



# CHEL TENHAM

## BOROUGH COUNCIL

### Notice of a meeting of Council

**Monday, 25 March 2013**

**2.30 pm**

**Council Chamber, Municipal Offices**

<b>Membership</b>	
<b>Councillors:</b>	Colin Hay (Chair), Wendy Flynn (Vice-Chair), Andrew Chard, Garth Barnes, Ian Bickerton, Nigel Britter, Chris Coleman, Barbara Driver, Bernard Fisher, Jacky Fletcher, Rob Garnham, Les Godwin, Penny Hall, Tim Harman, Rowena Hay, Diane Hibbert, Sandra Holliday, Peter Jeffries, Steve Jordan, Andrew Lansley, Paul Massey, Helena McCloskey, Andrew McKinlay, Paul McLain, David Prince, John Rawson, Anne Regan, Rob Reid, Diggory Seacome, Duncan Smith, Malcolm Stennett, Charles Stewart, Klara Sudbury, Jo Teakle, Pat Thornton, Jon Walklett, Andrew Wall, Simon Wheeler, Roger Whyborn and Suzanne Williams

### Agenda

<b>1.</b>	<b>A MOMENT OF REFLECTION</b>	
<b>2.</b>	<b>APOLOGIES</b>	
<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>	
<b>4.</b>	<b>MINUTES OF THE LAST MEETING</b> 22 February 2013	(Pages 1 - 10)
<b>5.</b>	<b>COMMUNICATIONS BY THE MAYOR</b>	
<b>6.</b>	<b>COMMUNICATIONS BY THE LEADER OF THE COUNCIL</b>	
<b>7.</b>	<b>PUBLIC QUESTIONS</b> These must be received no later than 10am on the fifth working day before the date of the meeting.	
<b>8.</b>	<b>MEMBER QUESTIONS</b>	
<b>9.</b>	<b>CORPORATE STRATEGY - DRAFT 2013-14 ACTION PLAN</b> Report of the Leader of the Council	(Pages 11 - 40)
<b>10.</b>	<b>PAY POLICY STATEMENT</b> Report of the Cabinet Member Corporate Services	(Pages 41 - 54)

11.	<b>REVIEW OF COUNCIL SIZE AND ELECTORAL CYCLE</b> Report of the Leader of the Council	(Pages 55 - 66)
12.	<b>COUNCIL DIARY SEPTEMBER 2013 TO AUGUST 2014</b> Report of the Cabinet Member Corporate Services	(Pages 67 - 84)
13.	<p><b>NOTICES OF MOTION</b>  <b>Proposed by: Councillor Lansley</b>  <b>Seconded by: Councillor Walklett</b></p> <p><b>Motion on St Margaret's Road traffic light experiment</b></p> <p>Following the traffic light experiment undertaken in St Margaret's Road, Cheltenham during November 2012 the subsequent general perception of the trial amongst drivers was extremely positive with feedback suggesting that traffic flow through the area was much quicker. Previously expressed concerns regarding queuing in side roads were proved unfounded.</p> <p>The council believes that the issues highlighted by a number of pedestrians and cyclists can and should be addressed using lessons learnt from the test. The council therefore fully supports the overwhelming positive public response to the scheme from the residents of Cheltenham and in particular the St Paul's ward.</p> <p>Council requests Gloucestershire County Highways to vigorously explore permanent solutions to the horrific congestion problem caused by the current traffic management system in place on St Margaret's Road.</p>	
14.	<b>TO RECEIVE PETITIONS</b>	
15.	<b>ANY OTHER ITEM THE MAYOR DETERMINES AS URGENT AND WHICH REQUIRES A DECISION</b>	
16.	<p><b>LOCAL GOVERNMENT ACT 1972 -EXEMPT INFORMATION</b>  <b>The Council is recommended to approve the following resolution:-</b></p> <p>“That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 1 and 3, Part (1) Schedule (12A) Local Government Act 1972, namely:</p> <p>Paragraph 1; Information relating to any individual.</p> <p>Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p>	

17.	<b>NEW BUILD DEVELOPMENT - ST PAUL'S PHASE 2 LAND ASSEMBLY</b> Report of the Cabinet Member Finance	(Pages 85 - 90)

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**Andrew North**  
Chief Executive

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## Council

**Friday, 22nd February, 2013  
2.30 - 3.17 pm**

<b>Attendees</b>	
<b>Councillors:</b>	Colin Hay (Chair), Wendy Flynn (Vice-Chair), Garth Barnes, Ian Bickerton, Chris Coleman, Barbara Driver, Bernard Fisher, Jacky Fletcher, Rob Garnham, Penny Hall, Tim Harman, Rowena Hay, Sandra Holliday, Peter Jeffries, Steve Jordan, Paul Massey, Helena McCloskey, Andrew McKinlay, Paul McLain, David Prince, John Rawson, Rob Reid, Diggory Seacome, Duncan Smith, Charles Stewart, Klara Sudbury, Pat Thornton, Jon Walklett, Andrew Wall, Simon Wheeler and Roger Whyborn

## Minutes

**1. A MOMENT OF REFLECTION**

Reverend Robert Pastelli invited members to take a moment of reflection.

