



CHEL TENHAM

BOROUGH COUNCIL

Notice of a meeting of Cabinet

**Tuesday, 13 March 2012
6.00 pm**

Municipal Offices, Promenade, Cheltenham, GL50 9SA

Membership	
Councillors:	Steve Jordan, John Rawson, Klara Sudbury, Andrew McKinlay, John Webster, Roger Whyborn and Colin Hay

Agenda

	SECTION 1 : PROCEDURAL MATTERS	
1.	APOLOGIES	
2.	DECLARATIONS OF INTEREST	
3.	MINUTES OF THE LAST MEETING To approve the minutes of the meeting held on 7 February 2012	(Pages 1 - 12)
4.	PUBLIC QUESTIONS AND PETITIONS	
	SECTION 2 :THE COUNCIL <i>There are no matters referred to the Cabinet by the Council on this occasion</i>	
	SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEES <i>There are no matters referred to the Cabinet by Scrutiny Committees on this occasion</i>	
	SECTION 4 : OTHER COMMITTEES <i>There are no matters referred to the Cabinet by other Committees on this occasion</i>	
	SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS	
5.	CORPORATE STRATEGY - 2012-13 ACTION PLAN Report of the Leader of the Council	(Pages 13 - 36)

6.		CHELTENHAM BOROUGH HOMES DEVELOPMENT OPTIONS REVIEW Update report of the Cabinet Member Housing and Safety	(Pages 37 - 52)
7.		STROUD CORE STRATEGY - PREFERRED STRATEGY CONSULTATION Report of the Leader of the Council	(Pages 53 - 60)
		SECTION 6 : BRIEFING SESSION <ul style="list-style-type: none"> • Leader and Cabinet Members 	
8.		DEVELOPMENT OF LAND AT NORTH PLACE AND PORTLAND STREET Report of the Cabinet Member Built Environment	(Pages 61 - 72)
9.		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	
10.		<p>LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS The Cabinet is recommended to approve the following resolution:-</p> <p>That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraphs 2, 3 and 5, Part (1) Schedule (12A) Local Government Act 1972, namely:</p> <p>Paragraph 2; Information which is likely to reveal the identity of an individual</p> <p>Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>Paragraph 5: Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings</p>	
11.		EXEMPT MINUTES To approve the exempt minutes of the meeting held on 7 February 2012	(Pages 73 - 78)

12.		CBH MANAGEMENT REVIEW A verbal update from the Chief Executive	

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Cabinet

**Tuesday, 7th February, 2012
6.05 - 8.00 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

No apologies had been received.

2. DECLARATIONS OF INTEREST

Councillor Colin Hay declared a prejudicial interest in agenda items 9 (Housing Revenue Account - Revised Budget 2011/12 and Final Budget Proposals 2012/13 for Consultation) and 10 (Housing Revenue Account Business Plan) as a director on Cheltenham Borough Homes Board.

3. MINUTES OF THE LAST MEETING

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

Cabinet Member Sport and Culture tabled an amendment to the resolution for agenda item 5 (Leisure and Culture Review Consultation). He explained that it had been agreed at Cabinet that a secondary outcome should be added to the Art Gallery and Museum and the Leisure@ and Sorts, Play and Healthy Lifestyles service regarding income and whilst this had been recorded in the minutes, it had not been recorded as part of the resolve and therefore the resolution should read;

RESOLVED that the outcomes for leisure and culture review as outlined in section 6 are adopted with the inclusion of the secondary outcome "the council generates the greatest return (financially, economically and socially) from it's investment in the buildings" being added to the Art Gallery and Museum and the Leisure@ and Sorts, Play and Healthy Lifestyles service areas.

Upon a vote it was unanimously

RESOLVED that the minutes of the meeting held on the 13 December 2011, as amended, be agreed and signed as an accurate record.

4. PUBLIC QUESTIONS AND PETITIONS

No public questions or petitions were received.

5. RECOMMENDATION FROM SOCIAL & COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE REGARDING YOUTH AND ANTI-SOCIAL BEHAVIOUR

The Chair of the Social & Community Overview and Scrutiny Committee, Councillor Regan, was invited to speak in support of the recommendations.

She explained that at the meeting of the Social & Community Overview and Scrutiny Committee held on the 9 January 2012 the Committee had discussed 'Anti-Social Behaviour Update – Focus on impact of youth centre closures in the Borough'. Members of the Committee had been concerned by the lack of available figures from the Police regarding the link between the closure of youth facilities to any rise in antisocial behaviour (ASB) committed by young people and the suggestion that it would be another 12 months before the figures could be obtained and compiled. Youth facilities had closed in April 2011 and a further 12 month wait for the formulation of statistics identifying ASB linked to the closures was unacceptable to Members.

Members were also concerned that the safeguarding of young people previously carried out by the youth service was no longer being undertaken. CCP were attempting to capture and record social issues but with many youth centres now being run by volunteers rather than individuals with appropriate training, there was a risk that issues wouldn't be identified. Without having access to meaningful figures there was no way of knowing whether issues were worsening.

Councillor Regan urged Cabinet to accept the recommendations and attain some answers.

The Leader recognised the concerns of the Social & Community Overview and Scrutiny Committee and invited the relevant portfolio holder, Cabinet Member Housing & Safety, to comment.

Cabinet Member Housing & Safety thanked the Committee for the recommendations, which she welcomed. Cabinet shared the concerns relating to youth centre closures in the town and had set aside £50k in the budget to address some of the gaps.

Members should be assured that the newly formed Positive Life Partnership was also taking this issue seriously. Whilst it was early days for the Partnership following a recent restructure, work was in progress to develop action cards, two of which were 'ASB' and 'Youth'. CCP would lead on the Youth action card to ensure that it was populated with the relevant information, but the process was at such an early stage that the Cabinet Member was not in a position to provide any further details.

She had raised the issue of ASB data informally with the Police representative on the Partnership. It has been explained that the information was being recorded but having recently changed the way in which ASB was reported, it was not yet possible to draw comparisons and this was the likely reason for having been told that the data would not be available for another 12 months.

Cabinet Member Housing & Safety confirmed that she was happy to accept the recommendations and was equally happy to discuss the matter further outside of the meeting and take forward actions where possible.

Cabinet Member Corporate Services explained that the somewhat abrupt closure of the youth centre in Oakley, his ward, paired with the loss of the Police Station had caused anxiety but experience at this stage was that there had been no increase in ASB. This was not to say however, that there would not be issues in the future, ASB had reduced to such a low level because of years of work with communities. He reminded Members that information relating to incidences of self harming, drug and alcohol abuse, etc, were available in Maiden, a resource available to all Members.

Cabinet Member Housing & Safety felt that the Cheltenham Safeguarding Board should be made aware of the concerns raised by the Committee. She proposed that CCP should be invited to make a presentation to the new Overview and Scrutiny Committee once the new arrangements were in place or alternatively, a working group could be convened to consider the matter further.

Upon a vote it was unanimously

RESOLVED that the recommendations of the Social & Community Overview and Scrutiny Committee regarding the lack of data on the impact of the reduction in funding for general/universal youth provision in the town with a particular focus on incidences of antisocial behaviour be approved, including;

- 1. The issue be raised directly with Gloucestershire Police;**
- 2. To work with the CSP Positive Lives Partnership to address the wider issue of lack of youth provision in the town, particularly in terms of coordinating new youth projects being undertaken.**

6. RECOMMENDATION FROM ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE REGARDING PLASTIC BAGS

The Chair of the Environment Overview and Scrutiny Committee, Councillor Hall, was invited to speak in support of the recommendations.

Councillor Hall thanked Members for inviting her to present the recommendations of the Environment Overview and Scrutiny Committee and offered some background to the issue. In 2007 a motion was taken before Council to reduce the use of plastic bags in the Borough and the matter had been raised again by Councillor Fletcher. Before the matter was debated by the Committee at their meeting on the 9 January 2012, Cabinet Member Sustainability had felt duty bound to stress that whilst Cabinet welcomed suggestions that would raise awareness of the consequences of plastic bags and/or result in a reduction of those being used, there were no Council funds available.

The Finance and Operations Manager, Jenny Hall, from Marks and Spencer Cheltenham, had given a very interesting and encouraging presentation on various company initiatives and successes and the Town Centre Manager had highlighted a scheme run by the Regent Arcade, whereby plastic bags were

exchanged for bags for life. All Members were involved in what proved to be an excellent debate and which resulted in a collection of innovative ideas, which were now being recommended to Cabinet. She welcomed any comments.

Cabinet Member Sustainability reiterated his comments from the meeting of the Environment Overview and Scrutiny Committee. Cabinet were very sympathetic to the issue but there were no funds available. Having reviewed the suggestions of the Committee he considered that some could be undertaken at very little cost, though some would require a tangible amount of Officer time and were therefore not necessarily practical in the current climate. He could commit to arranging a meeting with representatives of the Gloucestershire Echo to explore some of the suggestions together. He was also happy to discuss with Planning Officers whether there was any scope to consider an organisations plastic bag policy as part of future planning applications, though, as rightly stated by the Committee, this would not form part of the decision making process. On this basis he was happy to accept the recommendations.

The Leader proposed that a bid of this nature, to the Promoting Cheltenham Fund, if properly developed, could be a very exciting one and the Cabinet Member Sustainability agreed.

Upon a vote it was unanimously

RESOLVED that the recommendations of the Environment Overview and Scrutiny Committee regarding initiatives to reduce the number of plastic bags being issued in the town be approved, including;

- 1. Consideration be given to working with local press and/or Schools on a promotional campaign of some description (based on the suggestions of the Environment Overview and Scrutiny Committee);**
- 2. The issue of whether there is any provision for reviewing a Retailers plastic bag policy as part of future planning applications (for information purposes only) be raised with Planning Officers.**

7. GENERAL FUND REVENUE AND CAPITAL - REVISED BUDGET 2011/12 AND FINAL BUDGET PROPOSALS 2012/13

Cabinet Member Finance & Community Development highlighted a minor amendment, the deletion of the word 'consultation' from the Executive Summary in the report as the consultation had been concluded. There had not been a large number of responses and he considered that this was due, in part, to the Council Tax freeze and the fact that no substantial cuts were being proposed. Responses had included questions around why the Governments council tax freeze grant had been accepted. Consideration had been given to not accepting this grant, but the difference between a 2.5% increase and a 3.5% increase to Council Tax equated to only £80k and a referendum triggered by an increase above 3.5% would cost more than £80k. Other concerns raised during the consultation related to the proposal to build £250k of the New Homes Bonus (NHB) into the 2012/13 base budget. It was important to note that the NHB had been based on previous levels, the funding was not ring-fenced and all authorities across Gloucestershire, including the County Council, had done this as a result of current circumstances. Green Waste had also been a common

area of concern and he suggested that a working group should consider the matter further.

As a direct result of the consultation, the following changes had been made. In response to a number of concerns, there would be a one off transitional support payment of £5k to the Arts Council. The Citizens Advice Bureau had lost the Single Advice Contract in October 2011 and as a consequence this threatened its future in Cheltenham. In acknowledgement of the wide ranging advice offered by the Citizens Advice Bureau, in times when more people sought such advice, it was agreed that two £30k payments of transitional support would be made, but this would be subject to development of a suitable business case.

Cabinet Member Built Environment felt that the 2012/13 budget was an interesting one. On the face of it the proposals were inoffensive, a Council Tax freeze, a freeze on off road parking charges, etc, but it was in fact the result of a large number of efficiency savings and it should be considered a success story. As Members were aware, there would be no grant from the Government next year and it would be an effort to keep Council Tax down, but Members acknowledged that people were struggling and therefore efforts would be doubled. He expressed his disappointment that over the last 2 years the County Council had chosen to increase the cost of resident permits by 29% and business parking charges by 140%.

Planned maintenance had been a cause for concern for the Environment Overview & Scrutiny Committee and he was hopeful that Members would be reassured upon seeing the programme for next year, with a budget of £1,000,050, which compared favourably to a time before the national financial crisis. He felt strongly that maintenance and reinvestment into Council assets was crucial and importantly, what the public expected.

Cabinet Member Corporate Services felt the approach to the 2012/13 budget had been forward looking one, achieving longer term savings. He recognised the efforts of staff who had changed the way they worked but this was not to underestimate the extra work and commitment this had required. Trade Unions recognised the position of the Council and worked to help bring about the best solution.

The Leader endorsed what had been said by his Cabinet colleagues. The Council had been in the advantageous position of knowing what the 2012/13 settlement would be last year but it was as yet unknown what this would be next year. Representations had been made urging that the final settlement notice be provided as soon as possible, given that next year the process would be more complicated.

