



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Cabinet

**Tuesday, 12 March 2013
6.00 pm**

Municipal Offices, Promenade, Cheltenham, GL50 9SA

Membership	
Councillors:	Steve Jordan, John Rawson, Rowena Hay, Peter Jeffries, Andrew McKinlay, Jon Walklett and Roger Whyborn

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 5 February 2013	(Pages 1 - 8)
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>	
5.	REPORT OF THE ALLOTMENTS SCRUTINY TASK GROUP Councillor Anne Regan, Chair of the Allotments Scrutiny Task Group, will present the report.	(Pages 9 - 36)
	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	
6.		PRE-APPLICATION FEES FOR LICENSING APPLICATIONS Report of the Cabinet Member Housing and Safety	(Pages 37 - 44)
7.		LICENSED VEHICLES TESTING STATIONS Report of the Cabinet Member Housing and Safety	(Pages 45 - 52)
8.		CLIMATE LOCAL INITIATIVE Report of the Cabinet Member Sustainability	(Pages 53 - 62)
9.		REVIEW OF THE SAFEGUARDING CHILDREN AND VULNERABLE ADULT POLICY Report of the Cabinet Member Housing and Safety	(Pages 63 - 112)
10.		CHELTHENHAM DEVELOPMENT TASK FORCE BUSINESS PLAN 2013-15 Report of the Cabinet Member Built Environment	(Pages 113 - 132)
11.		CORPORATE STRATEGY-2013-14 ACTION PLAN Report of the Leader	(Pages 133 - 162)
		SECTION 6 : BRIEFING SESSION • Leader and Cabinet Members	
12.		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	
13.		LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS The Cabinet is recommended to approve the following resolution:- “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 3 and 5, Part (1) Schedule (12A) Local Government Act 1972, namely: 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	
14.		EXEMPT MINUTES To approve the exempt minutes of the meeting held on 5 February 2013	(Pages 163 - 166)

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

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Cabinet

Tuesday, 5th February, 2013
6.00 - 7.15 pm

Attendees	
Councillors:	Steve Jordan (Leader of the Council), John Rawson (Cabinet Member Finance), Rowena Hay (Cabinet Member Sport and Culture), Peter Jeffries (Cabinet Member Housing and Safety), Andrew McKinlay (Cabinet Member Built Environment), Jon Walklett (Cabinet Member Corporate Services) and Roger Whyborn (Cabinet Member Sustainability)
Also in attendance:	Councillor Penny Hall

Minutes

1. APOLOGIES

There were none.

2. DECLARATIONS OF INTEREST

Councillor Roger Whyborn declared a personal and prejudicial interest in Agenda Item 10-Community Pride Fund as he is Chair of St Margaret's Hall User Group.

Councillor Andrew McKinlay declared a personal and prejudicial interest in Agenda Item 10 as he is a Member of the St Margaret's Hall Management Committee.

Councillor Rowena Hay declared a personal and prejudicial interest in Agenda Item 10 as she is a Trustee of Oakley Regeneration Partnership.

3. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 15 January were approved and signed as a correct record.

4. PUBLIC QUESTIONS AND PETITIONS

There were none.

5. REPORT OF THE EVENT MANAGEMENT SCRUTINY TASK GROUP

The Chair of the Event Submissions Scrutiny Task Group (STG), Councillor Penny Hall, was invited to address Cabinet. She explained that the STG had been formed in February 2012 at the last meeting of the Environment Overview and Scrutiny Committee and a number of individuals and organisations had expressed their unease at a major event being proposed in Cheltenham at Council in February 2012.

The Chair of the Event Submissions STG explained that the working group set out to investigate current practice both within the council and other local

authorities and the findings were outlined in paragraphs 4.12 and 5. The report was first considered by the Overview and Scrutiny Committee in October 2012, was debated in full Council in December and brought back to O & S in January. It had been a challenging experience and the Chair wished to thank the working group for their input. Particular thanks were given to Rosalind Reeves and Saira Malin from Democratic Services and to all other officers involved. The introduction of a Safety Advisory Group (SAG) represented a great step forward for the council.

When asked what would happen should proposals for major events come forward for the same date the Chair of the STG explained that further work was being undertaken by officers to address such potential issues. She emphasised that the SAG had no decision making powers but it made recommendations to the final decision-maker.

The Leader of the Council agreed that it was sensible to have one point of contact for anyone wishing to hold an event. He asked how many SAGs one could expect to have in an average year. In response the Chair of the STG explained that this was an unknown but as O&S intended to follow up the implementation of the recommendations in November 2013 this would be examined then. The Cabinet Member Housing and Safety explained that there had already been 5 meetings of the SAG since the beginning of the year. The Leader questioned whether the SAG would have to be convened each time should there be a regular annual event. The Cabinet Member Housing and Safety explained that this would very much depend on what was being planned.

The Cabinet Member Housing and Safety said it was now necessary to tidy up the loose ends of the process but it was a good basis to start from. He was mindful of resources that these groups would involve and he also raised the issue of communication between the SAG and the Events Consultative Group. The Chair of the STG commented that the process was now in place so in her view this should not necessarily be more costly than how events were dealt with previously.

Further questions were raised as to the requirement to stipulate on the form the number of people expected to an event. This was often difficult for community events. In response the Chair of the Scrutiny Task Group explained that this requirement followed current practice but in the future an audit trail would be held of how many people had attended a previous event.

The Leader of the Council agreed that this process would minimise bureaucracy and was a good step forward. Members supported the thrust of the recommendations and once the outstanding issues were resolved a report would be brought back to Cabinet for approval.

RESOLVED that

1. the report of the Scrutiny Task Group be noted.
2. a further report from the Cabinet Member Housing and Safety be brought back to a future meeting of Cabinet outlining how the recommendations of the Scrutiny Task Group could be implemented

3. the scheduled follow up of the implementation of the recommendations by Overview & Scrutiny in November 2013 be noted.

6. FINAL GENERAL FUND BUDGET PROPOSALS 2013/14 (INCLUDING SECTION 25 REPORT)

The Cabinet Member Finance introduced the report and explained that there were no significant differences between the final budget proposals 2013/14 and those that had been presented in draft at Cabinet on 21 December 2012 for consultation. However, the draft budget had been published prior to the announcement of the government 2013/14 financial settlement and the figures had been slightly better than predicted which meant that the budget gap would be closed entirely.

With regard to changes to the draft budget, the Cabinet Member Finance reported that Overview and Scrutiny had requested a £2000 expenditure for the training of members of planning committee. In terms of capital items £170,000 was proposed for the refurbishment of the new café as part of the redevelopment scheme of the Art Gallery & Museum and £30,000 would be allocated to the replacement of pool hall lighting to LEDs at leisure@ subject to a business case. The Cabinet Member Finance informed the meeting that a supplementary capital programme would be coming to Cabinet and Council for decision later in the year. This would encompass the capital receipt from the sale of Midwinter and North Place and Portland Street car parks. Such capital monies could be used to facilitate further investment in infrastructure in the town.

RESOLVED THAT it be recommended to Council that:

1. **The revised budget for 2012/13 with a projected underspend of £260.5k be noted and that the proposals for its use be approved as detailed in Appendix 3.**

Having considered the budget assessment by the Section 151 Officer at Appendix 9 :

2. **the final budget proposals including a proposed council tax for the services provided by Cheltenham Borough Council of £187.12 for the year 2013/14 (a 0% increase based on a B and D property) be approved.**
3. **the growth proposals, including one off initiatives at Appendix 3, be approved.**
4. **the savings / additional income and the budget strategy at Appendix 4 be approved.**
5. **the proposed capital programme at Appendix 6, as outlined in Section 8 be approved.**
6. **the proposed Property Maintenance programme at Appendix 7, as outlined in section 9 be approved**

7. the potential liability in respect of Municipal Mutual Insurance, as outlined in Section 10, be noted and that £80k has been built into the revised budget as a provision to cover the potential exposure to this liability be noted.

8. a level of supplementary estimate of £100,000 for 2013/14 as outlined in section 13 be approved.

7. FINAL HOUSING REVENUE ACCOUNT REVENUE BUDGET 2013/14

The Cabinet Member Finance introduced the report and noted that this was an innovative and encouraging budget. This reflected sound financial management and set out a positive agenda for the future, particularly with regard to the options for new build in the town.

The Cabinet Member Finance went on to report that in addition to substantial investment in repairs and maintenance, energy saving measures and adaptation for disabled people, it also proposed expenditure on measures aimed at ensuring the security and wellbeing of tenants. Enhanced services were proposed for the elderly, the disabled and the young and there would be an expansion of employment services to tenants and their families. Both Cabinet and CBH had been working on addressing the impact of the complex changes to the welfare system, and wished to provide the right response to enable tenants to understand the new system. It was considered right therefore that CBH should respond to this by providing more information, advice and support to people struggling to cope with changes in their benefits and as such the budget proposed a range of measures to help people understand the new system, manage their money and pay their rent. It also included more help for tenants in moving to more suitable accommodation if they chose to do so.

This budget would also allow CBH to strengthen their community services. This would be particularly important in the Moors and the Tewkesbury Road area, where it can reinforce the work being done following the recent Big Local lottery grant.

The HRA budget had been through a consultation process with the Tenant Scrutiny Improvement Group, which was generally supportive.

Members supported the budget and congratulated CBH on what it had achieved in St Pauls Phase 1 which had proved there was demand for affordable housing. With further HRA funding there should be a further 60 properties to meet the need.

RESOLVED that it be recommended to Council that:

- 1. the revised HRA budget and capital programme for 2012/13 be noted.**
- 2. the HRA budget for 2013/14 as shown at Appendix 2 including a proposed average rent increase of 3.43% (applied in accordance with national rent restructuring guidelines) and increases in other rents and charges as detailed at Appendix 5 be approved.**
- 3. the 2013/14 HRA capital programme as shown at Appendices 3 and**

4 be approved.

4. the 2013/14 management fees and charges for Cheltenham Borough Homes as detailed in Section 4 be approved.

8. TREASURY MANAGEMENT AND ANNUAL INVESTMENT STRATEGY 2013/14

The Cabinet Member Finance introduced the report which had been endorsed by the Treasury Management Panel. He confirmed that the Treasury Management Strategy Statement and Annual Investment Strategy 2013/14 were well within the Prudential Indicators which the Council was required to conform with under the Local Government Act 2003.

With regard to investment policy the Cabinet Member confirmed that the priority was security and to this end there had been revisions to the lending list in Appendix 3. The Council was only lending to those institutions with high long-term ratings and for a maximum duration of between 3 and 12 months. He emphasised that the list was not set in stone, but would be reviewed with Sector, the Council's treasury consultants, and officers during the year according to changes in financial markets.

RESOLVED that it be recommended to Council that the Treasury Management Strategy Statement and Annual Investment Strategy for 2013/14 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. That the Prudential Indicators for 2013/14 including the authorised limit as the statutory affordable borrowing limit determined under Section 3 (1) Local Government Act 2003 be approved.
3. Revisions to the Council's lending list and parameters as shown in Appendix 3 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 Sector and are prudent enough to ensure the credit quality of the Council's investment portfolio remains high.
4. For 2013/14 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. REFRESH OF THE CHELTENHAM CHARTER

The Leader of the Council introduced the report. He explained that CBC had endorsed the first version of the Cheltenham Charter with the five parish councils in 2008. This version had now been updated to include changes to legislation, such as the Localism Act, neighbourhood planning and the community right to challenge and the community right to bid. He said that there was broadly a positive working relationship between the Council and the Parishes.

RESOLVED THAT

The charter (attached as appendix 2) be endorsed and that the commitments within it be adhered to.

10. COMMUNITY PRIDE FUND

The Head of Legal Services advised those Cabinet members who had a close association with the organisations involved or who held management or trustee positions within those organisations to declare a personal and prejudicial interest in this item.

Having declared a personal and prejudicial interest in this item Councillors Hay, McKinlay and Whyborn left the room and hence did not participate in the discussion.

The Leader of the Council introduced the item and explained that it had been a positive process. There had been great interest in the funding available and bids to the value of £95,000 had been submitted for a total funding pot of £38,000. He thanked the panel for considering the bids. 16 bids had been supported, some partially and some in full. A number of new groups had appeared which was encouraging.

Members noted that the Panel may meet at a later date to consider bids where more information had been requested and that the decision to determine how best to allocate the remaining funds would be taken by the Leader and Cabinet would be notified. They welcomed the cross section of groups which had applied for funding and the geographical spread across the town.

RESOLVED THAT

- 1. The list of projects to be funded from community pride funds as set out in appendix 2 and community building grants as set out in appendix 3 be approved.**
- 2. The decision to determine how best to allocate the remaining funds will be taken by the Leader, be noted.**

11. DECISIONS OF CABINET MEMBERS AND OFFICERS

The Cabinet Member Housing and Safety informed members that he had taken a decision which was to append the agreed communications protocol to the management agreement between Cheltenham Borough Homes and Cheltenham Borough Council.

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

The Leader explained that an urgent item had come forward for Cabinet to take a decision on with regard to the appropriation to planning purposes of North Place and Portland Street car parks. This decision was necessary prior to the North Place and Portland Street item being discussed at Planning Committee on 21 February. Due to the item containing commercially sensitive information and legal advice it would be taken in exempt session.

13. LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS 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 paragraph 3 and 5, Part (1) Schedule (12A) Local Government Act 1972, namely:

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.

14. CHELTENHAM BOROUGH HOMES - DEVELOPMENT OPTIONS REVIEW

The Cabinet Member Housing and Safety introduced the report and explained that following the success of St Paul's Phase One Cabinet had mandated CBH to achieve the best available deal in negotiations with the proposed developers for St Paul's Phase 2, Cakebridge Place and the Garage Sites redevelopment.

He reported that the Housing and Communities Agency (HCA) has now confirmed that a grant would be made available to CBH provided that a start on the garage sites could be achieved before the end of March 2013. CBH, in discussion with CBC, has agreed that this is achievable. It was therefore proposed that progress be advanced on the garage sites ahead of the balance of the intended programme, i.e. St Paul's Phase 2 and Cakebridge Place. The Cabinet Member Housing and Safety would be taking an imminent delegated decision with regard to ownership of the site.

The Cabinet Member Housing and Safety highlighted that recommendations 3 and 4 of the report had been amended to reflect that Cabinet was making recommendations to Council.

When asked whether the question of ownership of new build properties was still outstanding, Grahame Lewis, Executive Director, explained that this delegated decision would be taken the following day. Bob Dagger, Director, CBH confirmed that in order to be eligible for receipt of the HCA grant CBH ownership of the site was required.

There remained complications with regard St Paul's Phase 2 and Cakebridge Place developments as outlined in the report and thus it was proposed that the garage sites development decision be taken in advance. It was confirmed that Cakebridge Place and St Paul's would therefore be brought back to Cabinet.

The Leader of the Council welcomed the HCA grant which would facilitate a further provision of affordable housing provision in the town.

RESOLVED THAT

1. **the transfer of the four garage sites (at Brook Road, Burma Avenue, Imjin Road and Malvern Street shown edged red on the plans appended to this Report) to CBH at nil consideration be approved.**
2. **CBH be authorised to enter into a JCT Design and Build Contract with Lovell Partnerships Ltd.**
3. **Council be recommended to source loan finance for the development of the garage sites from the Public Works Loans Board (PWLB) on a 40 year annuity basis and then advance the funds to CBH.**
4. **Council be recommended to support the provision of development finance and in due course access to PWLB funding for the long term finance required by the scheme.**

15. APPROPRIATION FOR PLANNING PURPOSES-REPORT ON NORTH PLACE AND PORTLAND STREET

The Cabinet Member Finance introduced the report and explained that the developer had requested the council to exercise its powers to appropriate North Place and Portland Street car parks for planning purposes. The appropriation would facilitate the redevelopment of the site.

The Leader asked whether there had been any precedent where appropriating property for planning purposes had taken place. The Head of Property and Asset Management explained that the proposal had arisen in discussions with the developer and he confirmed that other authorities had appropriated property in similar circumstances.

Members felt that the appropriation was an appropriate measure, technical in nature, to facilitate the redevelopment of the land and would ensure maximum flexibility going forward for the redeveloped site which would be of major benefit to the town.

RESOLVED THAT:

1. **Under Section 122(1) of the Local Government Act 1972 North Place and Portland Street car parks be appropriated to planning purposes.**
2. **the sites be disposed of under Section 233 of The Town and Planning Act 1990.**

Chairman

Cheltenham Borough Council
Cabinet
12 March 2013
Scrutiny Task Group – Allotments
Report of the Overview and Scrutiny Committee

Accountable member	Chair of the Allotments Scrutiny Task Group, Councillor Anne Regan
Accountable officer	Grahame Lewis – Executive Director
Ward(s) affected	All
Key Decision	Yes
Executive summary	<p>A review of allotments was initiated by the Overview and Scrutiny Committee in July 2012 and a task group was set up with defined terms of reference.</p> <p>Following a number of meetings and site visits, the scrutiny task group has come up with 11 recommendations which, if adopted by Cabinet, would enhance allotment provision in the town.</p> <p>The report of the scrutiny task group was considered by the Overview and Scrutiny Committee (O & S) on 10 January 2013. Whilst welcoming the report, the committee was of the view that the authority should encourage more people to “grow their own” both for the health benefits and in the context of global food shortages over the medium to long term. In addition O & S felt that the use of smaller parcels of land for the provision of both statutory and non-statutory allotments should be examined by officers. A full excerpt of the minutes of the O&S meeting is attached as an appendix.</p> <p>Council considered the task group report on 22 February at which it approved the set aside of up to £600 000 of capital receipts from the sale of land at Midwinter to fund provision of potential new allotments in Cheltenham. A full excerpt of the draft minutes of Council is attached as an appendix.</p> <p>As part of the review of allotments by the scrutiny task group it was felt that the process of enforcement of allotments needed to be revised to ensure that uncultivated plots were being managed. In order to update all of the allotment tenancies, the current tenancies are being brought to an end having given all of the tenants 12 months previous notice. Approval is sought to review and revise the current tenancy agreement to enter into with all tenants from 1 January 2014.</p>
Recommendations	<p>The Cabinet is recommended to:</p> <ol style="list-style-type: none"> 1. Consider and approve the recommendations of the Scrutiny Task Group Report as laid down in paragraph 7.1 of the report, 2. Delegate authority to the Executive Director in consultation with

the Cabinet Member for Sustainability and the Borough Solicitor to review and revise the terms of the Authority's current allotment tenancy agreement and enter into the new tenancy agreements with plot holders to enable the new terms to be effective from 1 January 2014 (as outlined in the Allotment Management implications of this report).

3. To note that O&S have scheduled a follow up to the implementation of the recommendations in 12 months time.

<p>Financial implications</p>	<p>There is a legal requirement for proceeds of the sale of statutory allotment land to be used to discharge debts and liabilities associated with the acquisition of allotment land or in acquiring, adapting or improving new land for allotment purposes. The proceeds of the sale of the surplus land in the midwinter area could therefore be used, in part, to fund additional provision of allotments across the unparished areas of Cheltenham.</p> <p>Section 5 of the report details the estimated cost of providing a potential 290 new allotments (the current estimated shortfall in statutory provision) at £507,000, a more up to date estimate of which is nearer to £600,000.</p> <p>As such, a provisional sum of £600,000 is recommended to be formally set aside from the sale of the land at Midwinter to fund the potential cost of providing all 290 plots.</p> <p>Contact officer: Sarah Didcote, sarah.didcote@cheltenham.gov.uk, 01242 264125</p>
<p>Legal implications</p>	<p>The Overview and Scrutiny study received advice on the legal position of Allotments and the legislation upon which it is based. This is summarised in the Report itself at paragraph 4.1. In particular the relationship between Parished and non Parished areas of the Council are important as to which Council can use the Allotment Acts powers.</p> <p>Recommendation 9 would require the Council's planning policies to be enhanced to assist with a shortfall within the Borough area. This can be in both Parished and non Parished areas although the ownership and management of them will depend on whether a Parish Council exists or not. Consideration should be given about containing such requirements in appropriate development briefs of proposals but they would need to be connected to the development and comply with planning law.</p> <p>The terms and conditions of the new tenancy agreements will need to be in accordance with the Allotments Acts 1908-1950.</p> <p>Contact officer: Gary Spencer, One Legal gary.spencer@tewkesbury.gov.uk, 01684 272699</p>
<p>HR implications (including learning and organisational development)</p>	<p>There are no Health & Safety implications at this stage</p> <p>Contact officer: Beverly Kershaw-Cole bev.kershaw-cole@cheltenham.gov.uk, 01242 77 4921</p>

Allotment Management Implications

The Allotment Tenancy Agreement

As part of the review of allotments by the Scrutiny Task Group it was felt that the process of enforcement of allotments needed to be revised to ensure that uncultivated plots were being managed and made available to people on the waiting lists at a more efficient rate, and that the current tenancy agreement should be revised to enable this.

Also, the allotment officers considered that the tenancies are out of date. Therefore in order to update all of the allotment tenancies it was necessary to bring the current tenancies to an end by giving all of the tenants 12 months previous notice and on 12th December 2012 the Cabinet Member Sustainability approved the Director of Wellbeing and Culture writing to all allotment holders to advise them that their current allotment agreements will come to an end and that new agreements would be put in place on 1 January 2014. The allotment holders were written to accordingly and a new draft tenancy agreement will be issued for consultation with the Council's allotment wardens and the Cheltenham and District Allotment Association with a view to putting new ones in place on, or shortly after, the 1st January 2014.

The allotment agreement contains a number of conditions which tenants must abide by in renting an allotment from the council and includes the following:

- the conditions and standard that the allotment plot should be maintained to.
- permitted uses of the allotment
- the process for erecting and maintaining structures i.e. sheds.
- payment of rent.
- conditions relating to the keeping of livestock.
- materials that can and can't be brought onto an allotment site.
- general conduct of allotment holders on the allotment site.
- How the tenancy may be determined.

It is envisaged that the new agreements will contain broadly the same headings, but with more up to date and relevant clauses to reflect changes that have taken place in the last twenty five years or so since the agreements were last updated.

For example, the current agreement requires an allotment to be 'cultivated' but does not define this and dictionary definitions vary considerably and do not necessarily require vegetables to be growing. Also, the clauses on anti-social behaviour and having bonfires could be more specific to enable officers to take action when people behave inappropriately. Officers want to include a clause requiring plot-holders to number their plots to assist in inspections and plot viewings. A new '3 strikes and you're out' rule could prevent plot-holders from continually taking action on the plot when they receive an enforcement letter but at no other time, meaning that some stay for years on a little used allotment. Also, the by-laws about dogs on site have changed since the 1980s.

Key risks	None identified
Corporate and community plan Implications	<ul style="list-style-type: none"> • Cheltenham’s natural and built environment is enhanced and protected • People are able to lead healthy lifestyles
Report author	<p>Contact officer: Beverly Thomas -beverly.thomas@cheltenham.gov.uk</p> <p>Adam Reynolds- adam.reynolds@cheltenham.gov.uk</p>
Appendices	<ol style="list-style-type: none"> 1. Allotments review scrutiny task group report 2. Excerpt of Overview & Scrutiny minutes 10 January 2013 3. Excerpt of Council minutes 22 February 2013



SCRUTINY TASK GROUP REPORT

ALLOTMENTS REVIEW

JANUARY 2013



1. INTRODUCTION

- 1.1 A review of allotments was initiated by the Overview and Scrutiny Committee in July 2012, the background to which was a petition submitted to Council on 26 March 2012 and discussed in June 2012 against a preliminary proposal for the development of an allotment site on part of Weavers Field in the borough. This petition had raised various issues, not least the process for identifying the need for allotment sites in Cheltenham. In addition the council also received a number of queries from the public on unattended allotments and it was agreed that the council's policy on this needed to be reviewed.
- 1.2 The demand for allotments has seen a huge increase nationally. It is recognised that they play an important role in the community and contribute to a healthy diet and exercise; a means of producing food cheaply and the development of social activity. The popularity of "grow your own" has meant that waiting lists for allotment plots have soared. Figures quoted in The Department for Communities and Local Government (DCLG) publication "Space for food growing: a guide" published on 22 August 2012 provide the following statistics – In 1996 there was an average of 4 people waiting for every 100 plots but today around 87,000 people are on waiting lists for just over 152,000 statutory plots managed by principal local authorities, the equivalent of 57 people waiting for every 100 plots nationally. In acknowledging its statutory duty to provide a sufficient number of allotments, Cheltenham Borough Council has undertaken analysis to identify the number of allotments that would satisfy current and perceived future demand in a sustainable way.
- 1.3 Growth in demand for allotments in Cheltenham has mirrored the national picture. In 2005, there were 85 applications for allotments in Cheltenham. Since 2008, there have been in excess of 200 applications each year. In order to meet some of this demand, the Council has brought significant areas of uncultivated land back into cultivation and has undertaken plot splits to cater for the demand for smaller allotments. As a consequence, the number of allotment tenancies has risen from 555 in 2007 to 814 as of December 2012.
- 1.4 This report sets out the findings and recommendations arising from the scrutiny review by the scrutiny task group.

2. MEMBERSHIP AND TERMS OF REFERENCE

- 2.1 Membership of the task group:-
- Councillor Anne Regan (Chair)
 - Councillor Nigel Britter
 - Councillor Colin Hay
 - Councillor Helena McCloskey
 - Councillor Duncan Smith
 - Councillor Charlie Stewart

2.2 Terms of reference agreed by the O&S Committee

- (i) To review the legal position in relation to the provision of allotments and clarify the position in relation to areas covered by Parish Councils.
- (ii) To review the process for identifying the need for allotment sites in Cheltenham and establish how this is allocated to parished and non parished areas.
- (iii) To review the Allotments strategy and ensure it is fit for purpose.
- (iv) To review the need for developments of allotments against the available capital receipts
- (v) To review the proposals for allotments at Weavers Field in light of the evidence in (i) - (iv)

3. HOW DID THE TASK GROUP GO ABOUT THIS REVIEW?

3.1 The task group met on 5 (to date) occasions and spoke to a range of people, namely :

- Adam Reynolds, Green Space Development Manager, Cheltenham Borough Council
- Emma Burton, Acting Allotments Officer, Cheltenham Borough Council
- David Roberts, Head of Property, Cheltenham Borough Council
- Gary Spencer, Solicitor, OneLegal
- Lorraine DuFeu, Transition Town Cheltenham
- Dennis Sutton, Committee member, Cheltenham and District Allotments Association
- Councillor Roger Whyborn, Cabinet Member Sustainability

The task group also undertook three site visits during its review, to two Cheltenham Borough Council Allotment sites and to a potential new site for development into allotments.

3.2 Members would like to thank everyone who attended the task group meetings and contributed to the review and also thank those officers who provided support to the work of the group.

4. OUR FINDINGS

This report is structured in accordance with our terms of reference.

It was felt important to firstly clarify the roles and responsibilities of those mentioned in the report:

- Allotments and Green Space Officer - responsible for day to day management of allotment service
- Green Space Development Manager- responsible for management of public green space for Cheltenham Borough Council
- Transition Town Cheltenham - an initiative which aims to build local resilience and community cooperation as a practical and creative community response to reduce dependence on oil
- Cheltenham and District Allotment Holders' Association - represents 240 members in the borough of Cheltenham

4.1 LEGAL POSITION IN RELATION TO ALLOTMENTS AND POSITION IN RELATION TO AREAS COVERED BY PARISH COUNCILS

- 4.1.1 Members learnt that the Allotments Acts of 1908, 1922 and 1950 laid down the functions of Parish and District Councils in terms of the provision of allotments and defined the Allotments Authority. Any allotments provided under the Allotments Acts are referred to as Statutory Allotments.
- 4.1.2 In general, the Allotments Acts give the role of Allotments Authority to both the District Council and the Parish Council. However, under Schedule 29 of the Local Government Act 1972, if there is a Parish Council in a District Council area, then the powers, duties and responsibilities of the Allotment Authority for allotments within the boundaries of that parish lie with them. The District Council, in these cases, is not permitted to use the Allotments Acts to exercise allotment functions in that Parish Area.
- 4.1.3 Written representations may be made to the Allotments Authority on the need for allotments by any 6 electors in the borough or parish, as the case may be. The Council must take those representations into account by undertaking a review of allotment provision and if there is proven demand for allotments the Allotments Acts state that the Allotments Authority shall provide a sufficient number of allotments to meet that demand. The quality of provision depends on the authority itself.
- 4.1.4 The situation regarding the South of Cheltenham would be the same as any other part of the Borough. The first question is whether there are Parish Councils in that particular part of the Borough. As there are, then the Allotment Act duties, responsibilities and powers have to be exercised by the Parish Council.