**2. APOLOGIES**

Councillor Lansley, Chard, Williams, Godwin, Regan, Stennett, Britter and Teakle had given their apologies.

The Chief Executive had given his apologies and Pat Pratley, Executive Director attended in his place.

**3. DECLARATIONS OF INTEREST**

No interests were declared.

**4. MINUTES OF THE LAST MEETING**

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

The Mayor asked that it be noted at the start of Agenda Item 12 (Treasury Management and Annual Investment Strategy 2013/14) that Councillors C. Hay, Smith, Driver and Williams returned to the Chamber and the Mayor resumed the chair.

Upon a vote it was unanimously

**RESOLVED that the minutes, as amended, of the meeting held on the 8 February 2013 be agreed and signed as an accurate record.**

**5. COMMUNICATIONS BY THE MAYOR**

The Mayor on behalf of Council, extended best wishes to Councillor Chard for a speedy recovery after his recent knee replacement.

**6. COMMUNICATIONS BY THE LEADER OF THE COUNCIL**

The Leader reported back to Council regarding the air balloon roundabout scheme which has been debated at the last meeting. He explained that there had been some confusion as Norman Baker was not in fact the relevant Government Minister. As such, the Leader had written to both the Highways Agency and Stephen Hammond, who was the relevant Government Minister, which was copied to Norman Baker, and suggested a cross party meeting with the Highways Agency. He was pleased to report that since writing this letter, the County Council had withdrawn their support for the scheme and the Highways Agency had subsequently dropped the proposal. He would pass on details of any response to his letter once this had been received.

**7. PUBLIC QUESTIONS**

No public questions had been received.

**8. MEMBER QUESTIONS**

The following responses were given to the 10 member questions received;

<b>1.</b>	<b>Question from Councillor Wall to Cabinet Member Sustainability</b>
	Can the Cabinet member confirm the number of garden waste collection service sign-ups, the current number of renewals and how this compares with the figure from last year at this time?
	<b>Response from Cabinet Member Sustainability, Councillor Whyborn</b>
	There are 12,573 current garden bin subscriptions.  There were approximately 2000 new bin subscriptions during 2012 and 95% of subscriptions were renewed last year.  Renewals are due on a rolling monthly basis with the 1 <sup>st</sup> February being the beginning of the scheme year so we are at the early stages of this year's renewal process. So far over 93% of the 1 <sup>st</sup> February 2013 renewals have been paid. This % will increase.  Therefore please note that garden bin take up is still rising steadily.
<b>2.</b>	<b>Question from Councillor Wall to Cabinet Member Sustainability</b>
	Can the Cabinet member confirm what was the expectation of garden waste collection service sign-ups for 2013 in the original plans to introduce the garden waste collection service?
	<b>Response from Cabinet Member Sustainability, Councillor Whyborn</b>
	The business case for the garden waste scheme originally anticipated a total of 20,000 bin sales by 2013.
<b>3.</b>	<b>Question from Councillor Wall to Cabinet Member Sustainability</b>
	Can the Cabinet member confirm the number of brown bins the Council has in stock and the monetary value of these?
	<b>Response from Cabinet Member Sustainability, Councillor Whyborn</b>
	We have 9,600 bins in stock (including 1,000 which we will be selling to TBC at cost price in April). The value of the stock is £148,320 (or £132,870 if you take off the bins to be sold to TBC). The number of bins in stock is significantly less than when your colleague asked the same question at Council in June 2012
<b>4.</b>	<b>Question from Councillor Wall to Cabinet Member Sustainability</b>
	Can the Cabinet member confirm what costs have been incurred in