Upon a vote it was unanimously

RESOLVED that it be recommended to Council that;

- 1. The revised budget for 2011/12 be noted;**
- 2. The final budget proposals including a proposed council tax for the services provided by Cheltenham Borough Council of £187.12 for**

the year 2012/13 (a 0% increase based on a Band D property) be approved.

3. The growth proposals, including one off initiatives at Appendix 3 be approved.
4. The savings / additional income at Appendix 4 be approved.
5. The reserve re-alignments at Appendix 5, as outlined in section 9 be approved.
6. The proposed capital programme at Appendix 6, as outlined in Section 10 be approved.
7. The updated Medium Term Financial Strategy at Appendix 7 including the impact of the 'bridging the gap' programme on the forecast budget gap be noted.
8. The proposed Property Maintenance programme at Appendix 8, as outlined in Section 11 be approved.
9. A level of supplementary estimate of £100,000 for 2011/12 as outlined in section 14 be approved.

8. TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2012/13

The Head of Financial Services confirmed that the strategy had been scrutinised in detail, by the Treasury Management Panel, who had fully endorsed the document for approval by Cabinet and Council.

He explained that following print and circulation of the documents, DCLG had revised the HRA self-financing figure from £27.881 million to £27.414 million, resulting in a reduction in debt of £467k. Figures had been changed throughout the document accordingly and whilst this had not been reprinted, it had been republished on the website.

Cabinet Member Finance & Community Development stressed that the focus had been a positive one, security of assets rather than maximising returns.

Upon a vote it was unanimously

RESOLVED that it be recommended to Council that the Treasury Management Strategy Statement and Annual Investment Strategy for 2012/13 at Appendix 2 be approved including;

1. The general policy objective 'that Council should invest prudently the surplus funds held on behalf of the community giving priority to security and liquidity'.
2. The Prudential Indicators for 2012/13 including the authorised limit as the statutory affordable borrowing limit determined under Section 3 (1) Local Government Act 2003.

3. **Revisions to the Council's lending list and parameters as shown in Appendix 2 11.2 and 11.4 are proposed in order to provide some further capacity. These proposals have been put forward after taking advice from the Council's treasury management advisers Arlingclose and are prudent enough to ensure the credit quality of the Council's investment portfolio remains high.**
4. **For 2012/13 in calculating the Minimum Revenue Provision (MRP), the Council will apply Option 1 in respect of supported capital expenditure and Option 3 in respect of unsupported capital expenditure as per section 21 in Appendix 3.**

9. HOUSING REVENUE ACCOUNT - REVISED BUDGET 2011/12 AND FINAL BUDGET PROPOSALS 2012/13

Having declared a prejudicial interest in this item, Councillor Colin Hay excused himself from the meeting.

The Cabinet Member Finance & Community Development confirmed that this too had been out for consultation. This was already considered to be a good news story, which had only improved since the announcement by the Head of Financial Services that the Council was £468k better off, resulting in more money being available locally. This would result in an estimated £13.8 million to spend over the next 10 years, invested in new build, improving existing stock and service improvements.

He highlighted the increase of £68k to the CBH budget which would enhance the role of Safer Estates and allow for the creation of a new post for an Arrears Officer. CBH had done fantastically well achieving 3 stars, completing the Decent Homes programme ahead of schedule and the Senior Leadership Team needed to be commended for these achievements. It was stressed that rents were calculated in line with a national formula, not set by the authority and whilst this would mean rent rises in Cheltenham, the good news was that this would be spent locally.

Before moving the resolutions the Cabinet Member Finance & Community Development proposed an amendment to recommendation 3, namely that it should read;

'The 2012/13 management fees and charges for Cheltenham Borough Homes as detailed in Section 4 be approved subject to any changes relating to the current reorganisation being acceptable to Cabinet.'

The Cabinet Member Housing & Safety supported the amendment as proposed. The senior leadership team at CBH had made great efforts to take advantage of self financing and she appreciated the work that had been undertaken.

Upon a vote it was unanimously

RESOLVED that it be recommended to Council that;

1. **The revised HRA budget and capital programme for 2011/12 be noted;**

2. **The 2012/13 HRA budget including a proposed average rent increase of 6.43% (applied in accordance with rent restructuring guidelines) and increases in other rents and charges as detailed at Appendix 5 be approved;**
3. **The 2012/13 management fees and charges for Cheltenham Borough Homes as detailed in Section 4 be approved subject to any changes relating to the current reorganisation being acceptable to Cabinet;**
4. **The 2012/13 HRA capital programme at Appendix 6 be approved**

The Chief Executive advised that a formal process in relation to recommendation 3 and any changes relating to the current reorganisation being acceptable to Cabinet needed to be agreed. Members agreed that the matter would be reported back formally to Cabinet by the Cabinet Member Housing and Safety.

10. HOUSING REVENUE ACCOUNT BUSINESS PLAN

Contrary to the report circulated with the agenda, the Accountable Member was in fact the Cabinet Member Housing & Safety. Members were advised of a minor change to item 1.2.1 of the Business Plan, in which the second reference to scrutiny had been removed.

The Business Plan had been developed to take account of the national policies that would impact social housing, namely, increases in rents and welfare reforms which would see a reduction in benefits, however, the plan included provisions for greater levels of bad debt. CBH had developed a pro-active Asset Management Strategy which would ensure that stock decisions would be made through business planning protocols, though there was the possibility that this could be complicated by an initiative by the Government to stimulate the RTB market by offering increased reductions. The strategy would use the additional resources arising from self financing in three ways:

New Build – with the aim of establishing a continuous programme of new build.

Existing stock – improvements including measures to reduce fuel poverty and the continuation of the neighbourhood works programme.

Services – increased support for tenants including further investment in community development to address ASB, financial and social exclusion and unemployment.

The Assistant Chief Executive – Resources (CBH) amplified the RTB comments made by the Cabinet Member Housing & Safety. The current plan did not attempt to address the issue of RTB as at present the proposals by the Government included a wide range of initiatives to stimulate the market. A formal response to the Government consultation on this issue had been submitted and made the point that redistribution of the RTB funds was a shortcoming of the previous HRA. The Government were currently proposing the final initiative would be introduced by July 2012 and it was suggested that they would be raising the cap on the level of reductions available. There were

questions as to whether there would be demand given the current restrictions on lending by Banks.

The Leader felt that the Business Plan signified positive progress for Cheltenham as a whole and thanked CBH for their hard work.

Upon a vote it was unanimously

RESOLVED that it be recommended to Council that the strategy as outlined in the business plan at Appendix 2, be approved as part of the budget setting process.

11. BRIEFING FROM CABINET MEMBERS

The Cabinet Member Corporate Services returned to the meeting.

The Cabinet Member Sustainability was unable to provide a specific date but assured Members that the Garden Bag Scheme, which would be offered to streets where brown bins couldn't reasonably be provided would be launched within the coming weeks.

The Cabinet Member Sport & Culture reminded Members that it was the 16th Cheltenham Folk Festival this week and he hoped to see Members in attendance.

The Cabinet Member Housing & Safety advised that there had been a number of enquiries regarding Licensing Fees for events organised in honour of the Jubilee and Olympics. The Licensing Team were developing a protocol for charges in respect of community groups and charities and at present the suggestion was that there would be no charge.

The Leader urged any Members who had not yet responded to the JCS consultation to do so by the 12 February when the consultation would conclude.

12. WORKFORCE CHANGE PROTOCOL

The Cabinet Member Corporate Services referred to the new arrangements (Shared Services, Local Authority Company, etc) which the protocol covered and set out how the Trade Unions (TUs) would be involved. TUs were happy with and had agreed the protocol and this way of working had paid dividends in respect of how the Council operated.

The Director People, Organisation Development and Change felt that one of the main strengths of the Council was how it managed change as an organisation, but this involved a great deal of work and the TUs played a significant role in this. Whilst it was no different to what had always been done in relation to how workforce change was approached, it was considered useful to have it set out on paper. She considered that the relationship between the Council and the TUs was a mature one and where it wasn't always possible to agree, but always possible to move forward.

The Leader, as a Member of the Joint Consultative Committee felt able to suggest that the TUs welcomed the way in which the Council dealt with change.

No formal decision was required and the Protocol was noted.

13. DECISIONS OF CABINET MEMBERS AND OFFICERS

The Cabinet Member Corporate Services detailed a consequential decision to a decision taken by Council to hand over the administration and management of the 4 Charitable Trusts, namely Hay Trust Fund, the Caroline Strickland Homes, the Turner Long Fund and the Walker Memorial Trust to CFWA. The decision had been duly published.

14. LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS

The Head of Legal Services suggested that in addition to paragraphs 3 and 5, Part (1) Schedule (12A) Local Government Act 1972, the information to be discussed was also exempt for the reasons defined in paragraph 2 Part (1) Schedule (12A) Local Government Act 1972, namely:

Paragraph 2; Information which is likely to reveal the identity of an individual.

Upon a vote it was unanimously

RESOLVED that in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraphs 2, 3 and 5, Part (1) Schedule (12A) Local Government Act 1972, namely:

Paragraph 2; Information which is likely to reveal the identity of an individual

Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Paragraph 5: Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

15. EXEMPT MINUTES

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

Upon a vote it was unanimously

RESOLVED that the exempt minutes of the meeting held on the 13 December 2011 be agreed and signed as an accurate record.

16. DISPOSAL OF LAND

As a preliminary matter, the Chairman agreed that, Councillor Flynn, as a local ward member, could remain in the room for the exempt item but would not participate in the debate.

Cabinet considered a confidential report from the Head of Property & Asset Management and the Cabinet Member Built Environment regarding the disposal of land at Fiddlers Green Lane Cheltenham.

The report included Officer advice on legal, financial and risk implications and a written submission from Solicitors acting for the highest bidder in the marketing exercise carried out in Summer 2011. Members' attention was drawn to the other parties who had already expressed an interest, and of those who may be interested in any future marketing exercise. Members were reminded of their duties to act transparently and fairly to all interested parties, and reference was made to Article 13 of the Constitution.

Cabinet considered whether to dispose of the land to the existing highest bidder or to re-market the land in accordance with its previous decision in November 2011. Having had regard to the Council's principles for decision making, the interests of prospective purchasers and the Council's statutory duty to obtain best consideration, together with the officer advice and risk assessment, Cabinet decided to proceed with a disposal of the land to the existing highest bidder and not to re-market the land.

Upon a vote it was unanimously

RESOLVED that the Head of Property and Asset Management be authorised to dispose of the land at Fiddlers Green Lane to the existing highest bidder.

17. AN ITEM THE LEADER DETERMINED AS URGENT AND WHICH REQUIRED A DECISION

Having earlier declared a prejudicial interest in relation to CBH, the Cabinet Member Corporate Services excused himself from the meeting.

Cabinet considered an urgent item regarding Cheltenham Borough Homes and the Chief Executive was asked to undertake a number of matters as instructed by Cabinet..

Officers offered their advice and upon a vote it was unanimously

RESOLVED that the Chief Executive undertake the instructions of Cabinet with regard to Cheltenham Borough Homes and report back formally to Cabinet.