Outside the Parish Areas of Cheltenham those duties, responsibilities and powers lie with the Borough Council.

Thus, the responsibility of providing allotments, if a Parish Council exists, lies with that Parish Council and the 6 electors mentioned previously would petition the Parish Council. Schedule 29 of the Local Government Act 1972 stops the Borough Council exercising those Allotments Acts functions in those cases.

- 4.1.5 In terms of providing non statutory allotments, Members learned that under the Local Government Act 1972 there was a power for local authorities to purchase land for functions in advance of needing them for those functions and that such land could be used for other purposes in the meantime on a temporary basis. Even in parished areas, temporary non statutory allotments could be provided but the Allotments Acts could not be used in respect of that as this would be governed by a lease or a licence. Allotment holders would not have the protection of the Allotments Act unless this was put in the lease or the licence.
- 4.1.6 There is no legally prescribed minimum size for an allotment. Land has to be suitable for growing purposes but authorities have discretion in which additional elements they provide.
- 4.1.7 Having been advised of the above, Members understood that in the context of the Weavers Field proposals, the Borough council was proposing to provide non statutory temporary allotments in the parish of Leckhampton with Warden Hill to address the high demand in that part of the Borough.
- 4.1.8 In addition Members agreed that the Parishes needed to take responsibility for providing allotments as the Allotment authority in their areas if land is available. In the past the need for allotment sites was always calculated on a borough wide basis but the Borough Council should now define this in non parished areas and take this forward with the Parish Councils.

4.2 REVIEW OF PROPOSALS FOR WEAVERS FIELD

- 4.2.1 The STG reviewed the Weavers field issue only briefly and agreed that it would not need to be investigated further. It was recognised that the strength of local opposition to the proposal had not been taken into account and this should be a key consideration should such a situation arise again. It was also recognised that there was confusion with regard to the position of the Parish Council with the Chair initially wishing to move forward with the proposal. Also there was an apparent lack of clarity with regard to the statutory power of parish councils in terms of provision of allotments, including temporary allotments.

Recommendation 1 : the strength of local opposition to a proposal for a new allotment site should be a key consideration should such a situation arise again.

4.3 IDENTIFYING ALLOTMENT SITES IN CHELTENHAM

New sites

- 4.3.1 Availability of land for allotments in the South of Cheltenham remained the significant issue. In investigations so far by officers and ward councillors in this area (including by the Chair of the STG) very few opportunities were

considered to exist. Members were informed that there were therefore very few sites available in the borough to address current demand although Members stressed that should future developments take place, allotment space should be considered as part of the development agreement. However, to address the current issue, an alternative was a small part of the farmland owned by the borough council at Priors Farm located to the north of the borough. Accompanied by David Roberts, Head of Property and Adam Reynolds, Green Space Development Manager, members of the STG undertook a site visit to Priors Farm on 10 September. This land had been identified by officers as the best current solution to addressing the allotments waiting list.

- 4.3.2 Members acknowledged that whilst this site was not ideally situated it did represent a starting point. The site had been previously farmed but is not currently tenanted. It was in a pleasant location and a small, popular pathway across the field would benefit from being wide and open to preserve the feeling of open space as a walking route up to Cleeve Hill. Members suggested that a natural fencing line with Blackthorn or Blackberry grown against it would be a suitable partially secure boundary for the allotment site. Members of the group recognised that vehicular access would be necessary although car parking provision for allotment holders would be kept to a minimum.
- 4.3.3 Members were reassured to learn that although there would be housing development adjacent to the site and thus new occupiers may express an interest in having an allotment, the potential new site would be opened up to everyone on the waiting list. Members were keen for Cabinet to pursue this option further. The Cabinet Member Sustainability had confirmed to the STG that this option would be pursued whilst still looking for opportunities to fulfil demand in the south of the town.



Site visit to farmland at Priors Farm

Recommendation 2 : Request Cabinet to pursue the development into allotments of a small part of the farmland owned by the Borough Council at Priors Farm to the north of the borough, not affecting any rights of way

Provision of allotments in parished areas

4.3.4 It was recognised that Cabinet was in any case keen to speak to the parishes with regard to the provision of allotments in parished areas and the existing council waiting lists for allotments. Members recommended that rather than getting the C5 group of Parishes together, a better approach may be to talk directly with those Parish councils in the south of Cheltenham, i.e. Up Hatherley and Leckhampton with Warden Hill Parish councils. The remaining Parish Councils should be informed of the process.

4.3.5 Members wished Cabinet to encourage Parish councils to open up their waiting lists to residents outside of the parish where they had vacancies. This was already happening in Charlton Kings.

Recommendation 3 : That the Cabinet Member Sustainability maintain dialogue with Parish Councils in terms of their responsibilities for addressing allotment waiting lists

4.4 ALLOTMENTS STRATEGY

4.4.1 Members were provided with detailed statistics relating to CBC Allotments. These included the number of plots on each site, the number or lettable and

unlettable plots, number of vacancies, number of split plots, tenanted plots and the waiting list for each site. The current waiting list stood at 750 although it was recognised that there was an element of double counting with some parish council waiting lists and that some people no longer required an allotment when contacted. Up to date statistics at the time of publication of this report can be found in Appendix 2. A waiting list review is underway to ensure an accurate report on the exact number of people on the waiting list and should be completed by the end of January 2013.

- 4.4.2 STG Members undertook a site visit to two allotments in the south of the town on 29 October - Alma Road and Warden Hill Allotments. Members noticed that there were at least several plots on both sites which required attention as they were not conforming to the terms of their tenancy agreement. Whilst acknowledging that this year had been a bad year for cultivating it was apparent that some plots had barely been touched this year. Parts of some plots were completely overgrown contained a large amount of rubbish, including old tyres, carpets and general household waste, which appeared to have been there for a significant period. In some instances it was apparent that cars have been brought on to the plot for parking purposes (which is permitted) but this part of the plot then slowly becomes overgrown and unusable, meaning that only part of a plot is actively cultivated. Members were also of the view that it was important that allotment holders were encouraged to clearly number their plots.



Site visit to Alma Road allotments

- 4.4.3 Members were informed of the process for approaching plot holders who were visibly not cultivating their site. Voluntary wardens undertook a monthly inspection tour and if there was evidence that someone had not been cultivating, they would approach them informally to see if all is well and prompt them to start working on the plot. If the tenant still does not start working on the plot then the warden reports to the Council's Allotments Officer and a Notice to Remedy (NTR) is issued giving the plot holder one

month from the date of the letter to start working the plot. The wardens inspect again after one month and if there still has been no action then a Notice to Quit (NTQ) is issued by the Allotments Officer. In principal this system should take less than 3 months from start to finish. In practice ploholders start working their plots after receiving the NTR which means no further action is taken. Wardens do however closely monitor repeat offenders and only so many chances are given before a NTQ is finally issued.



Site visit to Alma Road allotments

- 4.4.4 Members felt strongly that the polite approach to enforcement did not appear to be getting results and if tougher action was taken such plots could be brought back into use which would alleviate the pressure on the waiting list, particularly in the south west of Cheltenham where there is significant demand for plots. Members commented on the content of the letter accompanying the Notice to Quit (attached as an appendix to this report) and were of the view that the wording should be strengthened. They recognised that the gentle approach was adopted at a time when demand for allotments in the town was significantly lower. Members acknowledged that consideration of particular personal circumstances should still be taken into account.



Site visit to Alma Road allotments

- 4.4.5 Concern at the length of time it can take to remove an inactive tenant and let a plot to someone on the waiting list was also expressed to the STG by the Allotments Association representative. In his view the rules for evicting tenants should be reviewed given the long waiting lists although there should obviously be some flexibility to accommodate illness or other such reasons for inactivity over a reasonable period of time. He also made the point that if plots have been neglected for a long time it is much more difficult for the successor to bring the plot back into production. This discourages the new tenant and can result in them giving up their plot.
- 4.4.6 Members were of the view that site wardens should encourage allotment holder to ask for help from other ploholders, friends or family during times of difficulty to avert the plot becoming unmanageable.
- 4.4.7 The Allotments Association representative also alerted the STG to the fact that demand for allotments could increase further should schemes such as the RHS School Gardening scheme be successful.
- 4.4.8 The examples of two Parish Councils with tougher approaches regarding allotment management was given by members of the STG. A red, amber, green traffic light warning system was in effect in one area and a “three strikes then out” policy in another. Thought should also be given to whether the plot should be cleared prior to vacating the site.
- 4.4.9 Members agreed that the policy whereby two half-size plots are created when a full sized plot is relinquished should be continued, along with the policy of taking back half plots where tenants are not using the whole extent. This should encourage allotment usage and reduce waiting times further. Members also suggested that occupying multiple plots at a time when there is such demand should no longer be allowed, although it was acknowledged that it was not possible to evict someone from an allotment unless they were

in breach of the terms of their agreement. Current, and successful, practice of approaching multiple plot-holders to relinquish plots would continue. At several sites, the allotment officer had approached multiple plot-holders and succeeded in getting plots back voluntarily. It is estimated that there are only approximately 10 plot-holders with multiple plots left.

- 4.4.10 Members considered that the council could play a facilitating role in making smaller plots of land available to contribute (albeit on a small scale) to reducing the allotments waiting list. These potential plots could, for example, be sites on highways land, at the back of public buildings, such as hospitals, etc. Officers could signpost members of the public, who have initiated a request, to the relevant contact of the public body under whose ownership the land is.

Recommendation 4 : A review of enforcement of uncultivated allotment plots should be undertaken to alleviate the pressure on the waiting list, and that the current tenancy agreement should be revised to enable this and the points raised above to be enforced.

Communication

- 4.4.11 Members of the STG heard from the Allotment Association that the Association's relationship with the Borough Council had previously been quite close via the Allotment Forum but in recent years there had been a lot less contact. The Association acknowledged that there had been some disruption over the last 18 months due to maternity cover for the Allotments Officer Post and recognised that managing 9 allotment sites and 700 tenants was a difficult task, even with the support of the wardens. The Association believed the council was doing its best although communication was sometimes poor. However, Members of the Association had recently met with the Green Space Development Manager, and the temporary Allotments Officer and it was hoped this would be the start of a continuing dialogue. Members of the STG were informed by the Allotment Officer that the Allotment Association could perhaps be invited to quarterly meetings held between officers and the allotment wardens meetings so everyone was involved, subject to the agreement of the allotment wardens.
- 4.4.12 In talking informally to allotment holders in their ward, some members of the STG had received feedback which suggested that the Allotments Officer had not been seen on site and therefore contact with the Council appears to be limited. Members were of the view that the role should be more public facing with more interaction with plot holders. Whilst recognising limited resources Members felt that the Allotment Officer role should be a full time post and therefore recommended that additional support for allotments should be considered in the Green Space Development team.
- 4.4.13 More advice to allotment holders should be available on the Council's website. It was suggested that there could be a link from the Council's allotment web pages with the Allotments Association website and introducing online notice and discussion boards could also be investigated. Transition

Town Cheltenham has also offered to provide material for the website on advising the public on growing food and in a sustainable way.

Recommendation 5 : The Allotments Officer should endeavour to visit allotment sites more regularly in order to become known to allotment holders and ensure a good rapport is developed to encourage the best working relationship for the improvement of allotment sites

Recommendation 6 : That additional support for allotments should be considered in the Green Space Development team

Recommendation 7 : To review current lines of communication with allotment stakeholders and the Council's Allotments Service

Recommendation 8 : To review the information about what commitment is required by taking on an allotment on the Council's website and include links to the Allotments Association website and investigate opportunities to introduce online notice and discussion boards



Site visit to Warden Hill Allotments

Help and Advice to new allotment holders and sharing knowledge

4.4.14 Members learned that new allotment holders received an information pack from the Council but no real practical help there on in. Whilst it was recognised that this was not the role of the Council, there was a fear from members that new allotment holders were often unaware of the commitment and knowledge required when working an allotment. The Allotments Association representative informed members that because of unrealistic expectations, new allotment holders often became disheartened and would subsequently abandon the plot. It was suggested that more advice could be provided to those on the waiting list, which should explain the commitment and costs involved, particularly in the first year. The Cheltenham and District

Allotment Holders Association has identified the need for a leaflet giving prior advice on commitment before signing up. This view was also expressed by Lorraine Du Feu, of Transition Town, recognised that there needed to be more education of prospective allotment holders in terms of gardening, and in a sustainable way.

4.4.15 The Allotments Association representative estimated that for the first year the costs involved, i.e. rent, tools, shed etc was on average between £120-£190. He believed that if people were made more aware of what was involved there would be fewer people giving up. It was also suggested that there could be an initial rent reduction should in the first year the plot be in a poor state and it was pointed out that this was already in place. It was emphasised that a derelict site would require significant perseverance from the tenant to get it under control, and it was asked whether prior to someone taking on a plot it should be brought up to a minimum standard so it did not put off a new tenant. It was suggested that there should be more support for prospective allotment holders on the waiting list. The STG had heard that the Transition Town Annecy Garden project, supported by CBC, had been successful in converting part of the Annecy Garden in Sandford Park into a vegetable garden. As it was very accessible, it was suggested that as people came to the top of the waiting list, a series of open evenings could be held there to raise awareness of the implications of taking on a plot. A prize winning allotment holder could also be asked to host a similar event which would of course be low cost. These proposals were supported by the representatives of the organisations involved.

4.4.16 Members recognised the health and wellbeing and social benefits of working an allotment. Whilst recognising that subletting was disallowed under the tenancy agreement, Members suggested that where it was becoming apparent that an elderly person was having difficulty in managing his plot, he should be encouraged to work with someone on the waiting list. Such a mentoring or buddying system for new plot holders could also facilitate “knowledge sharing”. Whilst there should be caution with regards to “jumping the queue”, such an initiative could also prevent new plot holders from abandoning their plots. Reference was made to The “Share a Garden Scheme” which Councillor Barbara Driver was involved in. This scheme pairs up gardeners who have nowhere to grow their own food with garden owners or allotment holders who have the space to grow but for whatever reason are not able to.

4.4.17 Members agreed that projects such as the Annecy Garden project and the “Share a Garden Scheme” should be promoted on the CBC website.

Allotment Provision in future developments

4.4.18 Members of the STG pledged to ensure that in the development of the Cheltenham Local Plan were made to create new and enhance existing allotments. The Allotments Association had told members that this was particularly important given that the gardens attached to modern houses are often small and offered no scope for growing vegetables. Opportunities to create community gardens alongside allotments was also suggested in order

to encourage more interaction among residents. This would however have to be thought through carefully in terms of how it would be managed, but nevertheless could be discussed with developers.

- 4.4.19 Members were of the view that the Cabinet Member Built Environment should be made aware of the need for allotments in new developments.

RECOMMENDATION 9 : That consideration be given to an allotment provision and enhancement policy in the emerging Cheltenham Local Plan and in the meantime planning officers should include the provision of allotments as a subject for discussion with developers at the pre-application stage.

Community Based Scheme to distribute Surplus Produce

- 4.4.20 Members were keen to explore further launching an initiative to distribute surplus produce to those in most need in the town. Reference was made to the recent call for help by Cheltenham Community Project (CCP) and it was suggested that wardens from each allotment site could coordinate with CCP to address the issue. The Allotments Association would consider supporting such a community based scheme but recognised that this would be difficult to organise. The Allotments Officer had informed members that previously collection points were relatively easy to organise, it was the distribution of the produce which was problematic particularly as the produce is perishable. It was also suggested that other projects in the town, such as the Open Door project could benefit from receiving produce.
- 4.4.21 Members recognised that an independent facilitator was needed. They acknowledged that the council did not have the resources to facilitate this but working in partnership with other organisations could be explored such as with the Inspiring Families project and GAVCA.
- 4.4.22 Two members of the STG who were also the Council's representatives on the Board of Cheltenham Borough Homes, suggested that one option may be to work closer with Cheltenham Borough Homes tenants. Such a scheme may be a legitimate area whereby CBH could use Housing Revenue Account funding for the benefit of tenants. The CBH Board appeared to now have more of an appetite to work in partnership and the HRA could potentially pump prime projects such as these.
- 4.4.23 The Green Space Development Manager mentioned that land behind some council housing estates was once used for gardening but was now just maintained as open space at a cost to the council. This could be potentially revisited as communal garden plots.
- 4.4.24 Members had investigated whether NHS or third party funding was available for allotment promotion as a way of promoting healthier lifestyles but grants were unavailable at this time.

Recommendation 10 : To request Cabinet to investigate opportunities to work in partnership with organisations such as Cheltenham Borough Homes, GAVCA and CCP to facilitate a scheme to distribute surplus produce to those in most need in the town.

Self-Management

4.4.25 Members discussed self-managed allotments which in their view would encourage plot holders to take greater ownership of their plots, improve the condition of some allotments and possibly reduce management costs for the Council. Reference was made to some Parish Council sites which were often managed by allotment holders. In this instance plot holders were only provided with the plot. Maintenance would be undertaken by plotholders themselves. However, there was currently no appetite for it according to the Allotments Association representative who informed members that there was a general lack of enthusiasm of allotment holders to take on work above and beyond what they were already doing. Self management would, in his view, only be manageable on small sites.

Rents

4.4.26 A chief concern of the Allotments Association had been the significant increase in rents and the proposals for further inflation plus increases. It hoped and expected that allotments would be treated no less favourably than other activities run by the Borough Council. Members supported this. An on going concern was that low income pensioners and young families may be priced out of allotments.

4.4.27 The STG agreed that the Allotment Strategy Action Plan (included as an appendix to this report) remained a relevant and comprehensive document and members were encouraged to see what progress had been made particularly in the light of the lack of resources. Staff were working to capacity in terms of the administration of sites, particularly now with the exploration of potential new sites. However further work, particularly with regard to enforcement, as outlined above, could improve the service further and assist in reducing the numbers on the waiting list.

5. TO REVIEW THE NEED FOR DEVELOPMENTS OF ALLOTMENTS AGAINST THE AVAILABLE CAPITAL RECEIPTS

Financial considerations for funding allotment provision is laid down in section 3 of the Ground Works documents (August 2010). A broad estimate of the cost for providing 290 half sized statutory allotment plots (calculated to be the shortfall) for Cheltenham Borough Council was estimated at £507 000. Accordingly the sum of £600,000 (the most up to date estimate) has been put aside from the sale of land at Midwinter to provide these, and would be available to use in developing allotments on sites such as Priors Farm.

6. CONCLUSIONS

- 6.1 The STG recognises the difficult position faced by the council, both in terms of finance and availability of appropriate land but acknowledges the efforts that are being put into investigating opportunities for new sites. We hope that in the future more can be done to meet the demand for allotments particularly in the south west of the borough (including effective enforcement), and in the meantime progress the Priors Farm option and do everything possible to ensure appropriate support is given to new & existing community growing initiatives.

7. RECOMMENDATIONS

- 7.1 The Allotments review scrutiny task group therefore recommends to Cabinet that :

Recommendation 1 : the strength of local opposition to a proposal for a new allotment site should be a key consideration should such a situation arise again.

Recommendation 2 : Request Cabinet to pursue the development into allotments of a small part of the farmland owned by the Borough Council at Priors Farm to the north of the borough, not affecting any rights of way

Recommendation 3: That the Cabinet Member Sustainability maintain dialogue with Parish Councils in terms of their responsibilities for addressing allotment waiting lists

Recommendation 4 : A review of enforcement of uncultivated allotment plots should be undertaken to alleviate the pressure on the waiting list, and that the current tenancy agreement should be revised to enable this and the points raised above to be enforced.

Recommendation 5 : The Allotments Officer should endeavour to visit allotment sites more regularly in order to become known to allotment holders and ensure a good rapport is developed to encourage the best working relationship for the improvement of allotment sites.

Recommendation 6 : That additional support for allotments should be considered in the Green Space Development team

Recommendation 7 : To review current lines of communication with allotment stakeholders and the Council's Allotments Service.

Recommendation 8 : To review the information about what commitment is required by taking on an allotment on the Council's website and include links to the Allotments Association website and investigate opportunities to introduce online notice and discussion boards

Recommendation 9 : That consideration be given to an allotment provision and enhancement policy in the emerging Cheltenham Local Plan and in the meantime planning officers should include the provision of allotments as a subject for discussion with developers at the pre-application stage.

Recommendation 10 : To request Cabinet to investigate opportunities to work in partnership with organisations such as Cheltenham Borough Homes, GAVCA and CCP to facilitate a scheme to distribute surplus produce to those in most need in the town.

Recommendation 11 : The Allotments Scrutiny Task Group should be reconvened in 12 months time to review the implementation of the recommendations.

8. PROGRESSING THE SCRUTINY RECOMMENDATIONS

8.1 The Scrutiny Task Group intends to undertake a review in 12 months time to ascertain what action has been taken on its recommendations.

9. APPENDICES

Appendix 1 - One page strategy agreed for the review
Appendix 2 - Allotments statistics as at 4 January 2013

10. BACKGROUND PAPERS

- Food for thought- A strategy for Allotments in Cheltenham and for Allotment Sites managed by Cheltenham Borough Council
- Ground Works-Background information and analysis to inform the Action Plan 2010-2015 in 4 key areas
- A review of the allotments Action Plan 2005-2010



(DRAFT) SCRUTINY REVIEW – ONE PAGE STRATEGY

FOR COMPLETION BY THE OVERVIEW AND SCRUTINY COMMITTEE	
Broad topic area	Allotments
Specific topic area	<p>(i) To review the legal position in relation to the provision of allotments and clarify the position in relation to areas covered by Parish Councils.</p> <p>(ii) To review the process for identifying the need for allotment sites in Cheltenham and establish how this is allocated to parished and non parished areas.</p> <p>(iii) To review the Allotments strategy and ensure it is fit for purpose.</p> <p>(iv) To review the need for developments of allotments against the available capital receipts</p> <p>(v) To review the proposals for allotments at Weavers Field in light of the evidence in (i) - (iv)</p>
Ambitions for the review	<ul style="list-style-type: none"> • An allotment strategy fit for purpose • Identify learning points from Weaver's Field
Outcomes	To enhance allotment provision in the town
How long should the review take?	3 months
Recommendations to reported to:	Cabinet
Membership:	Cllrs Regan (chair), Stewart (vice-chair), Britter, C Hay, McCloskey, Smith
FOR COMPLETION BY OFFICERS	
Officers experts and witnesses	Adam Reynolds, Green Space Development Manager, Emma Burton, Allotments Officer, Gary Spencer and Donna Ruck, OneLegal
Sponsoring officer	Grahame Lewis
Facilitator	Bev Thomas
FOR COMPLETION BY THE SCRUTINY TASK GROUP	
Are there any current issues with performance?	None apparent
Co-optees	None
Other experts and witnesses	Allotments Association, Transition Town Cheltenham, Cabinet Member Sustainability
Background information	Allotments Strategy

Suggested method of approach	Series of meetings to include invitation of witnesses, site visit
How will we involve the public/media? Or at what stages	Towards the end
Preferred timing for meetings	End of working day

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Overview & Scrutiny Committee

**Thursday, 10th January, 2013
6.00 - 7.40 pm**

Attendees	
Councillors:	Duncan Smith (Chair), Klara Sudbury (Vice-Chair), Nigel Britter, Andrew Chard, Rob Garnham, Colin Hay, Helena McCloskey, Ian Bickerton and Jo Teakle
Also in attendance:	Councillor Penny Hall, Councillor Charles Stewart, Councillor Anne Regan, Councillor Steve Jordan, Councillor Peter Jeffries and Councillor Roger Whyborn

Extract of Minutes

1. **REPORT OF THE SCRUTINY TASK GROUP - ALLOTMENTS**

The chair of the scrutiny task group, Councillor Anne Regan, introduced their final report on allotments. In her introduction she thanked members of the working group and the officers who had contributed to this review, in particular Beverly Thomas from Democratic Services and Adam Reynolds and Emma from the allotments team who had helped the working group understand the complexities of allotments. The working group had produced a comprehensive set of recommendations which they hoped recognized the needs of the public, allotment holders and those on the waiting list. The chair also added that allotment holders should be encouraged to join the Allotments Association, not least because it offered good value insurance.

As this was such an important issue, the working group wished to add a further recommendation 11 -that the scrutiny task group should be reconvened after a period of 12 months to review the implementation of the recommendations.

In the discussion that followed, members commended the task group for an excellent report and particularly liked the inclusion of photographs. They welcomed the clarity on the legal requirements for provision of allotments which had confirmed that the responsibility for the provision of allotments in parished areas rested clearly with the parish councils. They were satisfied that the original terms of reference had been met.

Councillor Garnham suggested some additional wording in recommendation 9 given that the emerging Cheltenham Local Plan was some way off. The amended recommendation would read as follows:

Rec 9 : that consideration be given to an allotment provision and enhancement policy in the emerging Cheltenham Local Plan and in the meantime planning officers should include the provision of allotments as a subject for discussion with developers at the pre-application stage.

Adam Reynolds advised that there had already been discussions with some developers about including allotment space in their proposed developments and there was a willingness to consider this and a positive response had been received for the new development in the south of the town.

Councillor Hay, as a member of the working group, had reflected further on the recommendations since their report had been finalised. He thought it was important that the authority should encourage people to grow their own food on allotments both for the health benefits but particularly in the context of global food shortages in the medium to long term. He suggested that this could be brought out more strongly in the report. The working group had also considered the use of smaller parcels of land for the provision of both statutory and non-statutory allotments and he felt that the Cabinet Member should be recommended to look into this further.

Another member suggested that there could be more information on the council's website to encourage and guide allotment holders which could help avoid some of the problems of allotments falling into disuse.

Resolved that

- 1. The recommendations be endorsed with the amended recommendation 9 and noting the additional points regarding the health benefits of growing food and the use of parcels of land for statutory and non statutory allotments.**
- 2. The report be forwarded to Council for debate and then on to Cabinet to consider the recommendations.**

Duncan Smith
Chairman

CABINET- 12 MARCH 2013

AGENDA ITEM – REPORT OF THE ALLOTMENTS SCRUTINY TASK GROUP

EXCERPT FROM DRAFT MINUTES OF COUNCIL HELD ON 22/02/13

This item was considered after Agenda Item 12 (Council Tax Resolution 2013-14).

Councillor Smith, Chairman of the Overview and Scrutiny Committee, invited Councillor Stewart as Vice-Chair of the scrutiny task group to introduce the report. Councillor Stewart highlighted the importance of the council fulfilling its statutory duty to provide allotments. The waiting list currently stood at 700. The task group had undertaken a series of visits to allotment sites and held in depth discussions with officers and others involved. He wished to thank all those officers who had supported the group in its work.

It was suggested that rather than reconvening the task group in 12 months time to review the implementation of the recommendations, this could be undertaken by the Overview and Scrutiny Committee.

In response to a question raised regarding the allocation of £600 000 of capital receipts from the sale of land at Midwinter to fund provision of potential new allotments in Cheltenham, the Cabinet Member Finance, referred to the Council's commitment to invest part of the receipt from the Midwinter sale in allotment provision. £600 000 was a recent estimate from property services to provide for the current level of demand. Further work was ongoing to assess demand in terms of duplication with parish council waiting lists. Reference had been made in the report to land at Priors Farm and work was ongoing to ascertain whether this was the right land in the right location. He highlighted that the allotment reserve would form part of the supplementary capital programme which would be brought to Cabinet and Council later in the year.

The Chair of Overview & Scrutiny reminded members that it was scrutiny's intention to bring each piece of work before as many members as possible to raise awareness and enable members to contribute. He thanked the working group for its constructive report which would certainly add value. He welcomed the fact that the legal position had now been resolved. Where there is a Parish Council in a District Council area, then the powers, duties and responsibilities of the Allotment Authority for allotments within the boundaries of that parish lie with them. In addition the Chair of Scrutiny expressed the Task Group's concern about the ability of officers to support allotment holders in the light of budgetary changes. A further key issue was the recommendation to work with others to identify plots of land which could be used for allotments and the council was urged to work in partnership with organisations to facilitate a scheme to distribute surplus produce to those in most need in the town.