	Council staff time and specific expenditure of the recently launched no side waste and closed bin policy from the trial period into the current extension of this across the town?
	<b>Response from Cabinet Member Sustainability, Councillor Whyborn</b>
	The staff involved, in supporting the roll out of the no side waste and closed bin policy, are undertaking this work as part of their normal duties so the council has not incurred additional staffing costs. The council has had to order bin stickers and tags and to date this has cost £3,500. However this is minimal compared to the cost to the taxpayer if residents do not recycle. Landfill costs for GCC are going up to £72 per tonne from 1 <sup>st</sup> April 2013. To date the reduction in tonnage we have seen in those areas where we have rolled out the new approach will save the county council around £9,600 per annum. In addition if residents do not recycle the borough council will lose potential recycling income as well as recycling credits.
<b>5.</b>	<b>Question from Councillor Wall to Cabinet Member Sustainability</b>
	Can the Cabinet member confirm how many warning stickers have been put on residents bins which have contravened Council policy and also how many residents have been spoken to as a result of a failure to follow Council policy?
	<b>Response from Cabinet Member Sustainability, Councillor Whyborn</b>
	There is a staged process with residents getting warning stickers before we start to tag bins. Where tags are issued we do try to contact residents but we cannot always make contact. If the resident continues to present side waste or has a bin lid open then we will send a formal warning letter. As you will see we have had to issue very few formal letters and to date we have not had to undertake formal enforcement action. The number of stickers, tags and letters delivered up to 18th February 2013 are set out below for the areas where the policy has already been rolled out.  Up Hatherley/Warden Hill  Stickers – 656 Tags – 416 Letters – 7  Leckhampton  Stickers – 344 Tags – 61 Letters – 4  St Pauls  Stickers – 1257 Tags – 173 Letters – 41
<b>6.</b>	<b>Question from Councillor Wall to Cabinet Member Sustainability</b>
	Can the Cabinet member confirm how many excess waste bags are being purchased by residents and what the Council's expectation is for the level of sales of these bags?
	<b>Response from Cabinet Member Sustainability, Councillor Whyborn</b>

	<p>The council has yet to roll out the excess waste bag scheme. An order has been placed for one pallet (the smallest quantity we could purchase) at a cost of £1190. We do not expect a huge take up (and have made no assumptions on income levels) as we want to encourage people to recycle and I would refer the member to my previous answer to question 4 about the costs to the taxpayer if people do not recycle. However we do want to be able to give residents the opportunity to have such a facility as on occasion residents may have excess waste. Cotswold District Council currently operates a similar system which has been well received by their residents.</p>
<b>7.</b>	<b>Question from Councillor Smith to the Cabinet Member Housing and Safety</b>
	<p>Can the Cabinet Member confirm what steps he has taken to ensure that meat products sold to the public of Cheltenham have not been contaminated with Horse meat?</p>
	<b>Response from Cabinet Member Housing and Safety, Councillor Jeffries</b>
	<p>Investigation of the possible contamination of meat products with horse meat is outside the legal remit of Cheltenham Borough Council, therefore the Cabinet Member has not instigated any such action. Trading Standards at Gloucestershire County Council has statutory responsibility for Food Standards and therefore an offer of assistance has been made to them by Cheltenham Borough Council's Public &amp; Environmental Health Service (who have statutory duty for Food Hygiene, NOT Food Standards).</p> <p>Councillor Smith was not satisfied that the Cabinet Member had answered the question and his supplementary question was what steps the Cabinet Member himself, had taken to ensure that meat products being sold in Cheltenham had not been contaminated with horse meat?</p> <p>The Cabinet Member reiterated that this was not a responsibility of the borough council, though an offer of support had been made to GCC who had the statutory responsibility for Food Standards.</p>
<b>8.</b>	<b>Question from Councillor Smith to the Cabinet Member Housing and Safety</b>
	<p>What has the Cabinet done to ensure that the Food Safety teams have been adequately resourced to respond to public concerns? What is the current budget and how much additional funding has been allocated in recent weeks?</p>
	<b>Response from Cabinet Member Housing and Safety, Councillor Jeffries</b>
	<p>Whilst the Food Team in Cheltenham is indeed small, it operates on the same principles of risk management as the rest of the Public &amp; Environmental Health Service. In general, public health concerns are prioritised according to risk to human health and dealt with appropriately. With regard to the horse meat situation, there has been almost nil public concern received by CBC - there has been ONE consumer query about sampling, NO media queries and NO Member queries apart from this one. This would indicate public and media understanding that this is a FOOD STANDARDS issue.</p>