Councillor Jordan
Chairman

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Cheltenham Borough Council

Cabinet – 13 March 2012

Corporate Strategy – 2012-13 action plan

Accountable member	Leader of the Council, Cllr. Steve Jordan
Accountable officer	Strategy and Engagement Manager, Richard Gibson
Accountable scrutiny committee	All
Ward(s) affected	All
Key Decision	No
Executive summary	Council agreed the corporate strategy 2010-2015 in March 2010 which sets out our 5 objectives and 11 outcomes and what we want to achieve by 2015. The 2012-13 action plan is being prepared and is due to go to full council for approval on 26 March 2012.
Recommendations	To endorse the draft corporate strategy action plan for 2012-13 ahead of it going to full council for final approval (appendix A.)
Financial implications	<p>None as a direct result of this report. The corporate strategy has been developed alongside the Medium Term Financial Strategy to ensure that there are sufficient budgets in place to deliver the outcomes as proposed. In addition, the corporate strategy will be reviewed on an annual basis to take into account our changing budgetary position.</p> <p>Contact officer: Paul Jones, Head of financial services E-mail: paul.jones@cheltenham.gov.uk Tel no: 01242 775154</p>
Legal implications	<p>The corporate strategy 2010-2015 is the “corporate strategy” for the purposes of the Local Authorities (Functions and Responsibilities) Regulations 2000. The Executive is responsible for preparing the plans which must then be submitted to and approved by council.</p> <p>Contact officer: E-mail: legalservices@tewkesbury.gov.uk@cheltenham.gov.uk Tel no: 01242 775207</p>
HR implications (including learning and organisational development)	<p><i>Capacity to deliver the strategy must remain a key focus for the senior leadership team. Effective forward planning, use of project management techniques, re- prioritising work streams are some of the tools available to ensure resource to deliver the strategy is achieved.</i></p> <p>Contact officer: Julie McCarthy, HR Operations Manager E-mail: julie.mccarthy@cheltenham.gov.uk Tel no: 01242 26455</p>

Key risks	<p>We recognise that if the council does not establish prioritised, realistic and achievable ambitions there will be continued pressure on organisational capacity and staff to maintain core services, and an external perception of poor performance due to over ambitious or ill-informed planning.</p> <p>The Senior Leadership Team is responsible for the management of the risks associated with the delivery of the corporate strategy and where appropriate, risks are included on the corporate risk register.</p> <p>Elected members will have oversight of the corporate risk register through the new scrutiny arrangements and through Audit Committee.</p>
Corporate and community plan Implications	<p>The corporate strategy sets out a revised framework for our corporate priorities.</p>
Environmental and climate change implications	<p>The corporate strategy sets out the council's commitment to reducing carbon emissions and adapting to the impacts of climate change.</p>

1. How we have prepared the draft strategy

- 1.1 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.

Commissioning reviews

- 1.2 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.
- 1.3 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.
- 1.4 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.
- 1.5 The housing review has led to the creation of a new set of outcomes that will guide the housing policy framework for the joint core strategy and preparations for HRA self-financing. The review will also provide more detail for how the council delivers its housing outcome.
- 1.6 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.

1.7 The Strategic Commissioning Programme Board has also considered the order of future commissioning reviews and has agreed that the following proposed commissioning 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.

1.8 These three commissioning reviews are built into the 2012-13 corporate strategy as distinct improvement actions.

2. Input from partnerships

2.1 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 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	Ensure that the current anti-social behaviour working group continues to have a clear work programme and is making linkages back to the Inspiring Families project. The cruiser working group to continue but consideration given to merging with the anti-social behaviour working group if this would make it more effective.
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	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. 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.

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

3. Proposed CBC 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.
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. • We will deliver the 2012 borough 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	<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.

and enhance and protect our environment.	<ul style="list-style-type: none"> • 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

4. Consultation and feedback

4.1 The draft action plan has been considered by the three overview and scrutiny committees. Feedback from Social and Community O+S is captured in the table below and feedback from Environment O+S (29th February) and Economy and Business Improvement O+S (5th March) will be give verbally at the meeting.

Social and Community O+S comment (9 Jan 2012)	Response
Members questioned whether officers had the capacity to deliver all the outcomes identified in the draft strategy and wondered whether there was duplication of the work being undertaken by the partnerships.	<p>As set out above, CBC is working alongside the partnerships to identify the most pressing priorities for partnership activity and the corporate strategy sets out where the council can support the delivery of collective priorities.</p> <p>CBC has also undertaken a resource planning exercise to estimate the officer resource levels needed to deliver the corporate plan. This has identified some pinch points, particularly in the commissioning division, HR operations and Built Environment. After further analysis, the Directors of those services have subsequently indicated their satisfaction with current plans.</p>
Members commented on how best the council can work in partnership to tackle burglary in the town. Members believed that the council should commit to this work as burglary was a high issue of community concern and the council should be seen to be taking the lead on this. The partners involved should be clear on what they are doing with tangible milestones and performance indicators.	<p>Noted; the action plan contains two commitments:</p> <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.
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5. Next Steps

5.1 If Cabinet are happy with the updated strategy, it will go to a meeting of the Full Council on Monday 26th March for approval.

Report author	Richard Gibson Strategy and Engagement Manager 01242 235354 richard.gibson@cheltenham.gov.uk
Appendices	1. Draft Corporate Strategy action plan 2012-13
Background information	1. 2010-2015 Corporate Strategy, Report to Council, 29 th March 2010.



2010 to 2015 Corporate Strategy

2012-13 draft action plan for Cabinet 13.3.12



CHELtenham
BOROUGH COUNCIL

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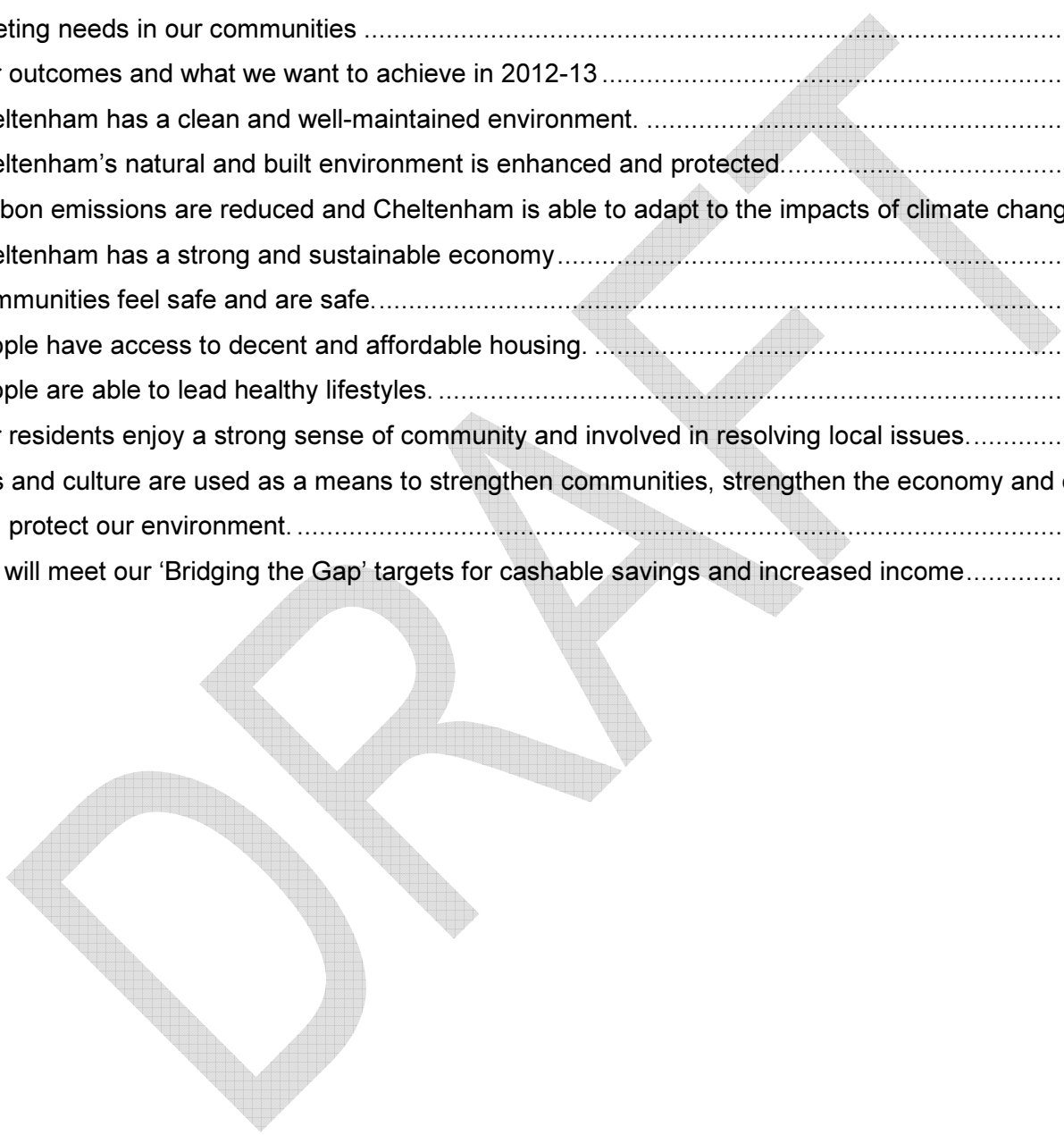
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Our objectives

Enhancing and protecting our environment

Strengthening our economy

Strengthening our communities

Enhancing the provision of arts and culture

Ensuring we provide value for money services that effectively meet the needs of our customers

Our outcomes

Cheltenham has a clean and well-maintained environment

Cheltenham has a strong and sustainable economy

Communities feel safe and are safe

People have access to decent and affordable housing

Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment

We will meet our 'Bridging the Gap' targets for cashable savings and increased income

Carbon emissions are reduced and we adapt to climate change

Cheltenham's natural and built environment is enhanced and protected

Our residents enjoy a strong sense of community

People are able to lead healthy lifestyles

Our improvement actions

- Implementation of Ubico from 1 April 2012
- Increase take-up of garden waste and trade waste
- Develop a Joint Waste Committee

- Revitalise Cheltenham's town centre through the Task Force
- Move our Tourist Information Centre to the Art Gallery and Museum
- Promote and allocate the 2012 Promoting Cheltenham Fund
- Commission support and advice for local businesses

- Work to reduce incidences of anti-social behaviour
- Work to tackle burglary in the town
- Work to reduce the impact of alcohol to individuals and families

- Commission our housing options service
- Publish a new housing and homelessness strategy
- Enable the provision of more social housing
- Support CBH to complete phase 1 of the St. Pauls regeneration project
- Develop local policies in response to benefits changes.

- Complete the Art Gallery and Museum redevelopment
- Review organisational options for Art Gallery and Museum service
- Test outcomes for the Town Hall and Pittville Pump Room
- Investigate major capital investment into the Town Hall

- Deliver future year's savings through 'Bridging the Gap'
- Review structure and service provision for ICT
- Develop and publish an asset management strategy
- Share Finance, HR, payroll and procurement support services
- Move to the full partnership arrangements for audit.
- Implement the Investors in People actions
- Implement new scrutiny arrangements

Implement energy saving initiatives to reduce carbon emissions

- Bring forward the preferred option for the Joint Core Strategy
- Implement the Built environment commissioning review

- We will help others to provide positive activities for young people.
- Deliver the borough and Police and Crime Commissioner elections
- Undertake a community governance review of parish boundaries

- Decide how best to provide Leisure@ and sports, play and healthy lifestyles
- Use the Olympics to promote more healthy active lifestyles.

Welcome

Welcome to the second annual update of Cheltenham Borough Council's corporate strategy 2010-2015.

The development of the 2012-13 action plan has, like last year's plan, taken place against the background of the financial crisis which has resulted in significant cuts in public expenditure. The draft budget for 2012/13 has had to bridge a financial gap of just over £1m. This is on top of the £2.87m gap that was addressed in the 2011-12 budget.

The over-arching priority for the 2012-13 corporate strategy therefore will be the continued delivery of value for money for local tax-payers.

Our Vision

The Corporate Strategy 2010-2015 continues its support for the Cheltenham's community strategy twenty year vision for Cheltenham which sets out an aspirational goal for the long-term future of Cheltenham:

"We want Cheltenham to deliver a sustainable quality of life, where people, families, their communities and businesses thrive; and in a way which cherishes our cultural and natural heritage, reduces our impact on climate change and does not compromise the quality of life of present and future generations."

Commissioning

The Council adopted a strategic commissioning approach which puts a strong focus on understanding the needs of Cheltenham and its people in designing outcomes for public services, seeking to work much more closely (including sharing budgets where appropriate) with other parts of the public service and the voluntary and community sector (VCS) and making objective, transparent, evidence-based decisions about how services should be provided and by whom. By using a strategic commissioning approach we can improve the outcomes for people who rely on the council and the wider public sector whilst at the same time creating opportunities for financial savings.

"By April 2012, we will lead our community by taking a commissioning approach. We will be driven by the needs of people and place, in order to improve wellbeing, the economy and the environment and use resources efficiently and effectively"

As part of our commitment to this vision we will explore different ways of delivering services that meet the needs of our customers and deliver value for money.

Input from partnerships

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:

- Ensuring that our young people have access to a suitable range of positive activities
- Building stronger and more resilient communities
- Reducing alcohol and substance misuse
- Tackling anti social behaviour
- Tackling emerging crime
- Reducing harm, vulnerability and poverty

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

Meeting needs in our communities

Under the Equality Act 2010, the council now has to comply with the public sector equality duty which came into force on 6 April 2011. The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. As part of this we have a duty to set and publish equality objectives every four years; this is to be done in the first instance by 6 April 2012. We have already published equality information in relation to both our employees and people who are affected by our policies and services.