The Cabinet Member Sustainability congratulated the task group on its extensive work and thanked all officers involved. He expressed caution with regard to recommendation 6 which requested additional support for allotments as resources were limited but Cabinet would take seriously the recommendation to work with the voluntary sector to take things forward.

In terms of the £600 000 to fund future provision he explained that this was a political commitment which was not set in stone. He reiterated the fact that Allotment Law requires that where allotments are sold, there is an obligation to replace the lost allotments if there is a demand for them. £600 000 therefore represented the

Council's best estimate of meeting current demand. He also highlighted that whilst allotment provision in parished areas clearly lay with Parish Councils, the council would still take an interest in those areas particularly when looking for availability of sites around the town and especially in the south of the town where there was currently the most demand.

The Leader of the Council welcomed the report and said that setting aside £600 000 was justified under the Allotments Act.

Upon a vote it was unanimously

RESOLVED that

- 1. The work of the Scrutiny Task Group and asks Cabinet to consider the recommendations contained within the report be commended.**
- 2. The setting aside of up to £600,000 of capital receipts from the sale of land at Midwinter to fund provision of potential new allotments in Cheltenham be approved.**

Cheltenham Borough Council

Cabinet – 12 March 2013

Pre-application Fees for Licensing Applications

Accountable member	Councillor Peter Jeffries - Cabinet Member Housing and Safety
Accountable officer	Grahame Lewis – Executive Director
Ward(s) affected	All
Key Decision	No
Executive summary	<p>Section 1 of the Localism Act 2011 gives local authorities powers to do anything that an individual with full capacity may do. Section 3 of the Act allows local authorities to charge for providing a service that is not required to be provided by legislation.</p> <p>The introduction of a discretionary pre-application assistance and advice service would be beneficial because it will enable the Council to produce better quality of licensing applications which will benefit persons resident or present in Cheltenham.</p> <p>On this basis, Cabinet is recommended to approve the introduction of such a discretionary service in respect of certain licensing applications as specified in this report.</p>
Recommendations	Cabinet is recommended to approve the introduction of a discretionary pre-application service and charges for new and full variation applications made under the Licensing Act 2003

Financial implications	<p>The introduction of the discretionary fee will allow the council to fully recover its costs when providing pre-application licensing advice. The fees laid out in section 5.5 to this report will meet this requirement and will be monitored to ensure that the income from this service does not exceed the cost of service provision.</p> <p>Sarah Didcote</p> <p>Contact officer: 01242 26 4125, sarah.didcote@cheltenham.gov.uk</p>
Legal implications	<p>As set out in the report.</p> <p>Sarah Farooqi</p> <p>Contact officer: 01684272693, sarah.farooqi@teWKesbury.gov.uk</p>

<p>HR implications (including learning and organisational development)</p>	<p>The HR implications for introducing a discretionary pre-application assistance and advice service is increasing demand on officer time. However with training and monitoring by management, officer time will be spent more effectively meeting/speaking with customers who are making licensing applications, rather than dealing with incorrect or incomplete submitted applications.</p> <p>Donna Sheffield</p> <p>Contact officer: 01242774972, donna.sheffield@cheltenham.gov.uk</p>
<p>Key risks</p>	<p>None identified.</p>
<p>Corporate and community plan Implications</p>	<p>Cheltenham has a strong and sustainable economy</p> <p>Communities feel safe and are safe</p>

1. Background

- 1.1** The Localism Act 2011 (the Act) introduced a 'general power of competence'. It gives local authorities the legal capacity to do anything that an individual can do that is not limited by the existence of any other power of the authority which (to any extent) overlaps the general power. This general power of competence can be exercised for the benefit of the authority, its area or persons resident or present – or otherwise. The power also allows authorities to make a charge subject to the conditions in Section 3 of the Act. This is considered in more detail in paragraph 5.5.
- 1.2** The Council can rely on the general power of competence conferred by Section 1 of the Localism Act 2011 because individuals could give licensing advice and the giving of such advice is not limited by the existence of any other power of the authority which (to any extent) overlaps the general power.

2. Current Arrangements

- 2.1** The Licensing Act 2003 is the primary legislation that makes provision for the licensing of the sale of alcohol, entertainment and the provision of late night refreshment.
- 2.2** Under the Licensing Act, the licensing authority is both responsible for the administration and determination of applications.
- 2.3** Although there exists a statutory duty on the Council to administer applications, that duty does not extend to the provision of pre-submission advice and assistance.
- 2.4** In 2011 the licensing section received 234 applications under the Licensing Act 2003 for both new premises licences and variations of issued premises licences. All of the applications required some form of statutory consultation with responsible authorities.
- 2.5** Notwithstanding the fact that all of the 234 applications required some form of statutory consultation, it is proposed that discretionary fees only apply to new and full variation applications. This is due to the fact that these applications are more complex in nature and as a consequence licensing officers spend a considerable amount of time with applicants.

3. Reasons for recommendations

- 3.1** The proposal to introduce discretionary services holds benefits for the Council. Officers believe that the assistance offered under the proposed discretionary scheme will benefit persons resident or present in Cheltenham.
- 3.2** From discussions with potential applicants officers know that some are put off by, for example, the length of application forms and the amount of information, some of this is technical, required submitting a completed application. Guidance notes and policies are publicly available to applicants, but the prescribed application process is inherently complicated mainly because it is closely linked to the primary legislation.
- 3.3** In addition, officers routinely reject incomplete or incorrectly served applications which are not resubmitted because applicants perceive the process to be too difficult and onerous.
- 3.4** Investment in the borough is invariably affected by this because without the necessary licence, businesses cannot trade which has obvious investment implications for the borough. Officers are of the opinion that the perceived obstacles in obtaining a licence can be overcome with pre-submission advice and assistance.
- 3.5** As part of the application process, applicants must identify steps they propose to take to promote

the licensing objectives. The objectives are:

- (a) the prevention of crime and disorder,
- (b) public safety,
- (c) the prevention of public nuisance, and
- (d) the protection of children from harm.

3.6 Less knowledgeable or experienced applicants would normally not put forward sufficiently robust conditions. Where this is the case, the Council is, notwithstanding that, under duty to issue that licence as applied for in the absence of relevant objections. The Council is not empowered in itself to impose conditions in the absence of relevant objections.

3.7 As a result, the operation of that licence could have an adverse effect on the social well being of a community through, for example, causing a public nuisance or attracting crime and disorder.

3.8 Officers are of the opinion that better quality and better thought through applications could alleviate some problems that exists with licensed premises.

4. Charging Fees

4.1 Section 3 of the Act enables local authorities to charge where the council is providing a service relying on general power of competence. A charge can be made where the local authority is not under a duty to provide the service and the person has agreed to the service being provided. There is also a duty to ensure that taking one financial year with another, the income from charges does not exceed the costs of provision of the service, in other words the council cannot make a profit from charging for the service.

4.2 The Council has a discretion under the Act not to charge for providing a service relying on the general power of competence but it is considered appropriate to charge a fee to cover the costs in providing the service because as a discretionary service it will require officer time that, if not charged for, would be costed into the general licensing budget and thereby default be paid by all.

5. Proposals & Process

5.1 The proposal is that potential applicants or persons indicating an interest in applying for a licence will be given the opportunity to take advantage of officer assistance at the appropriate discretionary fee.

5.2 The level of pre-application advice and assistance will be determined by the scale of the application. The nature of the pre-application advice and assistance offered for both small and medium to large scale applications will be the same although the officer time allocated will differ because medium to large scale applications will demand more officer time.

5.3 Small scale applications would normally consist of applications relating to premises that occupy a relatively small floor area or premises where the proposed licensable activities will largely be ancillary to the operation of the premises, for example, independent supermarkets, food led restaurants or beauty salons. Medium to large scale applications would be any other premises that occupy a large premises or where licensable activities will form part of the primary operation of the premises. Officers will discuss the scale of an application with applicants to ensure agreement will be reached. It is not anticipated that this will be an onerous process.

5.4 It is proposed that the pre-application advice and assistance will consist of;

- Advice and assistance with completing the application forms including (not exhaustive);

- advice on appropriate conditions taken from the pool of standard conditions outlined in the Council's adopted policy statement or consultation with other responsible authorities,
- advice on drawing up plans to accompany the application in accordance with the relevant regulations, and
- advice on nominating an appropriate designated premises supervisor.
- Assistance with completing the statutory notices and advertizing, and
- On-site visit(s) to ensure plans are compliant with prescribed regulations and the appropriate statutory notices are correctly on display.

5.5 The discretionary fee for the above will be calculated based on the amount of officer time allocated per type of application, small or medium to large, and based on the average cost per hour for Licensing Officers. The proposed fee structure is broken down below;

Small Scale applications

Action	Allocated Officer time	Avg. officer £/hour	Total
Assistance with application form	1 hour	£17.00	£17.00
Assistance with stat. advertising	30 mins	£17.00	£8.50
On-site visit(s)	1 hour	£17.00	£17.00
Total hours:	2h 30mins		£42.50

Medium to Large Scale applications

Action	Available Officer time	Officers rate/hour	Total
Assistance with application form	1 hour	£17.00	£17.00
Assistance with stat. advertising	30 mins	£17.00	£8.50
On-site visit(s)	1h 30mins	£17.00	£25.50
Total hours:	3h		£51.00

5.6 Applicants who decide not to take advantage of the proposed new process will still be supplied with the relevant guidance notes and policies. It is also important to ensure that the new process does not become overly bureaucratic. As a consequence, no fees will be charged for straightforward queries that can easily be dealt with over the phone and do not require significant officer time.

5.7 A log will be kept detailing the amount of time spent on each application. If there is a major discrepancy between the time predicted and the actual time spent then a decision will be made as to whether to refund part of the fee. No extra charge will be made if additional time is spent, as an agreement would have been made prior to the advice being given.

5.8 An application form for applicants wishing to take advantage of the discretionary service is attached at **Appendix 1**. Members will note that the form clearly sets out the conditions under which the discretionary service will be provided to avoid any doubt.

6. Exemptions

6.1 It is proposed that exemptions be applied in certain circumstances for educational institutes, buildings used for religious purposes, village and community halls and non-profit making charities. These premises already qualify for an exemption from paying the statutory fees and officers consider it appropriate to extend the exemption to also apply to pre-application advice.

7. Separation of Duties

7.1 Licensing officers only have delegated authority to determine unopposed applications. Applications that are opposed have to be referred to a licensing committee for determination. As a consequence, it is not envisaged that the operation of the new process would cause significant problems with the administration and determination process.

7.2 Notwithstanding this, it is important for the avoidance of doubt that arrangements for clear separation exist between officers who offer pre-application assistance and those who are responsible for the subsequent administration and determination of that application.

7.3 It is therefore proposed that the officer involved with pre-application assistance and advice will not have any subsequent involvement with that individual application. There are sufficient staffing resources in place at the moment to accommodate this arrangement.

7.4 The introduction of the proposed discretionary fee structure will not affect the Council's statutory duties. Officers will still carry out their statutory functions of processing the licence application and fulfil their role as the Licensing Authority and this will not be included in the discretionary charges.

8. Reasons for recommendations

8.1 As outlined in the report.

9. Equality Impact Assessment

9.1 An equality impact assessment has been undertaken and no adverse affects on equality practice has arisen as a result of this report.

Report author	Contact officer: Louis Krog, louis.krog@cheltenham.gov.uk, 01242 775004
Appendices	1. Application Form
Background information	1. Localism Act 2011 2. Licensing Act 2003



CHEL TENHAM
BOROUGH COUNCIL

To make a request for pre-application assistance please complete the enquiry form below providing as much information as possible.

UNIFORM Ref. No.: <i>(office use only)</i>	
About the Property/ Proposed Development Site	
Address of the Site:	
Postcode:	
Current Use of Property:	
Description of Proposal	
5. Please provide an accurate and detailed description of your proposal	
Have you contacted the Council previously about this (or a similar) proposal?	YES/ NO/ DON'T KNOW (delete as necessary)
If yes, please provide details if known e.g. dates, reference numbers and the names of the officers involved.	
Your Details:	
Name:	
Company (if applicable)	

Address:	
Post Code:	
Phone Number:	
Email address:	
What is your interest in the building? e.g. Owner, Agent, Solicitor.	
Fee for Advice (Current charges) <ul style="list-style-type: none"> • Small – £42.50 • Medium to Large – £51.00 	
Fee submitted for advice	£
<p>11. Freedom of Information Act 2000</p> <p>Please note that the confidentiality of information held by the Council can't be guaranteed. We may receive requests under the Freedom of Information Act to disclose information about pre-application assistance requests and the advice that we have provided.</p> <p>More information about the Freedom of Information Act can be obtained from the Department of Constitutional Affairs on the following website: http://www.foi.gov.uk.</p>	

I understand that:

- 1) The final decision is made by Council Members or under delegated authority after the application has been submitted and is subject to a statutory consultation period. **You should therefore be aware that the Council's officers are unable to give any guarantees about the decision that will be made on an application.**
- 2) This service only applies to **pre-application** assistance therefore ceases to apply once the application is submitted.
- 3) The Council will not deal with your request for assistance until we receive payment.

Signature:

.....

Date:

Completed form should be submitted by email to licensing@cheltenham.gov.uk or

Licensing Section
 Cheltenham Borough Council
 Municipal Offices
 Promenade
 Cheltenham
 GL50 9SA **Tel:** 01242 77 5200

Cheltenham Borough Council

Cabinet – 12 March 2013

Licensed Vehicle Testing Stations

Accountable member	ClIr Peter Jeffries – Cabinet Member for Housing and Safety
Accountable officer	Grahame Lewis – Executive Director
Ward(s) affected	All
Key Decision	No
Executive summary	<p>On 17th of October 2011 the Licensing Committee approved the establishment of a working group to investigate the Council's current arrangements for testing licensed vehicles.</p> <p>The working group recognise a need for a fallback option should the Council's approved testing station become unable to test vehicles.</p> <p>Officers have noted the working group recommendations and following discussions with Ubico are satisfied that in practice the working group recommendation has already been implemented.</p>
Recommendations	<p>Cabinet is recommended to;</p> <ol style="list-style-type: none"> 1. Note the contents of this report, and 2. Resolve that the working group recommendation at paragraph 1.3 has been implemented and that no further action is required.

Financial implications	<p>There are no financial implications arising from this report.</p> <p>Sarah Didcote</p> <p>Contact officer: 01242 26 4125, sarah.didcote@cheltenham.gov.uk</p>
Legal implications	<p>The Council can make the grant of a vehicle licence subject to conditions that it deems reasonable and necessary to promote objectives such as standards of vehicle fitness. Such conditions can include a requirement that a vehicle be tested at an approved testing station. There is however no statutory definition or limitation on what can amount to a testing station and therefore any restriction on the number of approved testing stations could be subject to a challenge. There is a right of appeal against the imposition of a condition on vehicle licence. If there is only one approved testing station there is a risk that the condition could be challenged if the circumstances meant that it was difficult for vehicle owners to comply with the condition.</p> <p>Contact officer: 01684 272693, sarah.farooqi@tewkesbury.gov.uk, 01242</p>

<p>HR implications (including learning and organisational development)</p>	<p>There are no direct HR implications in this report.</p> <p>Donna Sheffield</p> <p>Contact officer: 01242 77 4972, donna.sheffield@cheltenham.gov.uk, 01242</p>
<p>Key risks</p>	<p>As identified in Appendix 1</p>
<p>Corporate and community plan Implications</p>	<p>Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change</p> <p>Communities feel safe and are safe</p>

1. Background

- 1.1 On 17th of October 2011 the Licensing Committee approved the establishment of a working group to investigate the Council's current arrangements for testing licensed vehicles.
- 1.2 The working group met on two occasions, 14th of November 2011 and 14th of December 2011. It concluded that there were no significant issue with the Council's current testing arrangements and as a consequence concluded it was not necessary to seek additional testing stations.
- 1.3 The working group did however recognise a need for a fallback option should the Council's approved testing station become unable to test vehicles and recommended that arrangements be put in place to ensure the Council has a fallback option.
- 1.4 Officers have noted the working group recommendations and following discussions with Ubico are satisfied that in practice the working group recommendation has already been implemented.

2. Need for review

- 2.1 The need for a review of this Council's current arrangements for testing licensed vehicles was driven by a number of factors;
 - 2.1.1 Cheltenham Borough Council is the only Gloucestershire Local Authority to only have one approved testing station,
 - 2.1.2 The Council's approach has not been reviewed for a number of years and it was necessary to establish if the current approach continued to be viable for both the Council and the licensed trade,
 - 2.1.3 Guidance from the Department for Transport stated that "There is sometimes criticism that local authorities provide only one testing centre for their area (which may be geographically extensive). *So it is good practice for local authorities to consider having more than one testing station. There could be an advantage in contracting out the testing work, and to different garages.*" [Italics Added]
 - 2.1.4 A number of complaints from the licensed trade relating to the Council's approach. Complaints largely related to inconsistencies relating to testing and acceptable timescales for booking tests and retests.

3. Working Group Recommendations

- 3.1 The working group consisted of Elected Members, officers and representatives from the licensed trade.
- 3.2 The working group, whilst recognising there were no substantial service and capacity issues, nonetheless recommended the adoption of an alternative testing station to be utilised should Ubico become unable to undertake testing on behalf of the Council.
- 3.3 As previously stated, in light of the working group recommendation officers had discussions with Ubico to establish what arrangements are currently in place to deal with situations where Ubico become unable to fulfil its duties.
- 3.4 The Council has a long standing arrangement with a number of other testing stations to undertake testing should Ubico become unable to fulfil its duties. For example, larger vehicles that Ubico cannot accommodate have in the past been tested by the Swanbrook Depot. Similarly Ubico has in the past used Rees MOT Testing Stations as a fallback testing station although there has rarely been a need for this.
- 3.5 In light of this, officers are satisfied that in practice the working group recommendations are already implemented.
- 3.6 The Council is able to continue to undertake testing in accordance with its current arrangements. The DfT guidance suggests that councils at the very least should "...consider having more than one testing station." Although the guidance is non-statutory, the Council should nonetheless have some regard to it. The working group has given consideration to the need for additional testing stations but considered it unnecessary at this stage.

4. Risk

- 4.1 As mentioned in this report, the working group recognised a risk to the Council should Ubico become unable to test licensed vehicles.
- 4.2 However, following discussions with Ubico's Fleet Services Manager, officers are satisfied that contingency plans are in place in the event where Ubico becomes unable to undertake testing.
- 4.3 The Council tests to the Public Transport Network's National Inspection Standards which, as a basic inspection standard, embrace the safety aspects of vehicle inspections laid down in the MOT Inspection Manual for Car & Light Commercial Vehicle Testing issued by VOSA. In addition to the aforementioned basic standards the adopted inspection standards provides additional

testing requirements to those in the MOT Inspection Manual to be used in conjunction with the VOSA manual.

- 4.4 For the reasons above, a vehicle test undertaken by the testing station is in itself not an MOT test therefore it is not strictly speaking a requirement to issue a MOT certificate. However, it does so as a matter of courtesy because the test incorporates the basic requirements of an MOT test and the testing centre is VOSA registered.
- 4.5 In light of the above, it is not necessary for the testing station to have VOSA registration to undertake testing to the adopted standards. If it becomes unable to issue VOSA certificates, vehicles will be able to obtain a basic MOT elsewhere and present the vehicle for testing to the national standards at the testing station but in this case the testing station will not issue a MOT certificate as a courtesy. Due to the fact that the enhanced check will still be undertaken there will be no adverse effect on public safety.
- 4.6 It is not anticipated that mechanical failure would affect the service level agreement between the testing station and licence holders. Historically, work associated with servicing and mechanical failures have been completed within the number of days set out in the service level agreement. In the event where mechanical failure will render licence holders unable to test their vehicles within a reasonable amount of time, the fall-back option agreement outlined in this report can be utilised.
- 4.7 All in all officers are satisfied that the contingency plans put in place are sufficient to mitigate risk to the Council and public safety.

5. Consultation and feedback

- 5.1 On Friday the 1st of February 2013, the Licensing Committee considered a report and passed a resolution that the working group recommendations had been implemented and endorsed that resolution to Cabinet.

Report author	Contact officer: Louis Krog, louis.krog@cheltenham.gov.uk, 01242 775004
Appendices	1. Risk Assessment
Background information	1. Officer report and Licensing Committee minutes - Friday, 1st February. 2. DfT Taxi and private hire vehicle licensing: best practice guidance (March 2010).

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If the Council does not undertake this review it may not be able to adequately justify its decision to only have one approved testing station if challenged.	Licensing & Business Support Team Leader	Dec '11	2	3	6	Accept			Licensing & Business Support Team Leader	
	There are circumstances where Ubico could become unable to undertake testing on behalf of the Council.	Licensing & Business Support Team Leader	Dec '11	3	2	6	Accept			Licensing & Business Support Team Leader	
<p>Explanatory notes</p> <p>Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 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>											

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**Cheltenham Borough Council
Cabinet – Tuesday 12 March 2013
Climate Local Initiative**

Accountable member	Councillor Roger Whyborn
Accountable officer	Jane Griffiths, Director Commissioning
Ward(s) affected	None
Key Decision	No
Executive summary	<p>Climate Local is a Local Government Association (LGA) initiative which aims to drive, inspire and support council action on climate change. It replaces the Nottingham Declaration, which Cheltenham Borough Council signed in 2002.</p> <p>Climate Local is about councils setting out their own commitments and identifying the actions that they will undertake to respond to climate change.</p> <p>The first step to becoming a Climate Local council is to sign the Climate Local Commitment (see appendix 2). The council then has to identify local commitments and actions it will take to reduce carbon emissions and respond to changes in the climate. Appendix 3 sets out the intended local commitments and actions; this is work that is already planned as the council has established strands of work for tackling climate change.</p> <p>Signing up to the Initiative is a means of reaffirming publicly the council's commitment to tackling climate change and ensuring continued support for the work that is planned. It will also provide a mechanism for sharing the council's work more widely and for learning from others' experiences and achievements.</p>
Recommendations	<p>Cabinet agrees that:</p> <ol style="list-style-type: none"> 1. the Authority signs up to the Local Government Association's Climate Local Commitment set out in appendix 2 2. the Authority's commitments and actions to Climate Local are to be those set out in appendix 3
Financial implications	<p>There are no financial implications at this stage. However, there may be financial implications at a future stage if local initiatives require funding, but these will be assessed on an individual business case basis.</p> <p>Contact officer: Mark Sheldon, mark.sheldon@cheltenham.gov.uk, 01242 264123</p>

Legal implications	As the Climate Local Commitment initiative is not a legally binding commitment there are no legal implications to the Authority's participation. Contact officer: Donna Ruck, Solicitor donna.ruck@tewkesbury.gov.uk, 01684 272696
HR implications (including learning and organisational development)	No direct HR implications arising from this report. Contact officer: Julie McCarthy, julie.mccarthy@cheltenham.gov.uk, 01242 264355
Key risks	The main risk to signing up to Climate Local is one of reputation, as the Authority will be required to report publicly on progress against the commitments and actions.
Corporate and community plan Implications	Participating in Climate Local will not have a direct effect on the corporate and community plan, but it will reaffirm the council's commitment to tackling climate change and support the council's objective to reduce carbon emissions and enable Cheltenham to adapt to the impacts of climate change.
Environmental and climate change implications	Implementing the actions will have a positive effect on the environment, reducing the council's carbon emissions and increasing the council's resilience to the changing climate.

1. Background

- 1.1 The Council has been working to tackle climate change since signing the Nottingham Declaration in 2002 and that commitment continues through the corporate objective on climate change in the corporate strategy.
- 1.2 The Climate Local initiative, which replaces the Nottingham Declaration, aims to:
 - Drive and inspire councils to act on the causes and effects of climate change
 - Enable councils to demonstrate their commitment, ambition and achievements
 - Enable councils to show collective leadership on climate change
 - Provide a framework through which councils can organise and plan their journey in addressing climate change
 - Provide a forum for peer-to-peer learning and support for councils
- 1.3 The Nottingham Declaration was very much a statement of intent with signatory councils committing to undertake a common set of actions. Climate Local is about councils setting their own local commitments and identifying the actions that they will undertake to fulfil them.
- 1.4 By participating, the Council will extend its public commitment to tackling climate change.
- 1.5 To date, around 50 councils have signed the Climate Local Commitment. This includes Gloucestershire County Council and they have stated their intention to seek countywide sign-up of public sector partners to the initiative.

2. What does signing up to Climate Local mean for the Council?

- 2.1 The first step to becoming a Climate Local Council is to sign the Climate Local Commitment (see appendix 2). By signing the Commitment the council will be asked to:

- set out what actions it intends to undertake locally to reduce carbon emissions and respond to changes in the climate within its own operations and services and with the local community;
- set out its level of ambition and how it is going to monitor and demonstrate its achievements;
- share with other councils and national partners:
 - what actions it is undertaking and its ambitions
 - its progress, and
 - the learning from its experiences and achievements

2.2 The council will be added to a list of signatories on the LGA website and the LGA will support participating councils with web-based resources, an online community and opportunities for peer learning.

2.3 The LGA allows councils six months to develop local actions, which must include as a minimum one action under mitigation and one under adaptation. However, as the council already has a number of established strands of work to tackle climate change, appendix 3 sets out the actions that are intended to form the authority’s commitment to the initiative.

2.4 The council will be required to report on progress against the actions on an annual basis, so the actions have been chosen because they are easily defined and measurable. They do not form the entirety of the council’s work on climate change.

2.5 The council will be expected to refresh the commitments and actions regularly to ensure they remain current and relevant to local priorities.

3. Conclusion

3.1 Signing up to Climate Local does not require any direct financial investment and it should not have a significant impact on current workloads as the identified actions relate to work that is already planned. The requirement to report on progress will mean some additional work, but the monitoring will be of benefit to the council. The council will also be able to share its own good practice more widely and will be able to learn from other authorities; this may lead to new actions being identified, which have not previously been considered.

4. Consultation and feedback

4.1 The climate change member working group was consulted by email prior to publication of this report. Officers with responsibility for delivering the individual actions have also been consulted.

5. Performance management – monitoring and review

5.1 Signing up to the initiative will commit the council to reporting annually on progress against the published commitments and actions.

Report author	Contact officer: Gill Morris, climate change & sustainability officer, gill.morris@cheltenham.gov.uk, 01242 264229
Appendices	1. Risk Assessment 2. Climate Local Commitment 3. Table of commitments and actions
Background information	None

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If the council signs up to the Climate Local initiative but does not deliver on its published actions this may have a negative impact on reputation	Gill Morris	12/03/13	1	2	2	Accept	None		Gill Morris	

Explanatory notes

Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

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)

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

Climate Local [name of council]

Our commitment to taking action in a changing climate

We recognise that our council has an important role to help our residents and businesses to capture the opportunities and benefits of action on climate change. These include saving money on energy bills, generating income from renewable energy, attracting new jobs and investment in 'green' industries, supporting new sources of energy, managing local flood-risk and water scarcity and protecting our natural environment.

We will progressively address the risks and pursue the opportunities presented by a changing climate, inline with local priorities, through our role as:

- Community leader – helping local people and businesses to be smarter about their energy use and to prepare for climate impacts;
- Service provider – delivering services that are resource efficient, less carbon intensive, resilient and that protect those who are most vulnerable to climate impacts;
- Estate manager – ensuring that our own buildings and operations are resource efficient, use clean energy, and are well prepared for the impacts of a changing climate.

In signing this commitment, **we will:**

- **Set locally-owned and determined commitments** and actions to reduce carbon emissions and to manage climate impacts. These will be specific, measurable and challenging;
- **Publish our commitments, actions and progress**, enabling local communities to hold us to account;
- **Share the learning from our experiences and achievements** with other councils; and
- **Regularly refresh our commitments and actions** to ensure they are current and continue to reflect local priorities.