	<p>In a supplementary question Councillor Smith asked whether the Cabinet Member accepted the public would find it difficult to know who to contact about any concerns given that there was no advice on the council's website. Whilst he accepted that the borough council were not responsible he queried whether something could be added to the website directing the public to the county council.</p> <p>The Cabinet Member advised that to date there had been one query on this subject. The member of public had been put through to Environmental Health for advice and then referred to GCC, as the responsible authority, for more information.</p>
<b>9.</b>	<b>Question from Councillor Smith to the Cabinet Member Housing and Safety</b>
	What is the process for DNA testing of meat products and how many have been undertaken in Cheltenham in the last year?
	<b>Response from Cabinet Member Housing and Safety, Councillor Jeffries</b>
	<p>None by Cheltenham Borough Council - see answer to question 7. Information is held by Trading Standards at County Council who enforce FOOD STANDARDS.</p> <p>Councillor Smith, who did not feel the Cabinet Member had answered the question, repeated it, asking whether the Cabinet Member knew the process for testing and whether any had been undertaken in Cheltenham?</p> <p>The Cabinet Member again referred Councillor Smith to his original response to question 7.</p>
<b>10.</b>	<b>Question from Councillor Smith to the Cabinet Member Housing and Safety</b>
	Can he re-assure Council that members of the public who have eaten at council owned venues have not been fed horsemeat?
	<b>Response from Cabinet Member Housing and Safety, Councillor Jeffries</b>
	<p>Due to the complexities of food chain supplies and the suspected large scale criminal activity behind this scandal, it would be impossible and indeed improper, to make any such assurances at this stage or at any point in the future.</p> <p>The Council have requested statements from all suppliers giving us the required and unequivocal assurances that no products supplied through our outlets are implicated in the equine DNA contamination. To date we have received 80% of requested responses and all have positively stated that <b>no products supplied to Fosters are implicated in the equine DNA contamination.</b> We anticipate the final responses within the next day and remain confident that these will be in line with those already received.</p> <p>Councillor Smith was grateful for the reassurance and asked that once the final responses had been received, a briefing be circulated to all members so that they could confidently allay any concerns of the public.</p>

The Cabinet Member was happy to circulate a briefing to all members once final responses had been received.
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**9. REPORT OF THE ALLOTMENTS SCRUTINY TASK GROUP**

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.**

**10. REPORT OF THE SEX TRADE SCRUTINY TASK GROUP**

Councillor Smith, Chairman of the Overview and Scrutiny Committee invited Councillor Driver as chair of the scrutiny task group to introduce the report.

Councillor Driver explained that the issue of the sex trade in Cheltenham was first raised as an issue in June 2012 due to its high profile in the media. The scrutiny task group was set up to investigate the matter and as a result determined that Cheltenham did not have an excessive problem but nonetheless a problem existed. She wished to thank everyone involved for their input including the Police, Social Services and the BBC.

The Mayor referred to the updated recommendations as tabled and

Upon a vote it was unanimously

**RESOLVED that**

- 1. The recommendations of the Scrutiny Task Group set out at 7.1 of the Scrutiny Task Group report (and below a-e) be endorsed and forwarded to Cabinet for approval :**
  - a) That the council should work with the Police, Public Protection Bureau and voluntary organisations to identify emergency facilities where vulnerable people can be housed safely for a short period. This will allow for victims to receive appropriate emotional support from trained professionals whilst also allowing the Police a sufficient period of time to interview them and build a case for prosecution.
  - b) That all Councillors should attend awareness sessions on safeguarding issues, particularly to learn about the warning signs that children, young people and vulnerable adults often exhibit if they are being abused or

exploited. As community representatives with local knowledge and local intelligence, Councillors are in a good position to contribute towards this agenda.

- c) That the council assist the Police and Public Protection Bureau in producing, promoting and distributing information to those who may be at risk of sexual exploitation or already be victims of it, to let them know where they can go for help and assistance. The task group recognises the challenges involved in making this information accessible to those who are fearful of authority or many not speak English as a first language.
  - d) That the council support the work of the Public Protection Bureau in raising awareness of prostitution and potential sexual exploitation. One issue focuses around making hoteliers more aware of the potential for their premises to be used for prostitution and exploitation purposes, and in response the task group recommends that the council use its links to the Cheltenham Hoteliers Associate to raise awareness of this issue, particularly in relevant periods such as the run up to 'race week'.
  - e) That a greater focus should be placed on producing high quality quantitative data on the scale and nuance of sexual exploitation in Cheltenham, and Gloucestershire as a whole. The task group recognises that the Police are already taking steps to address this issue, however as an intelligence-led area of policing, the importance of understanding the true scale of the issues we face so that we can work together with as partners to coordinate appropriate levels of response, cannot be underestimated.
- 2. The Chief Executive be requested to forward the Scrutiny Task Group report to the Police and Crime Commissioner and Police and Crime Panel to make them aware that issues of human trafficking and sexual exploitation remain an area of concern and focus to Cheltenham Borough Council. This should be done once the report has been considered by Cabinet so that their proposed response can also be included.**

## **11. POLICY ON MEASURES TO CONTROL STREET SCENE ACTIVITIES IN CHELTENHAM**

The Cabinet Member Housing and Safety introduced the draft policy for approval by Council. The draft policy had been approved by Cabinet on the 17 April 2012 for the purposes of consultation and again on the 15 January 2013 following consultation feedback and subsequent amendments. The policy would assist applicants and the council in the decision making process and aimed to promote a street scene which would enhance the town.