We have developed three objectives that we feel are most important in promoting equality and diversity:

- Listening and responding to a wide-range of communities.
- Promoting fair access to our services;
- Ensuring fair employment practices;

These three objectives relate back to our corporate equality and diversity policy that was agreed by the council in March 2008. The actions we will take forward in the coming year are as follows:

Listening and responding to a wide-range of communities.

Our commitment

We will provide a framework for the consultation and the engagement with communities in the commissioning of our services so that we are better able to provide services that are responsive to the needs of our customers

Actions

- Develop engagement mechanisms that pay regard to people who share the protected characteristics covered by the equality duty.
- Continue to work in partnership with the police, housing providers and the voluntary sector to respond to incidents of hate crime through Cheltenham and Tewkesbury Hate Crime Group.

Promoting fair access to our services

Our commitment

We will ensure that customers, service users and the wider community of Cheltenham have fair access to our services and are not discriminated against in any aspect of our service delivery.

Actions

- Continue to use an equality impact assessment process to assess the impacts of key decisions on groups of people.
- Embed equality considerations into commissioning and our procurement approach to ensure that relevant equality issues are taken into account when designing and procuring services.

Ensuring fair employment practices

Our commitment

We will ensure fair and equal opportunity in all areas of employment, including recruitment and selection, appraisals, learning and development and the career development of our employees.

Actions

- Commit to the regular publication of workforce intelligence reports that will help monitor trends in our workforce in terms of recruitment, retention, turn-over and sickness absence.
- Provide equality and diversity training for our employees so that they are able to help implement our equality objectives.

**Our outcomes and what we want to achieve
in 2012-13**

DRAFT

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:

- 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

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

Proposed indicators	Measured by this indicator	Baseline (March 2011)	March 2013 Target	Lead
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 lead:	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.	• Consideration of revisions to JCS in light of 2011/12 public consultation by JCS Member Steering Group	30.6.12	Tracey Crews, Strategic Land Use Manager
	• Consideration of revisions to JCS in light of 2011/12 public consultation by CBC planning working group	30.6.12	
	• Consideration of preferred option by Council for purposes of public consultation	30.9.12	
	• Completion of public consultation on preferred option	31.12.12	
We will implement the recommendations of the Built environment commissioning review and prepare for market testing in 2013.	• Business plan setting out how service will deliver the agreed outcomes	31.5.2012	Mike Redman, Director Built Environment
	• First interim review of performance	31.11.2012	

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

Proposed indicators	Measured by this indicator	Baseline	March 2013 Target	Lead
	Number of applications: Received / Determined / Permitted / Refused / appealed	1872 / 1184 / 820 / 215 / 45	to be agreed	Mike Redman, Director Built Environment
Number of days to process an application from receipt to issuing of decision	65 days	to be agreed	Mike Redman, Director Built Environment	
Number / percentage of planning appeals allowed	42%	to be agreed	Mike Redman, Director Built Environment	
Number of projects implemented as a result of working with local interest groups on street redesign projects	to be confirmed	to be agreed	Wilf 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	• Evaporative cooling installed in the server room at the Municipal Offices	30.9.2012	Dave Roberts, Head of Property Services
	• Low energy LED lighting installed in the swimming pool hall at Leisure@	30.6.2012	
	• Chandelier bulbs at Town Hall and Pump Room replaced with LED equivalents		
	• Grosvenor Terrace car park upgraded	30.9.2012	
	• Voltage optimisation project implemented in council buildings	31.3.2013	

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 (carbon dioxide equivalent) not just CO ₂ and using DEFRA reporting guidelines baseline has changed to 5,557 tonnes CO ₂ e for 2005/6	Plans 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 useage	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 	31.8.2012 31.8.2012 31.5.2012 31.8.2012 30.6.2012 30.6.2012	Jeremy Williamson, Managing Director, 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.	<ul style="list-style-type: none"> Explore funding for a new tourism website Testing new ways of delivering joint TIC / AG&M customer services prior to the move, ready for the opening 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. 	30.4.12 31.3.13 31.3.13	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 	30.4.2012 31.7.2012	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

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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 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 lead:	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	Page 29
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	Lead
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 lead:	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 Agree plans for phase 2	31.3.2013 31.3.2013	Jane Griffiths, Director Commissioning	
We will develop local policies in response to the government proposals for benefits changes.	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	March 2013 Target	Lead
What will we do directly and be accountable for - Service indicators	Gross Affordable housing completions			
	The number of households living in Temporary Accommodation	13 as at Dec 2012	25	Martin Stacy, Housing & Communities Manager
	The number of homelessness acceptances (rise in target in recognition that homeless likely to rise due to changes in housing benefit rules)	45 (estimate 2011/12)	55	Martin Stacy, Housing & Communities Manager

Strengthening our communities.

People are able to lead healthy lifestyles.

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 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

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

Proposed indicators	Measured by this indicator	Baseline (2011-12)	March 2013 Target	Lead
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)	Craig Mortiboys, Healthy Communities Partnership Manager Stephen Petherick, Commercial Manager
	Overall footfall 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. To review the building resilience contract with County Community Projects and put arrangements in place to deliver the second year of the funding.	31.7.2012 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	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	3.5.2012 31.7.2012 15.11.2012 31.3.2013	Kim Smith, Elections & electoral registration manager Rosalind Reeves Democratic Services Manager	
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	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	Lead
What will we do directly and be accountable for - Service indicators	number of VCS organisations supported by GAVCA	18 (Sept 2011)	25	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	Initial scoping of investment required for options appraisal Feasibility review depending on outcome of option appraisal	31.7.2012 31.3.2013	Gary Nejrup, Entertainment & business manager / Pat Pratley, Executive Director

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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	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	to be agreed	to be agreed	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	16.10.2012	Mark Sheldon, Director of Resources
	We will have identified savings and additional income (including those from commissioning) to meet the budget gap identified for 2013/14.	18.12.2012	
	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	31.12.2012	
	We will have determined the impact on the MTFS of the government proposals for retention of business rates.	31.12.2012	
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.	30.5.2012	Mark Sheldon, Director of Resources
	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.	30.6.2012	
	We will develop an updated ICT strategy which determines the way forward for the service and gained Cabinet / Council approval.	30.10.2012	
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.	31.5.2012	David Roberts, Head of Property Services
	We will develop and publish a fully costed Asset Management Plan for approval by Cabinet / Council.	30.6.2012	
	We will continue to explore opportunities to work collaboratively with other Authorities and public sector bodies.	31.3.2013	
	We will agree an accommodation strategy based on analysis of the options agreed by Cabinet in July 2011	31.12.2012	
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	30.4.2012	Pat Pratley, Executive Director
	Implementation of Agresso ERP system at Cotswold District Council	30.8.2012	
	Implementation of GO Shared Services.	1.4.2012	

We will move to the full partnership arrangements for audit.	We will have TUPE'd staff to Cotswold D.C.	1.4.2012	Mark Sheldon, Director of Resources
	We will have completed an annual audit cycle supported by the partnership.	31.3.2013	
We will implement the actions agreed from the Investors in People strategic review	Develop and agree the action plan by end June 2012.	30.06.2012	Amanda Attfield, Head of HR (GO Shared Services)
	Review progress against the action plan by end October 2012	31. 10.2012	
We will implement new scrutiny arrangements that enable us to provide a better overview of our commissioning projects	Work with members and officers to refine new arrangements and develop new procedures	31.5.2012	Sara Freckleton, Borough Solicitor and Monitoring Officer
	Implement new arrangements after elections and complete induction	31.7.2012	
	Ongoing support for new arrangements during first 6 months and complete review of first year by July 2013		Rosalind Reeves, Democratic Services Manager

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

Proposed indicators	Measured by this indicator	Baseline (year)	March 2013 Target	Lead
Financial health indicators	Deliver BtG programme savings / income target for 2012/13	2012/13 budget	£1.12m	Director of Resources
	Identify BtG programme savings / income target for 2013/14	MTFS estimate @ Feb 2012 (2013/14) - £734k	£0 – ie close 2013/14 budget gap	
	Medium Term Financial Strategy (MTFS) funding gap	MTFS estimate @ Feb 2012 2013/14 -2017/18) - £2.1m	Reduce the residual MTFS gap.	
What will we do directly and be accountable for - Service indicators	No. days lost due to sickness absence % staff appraisals completed Customer relations: <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 	TBA for 2011-12 2011-12 100%	7dys per fte 100%	Julie McCarthy HR Operations Manager (GO Shared Services) Jan Bridges HR Learning and Organisational Development Manager (GO Shared Services)

Working together to create a great future for Cheltenham

DRAFT



CHELtenham
BOROUGH COUNCIL

Cheltenham Borough Council

Cabinet – 13 March 2012

Cheltenham Borough Homes Development Options Review

Accountable member	Councillor Klara Sudbury, Housing and Safety
Accountable officer	Jane Griffiths, Director, Commissioning
Accountable scrutiny committee	Social and Community
Ward(s) affected	St Paul's, Oakley
Key Decision	No
Executive summary	<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 support of the submission of grant funding bids to the Homes and Communities Agency (HCA).</p> <p>In April 2011 the cabinet approved a submission by CBH, through a consortium with Bromford Housing, for HCA affordable homes grant funding under the affordable rents programme to deliver a number of sites. Unfortunately the bid submitted by the consortium was unsuccessful.</p> <p>Officers from CBH have been considering what alternative funding streams may be available to ensure that these sites can be delivered and working with CBC officers have considered a number of different options which are set out in this report. If CBH are able to access affordable homes grant through a third party (developer or RP) then this could reduce the need for CBC subsidy.</p> <p>In addition to the schemes which were in the original consortium proposals, CBH have been approached along with other registered providers (RP) as to whether they would be interested in being the RP for the scheme on North Place. At the time of writing the report, the developers in response to the feedback from the RPs are reviewing the design layout and will be approaching providers for bids in the near future.</p> <p>Any proposals finally endorsed would need to ensure that they provided value for money and a final decision would need to be made as to whether they are CBH or CBC properties.</p> <p>The report also outlines a proposed change to the management agreement schedule which will enable a more efficient procedure for controlling and monitoring reactive repairs for council dwellings, by enabling all expenditure on reactive repairs to the stock to be consolidated through CBH. At present CBH manage certain reactive repairs contracts on our behalf, and with the implementation of the new finance and HR system there is an opportunity to consolidate the work so that it links better with the CBH repairs systems and</p>

processes and enables more effective management of contracts and spend.

Recommendations

1.1 approve CBH pursuing the options as set out below, with a view to identifying a viable option for each site based on costs, designs, ownership and risks for approval by Cabinet.

i) St. Pauls Phase 2 – options one, two, three and four

ii) Cakebridge Place - options one, two, three and four

iii) Garages – options one and two (with the addition of grant if reallocation by HCA secured).

1.2.To assist CBH in identifying the most viable option for each site, authorise CBH to undertake any necessary procurement exercises to identify a suitable developer partner who will provide a developer grant and/or capital as required, provided that no partner shall be selected until a report on the preferred developer partner(s) and the appropriate value for money tests is approved by Cabinet

1.3 Delegate authority to the S151 Officer in consultation with the cabinet member housing and safety, cabinet member finance and community development and director commissioning to approve any submission by CBH to be the registered provider for the development at North Place based on a nil subsidy approach which secures good value for money for the council and for CBH.

1.4 To note that CBH will continue to pursue potential unallocated grant for those garage sites which have planning permission, with a reduced subsidy requirement aimed at HRA funding and will liaise with the relevant cabinet members and Ward Councillors as schemes become viable.

1.5 Approve CBH employing contractors to carry out reactive repairs to CBC’s housing and delegate authority to the director of commissioning in consultation with cabinet member housing and safety and the Borough Solicitor to amend the management agreement accordingly

Financial implications

As set out in the report.