[Date]
[Name of council or group of councils]
[Signature of Leader or Mayor of Council]

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Climate Local Initiative

Intended commitments and actions

Note: this appendix follows the format of a template provided by the LGA

Low carbon pathways

In order to create an 'energy smart' low carbon future we make the following commitments:

Commitment: we will reduce carbon emissions from council activities by 30% by 2015 from our 2005/6 baseline		
Justification: we have been taking action to tackle the causes of climate change for a number of years and by targeting our estate and operations we aim to significantly reduce our emissions		
Specific actions	Measure	Timescale
We will replace all the chandelier bulbs at our Town Hall and Pittville Pump Room with LED or lower energy bulbs	Bulbs replaced	March 2014
We will replace lighting in our swimming pool hall with an LED alternative	New lighting in place	March 2014
Through contract arrangements we will require commissioned and shared services to work on reducing carbon emissions	Issues included in contracts and monitoring mechanism adopted	2013

Appendix 3

Commitment: we will aim to reduce carbon emissions from council activities by 40% by 2020 from our 2005/6 baseline		
Justification: we have adopted this longer term aspiration to help us continue the journey to reducing our carbon emissions by 80% by 2050		
Specific actions	Measure	Timescale
We will explore the feasibility of replacing the (natural gas) CHP unit at our leisure centre with a biomass boiler in 2015	Feasibility study completed and decision made	March 2015
We will explore the opportunities for a large scale renewable energy scheme on council land	Feasibility study completed	March 2014
Commitment: we will encourage households to improve their energy efficiency		
Justification: in Cheltenham in 2010, 43% of carbon emissions was attributed to the domestic sector (DECC data)		
Specific action	Measure	Timescale
We will provide financial support to Severn Wye Energy Agency, in partnership with other local authorities, to help deliver the Green Deal in our area (subject to any necessary Cabinet or Council decisions about Green Deal arrangements)	Energy efficiency of 250 properties improved (including cavity wall insulation, loft insulation, solid wall treatment and heating measures) 100 vulnerable households supported in terms of energy efficiency improvements to their homes.	March 2014

Appendix 3

Commitment: We will use the planning system to promote energy efficiency and reduce carbon emissions		
Justification: the council is committed to ensuring that the impact of future development on carbon emissions is minimised		
Specific action	Measure	Timescale
We will establish policies in the Joint Core Strategy/Cheltenham Plan to ensure developments and buildings are designed to use resources efficiently and minimise greenhouse gas emissions	Policies in place	Starting winter 2014/15

Climate resilience

In order to adapt to the risks and opportunities that our changing climate will present, we make the following commitments:

Commitment: we will implement actions contained in our service risk assessments on adapting to climate change		
Justification: we are committed to tackling climate risks related to assets and infrastructure; staff welfare and service delivery; open spaces, biodiversity and heritage; and people		
Specific action(s)	Measure	Timescale
We will explore ways in which we can protect our trees and plant new trees to help Cheltenham adapt to the impacts of climate change	Strategic tree strategy developed	2015
We will continue to review and manage existing wild flower areas and identify new sites for sustainable planting	Number of sites with sustainable planting increased	2014

We will work towards <i>Bee Guardian Town</i> status	Bee Guardian Town status achieved	2014
We will identify new allotment sites and optimise use of existing sites	Number of allotments increased	2014
We will undertake 'state and condition' surveys for council buildings, which will consider the potential impact of climate change, so that we can address any possible issues	'State and condition' surveys completed	2014
We will extend our approach to flexible working to enable more staff to work remotely	Number of staff with ability to work remotely increased	March 2014
We will ensure adapting to climate change is specifically included in contracts with commissioned and shared services	Issues included in contracts and monitoring mechanism adopted	2013

Commitment: we will build climate resilience into our Joint Core Strategy/Cheltenham Plan		
Justification: the council is committed to setting high standards for developments which ensure that they are resilient to the effects of climate change		
Specific action	Measure	Timescale
We will establish policies in the Joint Core Strategy/Cheltenham Plan that support green infrastructure and sustainable drainage systems and promote green space and biodiversity	Policies/infrastructure delivery plan in place	Starting winter 2014/15

Cheltenham Borough Council

Cabinet – 12th March 2013

Review of the Safeguarding Children and Vulnerable Adult Policy

Accountable member	Cabinet Member Housing and Safety – Councillor Peter Jeffries
Accountable officer	Tracy Brown, Partnerships Team Leader
Ward(s) affected	All
Key Decision	Yes
Executive summary	<p>Since 2009 when Cheltenham Borough Council agreed its Safeguarding Children and Vulnerable Adults Policy, local and national understanding of safeguarding has evolved and developed.</p> <p>New protocols and best practice have been informed by both a greater awareness of how to effectively safeguard children and vulnerable adults and lessons learnt from failures to do so at both local and national level.</p> <p>Therefore following a formal review of the policy it has been restructured so that while it retains the main principles and procedures laid out in the previous policy it is now in a handbook format. It now also incorporates new local protocols and training pathways as well as national changes to the Disclosure and Barring Scheme.</p>
Recommendations	To adopt the revised policy, procedures and guidelines as set out in the Cheltenham Borough Council Safeguarding Handbook – attached as appendix 2

Financial implications	<p>There are no direct financial implications arising from this report</p> <p>Contact officer: Des Knight, GO Financial Services des.knight@cheltenham.gov.uk, 01242 264124</p>
Legal implications	<p>None direct arising from the recommendation</p> <p>Contact officer: Peter Lewis, Head of Legal Services peter.lewis@tewkesbury.gov.uk, 01684 272012</p>
HR implications (including learning and organisational development)	<p>GO Shared Services are committed to supporting the council strengthen its safeguarding practices. This will be through enabling safe recruitment practices, the provision of safeguarding training and through supporting officers and members.</p> <p>Contact officer: Julie McCarthy, GO Shared Services julie.mccarthy@cheltenham.gov.uk, 01242 264355</p>

<p>Key risks</p>	<p>If safeguarding arrangements are not fully implemented it could result in a failure to safeguard either a child or vulnerable adult.</p>
<p>Corporate and community plan Implications</p>	<p>The Safeguarding Children and Vulnerable Adult Policy supports the council's objective to strengthen our communities and particularly the outcome that Communities feel safe and are safe</p>
<p>Environmental and climate change implications</p>	<p>Neutral</p>
<p>Property/Asset Implications</p>	<p>None Contact officer: David Roberts@cheltenham.gov.uk</p>

1. Background

- 1.1** The Borough Council first adopted a safeguarding policy that covered both children and vulnerable adults in 2009. This joint policy has worked effectively to raise awareness of safeguarding in terms of both children and vulnerable adults and underlined the responsibility that all Council services have to both groups.
- 1.2** Locally the Gloucestershire Safeguarding Children's Board and the Gloucestershire Safeguarding Adults' Board have agreed to have a joint chair to facilitate closer working relationship between the two boards. They have also setup some joint and some aligned sub groups to ensure there is at least cross over between the two agendas even if there cannot be full joint working as yet. It therefore seemed appropriate for the Council's safeguarding policy to continue to cover both children and vulnerable adults and to align or join procedures and guidance wherever possible.
- 1.3** The high profile media coverage of safeguarding over recent months has shown that it is important to ensure that safeguarding is keep at the forefront of work with children and vulnerable adults so that they are able to access safe services. It has also helped raise awareness of issues that surround safeguarding such as child sexual exploitation, parental substance misuse and whistle blowing procedures. It was therefore important that the existing policy was reviewed with this in mind and contains the most up to date best practice and guidance possible in these areas.

2. Revisions to current policy

- 2.1** The key principles of the policy have remained the same as has the majority of the content. However in response to the feedback from the Council's designated officer group the policy is now following a similar structure to the handbook that is used successfully in Gloucestershire schools. This will make the policy, and the protocols and guidance within in it more accessible to council officers and elected members, the majority of whom come across safeguarding concerns on an infrequent basis. It also further brings together processes for safeguarding children and vulnerable adults which is the direction of travel being undertaken by the Gloucestershire safeguarding children's boards and Gloucestershire safeguarding adults' boards who are aligning themselves closer together.
- 2.2** Since the 2009 policy, staff restructuring has enabled an officer to be given specific responsibility for safeguarding within their job role. The role of lead designated officer is outlined in the policy and offers the capacity for support and advice across Council services. This role is undertaken by the Partnerships Team Leader. The important role of elected members in terms of safeguarding is now included in section 2 of the handbook along with the responsibilities of all council officers.
- 2.3** Responsibility for the inclusion of safeguarding within the commissioning of services is also specifically outlined. This was identified in the Council's section 11 self assessment audit (October 2011) as an area for concern, as there were not sufficient control measures in place to consistently ensure that safeguarding ran through out commissioning. This has now been addressed and safeguarding is very prominent for instance in the commissioning of our leisure and culture services
- 2.4** The Protection of Freedom Act 2012 has enshrined in statute the scaling back of vetting and barring for those who work with children and vulnerable adults. It has also facilitated the merging of the Independent Safeguarding Authority and the Criminal Records Bureau to form a single Disclosure and Barring Service. These changes are reflected in the revised policy. Although the specific procedures around disclosure checks are contained within the council's separate CRB policy (2007 Humman Resources). Once the full changes to the processes have been implemented at national level there will be opportunity to review that policy but in the interim the general changes are included within the Safeguarding policy.

- 2.5 The policy sets out the increased number of training opportunities available for those working with both children and vulnerable adults. This ensures employees, casual workers, volunteers and elected members can access training at the level relevant to their role. This majority of this training is available for free via online tutorials. Face to face training is still provided though this incurs a cost that is shared between divisions whose officers attend.
- 2.6 The policy now includes more detailed protocols and information about reporting a concern about a child. It includes reference to the level of needs guidance produced by the County Council to support appropriate referrals. This helps limit the number of inappropriate referrals that take up valuable resources. The policy commits that the Council will use the recently launched child sexual exploitation protocol to help support the work of partners to prevent sexual exploitation. It also commits that the impact of parental substance misuse protocol will be used so that children affected by this are less likely to be overlooked if they come into contact with council services.
- 2.7 The handbook also includes new procedures relating to the escalation of professional differences. It is vital that this is within the policy as many serious case reviews have highlighted that organisations have not challenged other organisation’s decisions and this has on occasions left children or vulnerable adults at risk of harm. This procedures inclusion in the policy supports those associated with the Council to challenge positively and appropriately when necessary.
- 2.8 As well as the changes to vetting and barring mentioned previously the Protection of Freedoms Act also places a duty on the Council as a provider of regulated activity to make referrals to the Disclosure and Barring Service. The Council must refer any person undertaking regulated activity who is involved in a safeguarding incident that meets the criteria. Detailed criteria and the definition of regulated activity as well as the procedures to make a referral are set out in the policy.

3. Performance management –monitoring and review

- 3.1 The Council is required to submit a section 11 audit annually to the GSCB. This provides external scrutiny to the Council’s safeguarding arrangements. Although the audit only applies to children’s safeguarding the Cheltenham Borough Council Safeguarding Officer group will use the standards within in it to self assess the effectiveness of the safeguarding of adults as well. The policy will be formally reviewed after three years but it will also be reviewed following either a safeguarding incident, in response to serious case review recommendations, recommendations from an external inspections or a change in legislation.

Report author	Contact officer: Tracy Brown, Partnerships Team Leader, tracy.brown@cheltenham.gov.uk, 01242 775176
Appendices	1. Risk Assessment 2. Cheltenham Borough Council Safeguarding Handbook
Background information	1.

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If services commissioned by the Council do not meet the safeguarding standards required the Council may not meet its statutory duties	Director of Commissioning		4	2	8	Reduce	Use robust monitoring arrangements of safeguarding within current and future commissioning exercises	1/4/14	Director of Commissioning	
	If services commissioned by the Council do not meet the required safeguarding standards there may be a failure to safeguard a child or vulnerable adult using those services	Director of Commissioning		4	2	8	Reduce	Use robust monitoring arrangements of safeguarding within current and future commissioning exercises	1/4/14	Director of Commissioning	
	If services areas fail to engage with the safeguarding agenda fully the council may not meet its statutory duties.	Partnerships Team Leader		4	2	8	Reduce	Work through the designated officer group to support service areas to implement the revised policy effectively	2/9/13	Partnerships Team Leader	
	If services areas fail to engage with the safeguarding agenda fully there may be a failure to safeguard a child or vulnerable adult in our care	Partnerships Team Leader		4		8	Reduce	Work through the designated officer group to support service areas to implement the revised policy effectively	2/9/13	Partnerships Team Leader	
<p>Explanatory notes Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) 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) Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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CHELTENHAM
BOROUGH COUNCIL

Safeguarding Handbook

**Policy, Procedures and Guidance for Cheltenham
Borough Council Employees, Casual Workers,
Volunteers and Elected members**

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1. Policy Statement

1.1 Aims

Cheltenham Borough Council is committed to safeguarding the welfare of children and vulnerable adults when they come into contact with the services that we provide either directly or indirectly through contracts with third parties (including arrangements with shared services).

To ensure effective measures are in place, we work with the Gloucestershire Safeguarding Children's Board (GSCB) and the Gloucestershire Safeguarding Adults Board (GSAB). This policy is designed to function within their policies and procedures. From time to time we will make amendments to this policy based on recommendations arising from the GSCB or GSAB and in line with changes in legislation or best practice.

This policy aims to:

- Protect children and vulnerable adults from deliberate harm while using Council services by ensuring services have safe working practices in place.
- Ensure that employees, casual workers, volunteers and elected members associated with Cheltenham Borough Council are able to report any safeguarding concerns appropriately.
- Ensure employees, casual workers, volunteers and elected members have effective training and support to allow them to safeguard children and vulnerable adults

1.2 Legislative Framework

The statutory framework for this work is:

- Protection of Freedoms Act 2012
- Safeguarding Vulnerable Groups Act 2006
- Working Together to Safeguard Children 2006
- Children's Act 1989 and 2004
- Safeguarding Children in Schools 2004
- Data Protection Act 1998

1.3 Definition of a 'child'

This policy defines a child as under 18 years of age. This also includes unborn babies.

1.4 Definition of a 'vulnerable adult'

This policy defines a vulnerable adult as a person 'who is or may be in need of community care services by reason of mental or other disability, age or illness, **and** who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation'. The term 'community care services' includes all social and health care services provided in any setting or context. (No Secrets, Department of Health March 2000, section 2.3 and 2.4)

1.5 Whistle Blowing Procedures

The Council is committed to the highest possible standards of openness, probity and accountability. In line with that commitment we wish to encourage employees and

others with serious concerns about any aspect of the Council's work to come forward and voice those concerns.

The Council has an agreed whistle blowing policy that provides for a procedure for employees to raise concerns and receive feedback on any action taken. It also allows employees to take the matter further if they are dissatisfied with the Council's response and reassures employees that they will be protected from reprisals or victimisation for whistle blowing in good faith.

[Full whistle blowing policy](#)

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2 Responsibilities

2.1 Safeguarding Champions

Cheltenham Borough Council's Safeguarding Champions are responsible for overseeing the Council's safeguarding policy and ensuring it meets its statutory obligations. They are responsible for removing barriers to its implementation. They will promote the importance of safeguarding both internally within the Council and externally with partner agencies and the wider community.

- The Safeguarding Champion (Officer) is the Chief Executive Officer.
- The Safeguarding Champion (Elected Member) is the Cabinet Member Responsible for Housing and Safety.
- The Allegations Management Champion is the Partnerships Team Leader

2.2 Lead Designated Safeguarding Officer

The Lead Designated Safeguarding Officer is responsible to support and advise on the implementation of the policy and statutory duties associated with it.

This will include:

- Providing advice to services, management teams, officers and elected members;
- Alerting the senior leadership team and cabinet to any changes to legislation, serious case reviews or incidents that may impact on safeguarding at the Council;
- Work in partnership with external partners to ensure children and vulnerable adults are safeguarded effectively;
- Support the referral processes and protocols outlined in this policy;
- Be responsible for the allegations management process;
- Liaise with GO shared services in terms of safer recruitment and training;
- Complete any audits required by the GSCB;
- Update the policy as necessary;
- Oversee any complaints made through the escalation of professional disagreements;
- Promote the importance of safeguarding across the organisation;
- Support the monitoring of commissioned services with regards to safeguarding.

The Lead Designated Safeguarding Officer is the Partnership Team Leader.

2.3 Directors

Directors are responsible for ensuring that their service areas and any of their services that are commissioned out comply with the safeguarding policy. There will be a requirement in the annual assurance certificates to confirm compliance. Directors must ensure:

- Services have safe systems of work and local protocols;
- Training needs of staff have been identified, recorded and undertaken;
- Safer recruitment is undertaken;
- Sufficient designated officers are identified within their services and a representative regularly attends the designated officer group;
- Safeguarding is discussed regularly at relevant divisional management meetings, team meetings and 1.2.1's.

2.4 Designated Safeguarding Officers

Directors will nominate a number of designated safeguarding officers from within their service areas. These officers will:

- Ensure other staff are aware of any important changes to the Council's policy and ensure only up to date paper copies are kept
- Support the implementation of safe practices regarding safeguarding in their service area and promote safeguarding in their everyday practices.
- Support the identification of any additional training they or their team need
- Be supportive when contacted by a member of staff regarding a safeguarding concern
- Attend when possible the internal Designated Safeguarding Officer Group

2.5 All Employees, Casual workers and Volunteers

It is the responsibility of everyone who works with children or vulnerable adults to help safeguard their wellbeing. Employees, casual workers and volunteers must always:

- Report their concerns about a child or vulnerable adults welfare or someone else's behaviour in regards a child or vulnerable adult as outlined in this policy.
- Adopt good practice in terms of safeguarding at all times when working with children or vulnerable adults
- Follow correct information sharing procedures to maintain strict levels of confidentiality without compromising the safety of children or vulnerable adults
- Seek support or raise concerns with either, their line manger, a designated officer or the Lead Designated Safeguarding Officer when necessary.
- Undertake training as directed by their manager and identify any additional training needs they have.

2.6 Elected Members

Elected members are uniquely placed to support the safeguarding of children and vulnerable adults within their community. They can also provide effective leadership to ensure that Cheltenham Borough Council is fulfilling its corporate responsibility. Elected members should always:

- Report their concerns about a child or vulnerable adults welfare or someone else's behaviour in regards a child or vulnerable adult as outlined in this policy.
- Adopt good practice in terms of safeguarding at all times when carrying out their Council duties.
- Follow correct information sharing procedures to maintain strict levels of confidentiality without compromises the safety of children or vulnerable adults
- Seek support or raise concerns with either, the Lead Designated Safeguarding Officer or the Council's Safeguarding Champions when necessary.

2.7 Commissioned Services

When the Council commissions services to be delivered on its behalf it still retains a duty to ensure that those services comply with relevant statutory safeguarding responsibilities. The Cheltenham Borough Council lead commissioner for the individual contract will be responsible with the support of the Lead Designated Safeguarding Officer and One legal to ensure compliance with safeguarding regulations at all stages of the commissioning process. The Director of the Commissioning division will keep an overview of all contracts to ensure that the aims of this safeguarding policy are embedded at all times.

3 Safer Recruitment

3.1 Disclosure and Barring Scheme

(formally the Criminal Records Bureau and Independent Safeguarding Authority)

Every Director with the support of their service managers will carry out an annual risk assessment of the posts within their division to identify the potential risks to child and vulnerable adults and to the post holder. The risk assessment checklist is in appendix 1

The risk assessment will detail procedures to minimise any risks, and will also be a means of determining the training requirements of the post holder, and what level of disclosure and barring scheme check is needed (to be verified by HR).

These risk assessments will be reviewed on an annual basis through the divisions' certificate of assurance form which will form part of the Council's annual governance statement (AGS) process. The certificates are reviewed by the corporate governance group and the AGS is reported annually to full council at the end of June. Risk assessments will also be reviewed in response to any incident.

Through the risk assessment process, the Council will identify a list of posts where as a result of the nature of their work we will carry out disclosure and barring scheme checks both prior to their commencing employment and on a regular basis during employment. The type of the check carried out will depend on the nature of the post.

3.2 Pre Employment

- The advertisement for any relevant post should include reference to the importance of safeguarding and that Cheltenham Borough Council practices safer recruitment.
- For posts where employees or casual workers routinely come in contact with children and/or vulnerable adults, at least one member of the interview panel must have completed approved training in safer recruitment.
- The application form will elicit information about an applicant's past and a self-disclosure about any criminal record.
- For relevant posts consent should be obtained from applicants to seek information from the Disclosure and Barring Scheme.
- Two confidential references, including one regarding previous work with children and/or vulnerable adults will be sort. Whenever possible, these references must be taken up prior to interview and always before appointment is made. It is important that at least one member of the interview panel has access to the references to ensure they verify information given in the interview.
- Interviews should be carried out following Cheltenham Borough Council recruitment and selection policies and procedures and include:
 - A check that the application form has been signed and completed in full (including sections on criminal records and self-disclosure). On line applications should be signed at interview.
 - Verification of qualifications
 - Evidence of identity should be provided.
 - Clarification of job requirements and responsibility

3.3 During employment

All employees, casual workers and volunteers should receive formal and informal induction during which:

- Child and vulnerable adult protection procedures are explained and training needs identified.

- They are made aware of the Safeguarding Policy.
- On completion of induction, staff and volunteers will be required to complete and sign a declaration to confirm they have read and understood the Safeguarding Policy section one and two of the Safeguarding Policy and that they will carry out their roles in line with the policy. Completion of this will be recorded on the Learning Gateway.

Discussions about Safeguarding will also be included on a regular basis on all relevant team meetings, 1-2-1s supervisions and appraisals to ensure staff and volunteers are up to date in their knowledge and understanding of the safeguarding and that it is integrated within their daily working practices. It is important that staff are able to raise safeguarding concerns and discuss best practice at regular intervals.

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4 Training

4.1 Levels of training

	<u>Safeguarding Children</u>	<u>Safeguarding Adults</u>	<u>CAF (Common Assessment Framework)</u>
All Staff	Awareness of policy at induction	Awareness of policy at induction	None
Group One Those who have infrequent short contact with children or vulnerable adults. Not a primary function of their job	E-learning through the learning gateway: <ul style="list-style-type: none"> • Basic awareness 	E-learning through Kwango: <ul style="list-style-type: none"> • Safeguarding adults at risk 	None
Group Two Those who have enhanced CRB checks due to their work with children or vulnerable adults	First awareness training - Face to face half day course by approved trainer. If staff have to wait more than one month for a course they should undertake the learning gateway basic awareness e-learning course. Update through e-learning every 3 years. At managers discretion e - learning through Kwango: <ul style="list-style-type: none"> • Hidden harm • Domestic abuse 	E-learning through Kwango: <ul style="list-style-type: none"> • Safeguarding adults at risk • Deprivation of liberties • Mental capacity 	At managers discretion e-learning through Kwango : <ul style="list-style-type: none"> • Introduction to CAF • Information sharing • Lead professional
Designated Officers	First awareness training - Face to face half day course by approved trainer Update through e-learning every 3 years. E-learning through Kwango: <ul style="list-style-type: none"> • Hidden Harm • Domestic Abuse • Safeguarding Leadership 	E-learning through Kwango: <ul style="list-style-type: none"> • Safeguarding adults at risk • Deprivation of liberties • Mental capacity 	E-learning through Kwango: <ul style="list-style-type: none"> • Introduction to CAF • Information sharing • Lead professional

Nominated Champions	E-learning through Kwango: <ul style="list-style-type: none">• Safeguarding Leadership.	None at present	None at present
Informal Opportunities	Cheltenham Safeguarding Forum, GSCB updates mailing list, GSCB Road shows, Cheltenham Lead Professional Forum		

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4.2 How to access training

Information about safeguarding should be included in employee, casual worker and volunteer induction by their manager/supervisor. It should be relevant to the person's area or work. It is also included in corporate induction training and induction for new members.

Requests for face to face training should be made through the Learning gateway to the learning development team. Basic child protection e-learning can be accessed through the learning gateway. All other e-learning can be accessed online through the safeguarding homepage on the intranet or by emailing the Partnership Team Leader for passwords.

E-learning courses are at present free however there a charge may be made for any face to face training.

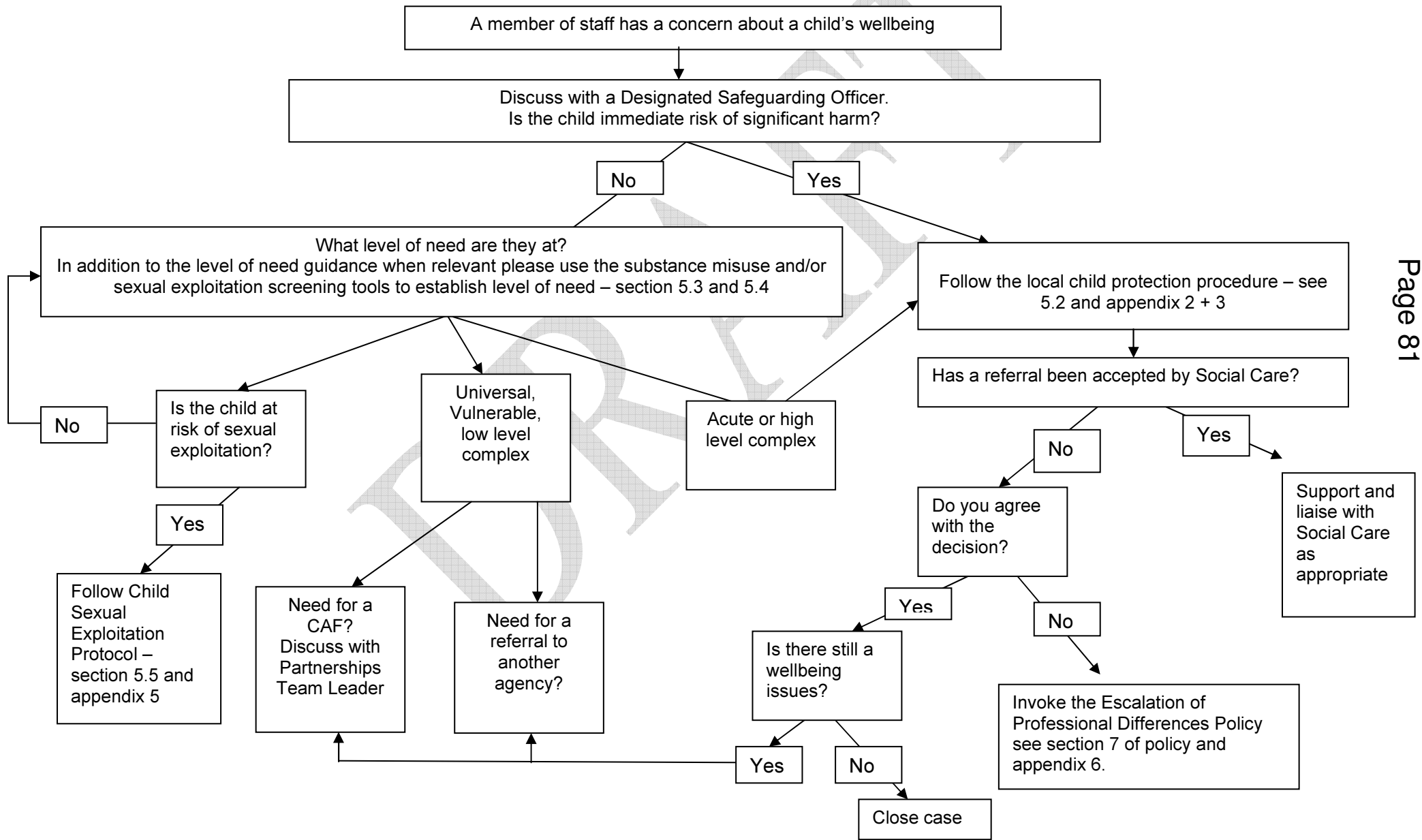
4.3 Recording and monitoring

Successful completion of safeguarding training must be recorded on the learning gateway, by the person who has undertaken the training. The level of training needed by each member of staff will be inputted into the gateway by the Learning and Development Team using information provided by Human Resources and service managers. The learning gateway will be used to monitor up take of training and produce reports for Senior Leadership Team.

All employees, casual staff, volunteers and elected members will be asked to acknowledge that they have read and understood the section 1 and 2 of this handbook when they first begin undertaking duties on behalf of the Council.

5 How to Report Concerns

5.1 Concerns about Children



5.2 Children at immediate risk of significant harm

If a member of staff, volunteer or elected member believe a child is a risk of immediate significant harm they should follow the below procedure as soon as possible.