The Cabinet Member Housing and Safety gave the following response to member questions;

- He had not considered the impact of balloons tied to A Board to those that were partially sighted or blind but would raise this issue with officers.
- Once licensed enforcement of the policy became much easier.
- The Licensing and Community Protection Team would be dealing with enforcement of this policy, which consisted of six officers.

Upon a vote it was unanimously

**RESOLVED that;**

- 1. The consultee comments submitted be noted and;**
- 2. The amended draft policy be adopted, to take effect on the 1st of April 2013.**

**12. COUNCIL TAX RESOLUTION 2013-14**

The Mayor advised members that he had agreed that this item would be considered before Agenda Item 9 (Report of the Allotment Scrutiny Task Group) as he considered this would offer the best use of officer time for those finance officers who were in attendance.

The Cabinet Member Finance introduced the report, explaining that this was a routine matter for the Council, to formally approve the total Council Tax for residents of Cheltenham, including Council Tax requirements of the precepting organisations Gloucestershire County Council, Gloucestershire Police and the Parish Councils.

Upon a vote it was unanimously

**RESOLVED that the Tax resolution at Appendix 2 be approved and the commentary in respect of the increase in Council Tax at Paragraph 6 of Appendix 2 be noted.**

**13. NOTICES OF MOTION**

No notices of motions had been received.

**14. TO RECEIVE PETITIONS**

No petitions were submitted, nor had any been received since the last meeting.

**15. ANY OTHER ITEM THE MAYOR DETERMINES AS URGENT AND WHICH REQUIRES A DECISION**

There were no urgent items for discussion.

**16. LOCAL GOVERNMENT ACT 1972 -EXEMPT INFORMATION**

**It was RESOLVED that 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 1, 3 and 5, Part (1) Schedule (12A) Local Government Act 1972, namely:**

**Paragraph 1; Information relating to any individual.**

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

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

**17. EXEMPT MINUTES**

Councillor Prince left the Chamber at 3.15pm.

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

Upon a vote it was, by those that had been present, unanimously

**RESOLVED that the exempt minutes of the meeting held on the 8 February 2013 be agreed and signed as an accurate record.**

Colin Hay  
Chair

## Cheltenham Borough Council

**Council – 25 March 2013**

### **Corporate Strategy – Draft 2013-14 action plan**

<b>Accountable member</b>	Leader of the Council, Councillor Steve Jordan
<b>Accountable officer</b>	Strategy and Engagement Manager, Richard Gibson
<b>Accountable scrutiny committee</b>	All
<b>Ward(s) affected</b>	All
<b>Significant Decision</b>	No
<b>Executive summary</b>	Council agreed the corporate strategy 2010-2015 in March 2010 which sets out our 5 objectives and 10 outcomes and what we want to achieve by 2015. The 2013-14 action plan has been prepared with input from elected members and officers and agreement is sought from full council.
<b>Recommendations</b>	<b>Council approves the 2013-14 corporate strategy action plan (Appendix 1) and uses this as a basis for monitoring the council's performance over the next twelve months.</b>
<b>Financial implications</b>	<p>None as a direct result of this report. The corporate strategy has been developed alongside the Medium Term Financial Strategy to ensure that there are sufficient budgets in place to deliver the outcomes as proposed. In addition, the corporate strategy will be reviewed on an annual basis to take into account our changing budgetary position.</p> <p><b>Contact officer: Paul Jones, GOSS Head of finance</b>  <b>E-mail: <a href="mailto:paul.jones@cheltenham.gov.uk">paul.jones@cheltenham.gov.uk</a>, Tel no: 01242 775154</b></p>
<b>Legal implications</b>	<p>The corporate strategy 2010-2015 is the "corporate strategy" for the purposes of the Local Authorities (Functions and Responsibilities) Regulations 2000. The Executive is responsible for preparing the plans which must then be submitted to and approved by council.</p> <p><b>Contact officer:</b>  <b>E-mail: <a href="mailto:legalservices@tewkesbury.gov.uk@cheltenham.gov.uk">legalservices@tewkesbury.gov.uk@cheltenham.gov.uk</a>, Tel no: 01242 775207</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>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.</p> <p><b>Contact officer: Amanda Attfield, GOSS Head of human resources</b>  <b>E-mail: <a href="mailto:amanda.attfield@cheltenham.gov.uk">amanda.attfield@cheltenham.gov.uk</a>, Tel no: 01242 264186</b></p>

<b>Key risks</b>	<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>
<b>Corporate and community plan Implications</b>	The corporate strategy sets out the framework for our corporate priorities.
<b>Environmental and climate change implications</b>	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.