**Contact officer: Paul Jones, head of finance,
paul.jones@cheltenham.gov.uk, 01242 775154**

<p>Legal implications</p>	<p>A number of the options mentioned in this report will involve the council transferring housing land at nil value and giving grants or granting loans to CBH. As Cheltenham Borough Homes has gained Registered Provider status under the Housing and Regeneration Act 2008, the Council is able to transfer the land and give it financial support to enable it to develop land for housing accommodation by relying on a general consent issued by the Secretary of State, namely “The General Consent Under Section 25 of the Local Government Act 1988 for the disposal of land to registered providers of social housing”. This consent also covers consent required pursuant to Section 32 Housing Act 1985. The land can be transferred by freehold transfer or a lease of 99 years or more.</p> <p>Using this consent, any housing on the land must be vacant at the time it is transferred to CBH and must be demolished. The transfer also needs to contain a provision that the housing on the land must be completed within 3 years of the transfer. This period can be extended if necessary due to circumstances beyond CBH’s control.</p> <p>Any land or houses transferred under this consent cannot be sold on the open market; they must be rented by CBH under periodic tenancies or shared ownership leases. Any land or other financial assistance to be used for the development of units for sale on the open market will require a specific consent from the Secretary of State. There will need to be a resolution of full council authorising an application to be made to the Secretary of State and a resolution of Cabinet to make the application for such consent.</p> <p>Any loan or grant given to CBH should be secured on the land to be transferred by way of a legal charge in favour of the council. It is advised that the council should seek funder collateral warranties from all professionals and contractors working on the new build properties.</p> <p>CBH is bound by the same procurement requirements as CBC and will need to comply with the Public Contracts Regulations 2006 in choosing a development partner.</p> <p>Any financial support to be given to CBH will not be unlawful state aid because it is permitted pursuant to European Commission Decision 2012/21/EU</p> <p>If Cabinet is minded to approve CBH directly employing the contractors carrying out works on CBC’s properties, then the council will need to either be given collateral warranties from the contractors or be named in the contract as a party that has the benefit of the contract using the Contracts (Rights of Third Parties) Act 1999. Further advice will be given to officers about which option best protects the Council.</p> <p>Contact officer: Donna Ruck, Solicitor donna.ruck@tewkesbury.gov.uk, 01684 272696</p>
<p>HR implications (including learning and organisational development)</p>	<p>None</p> <p>Contact officer: Amanda Attfield, amanda.attfield@cheltenham.gov.uk, 01242 264186</p>

<p>Key risks</p>	<p>A full risk assessment will be developed for each of the schemes as the preferred option is identified.</p>
<p>Corporate and community plan Implications</p>	<p>The provision of affordable housing is a key objective in the council's corporate strategy</p>
<p>Environmental and climate change implications</p>	<p>CBH have delivered affordable housing which meets high environmental standards and any future development would need to meet these high sustainable standards.</p>

1. Background and Basis for Review

- 2.1 CBH has now completed the redevelopment of unfit housing at Brighton Road and is making good progress on site with the first phase of the St Paul's Regeneration project. In April 2011, as members of the Bromford Housing Group Consortium, CBH submitted bids to the Homes and Communities Agency for further grant funding in respect of three developments, including the agreed priority, the St Paul's Phase Two scheme.
- 2.2 The Homes & Communities Agency were unable to support any Bromford Consortium projects in the South West Region and CBH therefore failed to secure Affordable Homes Grant for the submitted schemes. In response to the bid outcome CBH and CBC held preliminary discussions to explore the options that might exist to enable some or all of the potential programme to be delivered. The agenda was also expanded to include the possibility of CBH involvement in the North Place redevelopment proposals and to encompass consideration of adjacent land issues in respect of Cakebridge Place, where the relocation of the football Club to the Racecourse was on the agenda.
- 2.3 At the conclusion of these preliminary discussions it was agreed that CBH would carry out a review exercise to explore options in detail. It was further agreed that an initial update would be provided in mid November and that an option review meeting would take place in January 2012. The interim review took place on 16 November and positive contributions were made to the process. The January review date was deferred until 09 February 2012 in order to provide additional time for discussions/negotiations with potential developers and funders.
- 2.4 The strategic approach taken in this review is based upon the following criteria:
 - That there is general support for ongoing development by CBH, within appropriate financial constraints.
 - That where access to HCA grant funding may be achievable this should be pursued as a first course of action.
 - That it be recognised that the level of headroom identified under the HRA Review offers the opportunity to support a number of initiatives, including LA new build.
 - That where it may not be prudent for CBH to develop the opportunity for CBC to do so should therefore be considered.
 - That for each scheme CBH/CBC should be able to demonstrate that the proposed outcome represents the most satisfactory course of action.
 - That the factors taken into consideration include the social, economic and environmental impacts of the preferred option.
- 2.5 This document provides a comprehensive range of information including the background to each scheme, the options considered viable and practical and recommendations for taking individual projects forward. It is intended that acceptance of these recommendations will secure further support for development proposals and a mandate for CBH to take agreed schemes to the next stage.
- 2.6 CBH secured CBC support for three schemes during the preparation of the AHP 2011 – 2015 Bid. The assumption is made herein therefore that development by or through CBH remains the preferred route, subject to the parameters established for the two established development schemes undertaken by CBH (Brighton Road & St Paul's Phase 1). This could be as CBH or CBC homes, subject to further discussion.
- 2.7 In the event that CBH was able to access affordable homes grant through a third party (Developer or Registered Provider) then this could reduce or even eliminate the need for a CBC subsidy, and options on this basis are being explored.

- 2.8 In the absence of any available grant an alternative would then be one where the development cost is initially funded by a Real Estate Investment Trust such as Quality Social Housing (QSH, who have already approached CBH speculatively). This presents the opportunity for CBH/CBC to develop with a deferred transfer of ownership from the initial funder in stages over a defined timescale (up to 20 years). A scheme on this basis may still require a capital subsidy subject to the impact of property values on the viability.
- 2.9 The Bromford response in respect of the shortfall in allocation compared to the bid has been to seek alternative funding mechanisms and to ensure that there are schemes available at short notice to pick up any unutilised allocations from other Registered Providers (RPs). It is anticipated that the HCA may well towards the end of the programme move unallocated funding to those able to guarantee delivery by the 2015 deadline. This may be an appropriate long-shot for the garage sites, but is considered to be too indeterminate for either St Paul's or Cakebridge Place.
- 2.10 The North Place redevelopment is included herein on the basis that the selected Developers have now sought initial expressions of interest (and value) from RP's. The CBH/CBC response is detailed later.
- 2.11 It is assumed that in the event that CBH secures grant support for any scheme through an existing allocation to a developer, then that grant would transfer with the properties on completion. This is not assumed to be the case with an RP, as they may have links within their grant bid to the conversion of homes to affordable rent and or property disposals.
- 2.12 It is assumed that whatever development option is selected will result in CBC being able to claim the New Homes Bonus, and that this does not therefore advantage or disadvantage any particular option.
- 2.13 There is an established base of Officer, Councillor and Cabinet support for the original development schemes and for the affordable homes bid from 2011. On the basis that that support is understood to be continuing then CBH is not necessarily suggesting that beyond the second phase at St Pauls any scheme should specifically be for CBH or CBC ownership. It is regarded as sufficient at this stage that there is development potential and that the relevant financial factors can be applied to the ownership decision at the next or a later stage in the process.
- 2.14 Factors that may influence the above decision one way or another are:
- Limitations on the revenue deficit (net rent against loan costs - where there is one) which CBH can absorb.
 - The impact of different tenancy conditions and in particular the potential advantage in term of stock retention from CBH tenancies with a Right to Acquire versus CBC tenancies with a Right to Buy, which current legislation changes may make more viable for tenants.
 - Any scheme based upon Option One – with a loan covered by CBH net rents – does not impact upon (reduce) the potentially available HRA borrowing headroom.

At present it is anticipated that where grant is secured schemes become CBH Homes and where HRA funding is used they become CBC homes. In the event that a scheme is delivered without grant but using the balance of available HRA capital receipts it may be prudent to consider the properties as CBH homes as this negates any impact upon HRA headroom.

- 2.15 Any developments for CBH ownership are assumed to be based on a nil value land transfer.

- 2.16 The costs and values used herein are based upon the 2011 Affordable Homes Bid or subsequent professional advice. No allowance has been made for build cost inflation up to the time of construction, as programmes cannot be satisfactorily established at this stage. In general however, the viabilities considered should be robust enough to incorporate inflation in a continuing competitive construction marketplace.
- 2.17 All schemes are based upon affordable rents, as per the 2011 AHP Bid.
- 2.18 As schemes are further developed, viability will be checked on a regular basis and risk and sensitivity analyses will be carried out.
- 2.19 It is acknowledged that best value will potentially be achieved where CBH is able to draw in external funding by way of Section 106 gain or Affordable Homes Grant from a suitable source.
- 2.20 Any intention to utilise grant provided under the 2011 – 2015 Affordable Homes Programme must recognise that the scheme has to be completed before March 2015 in order for the grant element to be secured (from whatever source) and that all programme implications must be taken into account in this respect (including design, planning CPO (where applicable), land acquisition (where applicable) and construction).

2. Reasons for recommendations

- 3.1 It is clear that in considering the above options due consideration must be given not only to financial or viability matters but also to the social and environmental impacts of alternatives.
- 3.2 CBH has pride in its assessment as a Three Star service provider and believes that it can demonstrate success as a developer of homes and the ongoing ability to manage and deliver high quality housing services. The following issues support the ongoing provision of housing (development) and housing services (management) through CBH:
 - Service consistency is maintained and CBH can optimise the benefits of scale.
 - CBH has demonstrated that the volume of properties in management supports the delivery of a range of community development, investment and resident involvement initiatives that others cannot achieve, including addressing anti-social behaviour, achieving high levels of lettings, the provision of training initiatives and positive work with young children.
 - CBH can deliver a consistency with management and investment decisions.
 - CBH has a developed 'community infrastructure - the Community House at St Pauls and the local team network.
- 3.3 In respect of environmental considerations CBH can provide continuity in respect of maintaining the built environment, supported by economies of scale.

3. Alternative options considered

Option:	Principle:	Ownership:	Subsidy:	Long Term Finance:
Option 1	Further CBH Development	CBH Homes	From CBC	PWLB Through CBC
Option 2	CBC Development Through HRA	CBC Homes	From CBC	PWLB Through CBC
Option 3	Using Developer Grant	CBH Homes?	Through Grant & S106 Gain	PWLB Through CBC
Option 4	Using RP Grant	CBH Homes?	Through Grant & S106 Gain from selected Developer	PWLB Through CBC

Option 5	Funded Through REIT	CBC Homes?	From CBC	PWLB Through CBC
Option 6	Site Disposal	CBC Sell Site	Not Applicable	Not Applicable

- 4.1 There are some fundamental differences in the outcome and viability of the options above, not the least of which is the role of CBH and the extent of subsidy and long term finance provided through CBC.
- 4.2 There is a natural limit to the extent of property development for CBH ownership, created by the utilisation of the available reusable receipts and/or a cap on the ability of CBH to fund early year's deficits. The principle adopted herein will be to use the receipts in a practical and pragmatic way to reduce long term borrowing on a scheme (or schemes) in order to reduce or eliminate the early year's deficits.
- 4.3 These option reviews will in this way take into account the limitations on CBC reusable capital receipts which have at present been confirmed as in the region of £800k, after allowing for other identified commitments. It is anticipated that at St Paul's there will be also be a net capital receipt from the sale of the portion of the site identified for development for outright sale, which can be used to offset the development cost of the affordable housing.
- 4.4 With the exception of North Place, the other schemes formed the abortive 2011 – 2015 Affordable Housing Programme Bid. Under that process the development costs were to be met by a combination of capital subsidy, affordable housing grant (from the HCA) and loan funding potentially from PWLB through CBC. The loan funding would have been optimised based upon the level of loan that could be supported by the net rental stream after deduction of management, maintenance and voids charges. In these circumstances, the assumed grant rate was sufficient such that the available capital reserves at CBC (identified above) met the overall funding shortfall across all three schemes.
- 4.5 In the absence of grant in options 1 & 2 above, the available CBC capital would be sufficient to support one scheme only. Due to the nature of St Paul's Phase Two (being the concluding phase of the regeneration project) this scheme is regarded as the priority for support by both CBH and CBC. On that basis Option One could not be considered for Cakebridge Place and the Garage Sites unless an alternative funding arrangement presented itself for St Pauls Phase Two under which the whole of the available subsidy was not required.
- 4.6 Post bid discussions with the HCA identified the strength of support there for the CBH schemes and in particular for St Paul's Phase Two. CBH was encouraged to open a dialogue with developers (and potentially other RP's) who might have received an allocation in the Cheltenham (or Gloucestershire) area, but may not yet have a firm site – hence Options 3 & 4 above. There is also the outside possibility that later in the AHP 2011 – 2015 there might be a shortfall in performance or additions to the programme budget, under which CBH could receive the necessary grant support. This is considered to be too risky to regard as a viable option at this early stage in the programme.