An employee, casual worker, volunteer or elected member at Cheltenham Borough Council has concerns

If anyone has a concern about the well being of a child (or unborn baby), then that person should:-

Consultation with the Lead Designated Safeguarding Officer (or any designated safeguarding officer in their absence)

share their concerns with a designated officer to help clarify the nature of their concerns

Completion of written record – use form CVA (Appendix 2)

complete a written record of the nature and circumstances surrounding the concern including any previous concerns held

Contact social workers for advice if necessary

in those cases where you have a concern but are unsure about how to proceed contact the

Children's Help Desk Tel: 01452 426 565

and ask to speak to a social work practitioner

Contact the children's helpdesk

In those cases where you are clear a social work assessment is required make a referral to the:

Children's Help Desk Tel: 01452 426 565

within 24 hours (immediately if the concerns are about physical injury or sexual abuse). The social care team will then take responsibility for managing any subsequent enquiries. The referrer should confirm the details of the concern to social care, in writing, within 48 hours using the request for service form (Appendix 3).

Resolving professional Difference (escalation policy) see section 7 of this policy

Remember to use the 'resolution of professional difficulties (escalation) procedures if you are left feeling that the response from social care has not addressed your concerns for the child.

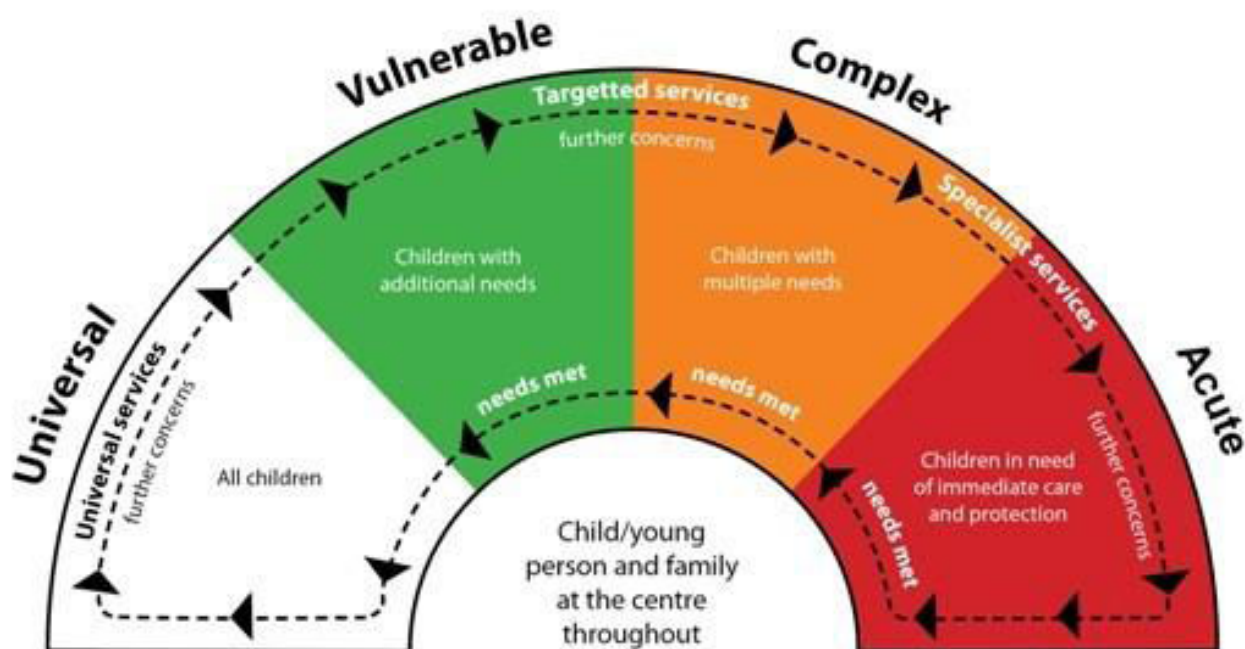
For out of hours social work advice please contact the **Emergency Duty Team on 01452 614 194**

5.3 Levels of needs - children

If a child is not at risk of immediate significant harm it may still be necessary to make referral to social care or another agency.

The flow chart at the start of the section shows what action should be taken depending on the level of need of the child.

The levels of need in Gloucestershire are defined as:



Needs may:

- be 'universal' (mostly met by their families and universal services)
- lead children to be 'vulnerable' (likely to need specific support from a single agency to meet an additional need)
- be 'complex' (likely to require targeted services from more than one agency)
- be 'acute' (likely to need coordinated intervention led by a professional from a statutory or specialist agency)

[Further guidance on the level of interventions can be found here](#)

5.4 Parental Substance misuse

Parental substance misuse can have a significant impact on a child. To support professionals to identify the impact and support them to refer appropriately a screening tool has been developed to help identify what level of need the substance misuse is placing the child at. This will enable professionals to take the correct action (appendix 4)

5.5 Child sexual exploitation

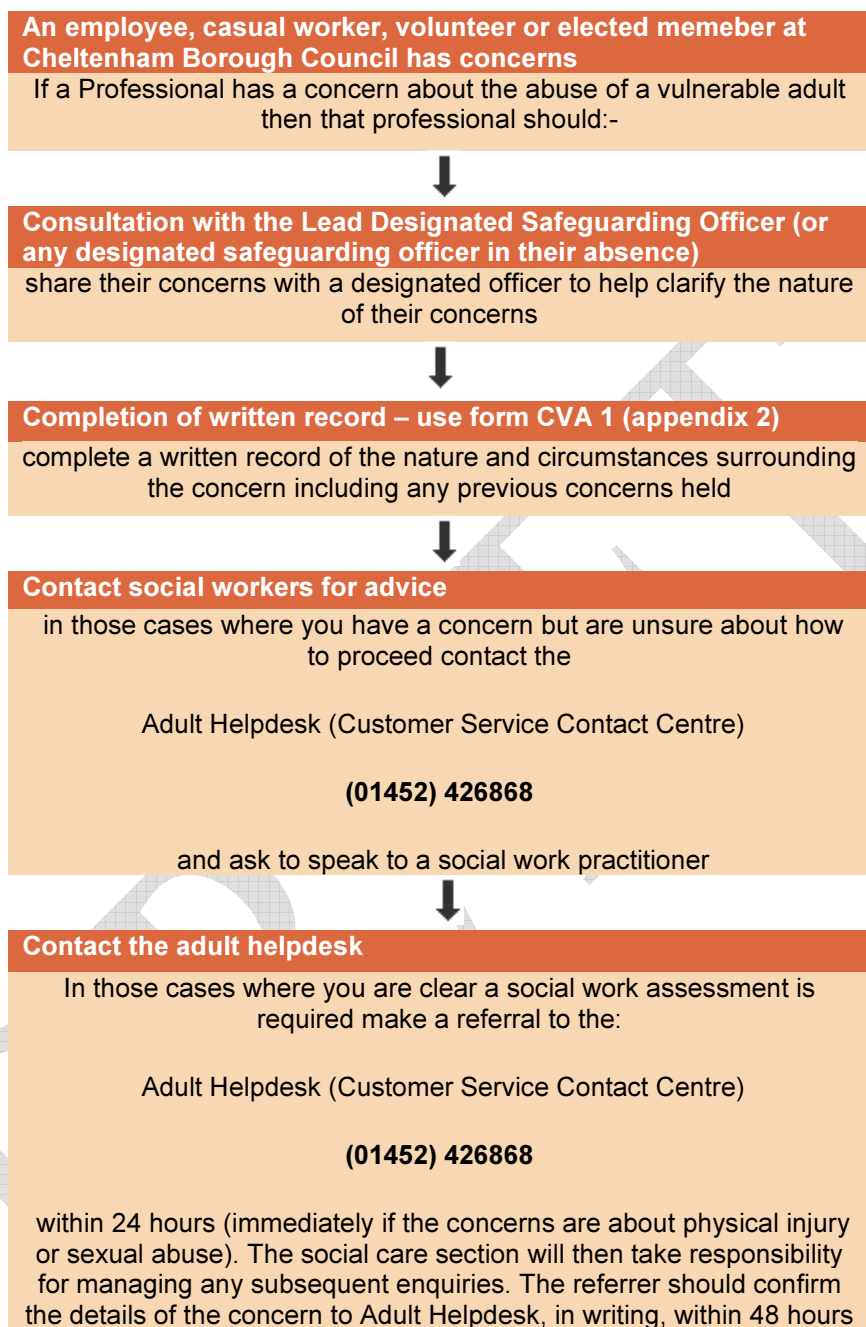
If an employee, casual worker, volunteer or elected member suspects child sexual exploitation they should use the CSE screening tool to identify the risk and refer to the Police's Central referral unit (appendix 5).

5.6 Children with unmet needs

If a child has an unmet need but does not fit into the categories outlined in 5.2, 5.4 or 5.5 it may be necessary to consider a CAF or make a referral to another agency. In these cases the Lead Designated Safeguarding Officer should be contacted to advise on the most appropriate course of action.

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5.7 Concerns about vulnerable adults



Some instances of abuse will constitute a criminal offence. In this respect, vulnerable adults are entitled to the protection of the law in the same way as any other member of the public. When complaints about alleged abuse suggest a criminal offence may have been committed, it is imperative that reference should be made to the Police as a matter of urgency. Criminal investigations take priority over all other lines of enquiry.

5.8 Definitions of abuse – vulnerable adults

Abuse is a violation of an individual's human and civil rights by any other person or persons. (No Secrets, Department of Health March 2000 section 2.5) Abuse can consist of a single act or repeated acts. It may be physical, verbal, or psychological. It may be an act of neglect or omission to act, or it may occur when a vulnerable person is persuaded to enter into financial

or sexual transaction to which he or she has not consented or cannot consent. Abuse can occur in any relationship and may result in significant harm to, or exploitation of, the person subjected to it.

The categories of abuse:

- **Physical abuse**, including hitting, slapping, pushing, kicking, misuse of medication or inappropriate sanctions or restraint.
- **Sexual abuse**, including rape and sexual assault or sexual acts to which the vulnerable adult has not consented, could not consent or was pressured to consent,
- **Psychological abuse**, including emotional abuse, threats of harm, or abandonment, deprivation of contact, humiliation or blaming.
- **Financial or material abuse**, including theft, fraud, exploitation, pressure in connection with wills, property or inheritance or financial transactions or the misuse or misappropriation of property, possessions or benefits.
- **Neglect and acts of omission**, including ignoring medical or physical care needs, failure to provide access to appropriate health, social care or educational services, the withholding of the necessities of life, such as medication, adequate nutrition and heating.
- **Discriminatory abuse**, this abuse is motivated by discriminatory and oppressive attitudes towards race, gender, cultural background, religion, physical and/or sensory impairment, sexual orientation and age. Discriminatory abuse manifests itself as physical abuse/assault, sexual abuse/assault, financial abuse/theft and the like, neglect and psychological abuse/harassment, including verbal abuse.
- **Institutional abuse, neglect and poor professional practice**. This may take the form of isolated incidents of poor or unsatisfactory practice at one end of the spectrum, through to pervasive ill treatment or gross misconduct at the other end (“No Secrets” – sections 2.22 to 6.37).

Any or all of these types of abuse may be perpetrated as a result of deliberate intent, negligence or ignorance.

5.9 When responding to a concern about a child or vulnerable adult always remember

- Don't stereotype children, their families or vulnerable adults. Although there are risk factors for certain types of abuse, abuse can happen to anyone in any family regardless of ethnic origin, religion, social group or disability
- Remain calm. It is important to remain calm especially in front of the child or vulnerable adult involved. It can be difficult for people to talk about the abuse they may be suffering. If you remain calm and listen to them they will be more likely to open up to you.
- Always follow the correct procedures. This will help protect yourself and the child/vulnerable adult and ensure that concerns are dealt with appropriately.
- Be honest and open. Explain to the child/vulnerable adult involved as soon as you realise there may be a safeguarding issue and that you may have to share information they are telling you with other people. Make sure you explain to them who you may need to tell and why.
- Seek help if you need to. Abuse needs to be tackled through a multi agency approach you should not try to deal with the problem on your own. Social care and the Police are experts in safeguarding and happy to offer advice at any stage.
- Keep a clear written record. You may not remember the facts clearly after the event so make a record as soon as reasonably possible using **form CVA**. Make sure this record is as factual as possible do not exaggerate events or underplay them, simply record the facts.
- Maintain the child and family or vulnerable adults confidentiality at all times. Only discuss the cases with the people outlined in this policy. safeguarding issues can be emotionally distressing so there will be temptation to discuss them with

colleagues however this should be avoided as it can distort the magnitude of the situation as well as breach confidentiality.

- When dealing with children if appropriate involve parents. It is often beneficial to talk to the child's parents or carers about the child protection concern. It can quickly clear up misunderstandings and helps maintain good relationships between staff and families. However parents should not be told if doing so may further endanger the child. The decision whether or not to talk to the parents or carers should be taken in conjunction with a designated officer.

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6 Information Sharing

The Council takes its data protection responsibilities seriously to ensure that personal data is always dealt with in accordance with the Data Protection Principles. All data will be protected in line with Cheltenham Borough Council's Data Protection Policy. It is important to remember that the Data Protection Act is not a barrier to sharing information and that the requirement for child and vulnerable adult protection overrides the restrictions of data protection.

Points to remember when sharing information (from a GSCB Leaflet)

- Remember that the Data Protection Act is not a barrier to sharing information but provides a framework to ensure that personal information about living persons is shared appropriately.
- Be open and honest with the person (and/or family where appropriate) from the outset about why, what, how and with whom information will be shared and seek their agreement, unless it is inappropriate to do so.
- Seek advice if you are in any doubt, without disclosing the identity of the person where possible.
- Share consent where appropriate and, where possible respect the wishes of those who do not consent to share confidential information. You may still share information without consent if, in your judgement, that lack of consent can be overridden in the public interest. You will need to base your judgement on the facts of the case.
- Consider safety and well being: base your information sharing decisions on considerations of the safety and well being of the person and others who may be affected by their actions.
- Necessary, proportionate, relevant, accurate, timely and secure: Ensure that the information you share is necessary for the purpose for which you are sharing it is shared only with those people who need to have it, is accurate and up to date, is shared in a timely fashion, and is shared securely.
- Keep a record of your decision and the reasons for it – whether to share information or not. If you decide to share, then record what you have shared, with whom and for what purpose.

7 Escalation of professional disagreement

7.1 Escalation of professional disagreement procedure

- **Stage One**
Any member of staff or volunteer who feels that a decision is not safe or inappropriate should initially consult a designated officer to clarify their thinking in order to identify the problem; to be specific as to what the disagreement is about; and what they aim to achieve.
- **Stage Two**
Initial attempts should be taken to resolve the problem at the lowest possible level. This would normally be between the people who disagree. It should be recognised that differences in status and/or experience may affect the confidence of some workers to pursue this unsupported. If necessary a designated officer will support an employee, casual worker or volunteer.
- **Stage Three**
If the problem is not resolved at stage two the employee, casual worker or volunteer should contact the Lead Designated Safeguarding Officer who will raise the concern with the equivalent supervisor/manager in the other agency.
- **Stage Four**
If the problem is not resolved at stage three the Lead Designated Safeguarding Officer reports to the Safeguarding Champion (Officer). The managers from each agency will attempt to resolve the professional differences through discussion.
- **Stage Five**
If it has not been possible to resolve the professional disagreement within agencies concerned, the Safeguarding Champion (Officer) will raise the disagreement with the relevant Gloucestershire Safeguarding Board.

7.2 Recording the professional disagreement

At all stages of the process actions and decisions must be recorded in writing and shared with relevant personnel, to include the member of staff or volunteer who raised the initial concern. In particular this must include written confirmation between parties about an agreed outcome of the disagreement and how any outstanding issues will be pursued.

It may be useful for individuals to debrief following some disputes in order to promote continuing good working relationships.

8 Allegations against staff

8.1 Allegations Management Procedure

(when staff, volunteers or elected members are working with children)

If you have a concern about the behaviour of a member of staff, volunteer or elected member or receive an allegation about a member of staff you should immediately follow the below procedure:

Concern about a employee, casual worker or volunteer working with children

If a Professional receives an allegation or has a concern about the behaviour of a member of staff working or volunteering with children and that concern could amount to: a. a member of staff or volunteer has behaved in a way that has harmed a child, or may have harmed a child; or

b. possibly committed a criminal offence against or related to a child; or

c. behaved towards a child or children in a way that indicates s/he is unsuitable to work with children. then that professional should:-

Report their concerns

Report their concerns to the Lead Designated Safeguarding Officer (Partnerships Team Leader) if they are implicated in the allegation or unavailable then concerns should be raised with any of the Council's Designated Safeguarding Officers.

Completion of written record – use form CVA (appendix 2)

Complete a written record of the nature and circumstances surrounding the concern including any previous concerns held. Include where the concern came from and brief details only.

Seek advice before proceeding – Initial Discussion

The Lead Designated Safeguarding Officer, will liaise with the Local Authority Designated Officer for Allegations (LADO) for advice prior to investigating the allegation. This is because it might meet the criminal threshold and so your investigation could interfere with a police or Social Care investigation.

Local Authority Designated officer (LADO) Tel: 01452 426 994

The LADO will offer advice on any immediate action required and will assist with employment and safeguarding issues.

If the Lead Designated Safeguarding Officer is unavailable or implicated in the allegation the LADO should be contacted directly.

Allegations Management Process

If, after your Initial Discussion with the LADO, its agreed that the allegation meets the criteria, a multi agency meeting will be convened and you will be invited. The Lead Designated Safeguarding Officer or a designated Officer will also attend the meeting for support and guidance. This might result in a criminal investigation, a Social Care investigation or and/or an investigation to inform whether disciplinary action is required. If its agreed that the allegation does not meet the criteria, the LADO will record the Initial Discussion and send it to you for your records. Any further action will be taken within your setting if necessary.



Further Action

Further meetings might be required and these will be convened by the LADO with your input at all times. Further information on the Allegations Management process can be found at Appendix 5 of the Government Document Working Together to Safeguard Children (2010). <https://www.education.gov.uk/publications/standard/publicationDetail/Page1/DCSF-00305-2010>

The Allegations Management procedures should be used in all cases where a person who works or volunteers with children is alleged to have:-

1. Behaved in a way that has harmed or may have harmed a child.
2. Possibly committed a criminal offence against, or related to, a child.
3. Behaved towards a child or children in a way that indicates s/he is unsuitable to work with children or in a way indicates s/he would pose a risk of harm if working regularly or closely with children.

Queries or advice about allegations management should be sort from the Council's allegations management champion. This is the Partnerships Team Leader.

8.2 When carrying out the Allegations Management Procedure it is important:

- To make sure that any children who may be at risk are protected with as little disruption as possible.
- To only talk to the people specified in the allegations management procedure about the concern. The process is highly confidential and it could cause additional stress to those involved or undermine the investigation if confidentiality is broken.
- This specifically includes not talking to the member of staff the allegation is about. They will be told about the allegation at the appropriate time by the appropriate CBC Officer or external agency.
- It is vital that no investigation of the allegations is carried out by CBC staff unless directed by the local authority designated officer. Any investigation could undermine criminal or social care prosecutions.
- When reporting the concern all information should be factual and recorded accurately. It can be difficult when reporting an allegation against a colleague to remain objective however by reporting all the facts as accurately as possible it will help bring the investigation to the correct conclusion.
- To wait for the outcome of any investigation before drawing conclusions. The allegations management process is there to protect both children and staff so allegations can be dealt with in the most appropriate way which can include prosecution, disciplinary action or complete dismissal of the allegation

8.3 Making a referral to the Disclosure and Barring scheme

(when staff volunteers or elected members are working with children and/or adults)

A referral is information regarding a person who works in regulated activity with children or vulnerable adults which notifies the Disclosure and Barring Scheme (DBS) that harm or risk of harm has occurred to a child and/or vulnerable adult. A referral is made on the DBS referral

form and is usually provided to the DBS by an employer or volunteer manager. The definition of regulated activity can be found in appendix 7

The Safeguarding Vulnerable Groups Act 2006 place a duty on employers of people working with children or vulnerable adults to make a referral to the DBS in certain circumstances. This is when an employers has dismissed or removed a person from working with children or vulnerable adults (or would have been id the person had not resigned or left etc.) because the person has:

- 1) Been cautioned or convicted for a relevant offence; or
- 2) Engaged in relevant conduct in relation to children and/or vulnerable adults (i.e. an action or inaction that has harmed a child or vulnerable adult or put them at risk of harm); or
- 3) Satisfied the harm test in relation to children and/or vulnerable adults. (i.e. there is no relevant conduct but a risk of harm to children or vulnerable adults exists).

Points to note about making a referral to the DBS

- If you suspect a criminal offence has been committed you should contact the Police.
- The DBS has no investigatory powers and relies upon the evidence provided with referrals and any other evidence it may gather.
- It is vital that employers do not make a referral to the DBS without providing supporting evidence. The DBS referral form details the information you should provide if you have it. The [form](#) can be downloaded from the DBS website.
- Employers should, as far as possible, complete their investigations (even if a person has left their employment). This will ensure the DBS has all the available information and evidence on which to base its decision.
- If additional relevant information becomes available to an employer after making a referral this should also be provided to the DBS.
- In all cases, the referral should be made on the DBS referral form and posted to the DBS enclosing all relevant information that the employer holds.
- Making a referral to the DBS should be done in addition to following the allegations management procedure for employees, casual worker and volunteers working with children.

8.4 Support for employee, casual workers, volunteers or elected members

Any member of employee, casual worker, volunteer or elected member who is involved in the allegations management process either as the subject of or witness to a complaint will be given support to understand the process by the Lead Designated Safeguarding Officer. Employees with also be able to access support through Human Resources in terms of employment, occupational health or counselling.

8.5 How employees, casual workers and volunteers can protect themselves from allegations

In order to protect themselves from allegations of abuse it is good practice for the above to follow these guidelines

Staff Ratios

Employees, casual workers and volunteers should make every effort never to be in a one to one situation with a child or vulnerable adult. Ideally two members of employees, casual workers or volunteers should be in sight of one another. When this is not possible at least one other adult or child should be present. If in the event that you have no other choice but to be in a one to one situation with a child or vulnerable adult make sure you can be as easily be seen by other people as possible i.e. leave the office door open.

First aid

If a child or vulnerable adult needs first aid it should be given by a qualified member of employee or casual worker only. When possible they should be the same gender as the person who is hurt. This is especially true if the injury is in an intimate place. In the case of children if the parent is on site they should also be present, if not another adult should be present or within sight. An employee or casual worker should only administer first aid without a witness if not to do so would endanger the child or vulnerable adult.

Taking children or vulnerable adults to the toilet

In general children or vulnerable adults should be allowed to use the toilet area on their own. This may not be possible in the following circumstances:

- There is a breach of agreed rules
- If the person has a disability
- A child is very young
- There is an accident in the area.

If employees, casual workers or volunteers have to unexpectedly go into the toilet area, two people of the appropriate gender should enter. If this is not possible they should enter the toilet area and stand in a position where they can be seen from the door. If it is known in advance they need to accompany the child or vulnerable adult to the toilet due to a disability or age then they should seek written consent. The child or vulnerable adult should where possible be accompanied to the toilet by someone of the same gender. The actual toilet cubicle should only be entered when consent is given, unless not entering the cubicle would endanger the child or vulnerable adult.

Transporting children or vulnerable adults

Employees, casual worker or volunteers should try to avoid transporting children or vulnerable adults in their own car. When they do transport children or vulnerable adults in the car they should first check that appropriate insurance and health and safety is in place. They should try to have another adult in the car or more than one child. A child or vulnerable adult should only be transported alone in a car in the case of an emergency when not to do so would endanger them. If someone does transport a lone child or vulnerable adult in their car they should advise a colleague at the start and end of the journey. The colleague should accurately record the time of the start and end of the journey which could help disprove a false allegation.

Appropriate language

Employees, casual staff and volunteers should always use appropriate language to children and vulnerable adults. It is never appropriate to use sexual language towards or about a member of the public or make sexual suggestions even as a joke. Employees, casual workers and volunteers should be careful not to discuss their own personal lives in earshot of a child or vulnerable adult in a way that is not appropriate.

Uncomfortable situations

Employees, casual workers or volunteers should not remain in a situation that makes them feel uncomfortable due to safeguarding concerns. For example if a parent leaves their children with them without warning or a particular child seems too attached to a worker. If employees, casual workers or volunteers feel uncomfortable in a situation because of a safeguarding concern they should whenever possible remove themselves immediately from that situation. When this is not possible for whatever reason they should seek advice at the earliest possibility from their line manager or another designated officer.

Relationships with children or vulnerable adults

Employees, casual workers or volunteers may have existing relationship with children or vulnerable adults they work with. Any such relationship should be disclosed to their line manager as soon as possible. This is especially true of young people be a similar age to children using council services. It is not appropriate for employees, casual workers or volunteers of any age to form intimate relationships with children or vulnerable adults who are left in their care. They must remember that as council workers they have a standing in the

community which gives them a position of trust in the eyes of children and vulnerable adults. Relationships on social media should also be considered carefully and professional judgement used.

Incidents

Sometimes people can misconstrue a situation or make a deliberately false allegation. If an employee, casual worker or volunteer is involved in an incident that they believe could be misconstrued or result in a false allegation they should as soon as reasonably possible record the incident. For example they might have to break up a fight between children or enter a toilet without a child's permission. The incident report should be handed to their line manager as soon as possible.

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9 Additional Points to Remember

9.1 Babies

It is important to consider the age and stage of development of a child when considering if a behaviour or injury is an indicator of abuse. This is particularly important when dealing with babies. It is difficult for babies to accidentally injure themselves as children might, due to their limited mobility. Injuries could not only be caused by deliberate physical abuse or neglect but also by a lack of parenting skills.

9.2 Domestic Violence

Research has estimated as many as 1 in 4 women and 1 in 6 men are victims of domestic violence. It should also be remembered that older children can be responsible for committing domestic violence against parents or other family members. Domestic violence can affect children in a number of ways and often occurs alongside physical abuse. Domestic violence can result in neglect as the impact on a parent can be to impair their ability to look after a child. It can also result in emotional stress through the child witnessing violence towards another. Children especially as they become older may become involved in violence between family members; this can result in physical harm to the child. Children who witness domestic violence often feel isolated so it is vital that staff allow them the opportunity to talk about their concerns.

9.3 Underage Sexual Activity

While it must be remembered that children can be the perpetrators of sexual abuse, a distinction should be drawn between that and consensual underage sexual activity. The Sexual Offences Act's purpose is not to prosecute under 16's of a similar age who consent to a sexual relationship, as this may prevent young people from getting advice on contraception or sexual health.

Staff should report underage sexual activity using procedure set out above if:

- the child is under 13
- if evidence shows that there is any suggestion of coercion, bullying, a misbalance of power or payment
- one of the people involved in the relationship is in a position of trust
- if one of the people involved is over the age of 16

9.4 Bullying

Bullying is now recognised as increasingly harmful. This could take the form of physical intimidation, verbal intimidation (including racist and sexist remarks), or emotional intimidation (for example isolating or excluding someone). Staff should create an atmosphere where bullying is unacceptable and always challenge bullying when it occurs. It should be remembered that in severe cases it might be necessary to report bullying to the police.

9.5 Photography

It is always good practice to seek permission before taking photographs of any individual or group. In the case of children permission should be sort from their parent or carer.

9.6 Child Pornography

If any person is suspected or known to be involved with child pornography in any form, it should be reported immediately to the police. The police will then take the appropriate action. A child welfare concern should also be logged as set out above.

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Appendix 1 – Safer recruitment Risk Assessment

Also consider whether contact may arise in unplanned situations?

Consider how someone may use contact for potential grooming and abuse

Will this be sufficient for the children / vulnerable adult(s) to develop a relationship of 'trust'?

Will this be sufficient for the children / vulnerable adult(s) to develop a relationship of 'trust'?

What opportunities are there to copy this information and use it e.g. to contact the children/vulnerable adult(s)?

Name of post	Will the post holder come into any contact with children / vulnerable adults	What are the situations where contact may take place?	What sort of contact will they have? Indirect Direct Supervised	Where will this take place	Duration and frequency	Are there circumstances where direct unsupervised contact may take place?	Is the person clearly visible and known, do they wear a uniform (assumes authority)	If the contact is with personal information only, what type/nature of information will be accessed?	Is a CRB check required?	Does the role require periodic review of the decision or circumstances?