<b>Outcomes</b>	<b>Lead</b>
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.



## 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 has been endorsed by the Strategic Leadership Group, is as follows:

- We will work to reduce the negative effects of poverty on vulnerable children, families, adults and older people - **see planned improvement action COM6 and COM15**
- We will work with our communities to promote healthy lifestyles through reducing alcohol consumption, promoting physical activity and healthy eating and improving mental health and well-being **see planned improvement actions COM11 and COM16**
- 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 - **see planned improvement action COM1, COM2, COM14**
- We will work to create a strong and sustainable economy - **see planned improvement action ECD2**

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

## 3. Proposed improvement actions 2013-14

Outcomes	Improvement actions
Cheltenham has a clean and well-maintained environment.	<ul style="list-style-type: none"> <li>▪ We will progress the implementation of a joint waste committee</li> <li>▪ We will increase recycling rates and reductions in residual waste</li> </ul>
Cheltenham’s natural and built environment is enhanced and protected.	<ul style="list-style-type: none"> <li>▪ We will undertake a commissioning review of our Green Environment services</li> <li>▪ 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).</li> <li>▪ We will move towards the adoption of the Joint Core Strategy (JCS)</li> <li>▪ We will commence preparation of the Cheltenham Plan</li> </ul>
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.	<ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ We will develop ways of monitoring the impact of commissioned and retained services on climate change</li> </ul>
Cheltenham has a strong and sustainable economy	<ul style="list-style-type: none"> <li>▪ We will work with GFirst, our local enterprise partnership, to promote sustainable economic growth in Cheltenham.</li> <li>▪ We will implement the preferred option for the residual parking service</li> <li>▪ We will continue to support Cheltenham Development Task Force</li> </ul>
Communities feel safe and are safe.	<ul style="list-style-type: none"> <li>▪ We will continue to work in partnership to reduce incidents of anti-social behaviour and the harm it can cause to communities.</li> <li>▪ We will work in partnership to tackle high profile crime in Cheltenham</li> <li>▪ We will protect the health and well-being of citizens, businesses and visitors and maintain a high level of</li> </ul>

Outcomes	Improvement actions
	consumer confidence in food businesses. <ul style="list-style-type: none"> <li>▪ We will undertake a commissioning review of our Public Protection Service (licensing, environmental health, community safety)</li> </ul>
People have access to decent and affordable housing.	<ul style="list-style-type: none"> <li>▪ We will prepare our services and communities for welfare reforms that will impact on our communities from April 2013 onwards</li> <li>▪ We will implement the preferred option emerging from the housing options commissioning review</li> <li>▪ We will implement the preferred option following a commissioning review of private sector housing</li> <li>▪ We will enable the delivery of more affordable housing</li> <li>▪ We will work with CBH to deliver the HRA capital programme</li> <li>▪ We will work with CBH to deliver enhanced Services to our tenants</li> <li>▪ We will work with CBH to ensure that resources are made available to deliver support services for older people via the Supporting People Programme.</li> </ul>
People are able to lead healthy lifestyles.	<ul style="list-style-type: none"> <li>▪ We will implement the preferred option for our leisure and culture services</li> <li>▪ We will conclude a sports facilities strategy for CBC-owned sports facilities and a feasibility study for the Prince of Wales stadium</li> </ul>
Our residents enjoy a strong sense of community and involved in resolving local issues.	<ul style="list-style-type: none"> <li>▪ We will support efforts to get more people actively involved in their communities so that we create more resilient communities across the whole borough.</li> <li>▪ We will work in partnership to deliver the second year of the government's troubled families programme, called Families First.</li> <li>▪ 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.</li> <li>▪ We will carry out a review of CBC governance structures and neighbourhood management / community governance structures following the outcome of Council Motion on 8 February 2013.</li> </ul>
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"> <li>▪ We will implement the preferred option for our leisure and culture services</li> <li>▪ We will re-open the Art Gallery and Museum</li> <li>▪ We will conclude the Town Hall feasibility study</li> <li>▪ We will conclude the box office procurement exercise &amp; implement the new system</li> </ul>
We will meet our 'Bridging the Gap' targets for cashable savings and increased income	<ul style="list-style-type: none"> <li>▪ We will implement the shared ICT service with the Forest of Dean District Council</li> <li>▪ We will prepare for a commissioning review of the revenues and benefits services in 2015/16</li> <li>▪ We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap</li> <li>▪ We will deliver the Future Council programme for residual council services</li> <li>▪ We will agree an Accommodation Strategy and Asset Management Plan</li> </ul>

