projects

The working group has received updates and supported work on a number of carbon reduction projects.

3.1 Electricity contract

The council's energy contract is due to be awarded on 1st March following an e-tendering exercise. Working group members have been invited to attend on the day and will be able to comment as part of the decision-making process. Members on the working group have done research outside of the meeting and shared some 'lessons learnt' from a similar exercise undertaken by Bristol City Council to help inform the process. The contract will be awarded for a period of two years, after which it is likely that purchasing will be made through GO, which should achieve greater efficiencies.

3.2 Voltage optimisation

The voltage optimisation device fitted to the wet side of Leisure@ is being taken out and re-fitted at the Town Hall (free of charge). Whilst the trial demonstrated that savings could be achieved, the device proved to be incompatible with the combined heat and power (CHP) unit at Leisure@ despite efforts by suppliers of both pieces of equipment to resolve the problems. Given the experience of some of the Members on the working group, they have offered to look at the reports produced as part of that process. The device will now be subject to a three month trial at the Town Hall before further devices are fitted.

3.3 Lighting replacement projects

Regent Arcade car park: following a lighting trial, suitable replacement LED lighting has been ordered for Regent Arcade car park and installation will be aligned with that of the new payment system. Costs have been kept down as a result of extensive research to find lamps that can be retrofitted into the existing system; initial visits by potential suppliers suggested the whole system would need to be replaced.

Pool hall lights: at the last working group meeting, members viewed a photograph of the most recent lighting trial, which clearly demonstrated the improved luminosity of the LED lamps fitted compared to the current lighting. It has taken some time to find these lamps; previous trials of other lamps had not achieved the brightness required. A business case will now be developed for the project, which has a payback period of less than two years.

Chandelier bulbs at Town Hall: lighting trials have so far been unsuccessful, but research to find appropriate bulbs is continuing.

3.4 Other projects

Mayor's car: an interim arrangement is in place to hire a car rather than using a leasing arrangement. The Mayor's workload varies through the year and the hire arrangement allows for the car to be handed back for periods of time. This arrangement also provides the flexibility for a more permanent solution to be found. The working group has asked for mileage figures to be provided at the next meeting to inform a discussion about the suitability of a hybrid car.

Replacement of cremators: the two new cremators have now been installed and will be fully commissioned by April.

Grosvenor Terrace car park: the building services team is looking at 'greening' this car park to make it more attractive and more sustainable. This could include improved lighting, rainwater harvesting and solar panels. The importance of this car park will increase when North Place and Portland Street are closed and other elements being considered include improved signage and access to the High Street, which is currently very unattractive.

Energy management: the level of energy consumption in the server room at the Municipal Offices remains an area of concern and members have asked officers to see if they can collect some benchmarking data from other organisations.

Renewable energy: the working group responded to the government consultation on the Feed-in Tariffs in an effort to maintain support for community solar power projects; this response was also supported by Cabinet.

3.5 Bridging the gap

Funding has been set aside in 2012/13 to support the implementation of the pool hall lights project and also to support installation of an evaporative cooling system in the server room (subject to satisfactory business cases). The funding has been allocated on an invest-to-save basis, to reduce revenue costs as well as carbon emissions, and the working group is keen to ensure that, as other potential projects are identified, they are also considered on this basis.

4. Update on work identified in previous working group report

In a previous written report, the working group identified a number of additional areas of work that they would like to receive information on.

4.1 Air quality

The working group received a presentation from the council's contaminated land officer about Cheltenham being declared an Air Quality Management Area and the council's obligations as a consequence. As a result, the issue was picked up by Environment O&S Committee and an officer/member steering group has now been formed.

4.2 Smarter travel plan

The working group received an update on the council's travel plan and, following a further update, expressed concern that capacity issues are severely limiting implementation. Members have asked the Director, Commissioning to liaise with the Director, Built Environment about the possibility of implementing some of the less resource intensive initiatives.