Appendix 2

CVA Form

CONFIDENTIAL – to be kept secure at all times and destroyed immediately on resolution of the case

The child involved (please supply as much information as possible)

Name of child
Date of birth
Any special needs
Parent/carer name
Home address
Telephone no.

Case log

Name			
Job title			
Telephone no.			
Date of incident			
ACTION	YES/NO	DATE	Comments
Discussed with child			
Discussed with line manager			
Discussed with designated officer			
Discussed with parents			
Concern logged			
Referred to Social Services			
Referred to Police			
Record to be kept			

Signed (employee)

**Signed and print name
(manager or designated officer)**

Incident details *(please write legibly or type wherever possible)*

Are you reporting your own concerns or passing on those of somebody else? Give details:

--

Brief description of what has prompted the concerns *(if possible include dates and times of any specific incidents)*:

--

Are the signs physical, behavioural or indirect?

--

Please specify:

--

Have you spoken to the child? If so please describe what was said:

--

--

Have you spoken to the parents or carers ? If so please describe what was said:

Have you consulted anybody else? Please give details:

Who you are reporting this to, and the date of reporting:

Signed	Date
---------------	-------------

Appendix 3 – Request for Service Form

Complete the form and send to either, Childrenshelpdesk-gcsx@gloucestershire.gcsx.gov.uk or Children & Families Helpdesk, Block 4, 5th Floor, Shire Hall, GL1 2TP or Fax: 01452-427359

1. Confirmation of verbal contact for Children's Services

Only complete this section when Children & Families Helpdesk/Children's Social Care have been contacted by telephone.

Please indicate Children & Families Helpdesk or enter the Name of the Children's Social Care Team you contacted:			
Name of Customer Services Officer/Social Worker you spoke to:			
Date of Verbal Request:		Time:	

2. Child/Young Person Details

Name	Date of Birth (D.o.B)	School/Nursery	
Ethnicity	Language	Interpreter Required Yes / No	Religion
Disability/Special Needs:			

3. Child/Young Person Current Address

Address:			
Postcode:		Telephone No:	

4. Family/Household composition (Parents/Carers/Siblings/Others)

Name	D.o.B	Relationship To Child	Ethnicity	Language	Household Member	Parental Responsibility
					Yes / No	Yes/No/Don't Know
					Yes / No	Yes/No/Don't Know
					Yes / No	Yes/No/Don't Know
					Yes / No	Yes/No/Don't Know
					Yes / No	Yes/No/Don't Know

5. Awareness and Consent (Read Section 5 of the guidance before completing this section)

Parent/Carer is aware of the request:	Yes / No / Don't Know
Young Person is aware of the request:	Yes / No / Don't Know
Parent/Carer has given consent for request:	Yes / No / Don't Know
Young Person has given consent for request:	Yes / No / Don't Know

If 'No' to any of the statements above, please state your reasons (i.e. Your decision made to override the need for consent):	
---	--

6. Other Agencies/Professionals and GP involved with the child/family

Name	Agency	Role	Contact Details

7. Your Agency/Professional involvement with child/family

Enter details below including length of involvement and previous requests/referrals made to other relevant agencies.

Details:			
Is a Common Assessment Framework (CAF) in place?	Yes/No/Don't Know	Date:	
		Status:	Open/Closed/Don't Know
		Lead Prof/Agency:	

8. Reason for request

You must state the nature of the concern or perceived risk in as much detail as possible regarding:

The Child/ Children's needs:	
The Parents/Carers and their parenting capacity:	
The wider family and environment:	
Describe the response requested of Children's Services and any action you intend to take.	

9. Requestor details (Where can you be contacted over the next 24hrs?)

Name of Requestor:	Agency/Role:	
Email Address:	Telephone:	
Postal Address:	Date Submitted:	

10. To be completed by Children's Social Care Team

Outcome of Request (Circle as appropriate)	Request Accepted		Initial Assessment	Provision of Information And Advice	Other	No Further Action
	YES	NO				

Decision Made By	Team Name	Date

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Appendix 4 – Parental Substance Misuse Screening Tool

Impact of Parental Substance Misuse on Children and Young People Screening Tool (version 1)

Child means any child or young person aged between 0 – 18.

Adult/parent/carer means anyone with parental/caring responsibility for the child.

Level 1: Universal Services **Level 2-3:** consider CAF **Level 3-4:** consider Request for Service form to Social Care

		Yes	No	D/K	Details	Level of Need 1 –
	Has the child been seen alone? Please explain					
	Is the adult(s) in treatment?					
	Childs Safety					
1	Is the Child left unsupervised or with carers who may present a risk (eg adults feeling drowsy/losing consciousness, falling asleep, collecting drugs)					
2	Is the home environment safe? (e.g. storage of medication, alcohol, drug paraphernalia, other factors) ? Have toxicity risks to children been discussed?					
3	Do other substance misusers/dealers share or come into the home?					
4	Is the child taken to places that put them at risk?					
	Childⁿ's Health and Wellbeing					
5	Are any of the children disabled? Are the concerns that specific care needs are not being met (e.g. personal hygiene , medication etc)					
6	Are there any signs of neglect? e.g. missing meals, cold home, lack of routine, unsuitable clothes					
7	Does the child have friends and are they able to bring them home?					
8	Do children have other caring relationships within or outside the family?					
9	Does the child miss school/nursery/other appointments?					

		Yes	No	D/K	Details	Level of need 1-4
10	Has any agency expressed concerns about the child?					
11	How would you describe the relationship between the child and parent (is it close, is there separation anxiety)					
12	Is the child taking on a caring role?					
13	Are there concerns about the child's development?					
14	Does the child seem excessively anxious/angry or upset for no apparent reason?					
15	Is there evidence that the child is self harming or has threatened suicide?					
16	Has the child been in trouble with the police or displayed anti- social behaviour?					
17	Is the child using drugs or alcohol? If yes refer to CYP substance misuse screening tool)					
Parental capacity						
18	Is there a non substance misusing adult living with the child?					
19	Does the child witness adults taking drugs/ drinking alcohol excessively?					
20	Does the adult think their substance misuse is a problem?					
21	Do the parents/carers see the substance misuse as harmful to the child?					
22	Are there current/is there a history of any mental health issues within the family?					
23	Is there any evidence of conflict between the adults in the house?					
24	Do the family move frequently? Is there a risk of homelessness?					
25	Are there signs of financial difficulty? (rent arrears, lack of food etc?)					

Action Taken.....
Signed: Date:

Appendix 5 – Child Sexual Exploitation Screening Tool

Appendix B: CSE Screening Tool



CSE Screening Tool

Name of person completing		Agency and contact details	
Child/Young person's name/alias/known as		Gender	
Date completed		Interpreter required	Yes No
Age/DOB		Has sexual exploitation previously been identified as a specific issue for this child? Please provide details	Yes No Unknown
Ethnicity/Religion		If other agencies or professionals are involved (please list them here)	
Language spoken (Is this their first language?)		Disability/Special Needs: (If yes, please clarify further)	

Vulnerabilities	Score 1 if present on date of assessment
Unsuitable/inappropriate accommodation	
Isolated from peers/social networks	
Lack of positive relationship with a protective/nurturing adult	

Moderate risk indicators	Score 1 if present on date of assessment or during past 6 months
Staying out late	
Multiple callers (unknown adults/older young people) - (record details i.e. description/names etc)(refer to information log)	
Unusual or increased use of a mobile phone that causes concern	
Self harming indicators including, eating disorder. challenging behaviour, aggression)	
Exclusion/suspension from school or unexplained absences from or not engaged in school/college/training/work	
Disclosure of sexual/physical assault	

Sexually Transmitted Infections (STI's)	
Other children involved displaying similar behaviour	
Drugs misuse	
Alcohol misuse	
Unusual or increased use of the internet that causes concern	Computer Mobile

Significant risk indicators.	Score 1 if present over 6 months	Score 5 if present on date of referral or during past 6 months
Multiple STI's / pregnancy / miscarriage		
Periods of going missing overnight or longer		
relationship with controlling person (including older boyfriend/girlfriend)		
Physical abuse by that controlling person		
Emotional/sexual activity with that controlling person		
Entering/leaving vehicles driven by unknown adults		
Unexplained amounts of money, expensive clothing or other items		
Frequenting potentially areas (specify where if known)		
No contact with known support systems		

Screening score

Risk Category

Principal area of concern:

Please include a rationale for what you have scored

Intended action: Please document any further action, treatment or monitoring arrangements

Risk Management Framework

Category 1 – Not at risk of sexual exploitation (score 0-5)

A child who is not at risk of being targeted and groomed for sexual exploitation or who has exited an exploitative situation and is no longer at risk.

Category 2 - Mild risk of sexual exploitation (score 6-10)

A vulnerable child where some concerns are present but their situation does not currently present as an exploitative one.

Category 3 – Moderate risk of sexual exploitation (score 11-15)

A vulnerable child with a number of risk indicators present that put them at risk of exploitation, e.g. periods of going missing, exclusion from school, lack of protective network, time spent with inappropriate adults.

Category 4 – Significant risk of sexual exploitation (score 16+)

A vulnerable child with multiple risk indicators present who is or is likely to be experiencing exploitation either currently or in the near future with specific individual(s).

Upon completion please send referral to

Police Central Referral Unit: cruenquiries@gloucestershire.pnn.police.uk

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Appendix 6 – Resolution of Professional Disagreements in work relating to the safety of children

A tool to record decisions and to monitor the effectiveness of the professional disagreements policy

(Please use in conjunction with the SW procedure 'resolving professional differences procedure' - http://www.swcpp.org.uk/swcpp/swcpp_procedures.htm)

Experience and outcomes of serious case reviews tells us how devastating professional disagreements can be to children. When concerns are raised but not addressed or when services are requested but not provided, without an effective means to address concerns issues escalate, relationships between partner agencies deteriorate, problems drag on for weeks, months and years and, in the worse cases, children do not receive adequate services and are left exposed to harm.

This tool is a means to enable your service to record the agreed outcome of the use of the professional difficulties policy, and to aid Local Safeguarding Boards (LSCBs) to monitor its use.

This form to be used at stage three and at each subsequent stage of the professional's disagreements policy.

Child/Family name		
Summary of reason for dispute – include views of all agencies concerned.		
Agreed outcomes or actions if satisfactorily resolved – includes escalation to next stage if unresolved		
Action Note: Copy of this form to be held on child/family file in all agencies involved in resolution of professional difficulties, if escalating to next stage use as basis of report to manager at next stage, Please send a copy to the GSCB Office on completion – email to mail@gscb.org.uk Expand as much as required..		
Signature of challenger manager -----	Name	
	Designation	
	Agency	
	Date	
Signature of challenged manger -----	Name	
	Designation	
	Agency	
	Date	
Please complete for monitoring purposes		
Stage at which resolution achieved- ----- -----	Time taken to reach resolution- ----- -----	

Please note how effective this policy was in resolving the issue and please make suggestions as to how the policy can be improved:

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Appendix 7 – Definition of Regulated Activity

Summary of the new definition of regulated activity

The full, legal definition of regulated activity is set out in Schedule 4 of the Safeguarding Vulnerable Groups Act 2006, as amended (in particular, by the Protection of Freedoms Act 2012).

Regulated activity still excludes family arrangements, and personal, non-commercial arrangements

1. Regulated activity relating to children

The new definition of regulated activity relating to children comprises only:

- (i) Unsupervised activities: teach, train, instruct, care for or supervise children, or provide advice/guidance on well-being, or drive a vehicle only for children;
- (ii) Work for a limited range of establishments ('specified places'), with opportunity for contact: for example, schools, children's homes, childcare premises. Not work by supervised volunteers;

Work under (i) or (ii) is regulated activity only if done regularly. We are providing statutory guidance about supervision of activity which would be regulated activity if unsupervised.

- (iii) Relevant personal care, for example washing or dressing; or health care by or supervised by a professional;
- (iv) Registered childminding; and foster-carers

2. Regulated activity relating to adults

The new definition of regulated activity relating to adults no longer labels adults as 'vulnerable'. Instead, the definition identifies the activities which, if any adult requires them, lead to that adult being considered vulnerable at that particular time. This means that the focus is on the activities required by the adult and not on the setting in which the activity is received, nor on the personal characteristics or circumstances of the adult receiving the activities. There is also no longer a requirement for a person to do the activities a certain number of times before they are engaging in regulated activity.

There are six categories of people who will fall within the new definition of regulated activity (and so will anyone who provides day to day management or supervision of those people). A broad outline of these categories is set out below. For more information please see the Safeguarding Vulnerable Groups Act 2006, as amended by the Protection of Freedoms Act 2012.

(i) Providing health care

Any health care professional providing health care to an adult, or anyone who provides health care to an adult under the direction or supervision of a health care professional. Please see the Safeguarding Vulnerable Groups Act 2006, as amended by the Protection of Freedoms Act 2012, for further details about what is meant by health care and health care professionals

(ii) Providing personal care

Anyone who:

- provides physical assistance with eating or drinking, going to the toilet, washing or bathing, dressing, oral care or care of the skin, hair or nails because of an adult's age, illness or disability; prompts and then supervises an adult who, because of their age, illness or disability, cannot make the decision to eat or drink, go to the toilet, wash or bathe, get dressed or care for their mouth, skin, hair or nails without that prompting or supervision; or

- trains, instructs or offers advice or guidance which relates to eating or drinking, going to the toilet, washing or bathing, dressing, oral care or care of the skin, hair or nails to adults who need it because of their age, illness or disability.

(iii) Providing social work
The provision by a social care worker of social work which is required in connection with any health care or social services to an adult who is a client or potential client.

(iv) Assistance with cash, bills and/or shopping

The provision of assistance to an adult because of their age, illness or disability, if that includes managing the person's cash, paying their bills or shopping on their behalf.

(v) Assistance in the conduct of a person's own affairs

Anyone who provides various forms of assistance in the conduct of an adult's own affairs, for example by virtue of an enduring power of attorney. Please see the Safeguarding Vulnerable Groups Act 2006, as amended by the Protection of Freedoms Act 2012, for the further categories which are covered here.

(vi) Conveying

A person who transports an adult because of their age, illness or disability either to or from their place of residence and a place where they have received, or will be receiving, health care, personal care or social care; or between places where they have received or will be receiving health care, personal care or social care. This will not include family and friends or taxi drivers.

Cheltenham Borough Council

Cabinet – 12th March 2013

Cheltenham Development Task Force Business Plan 2013 -2015

Accountable member	Councillor Andrew McKinlay
Accountable officer	Grahame Lewis
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The initial business plan for the Cheltenham Development Task Force was set for a 3 year time horizon. That period has now elapsed and following a review of progress a further business plan has been developed with new delivery targets.</p> <p>As the Task Force is purely an advisory body, the targets are predicated upon resources (capital and revenue) being available from founding partners. The targets thus need formal consideration and ratification from Cabinet.</p>
Recommendations	<p>That Cabinet:</p> <ol style="list-style-type: none"> 1. note the successful progress made by the Task Force since it's inception 2. Support the continuation of the Task Force 3. Support the new Business Plan for the next 3 year period subject to funds being approved by full Council in due course.

Financial implications	<p>The council has worked with the Managing Director of the Cheltenham Development Task Force to ensure that the various projects and funding streams are co-ordinated.</p> <p>The council used money set aside in the 'civic pride' reserve to support the delivery vehicle itself (staffing and supplies and services costs), development site preparation and marketing costs and funding for public realm improvements. This reserve is sufficient to fund expenditure in 2013/14 leaving £11k at 31st March 2014.</p> <p>The council is currently developing a capital strategy which captures the wider aspirations for the investment in the town's infrastructure (public buildings and public realm). This will be aligned to include the specific projects / targets outlined in section 7. It will quantify capital receipts available and consider other potential funding sources to meet the investment aspirations.</p> <p>Further approvals (full Council / Cabinet / Lead Member as appropriate) will be required to secure future funding streams to support the ongoing cost of the CDTF itself and deliver the business plan.</p> <p>Contact officer: Mark Sheldon, Director of Resources, mark.sheldon@cheltenham.gov.uk, 01242 264123</p>
Legal implications	<p>There are no direct legal implications arising out of this report. However, a number of the actions in the business plan are for Cheltenham Borough Council to implement. These projects may involve legal issues and the particular legal implications of these will be addressed in detail at such time as specific issues are brought before Cabinet, or the Lead Member as appropriate, for approval.</p> <p>Contact officer: Donna Ruck, Solicitor OneLegal, donna.ruck@tewkesbury.gov.uk, 01684 272696 or 01242 774929</p>
HR implications (including learning and organisational development)	<p>No direct HR implications arising from this report.</p> <p>Contact officer: Julie McCarthy, GO Shared Service Human Resources Manager (West) julie.mccarthy@cheltenham.gov.uk, 01242 264355</p>
Corporate and community plan Implications	<p>The work of Cheltenham Development Task Force supports our objectives to enhance and protect our environment and to strengthen our economy and the two following outcomes:</p> <ul style="list-style-type: none"> ▪ Cheltenham's natural and built environment is enhanced and protected ▪ Cheltenham has a strong and sustainable economy
Environmental and climate change implications	<p>The Business Plan assumes the delivery of the Local Sustainable Transport Fund by GCC as a party to the Development Task Force.</p>

Property/Asset Implications	Fully appraised of the implications and supportive of the approach being adopted. Contact officer: David Roberts, Head of Property & Asset Management <u>david.roberts@cheltenham.gov.uk</u> 01242 264151
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1. Background

- 1.1** The Cheltenham Development Task Force was established on 4th January 2010 with an initial 3 year time horizon. Whilst it was clearly challenging to establish a regeneration body in the depths of a recession, this decision by the Council to confront the challenges head-on has clearly paid dividends, as the Task Force has made significant strides. Key activities have included engendering a consensus over site priorities, promoting stagnant sites with considerable success; re-engaging developers and investors, delivering projects through joint working with local partners and stakeholders; all of which have assisted in maintaining the town's profile, such that comparatively Cheltenham is performing well in this difficult period compared with others.
- 1.2** The Task Force has contributed to enhancing economic benefit for the town, delivering housing numbers and encouraging sustainability through the delivery of some key projects including:
- The Midwinter site – a housing development of 172 units (of which 40% are affordable) which had stalled but is now on site with phase 1.
 - Working with GCC to secure Local Sustainable Transport Funding from Dept of Transport. This will allow a wide range of activities including travel planning, pedestrian way-finding, cycle improvements, public transport improvements and junction improvements. An outcome of these actions could be fundamental changes to Boots Corner to create a pedestrianised area through which buses pass but also a newly defined civic space. GCC are anticipating starting public consultation in May /June 2013.
 - Brewery phase 2. This scheme secured planning in July 2012 and the Task Force are working with the developers on bringing this complex scheme, which will radically improve Brewery/High Street connectivity, to fruition. Subject to finalising existing shop relocations it is hoped that a start on site will be either late 2013 or early 2014.
 - North Place & Portland Street. Having identified a preferred bidder supported by Council in a record breaking 9 months the scheme was supported by the Planning Committee on 21/02/13. Works are anticipated in 2013 and the site will yield 143 housing units (of which 40% will be affordable), a public space, bus node, 600 space car park and town centre foodstore.
 - Public Realm improvements. Working with GCC major enhancements have taken place on the Eastern Promenade and further works are scheduled for the Western Promenade starting in April 2013. Further phases are planned including upgrades to the existing pedestrianised Promenade and connections through to Boots Corner.
 - Promoting holistic redevelopment of Albion Street block. It is understood that this blighted site is close to being in single ownership which will provide the opportunity for a complete redevelopment.
 - Royal Well and Municipal Offices. Preparations have been made to explore future uses of this key commercial site subject to CBC identifying suitable alternative accommodation.
 - St. Mary's. A key site central to significant developments – Brewery, Art Gallery & Museum and Boots Corner – which provides an opportunity to create a more welcoming environment through improved connectivity. With its new Minster status, the diocese has been actively engaged in planning improvements to the church surroundings.
- 1.3** Funding for schemes being promoted and delivered by the Task Force has been derived from a mixture of sources including the original Civic Pride budget, initial funding from partners, property disposals and targeted funds such as LSTF.

1.4 In order to maintain the momentum a further planning and delivery period is envisaged. This has been considered at the Task Force meetings of 12th October 2012 when the draft Business Plan was considered and also on the 25th January 2013 when the Task Force endorsed the following recommendations:

- To recognise progress to date and the contribution of members and partners.
- To adopt the Business Plan as set out (attached at Appendix 1) recognising the need for CBC and GCC capital strategies to align with the targets set out in section 7.0 (of that Business Plan) as far as is practicable.
- To consider opportunities to strengthen or formalise links with the Local Enterprise Partnership (LEP) and others, thus enabling the Task Force to align with emerging LEP growth targets.
- To revisit this plan on a regular basis and report back to Cabinet on progress.

1.5 Please refer to the Business Plan attached at Appendix 1.

2. Reasons for recommendations

2.1 This business plan now requires Cabinet consideration and endorsement to provide legitimacy, given that the Cheltenham Development Task Force is purely an advisory body.

3. Alternative options considered

3.1 The Task Force was set up with full Council backing to assist in the delivery of projects formerly badged under the Civic Pride programme. It has delivered the initial targets and continues to play a significant role in promoting the town and bringing forward key development sites. On this basis no alternative option has been considered.

Report author	Contact officer: Grahame Lewis, Executive Director grahame.lewis@cheltenham.gov.uk, 01242 264312
Appendices	1. Business Plan

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Business Plan Proposal 2013-15



Cheltenham Development Task Force

Business Plan 2013-15

Jeremy Williamson January 2013

Executive Summary: This is the second business plan for the Cheltenham Development Task Force (CDTF). Its purpose is to set the direction for the period 2013-2015 whilst also identifying clear deliverable targets over the period. It builds upon the first phase of work developed under the CDTF and attempts to outline how strategic disposals can assist in the delivery of key outputs. In the current complex and rapidly moving economic climate it will be necessary to revisit and update the plan as circumstances unfold.

Recommendation: The document was considered as a discussion draft in October 2012 as the basis for action in the period 2013 – 2015 and, following feedback from Task Force board members it is now ready for adoption

Contents

- 1.0 Background & Evolution
- 2.0 Context
- 3.0 Vision
- 4.0 Remit
- 5.0 Core principles
- 6.0 Cross cutting themes
- 7.0 Specific targets & activities
- 8.0 Funding Model
- 9.0 Delivery mechanisms
- 10.0 Recommendations

1.0 Background & Evolution

1.1 The Cheltenham Development Task Force came into existence on 4th January 2010 following full Council endorsement of a cross party member steering group on 14th December 2009. Its purpose was to move the former Civic Pride project forward to the delivery stage.

1.2 Multi agency funding body support included the appointment of Graham Garbutt as voluntary independent chair and Jeremy Williamson as MD and an agreement to appoint a carefully selected group of individuals to the Task Force board with a wide breadth of skills to assist in the delivery of the proposals.

2.0 Context

2.1 The approach adopted by the Task Force in many ways reflect the words of landscape architect Thomas Mawson who in 1912 said

“City planning is not the attempt to pull down your city and rebuild it at ruinous expense. It is merely deciding what you would like to have done when you get the chance, so that when the chance does come, little by little you may make the city plan conform to your ideals”

The Task Force has pursued a mantra of *opportunities and challenges*, and creating an environment that encourages delivery. Considerable strides have been made in delivering the initial targets, whilst also maintaining cognisance of other schemes and ensuring that our contribution adds to the whole eg Art Gallery & Museum extension and potential of St. Mary’s churchyard; Pittville Gates and linkages to pedestrian wayfinding proposals. Key amongst these initial targets have been:-

- The development of a consensus within the town over the overall direction of schemes and equally specific sites
- The conclusion of the Midwinter deal which will deliver 172 housing units (40% affordable) and also financial resources for other ambitions.
- The identification of a preferred bidder and subsequent exchange of contracts on North Place & Portland Street
- Securing of planning consent for the Brewery phase 2
- Proactively working with GCC, including a Ministerial visit to secure Local Sustainable Transport Fund monies. This collaborative bid will enable the implementation of the Gloucestershire Highways traffic modelling prepared for the town
- Progress on public realm works at Imperial Gardens West and the Promenade East.
- Engaging the market over the Albion Street, Winchcombe Street, Gloucester Place and Fairview Road block

2.2 In addition contributions have been made to other activities such as

- The Borough Council’s office accommodation strategy pursuing the principles of efficiency, cost saving and opportunity to improve customer service, and critically release the existing site for uses that generate more economic activity for the town.
- Working with the Diocese of St.Mary’s over longer term ambitions for that site in tandem with proposals for Minster status

- Maintaining an active liaison with the owners of Coronation Square

2.3 Against this activity have been the on-going impacts of the recession. However the nature of market response and fact that some schemes eg Regent Arcade are now on site, having previously stalled, suggests that Cheltenham is demonstrating its resilience within the wider area and may well prove to be the barometer for economic development within the County.

2.4 The positive step by Cheltenham Borough Council to set up the Task Force at such a challenging time is a testament to the foresight of Councillors, and the ever growing interest in the town and its opportunities, clearly demonstrates that Cheltenham continues to be open for business and that CBC and its partners are committed to the local economy and employment. This has resulted in significant interest from the developer/investor world.

2.5 However on the downside are the challenges posed by a range of issues including

- The on-going lack of demand for office space within the town and hence the challenge posed by vacant office blocks
- The as yet unquantifiable impacts of the National Planning Policy Framework
- The need to identify additional employment land
- Unrealistic values, relative to market trends, held by some property investment funds which hold back the delivery of key sites
- The acute need for more social housing; and the growing challenges arising from central government direction and funding eg social housing grant.
- The significance of climate change with its implications for economic development, particularly the need to move to a low carbon economy

3.0 Vision

3.1 The vision for the delivery vehicle was articulated as:-

To support the towns economic strength and sustainable development by revitalising key streets and spaces to the highest attainable quality for the benefit of the whole community.

The outcomes so far set out in section 2.0 accords with that wider ambition, however as with many programmes the next phase will be characterised by a mixture of greater detail and more challenging outputs, relating to defined public realm works and complex sites such as Royal Well.

However as previously noted and reflected in our adopted strategy of Opportunities & challenges, a town is a place that never stops evolving, and as such we must continue to grasp opportunities as they arise and attempt to create or influence outputs from other agencies for the benefit of the town.

4.0 Remit

4.1 The remit of the Task Force has not changed:-

- Boosting the internal capacity of the founder partner organisations through closer collaborative working, clearly demonstrated in the progress of the traffic modelling proposals
- Improving co-ordination and integration, linking with other relevant programmes. This has of course changed with the development of the Local Enterprise Partnership but with 3 members engaged with that forum, the Task force is well placed to maintain helpful links. Additionally the HCA continue to meet regularly with CBC and receive full updates on Task Force activity.
- Facilitating and supporting development projects, as demonstrated by North Place (a CBC owned site) and Brewery (NFU Mutual owned)
- Providing a focus for promoting a positive image of Cheltenham as a thriving town centre to live, work, shop and relax. The positive response from developers/investors and the public to schemes suggest that a balance is being achieved.

In essence it aims to help the integration of national, regional and sub-regional policy across the key areas of regeneration, development and planning within the Borough, to ensure that schemes are approached flexibly and creatively in line with international best practice, so it is critical that the Task Force does not operate in a vacuum

5.0 Core Principles

The core principles previously identified remain. The key has been to generate benefits for the whole community and regeneration of less prosperous areas, by utilising sites as a means to wider ends.

Transport

- Reduce central town traffic movement by closing Boot's corner to general traffic, whilst retaining public transport vehicles; essentially challenging the current hierarchy centred upon the car and thus improving the experience through minimising vehicle/pedestrian interfaces
- Review and rationalise car parking consistent with the town's commercial and environmental needs including a clarification of signage and access to car parks
- Promote sustainable travel – walking, cycling, bus (inc Park & Ride) to provide an optimum town centre environment.