## 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><b>Comments from O+S 18.2.13</b></p> <ul style="list-style-type: none"> <li>▪ Would make more sense for scrutiny to consider the corporate strategy and budget together to ensure that they are aligned.</li> </ul>	Suggestion to bring an early draft of the priority actions to Scrutiny in December, then a more detailed report in February.
<ul style="list-style-type: none"> <li>▪ Would like more information on what is planned to commemorate the First World War Centenary.</li> </ul>	More information to be supplied to elected members once national plans are clearer.
<ul style="list-style-type: none"> <li>▪ Missing baselines and targets make it difficult to assess whether proposals are robust</li> </ul>	Missing baselines and targets are being completed.
<ul style="list-style-type: none"> <li>▪ A request for more information about the Prince of Wales feasibility study</li> </ul>	A verbal summary was given at the meeting.
<ul style="list-style-type: none"> <li>▪ A request for CBH to be more involved in the Joint Core Strategy process</li> </ul>	Request given to Head of Planning for action.
<ul style="list-style-type: none"> <li>▪ A request for more substance in the arts and culture section</li> </ul>	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.

## 5. Next Steps

- 5.1** The corporate strategy sets out our intended milestones and performance indicators associated with the 10 outcomes and provides the basis for monitoring the council's performance over the next twelve months.
- 5.2** To promote accountability, our Senior Leadership Team will receive quarterly performance reports that will set out progress made against corporate strategy milestones and performance indicators.
- 5.3** Monitoring reports will be brought to the new overview and scrutiny committee and it is suggested that this is done at least half-yearly. In addition, the annual report detailing performance from the previous financial year will be brought in June to council for consideration.

<b>Report author</b>	<b>Richard Gibson, Strategy and Engagement Manager</b> <a href="mailto:richard.gibson@cheltenham.gov.uk">richard.gibson@cheltenham.gov.uk</a> , 01242 235354
<b>Appendices</b>	1. Draft Corporate Strategy action plan 2013-14
<b>Background information</b>	1. 2010-2015 Corporate Strategy, Report to Council, 29 <sup>th</sup> March 2010.

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# 2010 to 2015 Corporate Strategy for Council

Draft 2013-14 action plan



**CHELTENHAM**  
BOROUGH COUNCIL

[www.cheltenham.gov.uk](http://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

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.

***"We are leading our community by taking a commissioning approach. We are driven by the needs and strengths of people and place in order to improve wellbeing, the economy and the environment and use resources efficiently and effectively"***

As part of our commitment to this vision we are exploring 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 has been endorsed by the Strategic Leadership Group, is as follows:

- We will work to reduce the negative effects of poverty on vulnerable children, families, adults and older people - **see planned improvement action COM6 and COM15**
- We will work with our communities to promote healthy lifestyles through reducing alcohol consumption, promoting physical activity and healthy eating and improving mental health and well-being **see planned improvement actions COM11 and COM16**
- 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 - **see planned improvement action COM1, COM2, 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.

## 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**

<b>Cabinet lead:</b>	<b>Cabinet Member Sustainability</b>
<b>Commissioner lead:</b>	<b>Jane Griffiths</b>
<b>Provider lead:</b>	<b>Ubico</b>

**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 (JWC) 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.

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

<b>Strategic project</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
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 Joint Management Unit 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	Jane Griffiths via Joint Waste Committee
	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
<b>Delivery partner indicators - measuring activity that a delivery partner is responsible for yet we remain accountable for</b>	<ul style="list-style-type: none"> <li>Residual household waste per head</li> <li>Percentage of household waste recycled and composted</li> <li>Percentage of collections completed on schedule (of total collections)</li> <li>Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)</li> <li>Percentage of assisted collections completed on schedule (of total collections)</li> <li>Percentage of service complaints received (of total collections)</li> </ul>	590kg 34.4% 99% 6% 99.5% 0.5%	465kg 46% 99% 6% 99.5% 0.5%	Rob Bell, 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

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

#### 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 Joint Core Strategy, the policy vacuum left by the abolition of the Regional Spatial Strategy 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"> <li>Commence commissioning review process, formalise Member engagement and carry out initial scoping.</li> <li>Begin consultation with relevant stakeholders.</li> <li>Formulate draft proposals about most appropriate organisational fit for retained activities and report to Cabinet.</li> <li>Implement preferred option</li> </ul>	<p>June 2013</p> <p>July 2013 Oct 2013</p> <p>March 2014</p>	Grahame Lewis, Executive Director
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"> <li>Commence commissioning review process, formalise Member engagement and carry out initial scoping.</li> <li>Commence consultation with internal and external customers and assess the internal and external appetite for developing alternative delivery models.</li> <li>Formulate proposals and finalise report to cabinet.</li> <li>Implementation of recommendations.</li> </ul>	<p>April 2013</p> <p>July to August 2013</p> <p>November 2013 April to November 2014</p>	Grahame Lewis, Executive Director