4.3 Climate change and biodiversity

The working group had a discussion with the parks development manager about the impact of climate change on Cheltenham's green spaces and biodiversity. No direct actions were identified, but the working group has been assured that the green space strategy group will continue to pick up issues relating to climate change and biodiversity.

4.4 Climate change adaptation

The Chair of the working group produced a short report outlining the potential impact of climate change on the council, the possible financial implications and some potential countermeasures. The working group then received an update on the work plan for climate change adaptation.

Comprehensive risk assessments, which were developed for each council division in 2010, are being revised to reflect the new structure. Services that are due to be commissioned (eg Ubico, GO, built environment) will receive a copy of their updated risk assessments to inform their response to climate change adaptation.

Commissioned services will be required to report on climate change adaptation as part of the monitoring and review process. For the services which have yet to be reviewed, the risk assessments will be updated with directors and any new risks added.

An annual report will be produced to summarise the work across the council on adapting to climate change and to identify challenges for the future.

5. Areas for future work

The working group will keep a watching brief on the activities outlined above and is keen to continue its work. However, members decided not to identify any future activities until it is clear whether the new scrutiny committee wishes the working group

to continue and, if so, whether the working group should maintain its current focus or adopt a different approach.

6. Next Steps

- 6.1 The working group requests that the Committee recommends the working group continues under the new scrutiny arrangements.

Background Papers

Contact Officer	Gill Morris, climate change & sustainability officer, 01242 264229, gill.morris@cheltenham.gov.uk
Accountability	Councillor Roger Whyborn
Scrutiny Function	Environment Overview & Scrutiny Committee

Information/Discussion Paper

Environment Overview and Scrutiny Committee

29 February 2012

Work Planning 2012-2013 - going forward to the new Scrutiny Arrangements

Background

- 1.1** In December 2011, Council agreed a set of principles for the new scrutiny arrangements. The new structure supports a move away from the current three committee structure to a new structure based on one overarching committee and task and finish groups. It is not intended that all the work of the existing three committees would be passed over to the new committee but rather that the new committee would set up task and finish groups to do some of the more detailed work.
- 1.2** The next step is to develop the procedures, protocols and constitutional changes required to support those principles agreed at Council. This is being progressed through a series of scrutiny workshops and the constitution working group. A number of members and officers participated in the latest workshop on 20 February. One of the topics discussed was the workplan under the new scrutiny arrangements which would cover both the O&S main committee and all its task groups. The attendees felt that it was very important that all the current scrutiny committees had the opportunity to input to the new combined workplan.
- 1.3** As this is the last meeting of each of the existing O&S committees, members are asked to review their workplan and make suggestions for the following:
- Which outstanding items on the workplan should be considered for inclusion in the workplan for the new O&S committee? e.g. corporate strategy
 - Which items could be dealt with more effectively by a scrutiny task group i.e. a time limited working group to consider a particular topic and make recommendations at the end? e.g. review of Imperial Gardens at the end of the 2012 season
(a list of current working groups and those who have reported in the last 12 months is contained in Appendix 2)
 - Are there any issues which are periodically considered by this committee which members think should continue to be scrutinised under the new arrangements? e.g. Flood update.
 - Are there any regular items which could be dealt with as member briefings in the future? e.g. Civic Pride presentations or presentations from an outside organisation where members have a particular interest.
- 1.4** Once all three O&S committees have met, it is planned for the chair and vice chairs to meet with Democratic Services in March to finalise their input to the new workplan. The new O&S committee and the chair and vice-chair will be appointed at Selection Council in May and they will then take responsibility for the workplan and its delivery.

They may well want to make changes but the input from the existing committees will provide an excellent starting point.

Effectiveness of O&S

- 1.5** As this is the last meeting of this committee, it would also be helpful to have feedback from members of the committee on how they view the effectiveness of their scrutiny work overall and are there any learning points which they would want to be taken forward into the new arrangements.

Some questions they may like to consider are:

1. Do they feel they have had the right topics on the agenda?
2. Has the committee been in an effective position to scrutinise the Cabinet?
3. Has information being presented to scrutiny in the right form, and does it enable the right level of discussion?