Connectivity

- Promote high quality physical linkages between both existing and new development areas with both active and passive environments
- Utilise streets for passive and active enjoyment by encouraging high quality street environments and public spaces
- Develop a strategy for areas of "negative space "ie those that detract from surrounding elements and have unrealised potential e.g. access to St Mary's churchyard

Gateways, Landscape & Biodiversity

- Enhance the sense of arrival to the town centre particularly from the North via North Place & Portland Street and the West – via Lower High Street
- Provide clear car park routeways from the edge of town and within the centre
- Seek opportunities to strengthen the existing greenscape and biodiversity through implementing established sustainable techniques e.g. SUDS

Retail, Leisure, Culture, Heritage & Tourism

- Enhance the central specialist retail offer and connectivity between established retail areas
- Seek opportunities to revitalise non-central shopping zones and connectivity as appropriate
- Promote high quality hotel provision to meet anticipated demand
- Redefine core assets such as Royal Well to provide a distinct identity
- Reuse key buildings sensitively
- Support the established festival programme by providing “street” spaces for activity and seeking other opportunities

Housing & Community

- Promote sustainable residential & community provision against identified need.
- Enhance public spaces and the public realm generally, recognising that the more space and the higher the quality, the longer that people occupy and take a sense of ownership

Economy & Employment

- Retain the existing centre employment levels and seek opportunities for further growth
- Promote employment opportunities on key sites
- Ensure that any developments maximise local employment and training opportunities

Historical Context

- Recognise the importance of the town’s history in shaping current layout and form
- Pursue high quality designs that respond positively to historic context

Other

- Encourage renovation of private property

6.0 Cross Cutting Themes

6.1 A number of cross cutting themes were identified in the original plan. These were focussed upon economic, environmental, community, and social sustainability. These remain as relevant now as previously.

6.2 Economy

The on-going global downturn and Euro zone crisis continues to pose macro threats to the UK recovery and are reflected in the cautious responses from developers. Equally it is critical that steps are taken to foster growth by the

identification of sites for employment to stimulate recovery. Efforts must continue to satisfy endogenous growth needs and maintain local employment from successful organisations; through liaison with the LEP. In addition there is believed to be a level of demand for offices which demonstrate environmental credentials, particularly for those organisations committed to the green agenda.

Notwithstanding the unprecedented changes there is general consensus that Cheltenham has a unique position in the view of developers and any sustained recovery in the County in terms of property values is anticipated to be demonstrated in Cheltenham first. There remains considerable off market interests for certain sites in Cheltenham itself and indeed the town's housing market has proven relatively robust during the recession. It is crucial that the Task Force seek economic strength and endurance from key sites, not merely projects with short life spans. Thus utilising sites as drivers for employment enables salaries to be generated and spent in the locale which through multiplier effect enhances the collective well-being.

6.2 Environmental Sustainability

6.2.1 The need to demonstrate sustainable credentials is very important. This is best achieved through the actions of the working groups reporting to and advising the Task Force and could be exemplified in a range of ways including

- Achieving appropriate code for sustainable housing standards for new build housing and BREEAM criteria for commercial developments
- Meeting the requirements of the countywide SPD to minimise waste in new development
- Re-using existing buildings in a manner that not only reflects their historical importance but also provides economic opportunities for re-use that contribute to the maintenance of their fabric for future generations
- Creating traffic options that reduce congestion and reliance on cars in the central core, creating a positive sensory experience in terms of air quality, noise reduction and visual appearance.

6.2.2 Community Sustainability

In common with all large urban areas Cheltenham has zones of deprivation and whilst many are outside the inner core it must be recognised that development has potential to bring significant opportunity through employment creation and also by providing affordable housing. Additionally it is important that activities within the core area underpin wider strategies linked to the community such as health and education improvement..

6.2.3 Environmental Sustainability

Effective environmental stewardship (covering transport, land use, water conservation, energy efficiency, biodiversity and waste minimisation) to become a key element for consideration is a fundamental factor in maintaining Cheltenham's character. The green endowment should be advanced by opportunities for green linkages connecting key areas e.g. St Mary's churchyard and a greening Northwards of the Promenade particularly through and beyond Boot's Corner where the landscape becomes very harsh in terms of materials and form. Any such improvements must also recognise the need for sustainable planting as this will be a key element of any economic appraisal particularly where there is a greater quantum to maintain.

6.2.4 Social Sustainability

The town must be perceived as safe, healthy and attractive so engagement with the local community in its many and complex layers is key. The Communications group will continue to play a key role in ensuring the appropriate strategy to achieve a broad consensus for aspirations and proposals.

7.0 Specific Projects, Targets & Activities

7.1 The analysis identifies both headline outputs and specific actions.

No	Targets/Actions	Timescale	Responsible body	Funding	Source
1	North Place & Portland Street 300 jobs; 143 housing units (57 affordable); public square; bus node; town centre food store; improved "green link" North to South				
1a	Secure planning	Feb '13	Developer -AB		
1b	Conclude financial transaction and start on site	April '13	CBC	Net receipt	AB
1c	Upgrade Town Centre East (Grosvenor Terrace) car park and road signage to car parks	January '13	CBC plus GCC	£350k	CBC (Maintenance budget)
1d	Conclude Warwick Place transaction	Jan '13	CBC	Part of wider deal.	CBC
1e	Conclude 1 St. Margaret's transaction	Autumn '12	CBC	Net receipt	Owner
1f	Attempt to resolve Bromford land issue and connectivity between food store and Warwick Place	January 2013	CBC	tbd	CBC/AB
1g	Improve connections between Boots Corner and North Place	Spring 2014	CBC	tbd	CBC
2	Traffic network change Improve network efficiency; achieve modal shift; contribute to resolution of AQMA issues; create more pleasant town centre environment potentially including a centre public square; help sustain role of town centre as a key retail destination. Part of wider Cheltenham Transport Plan package				
2a (i)	Walking Pedestrian Wayfinding scheme design implementation	Spring '13 Summer13	CBC with GCC	£31k c£250k	CBC (high St innovation fund) & LSTF CBC

					LSTF
No	Targets/Actions	Timescale	Responsible body	Funding	Source
2a (ii)	Deliver Boots Corner public realm enhancements	Spring '14	CBC	£2m (estimate)– utilise funds from 1b	CBC
2b	Cycling Cycle route signing Cycle parking Bike-it school project	Spring 2013	GCC	£33k £tbc	LSTF LSTF
2c	Public Transport New cross town bus route Bus stop upgrades Introduce smartcard technology	Spring 2013	GCC	£tbc	LSTF
2d (i)	Car / highway Junction efficiency trial – St Margaret's Road – lessons learnt	Jan' 13	GCC	£35k	GCC NFU
2d (ii)	Publicise detailed proposals based upon refined junction designs	New year '13	GCC	£5k	LSTF
2d (iii)	Car park electronic signage	Spring 2015	CBC	£300k	CBC – CP reserve
2d (iv)	Electric vehicle re-charging Establish car club Promote car sharing	Spring 2014	GCC	£tbc	LSTF
2e	Statutory Traffic Regulation Orders	Spring '13	GCC	Staff time	LSTF
2f	Implement changes to network	Autumn '13	GCC	£tbc	LSTF
2g	Monitor and where necessary amend changes	Winter '13	GCC	£tbc	LSTF
2h	Undertake improvements beyond LSTF eg traffic light removal potentially linked to other schemes eg North Place	Spring 2014	GCC	Link to existing funds eg safety schemes, S106, maintenance	
2i	Travel Information Travel planning website Bus map preparation		GCC	£tbc	LSTF
2j	Travel Planning Modal shift activities – phase 1	Autumn	GCC	£360k	LSTF

	personalised and workplace.	2013			
No	Targets/Actions	Timescale	Responsible body	Funding	Source
	Royal Well Additional economic driver for town centre creating new jobs and prosperity; opportunity for CBC relocation to address part of the void office block challenge; enhance the role of the Promenade				
3a	Secure Council support for revised development brief	Jan 2013	CBC	Staff time	CBC
3b	Prepare information pack eg flood risk, archaeological assessment	Spring'13	CBC	£5k	CBC
3c	Identify alternative site for CBC	On-going	CBC	Cost to be determined-Utilise funds from 1b as basis	CBC
3d	Maintain market interest for existing Municipal Office building	On-going	CBC	Staff time	CBC
3e	Secure cabinet approval for disposal strategy	Spring '13	CBC	Staff time	CBC
3f	Identify preferred bidder or partner	Summer '13	CBC	£30k	CBC
3g	Develop agreed scheme	Jan 2014	CBC	Staff time	CBC
3h	CBC relocation		CBC	£tbc	CBC
3i	Scheme implementation		Partner	£tbc	Partner
	Public Realm works Maintain and enhance the town centre environment for residents and visitors alike; contribute to improving retail destination attractiveness				
4a	Upgrade to pedestrianised part of Promenade	Spring '13	CBC	£100k	CBC – CP reserve
4b	West Promenade – phase 3	Spring '13	GCC	£tbc + £100k	GCC CBC - CP reserve
4c	War memorial-public realm improvement works to Long Garden area		CBC	£400k	CBC
4d	West Promenade – phase 4	Subject to budget	GCC	£tbc	GCC

4e	High Street/Bath Road safety scheme	Spring '13	GCC	£tbc	GCC
4f	Queens Hotel – Promenade safety Scheme + other improvements	Autumn '12	GCC	Tbc C£60k	GCC + others
No	Targets/Actions	Timescale	Responsible body	Funding	Source
4g	Boots Corner and Imperial Circus – see 2a(ii)	Spring 2014	CBC		
4g	St. Mary's churchyard	Summer '13	CBC	£50k	CBC - CP reserve
4h	Upgrade of High Street from Bennington to Henrietta Street	Spring 2014	GCC/CBC	£tbc	NFU
4i	Boots corner to North Place	2014 - 2015	GCC/CBC	£250	CBC
4j	Additional planting etc as necessary	2015 - 2016	CBC	£200k budget	unfunded
4k	Neptune Fountain works		CBC	£400k	CBC
5	Brewery and Lower High Street Seek to utilise delivery of Brewery phase 2 as an opportunity to revitalise High Street West, creating jobs and connectivity				
5a	To work with NFU Mutual on delivery of scheme	January 2013 onwards	CBC + GCC for stopping up order	£tbc	NFU
5b	Public Realm – linked to 4g above plus consideration of High Street, Lower High Street and Ambrose Street junction – linked to 2f,2g,2h above		CBC with GCC for road junction changes	£tbc	unfunded
5c	Lower High Street economic/character study linked to 5b above		CBC	C£30k	unfunded
6	Albion Street block Aim to bring forward a comprehensive development for this whole block focussed on much needed housing.				
6a	Work with interested parties over scheme development	Jan 2013 onwards	TF/CBC	Staff time	CBC
6b	Aim to secure a deliverable planning consent		CBC	Staff time	CBC

7	Coronation Square Seek a partner with shared ambition to revitalise this entire block through a mixed use scheme				
7a	To work with interested parties to help revitalise site	Jan 2013 onwards	CBC	Staff time	CBC
No	Targets/Actions	Timescale	Responsible body	Funding	Source
8	St. Mary's Aim to improve setting and operation of churchyard. Seek to develop an overlooking scheme (eco office exemplar and housing that will provide surveillance at all times and contribute to wider uplift – public realm – see 4g				
8a	Attempt to develop plan for site to rear of children's library - with GCC and others. Link to 4g above		CBC/GCC and liaison with diocese	Staff time	CBC / GCC

9	Future Ambitions				
9a	Tewkesbury Road To seek to maintain impetus to improve this key gateway from the M5 motorway. Linked to Junction 10 potential upgrade; Joint Core Strategy and potential NW extension		CBC/GCC	Staff time	
9b	Encouraging community schemes This could include promotion of Lower High Street (see 5c) or equally subsidiary streets off High Street eg Grosvenor Street, Winchcombe Street, Pittville Street		CBC	Staff time plus any env. grants	
9c	Quadrangle To seek improvement of this landmark site given its prominence on the Promenade		CBC	Staff time	
9d	Civic Pride Through delivery of key actions encourage private owners to progress complementary schemes eg reinstatement of railings along Southern Promenade (link to 4d)		CBC through liaison with key groups eg Civic Society; Friends of Imperial Square etc	Staff time plus any env. grants	

8.0 Future Investment Plan

8.1 Unlike other town development and regeneration schemes the Task Force work has never been predicated upon major central government agency intervention or funding, rather a partnership approach which allows assets and modest planned expenditure to be harnessed in a collaborative manner. The Initial 3 year programme was supported as follows:

Cheltenham Borough Council £173k over 3 years

Gloucestershire County Council £150k over 3 years focused on road network.

Homes & Communities Agency £80k over 3 years.

South West Regional Development Agency £80k over 3 years.

8.2 These funds have met staff costs, road network modelling and costs associated with specific site preparation and analysis eg North Place archaeology c£35k which have encouraged improved bids from developers.

8.3 The use of capital sums generated for disposal is clearly a decision for Councillors however it is anticipated that receipts from land disposals will not only provide capital funding for key elements of public realm as set out in the targets in section 7.0 but also on-going revenue support to bring forward sites such as Royal Well, subject to Council approval for the expenditure.

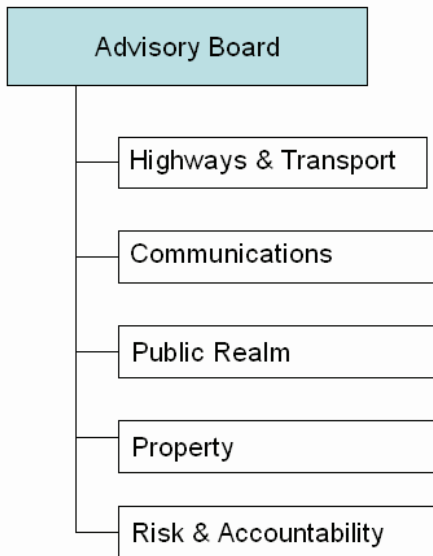
It is critical that the Task Force targets align with CBC and GCC capital strategies, especially the Local Sustainable Transport Fund, so for example, funds realised from North Place are ring-fenced to support the next major target in Royal Well.

8.4 The sequencing of capital expenditure is dependent upon the timing of capital receipts from disposals, however as has been shown with the Promenade upgrades to date effective management of GCC capital programme (specifically highways expenditure) has been undertaken in a manner that supports the wider objectives. This will also be true of targeted LSTF funding.

9.0 Delivery Mechanisms/governance

9.1 Clearly the partnership basis upon which the Task Force was established has changed with the demise of the SW Regional Development Agency and the non-direct role assumed by the Homes & Communities Agency.

9.2 The following sub-group structure identifies how the Task Force has delivered its outputs to date.



9.3 The Task Force has been fortunate in the calibre of individuals that it has been able to recruit. Additionally it has benefited from stability of membership, having only lost three members since inception. Members not only participate in board debate but many also take active roles within the sub-groups, helping to shape projects and strategy.

9.4 The sub-groups have also created opportunities for wider engagement and for example

- the Communications group includes the Town Centre manager and representation from the Chamber of Commerce
- the Public realm group has representation from the University (landscape school) and Civic Society
- Risk & Accountability from Endsleigh Insurance

9.5 Each sub-group, through its chair has recently considered the effectiveness of its remit and membership, so as to inform any changes that are considered necessary in an evolving scenario eg change of focus of Highways group to delivery rather than planning mode given LSTF. Currently no further sub-groups are proposed, however the fluidity of the governance arrangements allows for any new groups to be set up should the need arise.

10.0 Recommendations

10.1 To recognise progress to date and the contribution of members and partners

10.2 To adopt the Business Plan as set out recognising the need for CBC and GCC capital strategies to align with the targets set out in section 7.0 as far as is practicable.

10.3 To consider opportunities to strengthen or formalise links with the Local Enterprise Partnership and others

10.4 To revisit this plan on a regular basis

Cheltenham Borough Council

Cabinet – 12th March 2013

Corporate Strategy – 2013-14 action plan

Report of the Leader of the Council

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 2013-14 action plan is being prepared and is due to go to full council for approval on 25 March 2013.
Recommendations	To endorse the draft corporate strategy action plan for 2013-14 ahead of it going to full council for final approval (appendix A.)
Financial implications	<p><i>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.</i></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><i>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.</i></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: Amanda Attfield, Director - People, Organisational Development and Change E-mail: amanda.attfield@cheltenham.gov.uk Tel no: 01242 264186</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	The corporate strategy sets out the framework for our corporate priorities.
Environmental and climate change implications	The corporate strategy sets out the council's commitment to reducing carbon emissions and adapting to the impacts of climate change.

1. How we have prepared the draft strategy

- 1.1 The Senior Leadership Team and cabinet members have discussed the following:
- The significant resource that will be required to deliver the reviews and projects that we are already committed to means that we need to prioritise and push back or delay projects where there is no compelling need nor potential to deliver savings.
 - The corporate strategy needs to be specific and realistic in what the council can achieve given this resource challenge. We will therefore need to identify proposed resource requirements.
- 1.2 In the light of the concerns about capacity and resources, the following directors have taken a formal role in preparing the draft action plans and have met accordingly with project leads and liaised with cabinet leads.

Outcomes	Lead
Cheltenham has a clean and well-maintained environment.	Jane Griffiths
Cheltenham's natural and built environment is enhanced and protected.	Grahame Lewis
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.	Jane Griffiths
Cheltenham has a strong and sustainable economy	Grahame Lewis
Communities feel safe and are safe.	Grahame Lewis
People have access to decent and affordable housing.	Jane Griffiths
People are able to lead healthy lifestyles.	Pat Pratley
Our residents enjoy a strong sense of community and involved in resolving local issues.	Pat Pratley
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.	Pat Pratley
We will meet our 'Bridging the Gap' targets for cashable savings and increased income	Pat Pratley

- 1.3 As part of this, Senior Leadership Team met on 29 January to review the prospective resource requirements required to deliver the 2013-14 corporate strategy and existing "business as usual" requirements. Particular pinch points were noted for Urban Design, the Joint Core Strategy team and GO Shared Services. SLT were asked to revisit the 'pinch points' identified in the document and take forward action as appropriate.

2. Input from partnerships

2.1 Cheltenham Partnerships 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 but also where there is alignment with priorities set at a county level eg by the Police and Crime Commissioner, the Health and Wellbeing Board, the Children's Partnership and the Local Enterprise Partnership. The list, which is planned to be endorsed by the Strategic Leadership Group on the 8th March, is as follows:

- We will work to reduce the negative effects of poverty on vulnerable children, families and adults and ensure that vulnerable children and young people lead healthy lives and are safe from injury, exploitation and harm – **see planned improvement action COM15**
- We will work to reduce the harm that alcohol causes within communities, families and to individuals - **see planned improvement action COM1**
- We will work to identify and support vulnerable people living in private rented sector accommodation - **see planned improvement action COM6**
- We will work in partnership to reduce risks to young people from excess alcohol and substance misuse, unemployment, and unhealthy lifestyles through enabling access to a diverse range of good quality community-based advice and support - **see planned improvement action COM16**
- We will work in partnership to reduce risks to older people from dementia, social isolation, fuel poverty and hip fractures through helping to create communities that are more caring to older people. - **see planned improvement action COM11**
- We will work in partnership to tackle significant and/or emerging crime trends - **see planned improvement action COM2**
- We will inspire more people to get actively involved in their communities so that we co-create stronger, safer, healthier and more resilient communities across the whole borough that are also tackling the priority issues identified above, learn and applying knowledge from the ABCD learning sites. - **see planned improvement action COM14**
- We will work to create a strong and sustainable economy - **see planned improvement action ECD2**

3. Proposed improvement actions 2013-14

Outcomes	Improvement actions
Cheltenham has a clean and well-maintained environment.	<ul style="list-style-type: none"> ▪ We will progress the implementation of a joint waste committee ▪ We will increase recycling rates and reductions in residual waste
Cheltenham's natural and built environment is enhanced and protected.	<ul style="list-style-type: none"> ▪ We will undertake a commissioning review of our Green Environment services ▪ We will undertake a Commissioning Review of our Building Control Service (currently a 10 year shared service agreement with Tewkesbury BC which commenced November 1st 2009, though there is a 5 year review which will be carried out in 2014). ▪ We will move towards the adoption of the Joint Core Strategy (JCS) ▪ We will commence preparation of the Cheltenham Plan
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 the recommendations of the November 2012 cabinet report, setting out how we will meet the 30% carbon reduction target by 2015 and our aspiration to reduce carbon emissions by 40% by 2020 ▪ We will develop ways of monitoring the impact of commissioned and retained services on climate change
Cheltenham has a strong and sustainable economy	<ul style="list-style-type: none"> ▪ We will work with GFirst, our local enterprise partnership, to promote sustainable economic growth in Cheltenham. ▪ We will implement the preferred option for the residual parking service ▪ We will continue to support Cheltenham Development Task Force
Communities feel safe and are safe.	<ul style="list-style-type: none"> ▪ We will continue to work in partnership to reduce incidents of anti-social behaviour and the harm it can cause to communities. ▪ We will work in partnership to tackle high profile crime in Cheltenham ▪ We will protect the health and well-being of citizens, businesses and visitors and maintain a high level of consumer confidence in food businesses. ▪ We will undertake a commissioning review of our Public Protection Service (licensing, environmental health, community safety)
People have access to decent and affordable housing.	<ul style="list-style-type: none"> ▪ We will prepare our services and communities for welfare reforms that will impact on our communities from April 2013 onwards ▪ We will implement the preferred option emerging from the housing options commissioning review ▪ We will implement the preferred option following a commissioning review of private sector housing ▪ We will enable the delivery of more affordable housing ▪ We will work with CBH to deliver the HRA capital programme ▪ We will work with CBH to deliver enhanced Services to our tenants ▪ We will work with CBH to ensure that resources are made available to deliver support services for older people via the Supporting People Programme.
People are able to lead healthy lifestyles.	<ul style="list-style-type: none"> ▪ We will implement the preferred option for our leisure and culture services ▪ We will conclude a sports facilities strategy for CBC-owned sports facilities and a feasibility study for the Prince of Wales stadium
Our residents enjoy a strong sense of community	<ul style="list-style-type: none"> ▪ We will use asset-based community development and

Outcomes	Improvement actions
and involved in resolving local issues.	<p>opportunities set out in the localism act to inspire more people to get actively involved in their communities</p> <ul style="list-style-type: none"> ▪ We will work in partnership to deliver the second year of the government's troubled families programme, called Families First. ▪ We will work in partnership to improve outcomes for young people through enabling access to a diverse range of good quality community-based advice and support. ▪ Potential review of CBC governance structures following outcome of Council Motion on 8 February.
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.	<ul style="list-style-type: none"> ▪ We will implement the preferred option for our leisure and culture services ▪ We will re-open the Art Gallery and Museum ▪ We will conclude the Town Hall feasibility study ▪ We will conclude the box office procurement exercise & implement the new system
We will meet our 'Bridging the Gap' targets for cashable savings and increased income	<ul style="list-style-type: none"> ▪ We will implement the shared ICT service with the Forest of Dean District Council ▪ We will prepare for a commissioning review of the revenues and benefits services in 2015/16 ▪ We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap ▪ We will deliver the Future Council programme for residual council services ▪ We will agree an Accommodation Strategy and Asset Management Plan

4. Consultation and feedback

4.1 The draft action plan has been considered by the Overview and Scrutiny committee on 18 February.

Comment	Response
<p>Comments from O+S 18.2.13</p> <ul style="list-style-type: none"> ▪ Would make more sense for scrutiny to consider the corporate strategy and budget together to ensure that they are aligned. 	<p>Suggestion to bring an early draft of the priority actions to Scrutiny in December, then a more detailed report in February.</p>
<ul style="list-style-type: none"> ▪ Would like more information on what is planned to commemorate the First World War Centenary. 	<p>More information to be supplied to elected members once national plans are clearer.</p>
<ul style="list-style-type: none"> ▪ Missing baselines and targets make it difficult to assess whether proposals are robust 	<p>Missing baselines and targets are being completed.</p>
<ul style="list-style-type: none"> ▪ A request for more information about the Prince of Wales feasibility study 	<p>A verbal summary was given at the meeting.</p>
<ul style="list-style-type: none"> ▪ A request for CBH to be more involved in the Joint Core Strategy process 	<p>Request given to Head of Planning for action.</p>
<ul style="list-style-type: none"> ▪ A request for more substance in the arts and culture section 	<p>Noted; the 4 planned improvement actions do represent a significant commitment of resources, so no additional actions are planned for the corporate strategy. However, cabinet members and SLT will continue to look at other opportunities of delivering this outcome.</p>

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 25th 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 2013-14
Background information	1. 2010-2015 Corporate Strategy, Report to Council, 29 th March 2010.



2010 to 2015 Corporate Strategy

Draft 2013-14 action plan



CHELTENHAM
BOROUGH COUNCIL

www.cheltenham.gov.uk

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

- Joint Waste Committee
- Increase recycling and reduce residual waste

Residual parking services
Working with GFirst
Cheltenham Development Task Force

Reducing anti-social behaviour
Tackling high-profile crime
Promoting and regulating food safety
Public Protection Commissioning

Housing options commissioning review
Private sector housing reform
Preparing for welfare reform
Enabling affordable housing
HRA capital programme
CBH enhanced services
Service for older people

Leisure and Culture commissioning review
Town Hall feasibility study
Town Hall Box office

ICT shared service
Revenues and Benefits
Bridging the Gap
Future Council work
Accommodation Strategy
Asset management Plan

Reducing Carbon Emissions
Monitoring commissioned services

Green Environment Commissioning
Building Control Commissioning
Joint Core Strategy
Cheltenham Local Plan

Asset based community development projects
Inspiring Families/Troubled Families
Community governance structures

Leisure and Culture commissioning review
Sports facilities strategy

Welcome

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

The development of the 2013-14 action plan has, like subsequent years' plans, taken place against the background of the international financial crisis which has resulted in significant cuts in public expenditure in the United Kingdom. Consequently, the budget for 2013-14 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 2013-14 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."

Progress over the past year – becoming a commissioning council

The Council is now a commissioning council which puts a strong focus on understanding the needs of Cheltenham and its people in designing outcomes for our services. By using a strategic commissioning approach we are seeking to 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"

Over the past year, have made significant progress in 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

Cheltenham Partnerships 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 but also where there is alignment with priorities set at a county level eg by the Police and Crime Commissioner, the Health and Wellbeing Board, the Children's Partnership and the Local Enterprise Partnership. The list, which is to be endorsed by the Strategic Leadership Group, is as follows:

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- We will work in partnership to reduce risks to older people from dementia, social isolation, fuel poverty and hip fractures through helping to create communities that are more caring to older people. - **see planned improvement action COM11**
- We will work in partnership to tackle significant and/or emerging crime trends - **see planned improvement action COM2**
- We will inspire more people to get actively involved in their communities so that we co-create stronger, safer, healthier and more resilient communities across the whole borough that are also

tackling the priority issues identified above, learn and applying knowledge from the ABCD learning sites. - **see planned improvement action COM14**

- We will work to create a strong and sustainable economy - **see planned improvement action ECD2**

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

DRAFT

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 in 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 was done in the first instance in the 2012-13 Corporate Strategy.

We developed three objectives that we felt were 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 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 and implement 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 the Cheltenham Anti-Social Behaviour Working Group and the Gloucestershire 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 and policies on different 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.

Enhancing and protecting our environment

Cheltenham is a place with a clean and well-maintained environment where waste is minimised and recycling, reusing and composting is promoted

Who is accountable for this outcome

Cabinet lead:	Cabinet Member Sustainability
Commissioner lead:	Jane Griffiths
Provider lead:	Ubico

What are the risks to the delivery of this outcome and where are they captured?

Although most people understand the need to re-use and recycle there is a need to continue to raise awareness amongst those who do not recycle. The costs of landfill are escalating and it is important to minimize the level of residual waste. However as customer expectations, to recycle a wider variety of materials, rise this could impact on both costs and quality. There is a greater pressure on manufacturers and retailers to take on responsibility for the consequences of their packaging which may result in some cherry picking of lucrative recycling streams making collection costs more expensive for those streams that are left for the council to collect. There is also pressure from the recycling industry for better quality recycle. Social changes relating to more houses in multiple occupation may result in a greater incidence of incorrectly presented waste which impacts on street cleanliness and anti social behaviour.

How the council commissions this outcome 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.