4. Schemes Under Consideration

5.1 St Paul's Regeneration – Phase Two

This scheme is the concluding new build element of the St Paul's Regeneration Project and potentially (subject to available funding from within the CBH Investment Programme) the second phase of transformational improvements (TI's) covering all of the properties in Folly Lane. The Phase Two site is primarily cleared land at Crabtree Place and plots either side of the junction of Crabtree Place with Folly Lane. These plots each comprise two pairs of semis, one

currently providing community support facilities (the Community House) and the other split between a CBH tenant and a private owner.

In addition, there remains within Crabtree Place a single pair of semis of which one is void with the other having an owner occupier. The redevelopment proposals incorporate the resolution of these private owner interests.

In order to achieve a mix of tenures across the whole of the regeneration project it is intended that the new build capacity of circa 56 units will be split in the approximate proportions of 24 units for affordable rent (43%) and 32 for outright sale (there being 18 units for affordable sale in Phase One). This review process will include an initial contact with prospective developer partners to establish the extent of interest in a contract to build the rented units for CBH and the balance for sale on their own behalf.

5.2 Cakebridge Place

Cakebridge Place is the second (and final) site which contains unfit Tarran bungalows that are beyond economic repair. The site consists of 12 homes in total of which 9 are CBC properties and 3 are in private ownerships. Of the CBC properties seven are void and two tenanted, with a policy of not reletting voids in place.

Historically plans had been prepared for the discrete redevelopment of the site these homes, following resolution of options with the owner occupiers and the rehousing of any remaining CBC tenants. The site is adjacent to Cheltenham Town Football Club which was considering relocation to another site which could have potentially released the current site, which is in CBC ownership, for redevelopment. It would now appear that a decision has been taken that this is not a fundable option at present, which once again allows the housing site to be considered for early redevelopment. The current draft scheme layout produces 19 homes for affordable rent.

5.3 Garage Sites Phase One

The initial phase of garage site redevelopment was progressed over 2009/10 with the potential to secure social housing grant funding towards the end of the 2008 – 2011 Approved Development Programme. As a result, CBH secured planning consent for 14 units across 4 sites following a design and consultation process including community stakeholders.

These sites are not the first priority for available funding but could provide a quick win in terms of deliverability if appropriate either within the Affordable Homes Programme 2011 – 2015 or outside of it. Investment has taken place in adjacent garage sites which ensures that the removal of these units would not impact on availability of garages within the local communities.

5.4 North Place Development

The redevelopment of two car parks at North Place and Portland Street is being promoted by the Cheltenham Taskforce on behalf of CBC. At present CBC have a preferred developer, Augur Buchler, who were in contact with CBH during the preparation of their initial design proposals and who included CBH as their potential social housing partner for long term housing management.

CBH has been advised that Skanska will potentially develop the housing element of the scheme and initial informal discussions have taken place. CBH has been approached by EC Harris acting on behalf of Skanska and seeking initial offers for the 50 units of affordable housing (37 for rent and 13 for affordable home ownership).

6 Options Review

6.1 St Paul's Regeneration Phase Two

6.1.1 Options under consideration – 1, 2, 3, 4 & 5.

6.1.2 Option One

Based on the financial data used at April 2011 for the unsuccessful bids, the potential development cost for 24 units for Phase 2 is £2.515M and a loan at £1,627M could be supported. This would leave a balance to fund of £880K. This amount is close to the total available recyclable capital receipts and on that basis those funds could be used to replace the grant support that was assumed at bid stage. These would be CBH properties and CBH would potentially secure a PWLB loan as long term finance through CBC as for the Phase One scheme.

This calculation makes no assumption in respect of any capital subsidy (Section 106 Contribution) from the sale of the balance of the site for private development for sale. However, part of this option review process is to gauge the potential for developer interest in the site and to assess the quantum of any potential subsidy in terms of capital contribution or benefits of scale in respect of build costs. See Option 3.

6.1.3 Option Two

Option Two is a close copy of Option One on the basis that CBC provide the same level of capital subsidy (or possibly revenue sourced subsidy from the HRA) but that the long term finance is secured against the HRA headroom rather than against the CBH net rental stream. In this case the properties would be in the ownership of CBC but managed by CBH under the existing arrangements. As with all St Paul's Phase Two Options, it requires that CBH (or CBC) procure a developer partner to build out the entire scheme and to take the sales risk on the open market properties.

6.1.4 Option Three

This option assumes that CBH is able to secure the involvement of a developer with a non site-specific allocation. In order to explore this potential, CBH appointed Capita Symonds (Employers Agents) to research the position with potential developer partners.

Capita has established contact with a number of developers and significant interest has come from one Developer, who has worked with Capita to put together two potential offers, based upon the existing Nash Partnership design and their own version, which has in their view optimised the site development capacity and resulted in the addition of a further seven units for sale. Both of these schemes demonstrate a positive contribution from the sale element of the site.

In addition to this subsidy, the Developer has identified that they potentially have available Affordable Homes Grant (Developer Grant from the HCA) which they would be prepared to commit to the scheme. Subject to final costs, this would leave a net balance to fund which is well below the potentially affordable loan. This could deliver an attractive funding package with good long term contributions. On completion of the construction contract the developer grant would transfer with the acquired properties to CBH.

This option could be progressed through the HCA Developers Panel, which is a pre-qualified list of developers on a regional basis and the potential Developer is a Central Region members. This could facilitate the establishment of a contractual commitment through either a mini-tender process or by direct negotiation.

6.1.5 Option Four

Whilst securing the grant input could be achieved by working in partnership with an RP with available non site-specific grant, they would be expected to want to retain ownership and would be putting their own subsidy into the scheme through conversions to affordable grant in existing stock or through disposals. In addition, there would still remain the need to secure a developer

partner for the outright sale element of the scheme unless the RP was interested in taking the sales risk, which is assessed as unlikely.

6.1.6 Option Five

CBH has been approached by The Quality Social Housing Company (QSH) which is creating a Real Estate Investment Trust (REIT) with a view to providing interim development funding for social housing. Their model assumes that the REIT will fund development costs for affordable homes through bulk purchase arrangements with developers. They will then enter into a management arrangement based on a percentage of the rental stream, with the expectation (and requirement) that properties are purchased at a minimum rate (units purchased per annum) over years 4 to 20 of an agreement.

The model is based upon property values and assumes that they will be let at affordable rents (80% of market rents). CBH would receive a management allowance per unit on units not purchased and periodic property transfers (acquisitions) at agreed values. The model at present has an overall acquisition cost of £2.13M – £2.30M, including a one-off subsidy of £140,000 required to offset 'depressed' property values. This is a higher capital cost than the developer grant option and requires a subsidy (albeit at a reasonably low level).

6.2 Cakebridge Place Redevelopment

6.2.1 Options under consideration – 1, 2, 3, 4, 5 & 6.

6.2.2 Option One

It would now appear that the potential for the football club to relocate has diminished in the present economic climate, which leaves CBH/CBC once again potentially looking at a stand-alone development albeit that a link could be provided to allow flexibility for any later redevelopment options for adjacent land.

Based on the financial data used at April 2011 for the unsuccessful bids, the potential development cost for 19 units is £2.690M and a loan at £1,997M could be supported. This reflects the higher market values and hence affordable rents at this location. This would leave a balance to fund of £694K.

In the event that the capital reserves are not committed to St Paul's Phase One, then they would provide the necessary subsidy for Cakebridge Place to be completed as a CBH scheme along the lines of previous developments.

6.2.3 Option Two

In the above calculation it is a simple matter to replace the long term funding for CBH based upon the net rental stream with HRA based funding for CBC. On that basis these would be CBC properties which CBH would manage.

6.2.4 Options Three and Four

Based upon the potential success in attracting grant to St Pauls Phase Two and the data (from the HCA) in respect of the outstanding level of uncommitted grant to RP's (in excess of 60%) CBH will now explore the potential with developers and the identified RP's.

6.2.5 Option Five

There is the potential again here for the involvement of The Quality Social Housing Company (QSH). Their model assumes that the REIT would fund development costs for affordable homes through bulk purchase arrangements with developers. They would then enter into a management

arrangement based on a percentage of the rental stream, with the expectation (and requirement) that properties are purchased at a minimum rate (units purchased per annum) over years 4 to 20 of an agreement.

6.2.6 Option Six

The potential removal of the constraint relating to the Football Club returns control of the site to CBH/CBC and with the possible options above open to CBH/CBC, it is considered imprudent to regard disposal as an attractive option at present.

6.3 Garage Sites Redevelopment Phase One

6.3.1 Options under consideration – 2, 3, 4 & 6.

6.3.2 Option Two

Based on the financial data used at April 2011 for the unsuccessful bids, the potential development cost for 14 units is £1.989M and a loan at £1,355M could be supported. This would leave a balance to fund of £634K.

On the assumption that St Paul's Phase Two or Cakebridge Place would consume all of the original available reserves; any CBC subsidy for Garage Sites would need to come from additional or new capital reserves or through an HRA revenue subsidy. On that basis these would be CBC properties which CBH would manage.

6.3.3 Option Three

Due to the dispersed nature of these units, the relatively high clearance and construction costs and the lack of any sale properties, it is highly unlikely that any developer interest could be secured. On that basis this option has not been pursued.

6.3.4. Option Four

Whilst securing the grant input could again be achieved by working in partnership with an RP with available non site-specific grant, they would be expected to want to retain ownership and would be putting their own subsidy into the scheme through conversions to affordable grant in existing stock or through disposals.

There is however a possibility that if the sites are retained as available and a development cost is secured (by negotiation with an appropriate developer) the sites could be used at the back end of the AHP 2011 – 2015 to mop up unused grant prior to the termination of the programme in March 2015. Whilst this is regarded as a long shot at present, unless a decision to fund the schemes under Option Two is secured, this is the best fallback position for the present.

6.3.5 Option Five

There is considered to be no potential for the involvement of The Quality Social Housing Company (QSH), due to the dispersed nature of the sites and the level of development costs. They do not fit easily with the nature of the REIT model.

6.3.6 Option Six

The sale of these sites would reduce the potential CBH/CBC stock growth by 14 units. In view of the historical relationship to the garage sites investment programme it is proposed that no consideration be given to site disposals until such time as alternative funding options have been ruled out. Indeed, investment has been made in adjacent sites to facilitate rationalisation of garage stock/redevelopment of these four sites.

6.4 North Place and Portland Street Redevelopment

- 6.4.1 As identified at 2.4 CBH has received an approach from EC Harris on behalf of Skanska, seeking expressions of interest and initial offers for 50 units of affordable housing within the overall redevelopment scheme. These would be 33 home for affordable rent and 17 homes for affordable home ownership (assumed to be straightforward shared ownership). EC Harris provided an initial 'sketch' proposal for RP's to base an offer on. These showed five storey construction consisting of a two storey house at ground and first floor, a single storey flat at second floor level and a further two storey house (maisonette) at levels three and four.
- 6.4.2 CBH sought indicative valuations and market rents upon which an offer could be based. These were taken into account when CBH pitched their offer, the principles of which were agreed with CBC in advance. This is a Section 106 scheme and therefore CBH was able to assume a significant 'subsidy' from the adjacent sales units. The offer was therefore based upon the level of loan that net rents would support and therefore no further subsidy would be required or was assumed.
- 6.4.3 CBH has subsequently been advised that following feedback from the RP sector Skanska will be considering design modifications. It is anticipated that CBH as a registered provider will receive a further approach in due course.

7. Overview of available resources

- 7.1 Dependant upon the chosen development route for each scheme the resources estimated to be available by April 2013 to finance new build are:-
- Borrowing headroom within the Housing Revenue Account (HRA) of £8.1m.
 - Unallocated revenue funding of £2.6m. within the HRA.
 - Usable capital receipts of £800,000 arising from the previous disposal of HRA assets which are set aside to finance new affordable housing.
 - Borrowing by CBH through CBC General Fund access to the Public Works Loan Board, value determined by the ability to fund repayments from the new rental stream.
- 7.2 Given this level of resources it is possible to finance all three schemes outlined in this report without them being mutually exclusive. The important consideration will therefore be the value for money provided by each option, particularly the opportunity to draw in external subsidy to reduce scheme costs.

8 Recommendations and Next Steps

8.1 St Pauls Phase Two

That it is acknowledged on the basis of the above that there is a significant benefit in CBH owning the balance of new affordable rent homes created through investment in St Pauls Phase Two.

That CBH should continue to advance discussions with Developers in respect of a revised scheme with the inclusion of developer grant and a capital contribution for the site value such that a reduced level of long term funding is required.