Appendices	1. Draft work plan 2012-2013
	2. List of existing Committee and Cabinet Member working groups

Background Papers	
Contact Officer	Saira Malin, Democracy Officer

Item	Purpose	Outcome	What is required?	Lead Officer
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ANNUAL ITEMS TO ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE

Interim Budget consultation	Scrutiny	Review interim budget proposals and comment	Report in November	Mark Sheldon, Director of Resources
Final Budget consultation	Scrutiny	Review final budget proposals 2013-14 and comment	Report in February	Mark Sheldon, Director of Resources
DRAFT Corporate Strategy 2012-13	Scrutiny	Review DRAFT strategy prior to Cabinet	Report in March	Richard Gibson, Strategy and Engagement Manager
Annual review of the Gloucestershire Airport – Green Policy	Scrutiny	Review of the Green Policy	Report in July	Gill Morris, Climate Change and Sustainability Officer

ITEMS TO BE CONSIDERED FOR THE WORKPLAN, SCRUTINY TASK GROUPS OR MEMBER BRIEFINGS

Air Quality Management Order working group	Update	Review progress	Autumn 2012	Paul Scott, Contaminated Land Officer
CBC Business Continuity Arrangements - to include Cold Weather Plan for England	Scrutiny	Consider the arrangements for business continuity	September 2012	Grahame Lewis, Executive Director and Human Resources
Street Cleansing	Update	Consider the outcomes of the service review	tbc	John Rees, Environmental Maintenance Manager
Green Travel Plan	Scrutiny	Awaiting confirmation re: relevance of item from Lead Officer	tbc	Owen Parry, Head of Integrated Transport and Sustainability
Imperial Gardens	Scrutiny	Assess remedial works to Imperial Gardens after 2012 festival season	After 2012 Festival Season	Adam Reynolds, Green Space Development Manager
Winter Weather Procedures	Scrutiny	Keeping the town/borough moving	September 2012	Officer, Gloucestershire County Council

Item	Purpose	Outcome	What is required?	Lead Officer
			MEETING DATE: Monday 28 May 2012	
			MEETING DATE: Monday 16 July 2012	
			MEETING DATE: Monday 13 September 2012	
			MEETING DATE: Monday 26 November 2012	
			MEETING DATE: Monday 21 January 2013	
			MEETING DATE: Monday 25 February 2013	
			MEETING DATE: Monday 8 April 2013	
			MEETING DATE: Monday 3 June 2013	
			MEETING DATE: Monday 29 July 2013	

WORKING GROUPS

ENVIRONMENT O&S COMMITTEE WORKING GROUPS				
WORKING GROUP	SCOPE / OUTCOME	TIMESCALE	MEMBERSHIP	LEAD OFFICER
Sustainable management of green space	Consider potential changes to design and maintenance and recommend sustainable management practices. Consider potential for changes to all types of green space to encourage biodiversity.	Ongoing	Nigel Britter Diane Hibbert Paul Wheeldon Penny Hall Vacancy?	Adam Reynolds
Climate Change (formerly Internal Carbon Reduction)	Scope to be formally agreed following change of remit, but likely to include the following: Consider and support carbon reduction plans including, options for renewable energy. Consider potential effects of climate change on Council operations. Work with established groups, e.g. Low Carbon Partnership, to influence other organisations and learn from their experience.	Ongoing	Ian Bickerton Helena McCloskey Paul Wheeldon Penny Hall	Jane Griffiths Gill Morris
JOINT COMMITTEE WORKING GROUPS				
WORKING GROUP	SCOPE / OUTCOME	TIMESCALE	MEMBERSHIP	LEADE OFFICER
Budget Scrutiny	Support and improve the budget scrutiny process	Ongoing	Nigel Britter (E) Diane Hibbert (E) Peter Jeffries (EB) Paul Massey (EB) John Walklett (S) Duncan Smith (S)	Mark Sheldon

WORKING GROUPS

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