The council agreed in 2012 to establish a joint waste committee with Gloucestershire County Council, Forest of Dean DC and Cotswold DC. Although the borough council will retain a number of decisions such as budget levels the committee will consider the strategic outcomes for waste and recycling and the better co-ordination and alignment of waste collection and disposal activities across the partner councils.

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What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?

Strategic project	Key milestones	Dates	Lead
ENV 1 We will progress the implementation of a joint waste committee	Agree the business plan for the Joint Waste Committee	July 2013	Jane Griffiths, Director of commissioning
	Review performance of the joint waste committee and JMU and identify any issues members have with the way in which it is operating.	November 2013	
ENV 2 We will increase recycling rates and reductions in residual waste	Business case produced for the viability of mixed plastic recycling	all October 2013	JWC/JMU (Scott Williams)
	Review of bring site facilities		
	Review of bulky waste collections		
	Ongoing awareness campaigns		

How will we know what difference we have made in 2013-14				
Type of Indicator	Measured by this indicator	Baseline (March 2011)	March 2014 Target	Lead
Delivery partner indicators - measuring activity that a delivery partner is responsible for yet we remain accountable for	<ul style="list-style-type: none"> Residual household waste per head Percentage of household waste recycled and composted Percentage of collections completed on schedule (of total collections) Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting) Percentage of assisted collections completed on schedule (of total collections) Percentage of service complaints received (of total collections) 	590kg 34.4%	465kg 46% 99% 6% 99.5% 0.5%	Managing Director, Ubico

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Enhancing and protecting our environment

Cheltenham is able to balance new development with enhancing and protecting the natural and built environment

Who is accountable for this outcome

Cabinet lead:	Cabinet Member Sustainability / Cabinet Member Built Environment
Commissioner lead:	Grahame Lewis
Provider lead:	Mike Redman

What are the risks to the delivery of this outcome and where are they captured?

CR33 - If the council does not keep the momentum going with regards to the JCS The policy vacuum left by the abolition of the RSS and the resultant delay in projections and framework could result in inappropriate development.

How the council commissions this outcome 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 (shared with Tewkesbury), Strategic Land Use, Development Management, Urban Design and Heritage and Conservation. The in-house service will be tested against the market in 2014.

What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?

Commissioning Reviews	Key milestones	Dates	Lead
ENV 3 We will undertake a commissioning review of our Green Environment services	<ul style="list-style-type: none"> Commence commissioning review process, formalise Member engagement and carry out initial scoping. Begin consultation with relevant stakeholders. Formulate draft proposals about most appropriate organisational fit for retained activities and report to Cabinet. Implement preferred option 	June 2013 July 2013 Oct 2013 March 2014	Grahame Lewis.
ENV 4 We will undertake a Commissioning Review of our Building Control Service (currently a 10 year shared-service agreement with Tewkesbury BC which commenced November 1st 2009, though there is a 5 year review which will be carried out in 2014).	<ul style="list-style-type: none"> Commence commissioning review process, formalise Member engagement and carry out initial scoping. Commence consultation with internal and external customers and assess the internal and external appetite for developing alternative delivery models. Formulate proposals and finalise report to cabinet. Implementation of recommendations. 	April 2013 July / August 2013 November 2013 April to November 2014	Grahame Lewis.

Strategic Projects	Key milestones	Dates	Lead
We will move towards the adoption of the Joint Core Strategy (JCS)	<ul style="list-style-type: none"> Agree and publish JCS preferred option for new housing and employment land allocations to 2031 for consultation Preferred option consultation Secretary of State decision Adopt JCS as the strategic level of the Cheltenham Local Plan 	June 2013 July/Aug 2013 July 2014 August 2014	Mike Redman, Director Built Environment
We will commence preparation of the Cheltenham Plan	<ul style="list-style-type: none"> Consultation on scope of Cheltenham Plan Public consultation on draft Cheltenham Plan (non-statutory) Public consultation on proposed submission plan - Examination and adoption 	Summer 2013 Spring 2014 Autumn/Winter 2014 Summer 2015	Tracey Crews, Head of Planning

How will we know what difference we have made in 2013-14

Type of Indicator	Measured by this indicator	Baseline (March 2011)	March 2014 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for	Number of applications: Received / Determined / Approved / Refused / Appealed	1590 / 1346 / 1295 / 57 / 29	1800 / 1600 / 1500 / 60 / 30	Mike Redman, Director Built Environment
	Average number of days to process an application from receipt to issuing of decision	65 days	60 days	Mike Redman, Director Built Environment
	Number / percentage of planning appeals allowed	42%	35%	Mike Redman, Director Built Environment
	Number of projects implemented as a result of working with local interest groups on street redesign projects	1	2	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

What are the risks to the delivery of this outcome and where are they captured?

- If the council does not implement the actions identified in the climate change adaptation risk assessments there is a risk that resources will not be used to best effect, which could impact on financial, environmental and service decisions and affect service delivery. (Corporate risk CR29)
- If carbon emissions are not reduced then the council could face higher energy and fuel bills, fail to deliver one of its corporate objectives and experience a negative impact on its reputation locally. (Identified in cabinet report dated 13/11/12)
- No funding set aside specifically for carbon reduction or climate change adaptation projects

How the council commissions this outcome 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 2013-14 to deliver this outcome and to address risks?

Strategic Project	Key milestones	Dates	Lead
ENV 5 We will implement the recommendations of the November 2012 cabinet report, setting out how we will meet the 30% carbon reduction target by 2015 and our aspiration to reduce carbon emissions by 40% by 2020	<ul style="list-style-type: none"> • Explore the potential for Smart metering to help in bridging the gap • Continue to explore other initiatives to deliver financial and carbon savings • Start to look in more detail at the case for installing a biomass boiler at Leisure@ as a potential replacement for the combined heat and power unit on expiry of the lease in 2015 	November 2013 Ongoing March 2014	Dave Roberts, Head of Property Services
ENV 6 We will develop ways of monitoring the impact of commissioned and retained services on climate change	Mechanism in place for effectively performance managing services	June 2013	Jane Griffiths, Director Commissioning

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How will we know what difference we have made in 2013-14

Type of Indicator	Measured by this indicator	Baseline	March 2014 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for	Reduction in CO2 emissions from energy use, fuel use	5,114 tonnes CO ₂ e (2005/06)	30% reduction (1,534 tonnes) by 2015	Gill Morris, Climate Change and Sustainability Officer
	Gas and electricity consumption	11,762,474 (March 2012)		
	Water use – we will begin to monitor this in 2013/14 on a quarterly basis			

Strengthening our economy			
Cheltenham has a strong and sustainable economy			
Who is accountable for this outcome			
Cabinet lead:	Leader of the Council		
Commissioner lead:	Grahame Lewis		
Provider lead	Mike Redman / Jeremy Williamson		
What are the risks to the delivery of this outcome and where are they captured?			
There is a risk that cuts to our funding reduce our ability to promote and sustain Cheltenham's economic growth; not being committed to an economic growth agenda could lead to a loss of investment in the town, with a resultant impact on the people's jobs and lives, and the desirability of the town as business/tourism destination. In addition, with the introduction of business rates retention, the council finances are now more directly linked to economic growth in the town.			
CR45 - If sites identified within former Civic pride programme do not generate sufficient net receipts then the wider aspirations e.g. public realm will not be deliverable			
How the council commissions this outcome 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, Cheltenham Chamber of Commerce and the Gloucestershire Local Enterprise Partnership to deliver this outcome.			
What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?			
Commissioning Review	Key milestones	Dates	Lead
ECD 1 We will implement the preferred option for the residual parking service	<ul style="list-style-type: none"> Organisational structure and mechanism agreed by Cabinet January 2013. Ensure implementation and seamless transition to new enforcement arrangements of CBC car parks. On-going monitoring and review. 	Jan 2013 March 2013 Dec 2013	Grahame Lewis
Strategic projects	Key milestones	Dates	Lead
ECD 2 We will work with GFirst, our local enterprise partnership, to promote sustainable economic growth in Cheltenham.	<ul style="list-style-type: none"> Commence business support service provided by Gloucestershire Enterprises Ltd. Work with LEP, Chamber of Commerce and Cheltenham Business Partnership to ensure we maximise economic benefits for Cheltenham 	April 2013	Martin Quantock Business Partnership Manager
ECD 3 We will continue to support Cheltenham Development Task Force	<ul style="list-style-type: none"> Carry out a review CDTF business plan and assess performance and report findings to the CDTF Board and then to Cabinet. Consider planning application for North Place/Portland Street Work with developers to enable them to start construction work on the Brewery / High Street site Work with developers to enable them to bring forward planning applications for the Albion Street block 	August 2013 April 2013 March 2014 October 2013	Jeremy Williamson

	<ul style="list-style-type: none"> • Work with GCC over implementation Local Sustainable Transport Fund including: <ul style="list-style-type: none"> • Pedestrian way-finding • Cycle routes • Junction improvements • Modal shift • Boots Corner • Work with a range of partners to enable a programme of public realm improvements to be carried out including <ul style="list-style-type: none"> • Promenade phase 3 • Pedestrianised Promenade • St Mary's churchyard 	<p>March 2014</p> <p>April 2013 March 2014 March 2014</p>	
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How will we know what difference we have made in 2013-14

Type of Indicator	Measured by this indicator	Baseline	March 2014 Target	Lead
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	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
	Footfall rate in town centre	Baseline to be measured with new footfall counters	We will monitor these and report against local and regional averages	Martin Quantock Business Partnership Manager



Strengthening our communities.			
Communities feel safe and are safe.			
Who is accountable for this outcome			
Cabinet lead:	Cabinet Member Housing, Safety and Community Development		
Commissioner lead:	Grahame Lewis		
Provider lead			
What are the risks to the delivery of this outcome and where are they captured?			
If we do not align our resources behind supporting local policing activities and community safety activities set out in the Police and Crime Commissioners' Police and Crime Plan, then we may not maximise our impact on reducing crime and making our communities feel safe.			
How the council commissions this outcome 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 Team who lead on licensing, environmental health, promoting community safety and tackling anti-social behaviour. The council is also committed to working in partnership with the Gloucestershire Police and Crime Commissioner who will be in post from November 15 th and a wide range of other agencies to support delivery of this outcome.			
What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?			
Commissioning Review	Key milestones	Dates	Lead
COM 1 We will continue to work in partnership to reduce incidents of anti-social behaviour and alcohol-related violence and the harm these cause to communities.	We will develop our framework for dealing with anti-social behaviour to reflect in proposed national changes to tools and powers.	March 2014	Trevor Gladding
COM 2 We will explore how best the council can work in partnership to tackle high profile crime in Cheltenham	We will work with the new Police & Crime Commissioner to ensure that we gain their support for enhancing partnership working in Cheltenham to tackle crime.	March 2014	Trevor Gladding / Barbara Exley / Yvonne Hope / Jane Griffiths
COM 3 We will protect the health and well-being of citizens, businesses and visitors and maintain a high level of consumer confidence in food businesses.	We will deliver a programme of statutory inspections of licensed premises We will undertake an inspection programme of high risk food businesses to ensure food safety compliance	March 2014	Trevor Gladding Barbara Exley / Yvonne Hope
COM 4 - We will undertake a commissioning review of our Public Protection Service (licensing, environmental health, community safety)	Agreement by cabinet to the next steps for the commissioning exercise.	March 2014	

How will we know what difference we have made in 2013-14				
Type of indicator	Measured by this indicator	Baseline (March 2012)	March 2014 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	% of licensed premise inspections undertaken	20%	100%	Trevor Gladding, Community protection team leader
	% of food premises, which are broadly compliant with Food Safety Legislation	96.7%	98%	Barbara Exley / Yvonne Hope Head of Public Protection
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	Total volume of recorded crime per annum	9565	9374 (2% reduction pa) no targets set for the remainder, monitored by Positive Participation Partnership	Richard Gibson, Strategy and Engagement Manager
	Number of anti-social behaviour incidents	5548		
	Serious acquisitive crime incidents	2366		
	Domestic burglary incidents	1453		
	Incidents of recorded violence in the Town Centre (Friday & Sat eve.)	262		
	Incidents and repeat incidents of domestic abuse	153 incidents and 51 repeat incidents (33.3%).		

Strengthening our communities.				
People have access to decent and affordable housing.				
Who is accountable for this outcome				
Cabinet lead:	Cabinet Member Housing, Safety and Community Development			
Commissioner lead:	Jane Griffiths			
Provider lead	Martin Stacy/Mike Redman /Cheltenham Borough Homes			
What are the risks to the delivery of this outcome and where are they captured?				
Welfare reform will impact on families and individuals' ability to sustain their own home and this risk is being managed through CBH, Housing Options team, CCP (our housing advice provider) and the housing benefits team. The lack of affordable housing within the borough and the limit on available sites will also impact on people's ability to access decent and affordable housing. This risk is well known and is something which is currently being considered through the development of the joint core strategy and the Cheltenham Plan. As fuel prices continue to rise, and with the continuing economic conditions more and more families are falling into fuel poverty which impacts on the elderly and vulnerable. The supporting people funding is reducing and new contracts are being let which may impact on the way in which services are delivered.				
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks				
The council has an arms-length relationship with Cheltenham Borough Homes that manages council properties on its behalf and the council through its HRA business plan is able to invest in service improvements which benefit council tenants and address some of the known risks. The duty to provide housing advice is delivered through contracts with County Community Projects and .CHAC. The council is a partner in the supporting people partnership which looks on a county wide basis on how it can deliver housing related to support to a range of vulnerable and elderly residents.				
What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?				
Commissioning reviews		Key milestones	Dates	Lead
COM 5 We will implement the preferred option emerging from the housing options commissioning review		Report to cabinet on the preferred option and implementation plan Implement the preferred option	June 2013 March 2014	Grahame Lewis
COM 6 We will implement the preferred option following a commissioning review of private sector housing		Report to cabinet Implement the preferred option	March 2014 Oct 2014	Grahame Lewis
Strategic Projects		Key milestones	Dates	Lead
COM 7 We will prepare our services and communities for welfare reforms that will impact on our communities from April 2013 onwards		Develop a co-ordinated response to welfare reforms through existing and new networks ensuring clear communication to those impacted by the change Monitor how the HRA funding investment being put into CBH for welfare reform is meeting the outcomes To ensure a smooth transition to the new direct access for rough sleeping contract	March 2014 March 2014 April 2013	Martin Stacy, Housing & Communities Manager Martin Stacy, Housing & Communities Manager Martin Stacy, Housing & Communities Manager
COM 8 We will enable the delivery of more affordable housing		Garage Sites (14 units) Work commences – garage sites St Pauls Phase 2 (59 units – 35 private sale + 24 CBH owned units) Work commences	April 2013 January 2014	Paul Stephenson (CBH) Paul Stephenson (CBH)

COM 9 We will work with CBH to deliver the HRA capital programme	PV panels on roofs - £1.3m investment	Sept 2013	Chris Williams (CBH)
	Non traditional stock upgrade - £260k investment	March 2014	Chris Williams (CBH)
	Neighbourhood Works - £515k investment	March 2014	Chris Williams (CBH)
	Internal communal improvements - £100k investment	March 2014	Chris Williams (CBH)
COM 10 We will work with CBH to deliver enhanced Services to our tenants	Delivery of enhanced services to tenants over the next three years with focus on the following areas:- <ul style="list-style-type: none"> • Welfare Reform • Vulnerable people • Partnerships and Communities 	April 2013 onwards	Kathie Pearce (CBH)
COM 11 We will work with CBH to ensure that resources are made available to deliver support services for older people	CBH to be commissioned through supporting people programme to deliver housing support services for older people	March 2014	Martin Stacy, Housing and Communities Manager

How will we know what difference we have made in 2013-14

Type of indicator	Measured by this indicator	Baseline	March 2014 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	The number of households living in Temporary Accommodation	13 as at Dec 2012	20	Martin Stacy, Housing & Communities Manager
	The number of homelessness acceptances	45 (estimate 2011/12)	45	Martin Stacy, Housing & Communities Manager
	Number of disabled persons able to stay in their own home	100	100	Mark Nelson, Enforcement Manager
	Number of empty dwellings bought back into use as a direct result of council action	85	85	Mark Nelson, Enforcement Manager
	Number of private sector dwellings made safe as direct result of council action	220	220	Mark Nelson, Enforcement Manager
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	Gross housing completions	2010-11: Gross completions - 150 Net completions - 136 Affordable completions - 23	126 - 25 bed spaces (YMCA)	Mike Redman, Director Built Environment

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

What are the risks to the delivery of this outcome and where are they captured?

Leisure and Culture Commissioning Review – Risks are included within the business case for the establishment of a new trust. The most significant risks are:

- If the review fails to engage fully or successfully with all stakeholders across the council, opportunities may be missed, e.g. for gaining community support
- If the business plans for the new trust are too optimistic then it may not be possible to deliver them
- If there is insufficient internal capacity or if other factors lengthen timescales then realisation of benefits may be delayed.

If the Council does not have a developed Sports Strategy & Feasibility Study for the POW :

- Cheltenham will be void of a strategic plan & vision for its sports provision & the future commercial & sporting potential for facilities will not be maximised.
- The facilities will be unable to attract external funding sources which will result in the need for increased property maintenance budgets \ capital investment by the Council.
- Future capital investment will be without adequate planning & may result in a decline in condition of facilities

How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks

In December 2012, the council agreed the establishment of a new charitable trust (subject to the outcome of a procurement process) as its preferred option for the delivery 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 2013-14 to deliver this outcome and to address risks?

Commissioning reviews	Key milestones	Dates	Lead
COM 12 We will implement the preferred option for our leisure and culture services	Subject to the outcome of a procurement process, create a new charitable trust to operate our leisure and culture services from 2014-15.	End March 2014	Pat Pratley, Executive Director
COM 13 We will conclude a sports facilities strategy for CBC-owned sports facilities and a feasibility study for the Prince of Wales stadium	We will have a developed Sports Strategy & POW feasibility Study for approval by Cabinet	July 2013	Sonia Phillips

How will we know what difference we have made in 2013-14				
Type of indicator	Measured by this indicator	Baseline (2011-12)	March 2014 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	Attendances during the annual Summer of Sport initiative	10,000	10,200	Craig Mortiboys, Healthy Communities Partnership Manager
	Overall footfall at leisure@	302,000	307000	Stephen Petherick, Commercial Manager
	Attendance free under 16 swim	48,400	53000	
	<i>Attendance at Active Life (50+) sessions</i>	63,400	59000	
	Number of GP referrals	400	420	
	Universal card holders	750	950	
	Universal Membership	50	100	

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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 Housing, Safety and Community Development		
Commissioner lead:	Pat Pratley		
Provider lead	Jane Griffiths		
What are the risks to the delivery of this outcome and where are they captured?			
Families First (these risks are included within the Inspiring Families business case). <ul style="list-style-type: none"> • The up scaling of the project based on national directives will present capacity uncertainties • Any additional funding cuts to participating organisations may restrict their ability to respond to requests for support either in providing trusted individuals or additional services for the family plan • The IF project has been based on equality and joint ownership working arrangements. Should any single agency be seen to dominate the established collective working approach may be compromised • The funding available within the set time scales may be insufficient to enact effect and sustain change for some families <p>Uncertainty around capacity required to support parish councils or community organisations if they decide that they want to undertake neighbourhood plans.</p>			
How the council commissions this outcome 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 engage in neighbourhood management in order to address issues of local concern and to strengthen communities. 			
What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?			
Strategic projects	Key milestones	Dates	Lead
COM 14 We will use asset-based community development and opportunities set out in the Localism Act to inspire more people to get actively involved in their communities	<ul style="list-style-type: none"> ▪ Implement the lottery-funded Big Local project in the St. Peters and the Moors area ▪ Support delivery of asset-based projects in The Elms and Springbank ▪ Ensure parish councils and neighbourhood groups are involved at the earliest stage in the development of the Cheltenham Plan. ▪ Provide communities wishing to undertake neighbourhood plans with advice, information and support. 	March 2014	Richard Gibson, Strategy and Engagement Manager Helen Down, Participation Team Leader / Claire Cullen – Jones, Strategic Land Use Officer
COM 15 We will work in partnership to deliver the second year of the government's troubled families programme, called Families First.	<p>Inspiring Families project to gain consent of 150 Families to be part of the programme.</p> <p>Inspiring Families to have started working with 100 Families on their single family plan</p> <p>Review of delivery in Cheltenham and submission of revised proposals to secure third year funding</p>	<p>March 2014</p> <p>March 2014</p> <p>December 2013</p>	Tracy Brown, Partnerships Team Leader

COM 16 We will work in partnership to improve outcomes for young people through enabling access to a diverse range of good quality community-based advice and support	To agree an legacy strategy with County Community Projects and other partners to sustain outcomes from the building resilience project To allocate the 2013 allocation of positive activities funding to VCS providers of youth activities	by Aug 2013 By July 2013	Richard Gibson, Strategy and Engagement Manager
COM 17 Review of CBC governance structures and neighbourhood management / community governance structures following outcome of Council Motion on 8 February.	Scoping report to Council setting out initial options for the number of elected members and electoral cycle	March 2013	

How will we know what difference we have made in 2013-14

Type of indicator	Measured by this indicator	Baseline	March 2014 Target	Lead
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	Number of VCS organisations supported by GAVCA	18 (Sept 2011)	25	Richard Gibson, Strategy and Engagement Manager
	Percentage of identified 'troubled families' who no longer meet the criteria	0	30%	Tracy Brown, Partnerships Team Leader
	Number of residents directly engaged with asset-based community projects: Springbank The Elms / Big Local	December 2012 20 10	100 100	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		
What are the risks to the delivery of this outcome and where are they captured?			
Leisure and Culture Commissioning Review – Risks are included within the business case for the establishment of a new trust. The most significant risks are: <ul style="list-style-type: none"> • If the review fails to engage fully or successfully with all stakeholders across the council, opportunities may be missed, e.g. for gaining community support • If the business plans for the new trust are too optimistic then it may not be possible to deliver them • If there is insufficient internal capacity or if other factors lengthen timescales then realisation of benefits may be delayed. 			
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
In December 2012, the council agreed the establishment of a new charitable trust (subject to the outcome of a procurement process) as its preferred option for the delivery 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 2013-14 to deliver this outcome and to address risks?			
Commissioning Reviews	Key milestones	Dates	Lead
A&C1 We will implement the preferred option for our leisure and culture services	Subject to the outcome of a procurement process, create a new charitable trust to operate our leisure and culture services from 2014-15.	March 2014	Pat Pratley, Executive Director
Strategic Projects	Key milestones	Dates	Lead
A&C2 We will re-open the Art Gallery and Museum	We will complete the recanting & reoccupation programmes in readiness for a 'soft-opening'	July 2013	Jane Lillystone, Museum, Arts and Tourism Manager
	We will host the Open West Exhibition	Sept 2013	
	We will host the Colin Reed Exhibition	Oct 2013	
	We will hold an official opening ceremony	by Dec 2013	
A&C3 We will conclude the Town Hall feasibility study	We will have a developed feasibility study for the Town Hall for approval by Cabinet	July 2013	Gary Nejrup. Entertainment & Business Manager
A&C4 We will conclude the box office procurement exercise & implement the new system	We will award the box office contract	April 2013	Gary Nejrup, Entertainment & Business Manager
	We will work with the new service provider to implement the new box office	Aug 2013	

How will we know what difference we have made in 2013-14				
Type of indicator	Measured by this indicator	Baseline (2011/12)	March 2014 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	Art Gallery and Museum footfall figures (partial year)	39,067 (visitor figures to the AG&M for the last full opening – equivalent period)	57,500	Jane Lillystone, Museum, Arts and Tourism Manager
	<u>Town Hall/Pittville Pump Room</u> ticket sales hire income generated Catering Commission Total income Web Site Visits	ticket sales £68,000 hire income generated £350,000 Catering Commission £106,700 Total income £525,700 Website - 120,000	ticket sales £74,800 hire income £359,000 Catering Commission £109,400 Total income £543,200 Website - 140,000	Gary Nejrup, Entertainment & business manager

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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:	Pat Pratley		
Provider lead	Mark Sheldon		
What are the risks to the delivery of this outcome and where are they captured?			
CR3 - If the council is unable to come up with long term solutions which bridge the gap in the medium term financial strategy then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision			
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
The council has commissioned Go Shared Services to deliver its financial, human resources, payroll and procurement services. It has also agreed to enter into a shared services arrangement with Forest of Dean District Council for the delivery of its ICT services			
What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?			
Commissioning Reviews	Key milestones	Dates	Lead
VFM1 We will implement the shared ICT service with the Forest of Dean District Council	<ul style="list-style-type: none"> • TUPE CBC staff to Forest of Dean DC • Implement year 1 of the ICT infrastructure upgrade strategy for CBC and align technologies with FOD (18mth implementation programme) • Implement reciprocal business continuity arrangements for ICT disaster recovery with FOD 	April 2013 March 2014 May 2013	Mark Sheldon
VFM2 We will prepare for a commissioning review of the revenues and benefits services in 2015/16	<ul style="list-style-type: none"> • Implement a restructuring within the revenue and benefits teams to deliver BtG savings target of £88,000 for 2013/14. • Implement the new county wide council tax discount scheme for 2013/14 and design a local council tax discount scheme for 2014/15 for consultation in the summer of 2013 and approval by council in December 2013. • Support the transition to the 'universal credit' benefits system for new claimants in October 2013 to be administered by DWP and to determine the impact on the residual benefit service. 	June 2013 Dec 2013 March 2014	Mark Sheldon
Strategic Projects	Key milestones	Dates	Lead
VFM3 We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFs funding gap	<ul style="list-style-type: none"> • Develop the budget strategy for 2014/15 for approval by Cabinet • Identify BtG programme savings / income to meet funding gap target for 2014/15 and develop further the budget strategy for closing the MTFs funding gap. • Support the management of the Gloucestershire business rates pool for 2013/14, determine whether to pool in 2014/15 and evaluate the impact on the MTFs of business rates retention. 	Oct 2013 Feb 2014 Feb 2014	Mark Sheldon
VFM4 We will deliver the Future Council programme for residual council services	<ul style="list-style-type: none"> • Work stream 1 – identify through management restructuring / efficiency measures savings to meet a target for 2013/14 of £150k resulting from the loss of on street parking enforcement and to evaluate the impact on the retained organisation. 	April 2013	Grahame Lewis

	<ul style="list-style-type: none"> Work stream 2 –report to council proposing the new senior management structure to deliver savings of £200k/yr 	Dec 2013	Chief Executive	
VFM5 We will agree an Accommodation Strategy	<ul style="list-style-type: none"> Develop the business case, including funding strategy, for the relocation of the council's offices. Negotiate and agree partner commitment to an alternative office location. Complete the marketing exercise of the Municipal Offices for redevelopment Determine the business ICT requirement / strategy for new offices Determine space requirements to support the 'future council' and assess future business needs, including meeting and front of house requirements, in relocated offices. Agree a vision and roadmap for the rationalisation of information / data storage to support an office relocation based on reduced physical storage space 	June 2013 June 2013 March 2014 March 2014 March 2014 March 2014	Grahame Lewis Jeremy Williamson David Roberts, Matt Thomas David Roberts Mark Sheldon	
VFM6 We will agree an Asset Management Plan	<ul style="list-style-type: none"> Develop a car parking strategy to inform the Asset Management Plan Develop and approve an Asset Management Plan which captures the aspirations for the council's property portfolio. Develop and approve a funding strategy to support the AMP 	June 2013 Sept 2013 Feb 2014	Jeremy Williamson David Roberts Mark Sheldon	
How will we know what difference we have made in 2013-14				
Type of indicator	Measured by this indicator	Baseline (2011-12)	March 2014 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for	No. days lost due to sickness absence	8 days per FTE	7 days per FTE	Julie McCarthy – Operations Manger - GO Jan Bridges, HR Learning & Development Manager – GO
	% staff appraisals completed	100%	100%	
	▪ number of stage 3 complaints	8	7	Karen Watson, customer relations manager
	▪ number of complaints forwarded to the LGO. ▪ number of Fol internal reviews	10 1	9 1	
Delivery partner indicators - measuring activity that a delivery partner is responsible for yet we remain accountable for	GO - user satisfaction survey - % of users that are satisfied or highly satisfied with service	TBC	TBC	
	GO – deliver savings target for shared service	2013/14	£254,400	

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