That CBH/Capita should explore compliant procurement options based upon the HCA Developer Panel with a view to securing an appropriate developer partner.

That at the earliest appropriate point in the process CBC and CBH reach agreement in respect of the development of a full Planning Application in order to advance progress generally.

8.2 Cakebridge Place

That CBH should continue to explore the potential for either developer or RP grant, subject to appropriate terms and outcome.

That the fallback position be regarded as Option 1 or 2 using the available capital subsidy for either CBH or CBC homes.

8.3 Garage Sites Phase One

That CBH should pursue the potential for unallocated grant to be made available directly through the HCA under any mid-programme reallocation of resources, in order to deliver a scheme with a reduced subsidy requirement.

8.4 North Place

That CBH should maintain the dialogue with Skanska/EC Harris and review ongoing interest on behalf of CBH/CBC as further design development takes place.

That CBH/CBC should consider a further bid based upon a nil further subsidy approach, using updated valuations based upon the anticipated revised designs, subject to CBH/CBC being satisfied with the management implications associated with the anticipated design revisions.

8.5 Next Steps

CBH Senior leadership Team reviewed this document on Monday 30 January 2012 and CBHS Board reviewed it on Wednesday 8 February 2012. It was then taken to a meeting with CBC Officers on 9 February 2012. The next stage of the development process is to achieve CBC Cabinet support on 13 March 2012.

CBH intends to keep viable options open on each scheme until a further approval based upon firm designs, costs and risk analysis has been secured. The timeframe for this will vary by scheme with St Paul's Phase Two taking priority.

Subject to above, CBH would expect to provide a forward development programme for monitoring and a set of deadline dates for various forward approvals.

9 Use of contractors for reactive maintenance

- 9.1 In preparing for both the implementation of Agresso (the new HR and finance system) and proposed changes to the CBH repairs process it has become apparent that the control and monitoring of reactive repairs to the housing stock would be strengthened by consolidating all reactive repairs expenditure through CBH. This would be enabled by CBH directly employing sub contractors rather than simply managing them on behalf of the Council.

- 9.2 There would be no impact on net cost for either CBH or CBC and the s151 officer is happy with the proposal. The Cabinet is requested to approve this change in principle subject to One Legal being satisfied that the Council's position with regard to these works is protected. It is anticipated that the change will also require some minor amendment to the management agreement schedules to show that CBH are now employing the sub contractors directly rather than simply managing them on our behalf.

<p>Report author</p>	<p>Contact officers:</p> <p>Paul Stephenson, Acting CEX, CBH paul.stephenson@cheltborohomes.org</p> <p>Gordon Malcolm, Project Manager (New Build) gordon.malcolm@cheltborohomes.org / 01242 774978</p> <p>Jane Griffiths, director, commissioning jane.griffiths@cheltenham.gov.uk / 01242 264126</p>
<p>Appendices</p>	<p>1. Risk Assessment</p>
<p>Background information</p>	<p>None</p>

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-4	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1.	If developer grant is unavailable then the council will need to think how the sites can be developed	Director of commissioning	Feb 2012	3	3	9	R	Initial indications would suggest that developer grant is available. The council would need to prioritise the schemes and consider how it used its unallocated capital subsidy and how HRA funding could be used to support the long term viability of schemes.	July 2012	Gordon Malcolm (CBH)	CBH risk register Commissioning risk register
2.	There is a risk that those living in the vicinity of the proposed sites face yet more uncertainty until a final decision is made	Director of commissioning	Feb 2012	3	3	9	R	CBH to work with residents to explain the current position and allay concerns CBH to work with relevant ward councillors	July 2012	Paul Stephenson	CBH risk register
<p>Explanatory notes</p> <p>Impact – an assessment of the impact if the risk occurs on a scale of 1-4 (1 being least impact and 4 being major or critical)</p> <p>Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

Cheltenham Borough Council

Cabinet – 13 March 2012

Stroud Core Strategy – Preferred Strategy Consultation

Accountable member	CIlr Jordan, Leader of the Council
Accountable officer	Tracey Crews, Strategic Land Use Manager
Accountable scrutiny committee	Environment
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The Stroud District’s Core Strategy, has been prepared by Stroud District Council to cover a 15 year period up to 2026.</p> <p>The Stroud District Core Strategy - Preferred Strategy consultation has been formally published and Cheltenham Borough Council has been invited to comment on the current proposals by Monday 19th March 2012. The proposals in this document build on the work done to date by Stroud District, though this has been revisited in light of the revocation of the South West Regional Spatial Strategy through the provisions of the Localism Act.</p> <p>This version of the plan is the ‘preferred strategy’ and sets out the distribution of 3,200 new homes and approach to providing 6,400 jobs.</p> <p>Draft comments on the Core Strategy are provided at appendix 2 of this report.</p>
Recommendations	<p>I recommend that Cabinet</p> <p>(i) approves the comments set out at Appendix 2 of this report for submission to the public consultation on the Stroud District Core Strategy.</p> <p>(ii) requests that Stroud District Council meet with the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy Project Board to discuss cross boundary implications and for these discussions to be reported to the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy Member Steering Group.</p>
Financial implications	<p>None arising from this report</p> <p>Contact officer: Paul Jones Head of Financial Services, paul.jones@cheltenham.gov.uk, 01242 775154</p>

Legal implications	<p>Pursuant to Section 33A of the Planning and Compulsory Purchase Act 2004 inserted by Section 110 of the Localism Act 2011, local planning authorities have a duty to co-operate with each other in maximising the effectiveness with which the preparation of development plan documents are undertaken so far as relating to sustainable development or use of land that has or would have a significant impact on at least two planning areas.</p> <p>In particular, the duty requires local planning authorities to engage constructively, actively and on an ongoing basis in any process by means of which the preparation of development plan documents are undertaken.</p> <p>Contact officer: Jonathan Noel, Solicitor jonathan.noel@tewkesbury.gov.uk, 01684 272690</p>
HR implications (including learning and organisational development)	<p>No direct HR implications arising from this report.</p> <p>Contact officer: Sarah Baxter, HR Advisor sarah.baxter@cheltenham.gov.uk, 01242 775215</p>
Key risks	<p>See risk summary at Appendix 1</p>
Corporate and community plan Implications	<p>Development to the south of Gloucester within Stroud District, which is not contributing to meeting Gloucester's needs, could have potential implications on the number of other sites required for development through the Joint Core Strategy.</p>
Environmental and climate change implications	<p>Development to the south of Gloucester could impact on facilities and infrastructure in Gloucester and the wider Joint Core Strategy area. Stroud District is currently a net exporter of jobs and environmental impacts associated with increased vehicle movements may be experienced.</p>

1. Background

- 1.1** The Stroud District Core Strategy, has been prepared by Stroud District Council to cover a 15 year period up to 2026. The Stroud District Core Strategy - Preferred Strategy has been formally published and Cheltenham Borough Council has been invited to comment on the current proposals by Monday 19th March 2012. The Strategy has been made available for a period of 6 weeks.
- 1.2** The proposals in this document build on the work undertaken to date by Stroud District in their Key Issues (March 2009) and Alternative Strategies Consultation (February 2010).
- 1.3** Given the intention to abolish Regional Spatial Strategies, the amount of future employment and housing development suggested in the Preferred Options is no longer led by targets set by the South West Regional Assembly and instead Stroud has assessed the need for housing locally. Stroud District Council resolved in November 2011 to consult on the basis of a district wide housing requirement 2006-2026 of 9,350 houses. This figure has been derived from the Department of Communities and Local Government (DCLG) household projections (November 2010) and a conversion factor applied to determine a dwelling requirement. It should be noted that many of these homes have been built or have existing planning permissions and as such the resultant housing requirement is set at 3,200 dwellings over the remaining period of the Core strategy.
- 1.4** A copy of the Stroud District Core Strategy can be accessed at http://consultation.stroud.gov.uk/planning-strategy/http-consultation-stroud-gov-uk-planning-strategy/consult_view

Stroud District Core Strategy - Preferred Strategy

- 1.5** The Stroud District Core Strategy is at a reasonably advanced stage of its preparation, having reached its Preferred Options stage. This document sets out the preferred locations for development of homes and employment land to 2026.
- 1.6** With the anticipated abolition of the Regional Spatial Strategies (RSS) there exists no strategic direction for the Stroud District Core Strategy; this direction needs to be determined locally. As Cabinet will be aware through the ongoing work in developing the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy; this may include cross boundary development when considering all realistic development opportunities.
- 1.7** The Stroud District Core Strategy identifies key locations for development. This version of the plan is the 'preferred strategy' and sets out the distribution of 3,200 new homes and approach to providing 6,400 jobs. The distribution of development within the proposed strategy is to focus at six key locations;
- Hunts Grove (south of Gloucester at Hardwicke/Haresfield) 500-750 homes,
 - North East Cam 200-500 homes & up to 1,500 jobs,
 - West of Stonehouse (Eastington) 1,000 - 1,500 homes & up to 3,000 jobs,
 - Aston Down (former airfield) 100 - 200 homes & intensification of employment,
 - Sharpness 200-250 homes & intensification of employment, and
 - Along the Stroud Valleys 300 - 800 homes & up to 1,600 jobs
- 1.8** With regards to any implications on the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy the most relevant preferred location for growth within the document is the proposal to provide 500 - 750 homes at Hunts Grove, Hardwicke. Part of the justification for providing development at this location is given as its proximity to Gloucester and its primary level of services, facilities and major employment hubs and development at this location would have the potential to be easily integrated into the existing and planned development.
- 1.9** This element of the Core strategy is being brought to the attention of Cabinet as the proposed allocation as proposed is designed to meet Stroud District Council's housing needs and none of Gloucester City's. It is considered by officers of Cheltenham Borough Council that if the site was to come forward, then it should be contributing to meeting Gloucester City's needs and therefore contributing to the housing needs of the Joint Core Strategy area, much in the same way that sites in neighbouring Tewkesbury Borough Council may potentially meet a proportion of the needs of Gloucester (and also Cheltenham) through the Joint Core Strategy.
- 1.10** The consequence of this is that it may have a bearing on i.e. a reduction in the need for additional development to be provided within the Joint Core Strategy area which could include within Cheltenham Borough. However, it should be noted that whilst not potentially insignificant, as a proportion of the 500 – 750 figure proposed, this would have a relatively small bearing on the contribution to meeting the overall Joint Core Strategy figure.
- 1.11** It is considered that this approach is consistent with the new duty to co-operate introduced by the Localism Act in seeking to arrive at the best solution in plan-making for all of the aforementioned councils.
- 1.12** The Joint Core Strategy operates within a programme management framework, it would be reasonable to ask Stroud District Council to formally engage with this framework through the Joint Core Strategy Project Board (relevant Directors of Gloucester, Cheltenham and Tewkesbury) and

if required the Joint Core Strategy Cross Boundary Programme Board (Chief Executives of Gloucester, Cheltenham and Tewkesbury Councils). Both these groups report to the Joint Core Strategy Member Steering Group (Group leaders of political parties of Gloucester, Cheltenham and Tewkesbury).

- 1.13** Cheltenham Borough Council does not have to make a representation to the consultation and this is an option. However, given the issues highlighted, it is felt that a representation using the officer comments attached at Appendix 2 would be sensible.

Alternative Options Considered

- 1.14** In arriving at the development strategy set out in the Stroud District Core Strategy, it needs to be demonstrated that alternative options have been considered and that the emerging strategy presents the most sustainable and robust option in accordance with the overarching vision. Several alternative options were considered and the reasons for not selecting them as the preferred locations for growth have been provided within the plan.
- 1.15** Following this consultation period, comments will be considered by Stroud District Council and in July/August 2012 a publication version of the Stroud District Core Strategy will be made available for further public consultation. Further key milestones are set out below.

November 2012 – Submission to Secretary of State

February 2013 – Independent Examination

Spring 2013 – Receipt of Inspector's Report

Summer 2013 – Adoption of Core Strategy

- 1.16** Whilst this and the previous stages of public consultation invited comments to be made on issues and details arising from the Stroud Core Strategy, the next stage (the publication stage) will be limited to whether or not the document is legally compliant and that it satisfies the 'tests of soundness'. To be considered sound, the document must be justified, effective and consistent with national policy.

2. Consultation and feedback

- 2.1** This report has been prepared following review of the draft Core Strategy consultation document by the Council's strategic land use team. Should members of the public and other stakeholders wish to comment on the strategy they may do so within the consultation period, which runs between Monday 6th February and Monday 19th March 2012, a period of 6 weeks.

3. Performance management –monitoring and review

- 3.1** Recommendation 2 of this report is that relevant officers of Stroud District Council are requested to meet with the Joint Core Strategy Project Board to discuss cross boundary implications arising from the proposal to develop between 500 - 750 homes at Hunts Grove, Hardwicke. The outputs of this discussion to be reported to the Joint Core Strategy Member Steering Group.

<p>Report author</p>	<p>Contact officer: Tracey Crews, Strategic Land Use Manager tracey.crews@cheltenham.gov.uk, 01242 264382</p>
<p>Appendices</p>	<ol style="list-style-type: none"> 1. Risk Assessment 2. Officer Comments
<p>Background information</p>	<ol style="list-style-type: none"> 1. Stroud Core Strategy – Preferred Strategy consultation http://consultation.stroud.gov.uk/planning-strategy/http-consultation-stroud-gov-uk-planning_strategy/consult_view

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-4	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	Further development south of Gloucester could impact on service and infrastructure requirements for the Joint Core Strategy area.	JCS – programme manager	23/02/12	2	4	8	Transfer to 3rd party	Engage with Stroud District through JCS Project Board	31/05/12	Tracey Crews	
	Allocating land south of Gloucester within Stroud District to meet Stroud’s housing requirement, rather than Gloucester’s may have implications for higher requirements elsewhere in the Joint Core Strategy Area	JCS – programme manager		2	4	8	Transfer to 3rd party	Engage with Stroud District through JCS Project Board	31/05/12	Tracey Crews	

Appendix 2: Comments made on behalf of Cheltenham Borough Council in response to Stroud District Core Strategy – Towards a Preferred Strategy

<p>Reference in Stroud Local Plan – Towards a Preferred Strategy</p>	<p>Cheltenham Borough Council Comments</p>
<p>General – Duty to Co-operate</p>	<p>The housing figures for Stroud have been derived from the Department of Communities and Local Government (DCLG) household projections (November 2010) and a conversion factor applied to determine a dwelling requirement. It should be noted that many of these homes have been built or have existing planning permissions and as such the resultant housing requirement is set at 3,200 dwellings. It should be noted that alongside DCLG projections a local demographic evidence base prepared by Gloucestershire County Council is available; this takes account of data available which reflects trends at the County level. It is not clear from the draft plan why one source of projections have been used instead of another. The JCS authorities are using the projections prepared by Gloucestershire County Council as the baseline for the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy.</p> <p>It is not clearly demonstrated within the Stroud Core Strategy, how the duty to co-operate, set out in the Localism Act, has been undertaken. With particular reference to Gloucester City, no clear attempt has been made to assist in meeting Gloucester's unmet housing need as identified via the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy within Stroud District. The evidence that cross boundary issues have been explored is not referenced.</p> <p>Whilst Gloucester is working on a Joint Core Strategy with Cheltenham and Tewkesbury Boroughs, it does not necessarily follow that the level of housing required to meet the demographic need of Gloucester should be solely provided for within the Joint Core Strategy area. The duty to cooperate extends to all authorities and the relationship of Gloucester's urban area to Stroud District should not be overlooked in this instance. Any expansion of Gloucester to the south should be as part of a coordinated approach by Gloucester City and Stroud District Councils, especially where development would be primarily meeting the housing needs of Gloucester rather than Stroud.</p> <p>In meeting the unmet housing need for Gloucester, which requires land to be found in other authority areas, the potential to use land which is not within the Green Belt should be recognised as</p>

<p>General – South of Gloucester</p>	<p>an opportunity to reduce pressure on this area.</p> <p>It is noted that Gloucester City Council object to any further development to the South of the City.</p> <p>It is considered that any development on land at Hardwicke, Whaddon and Upton St Leonards would form part of the urban area of Gloucester and has a close functional relationship with the City. This land should not be considered through a dispersal or rural settlement approach, but if brought forward should provide for planned urban extension to Gloucester building on the facilities and employment opportunities available therein.</p> <p>Increases in development in this area will impact on the infrastructure, services and facilities of existing settlements and needs to be clearly addressed by the strategy. Potentially development could take place in the settlements of Hardwicke, Haresfield and Upton St Leonards, which look to Gloucester City and Brockworth for their services and facilities.</p>
<p>General – Hunts Grove</p>	<p>The land at Hunts Grove remains a preferred location for accommodating development to the South of Gloucester, providing for the housing needs of Gloucester. This development should be identified through the development plan process and any allocation would need to be as a result of agreement between Gloucester and Stroud Councils within the context of the Localism Act and the duty to co-operate.</p>
<p>General – Housing and employment</p>	<p>Given that locations to the south of Gloucester will primarily look to Gloucester and Brockworth for its employment it is not clear how this inter-relationship has been taken into account. Any employment provision must be complimentary to existing employment uses at Gloucester/Brockworth. This needs further consideration.</p>

Cheltenham Borough Council

Cabinet – 13 March 2012

Development of land at North Place and Portland Street

Accountable member	Cabinet Member Built Environment, Councillor John Rawson
Accountable officer	Head of Property & Asset Management, David Roberts
Accountable scrutiny committee	Environment
Ward(s) affected	St Pauls and Pittville
Key Decision	Yes
Executive summary	<p>Following the Cabinet decision on the 18th October 2011 which endorsed the recommendations of both the Development Task Force and full Council to appoint Augur Buchler as the preferred bidder for the sites there have been ongoing negotiations between Augur Buchler and the foodstore operator.</p> <p>Since the Cabinet decision the CBC team have been progressing the scheme on a number of fronts, which includes the clarification of the agreed legal structure (the development agreement), dealing with planning issues through the pre-application process and collaboration on points of mutual interest particularly relating to neighbouring properties.</p> <p>The negotiations between Augur Buchler and the foodstore operator have resulted in the need to provide additional car parking spaces for the food store operator if board approval was to be achieved. In addition the proposed hotel has been removed from the scheme as the operating requirements of the foodstore and hotel are not compatible.</p> <p>The outcome of the scheme delivers all the mandatory requirements of public realm works, together with a long term-income stream and a very significant capital receipt.</p> <p>Cabinet is requested to consider the report supported by the exempt legal and financial reports and endorse the recommendations below.</p>
Recommendation	<p>That Cabinet</p> <ol style="list-style-type: none"> 1. approves the variations to the scheme submitted by Augur Buchler and previously accepted by Cabinet at its meeting on 18 October 2011 2. confirms the resolutions made on 18 October 2011 that the Head of Property and Asset Management in consultation with the Borough Solicitor continues to be authorised to:- <ol style="list-style-type: none"> a) conclude the documentation required to dispose of the Sites as necessary (noting that the sites may be disposed of in parts by way of leasehold and freehold disposals and to more than one party); b) enter into an agreement for the purchase of land at Warwick

Financial implications	<p>The overall financial offer is by far the best offer from those received and is considered to represent best consideration for the land at North Place and Portland Street. The capital receipt is supplemented by significant works and a long term income stream and GVA are confident that it represents “best value”.</p> <p>The capital receipt from this site has been associated with the Council’s Civic Pride ambitions now being delivered by the Cheltenham Development Task Force.</p> <p>Full financial implications are contained in Appendix 1 (exempt). Contact officer: Paul Jones, Head of Financial Services paul.jones@cheltenham.gov.uk, 01242 775154</p>
Legal implications	<p>The legal implications are contained in Appendix 2 (exempt).</p> <p>Contact officer: Donna Ruck, Solicitor donna.ruck@tewkesbury.gov.uk, 01684 272696</p>
HR implications (including learning and organisational development)	None
Key risks	<p>Failure to proceed with the disposal raises the following risks</p> <ol style="list-style-type: none"> 1. Loss of much of the momentum generated by the Cheltenham Development Task Force 2. Jeopardising opportunities for delivering associated schemes such as Boots Corner and wider public realm enhancements. 3. Damage to reputation of the Borough Council, particularly on the part of potential investors in the town, for not concluding the deal.
Corporate and community plan Implications	Delivery of former Civic Pride aspirations
Environmental and climate change implications	Scheme linked to wider AQMA target for Cheltenham.

1. Background

- 1.1** On 18th October 2011 Cabinet endorsed the recommendation from both the Cheltenham Development Task Force meeting (14th October 2011) and full Council (10th October 2011) to appoint Augur Buchler as preferred bidder for these sites.
- 1.2** The preferred bidder’s scheme provided for the entire mandatory requirements set out in the initial OJEU documentation in terms of works (construction of car park, bus node and public square), long term car park income and a capital receipt and in this case a hotel too. This was formally validated by a red book valuation from GVA.
- 1.3** Since that time the CBC team have been progressing the scheme with Augur Buchler on a range of fronts including clarification of the agreed legal structure (the development agreement), dealing with planning issues through the pre-application process and collaboration on points of mutual interest particularly relating to neighbouring properties.
- 1.4** On 23rd December 2011 all other earlier bidders were formally notified, in line with the Public Contract Regulations 2006, that CBC intended to sign a deal with Augur Buchler. No challenge

was mounted by any party who had previously expressed a formal interest in the site through the process.

- 1.5 The housing element has remained relatively unchanged with a targeted 122 units, although we understand that Skanska are currently seeking feed back from registered providers over final design, which could have an impact on the final number. In addition CBC still anticipated to secure New Homes Bonus allocation for these dwellings. Augur Buchler confirmed that board approval had been secured from Skanska (at both UK and European level).
- 1.6 Further negotiations between Augur Buchler and the foodstore operator have resulted in the need to provide more car parking if the foodstore operator's board approval was to be achieved. Additionally the proposed hotel has been removed for purely commercial reasons as the operating requirements of the foodstore and hotel operator were not compatible.
- 1.7 The specific impact of these changes are that
 - A further 74 car spaces will be constructed creating a final total of 638 split 330 to foodstore and 308 to wider public. This could help assuage public concerns raised about overall reduction of car spaces in the town centre, especially as there has always been an expectation of linked trips associated with the foodstore.
 - The hotel, which is a non mandatory element, will be removed. This will reduce the massing on the site (to the benefit of neighbours) and also potentially address the concerns of the Cheltenham Hospitality Association.
- 1.8 We understand that pre-application discussions are continuing with the focus moving to the detail from the wider principles of the scheme.
- 1.9 In light of the above factors any decision other than to close the deal could provide a set back to the ambitions for the town being driven by the Cheltenham Development Task Force . This scheme delivers and provides a real deliverable opportunity to regenerate this barren area of the town and provide all of the benefits which the Council's development brief sought to achieve, including environmental and economic benefits.

2 Reasons for recommendations

- 2.1 The Augur Buchler proposal meets all of the mandatory requirements and provides a significant capital receipt and has been demonstrated to be the best offer for the site as validated by the Public Contact Regulations 2006 procedures followed and GVA red book valuation.

3 Alternative options considered

- 3.1 The scheme was selected as part of a competitive solution, with nine consortia at the beginning being reduced step by step to a shortlist of two. Of these, one consortium withdrew, leaving one preferred bidder. This competitive process has therefore had the effect of already ruling out the alternative options..
- 3.2 If the Augur Buchler deal had not delivered all of the mandatory requirements or failed to secure a positive valuation from GVA, then it would be right to consider other alternatives such as re-marketing. However, in the circumstances this is not recommended and no alternatives are proposed.

4 Consultation and feedback

- 4.1 The scheme has been in the public domain since September 2011 and there will be further

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opportunity for public consultation including the scheme amendments through the formal planning process. However it is anticipated that the changes will be viewed as positive steps as they deal with some of the concerns raised through the earlier public engagement exercise.

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Appendices	Risk Assessment Appendix 1 Financial Implications Appendix 2 Legal Implications
Background information	Previous Cabinet reports dated 8 February 2011 and 18 October 2011.

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-4	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	If CBC does not continue with the disposal to Auger Buchler then the capital receipt and public realm works will not be realised/delivered and the likelihood that the disposal of the site will be put back for a number of years.	DLR	2012	4	6	24	Accept	Paper to Cabinet with recommendation to exchange as soon as possible thereafter	Mar 2012	DLR	1
2	If CBC does not proceed with the disposal then it will seriously impact upon ability to deliver plans for the wider town eg Boots Corner scheme, public realm improvements	DLR	2012	4	6	24	Accept	Paper to Cabinet with recommendation to exchange as soon as possible thereafter	Mar 2012	DLR	
3	Failure to complete deal could have adverse reputational impact for Council/Task Force from developers/investors	DLR	2012	4	3	12	Accept	Paper to Cabinet with recommendation to exchange as soon as possible thereafter	Mar 2012	DLR	

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