Strategic Projects	Key milestones	Dates	Lead
ENV 5 We will move towards the adoption of the Joint Core Strategy (JCS)	<ul style="list-style-type: none"> <li>Agree and publish JCS preferred option for new housing and employment land allocations to 2031 for consultation</li> <li>Preferred option consultation</li> <li>Secretary of State decision</li> <li>Adopt JCS as the strategic level of the Cheltenham Local Plan</li> </ul>	June 2013 July/Aug 2013 July 2014 August 2014	Mike Redman, Director Built Environment
ENV 6 We will commence preparation of the Cheltenham Plan	<ul style="list-style-type: none"> <li>Complete consultation on scope of Cheltenham Plan, ensuring that parish councils and resident groups are actively involved</li> <li>Commence public consultation on draft Cheltenham Plan (non-statutory)</li> </ul>	September 2013 March 2014	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
<b>Service indicators – measuring activity that we are directly responsible for and that we will be accountable for</b>	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**

<b>Cabinet lead:</b>	<b>Cabinet Member Sustainability</b>
<b>Commissioner lead:</b>	<b>Jane Griffiths</b>
<b>Provider lead:</b>	<b>Dave Roberts, Head of Property Services</b>

**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 7 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"> <li>• Explore the potential for Smart metering to help in bridging the gap</li> <li>• Continue to explore other initiatives to deliver financial and carbon savings</li> <li>• 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</li> </ul>	November 2013 Ongoing  March 2014	Dave Roberts, Head of Property Services
ENV 8 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
<b>Service indicators – measuring activity that we are directly responsible for and that we will be accountable for</b>	Reduction in CO2 emissions from energy use, fuel use	5,114 tonnes CO <sub>2</sub> 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			

<b>Strengthening our economy</b>			
<b>Cheltenham has a strong and sustainable economy</b>			
<b>Who is accountable for this outcome</b>			
<b>Cabinet lead:</b>	<b>Leader of the Council</b>		
<b>Commissioner lead:</b>	<b>Grahame Lewis</b>		
<b>Provider lead</b>	<b>Mike Redman / Jeremy Williamson</b>		
<b>What are the risks to the delivery of this outcome and where are they captured?</b>			
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			
<b>How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
The council will continue to directly provide an economic development function but has already commissioned Cheltenham Development Task Force (CDTF) 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.			
<b>What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?</b>			
<b>Commissioning Review</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
ECD 1 We will implement the preferred option for the residual parking service	<ul style="list-style-type: none"> <li>Organisational structure and mechanism agreed by Cabinet January 2013.</li> <li>Ensure implementation and seamless transition to new enforcement arrangements of CBC car parks.</li> <li>On-going monitoring and review.</li> </ul>	Jan 2013 March 2013  Dec 2013	Grahame Lewis, Executive Director
<b>Strategic projects</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
ECD 2 We will work with GFirst, our local enterprise partnership, to promote sustainable economic growth in Cheltenham.	<ul style="list-style-type: none"> <li>Commence business support service provided by Gloucestershire Enterprises Ltd.</li> <li>Work with LEP, Chamber of Commerce and Cheltenham Business Partnership to ensure we maximise economic benefits for Cheltenham</li> </ul>	April 2013	Martin Quantock Business Partnership Manager
ECD 3 We will continue to support Cheltenham Development Task Force	<ul style="list-style-type: none"> <li>Carry out a review CDTF business plan and assess performance and report findings to the CDTF Board and then to Cabinet.</li> <li>Consider planning application for North Place/Portland Street</li> <li>Work with developers to enable them to start construction work on the Brewery / High Street site</li> <li>Work with developers to enable them to bring forward planning applications for the Albion Street block</li> </ul>	August 2013  April 2013 March 2014  October 2013	Jeremy Williamson, Managing Director, CDTF

	<ul style="list-style-type: none"> <li>• Work with GCC over implementation Local Sustainable Transport Fund including: <ul style="list-style-type: none"> <li>• Pedestrian way-finding</li> <li>• Cycle routes</li> <li>• Junction improvements</li> <li>• Modal shift</li> <li>• Boots Corner</li> </ul> </li> <li>• 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"> <li>• Promenade phase 3</li> <li>• Pedestrianised Promenade</li> <li>• St Mary's churchyard</li> </ul> </li> </ul>	<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
<b>Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.</b>	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



<b>Strengthening our communities.</b>			
<b>Communities feel safe and are safe.</b>			
<b>Who is accountable for this outcome</b>			
<b>Cabinet lead:</b>	<b>Cabinet Member Housing, Safety and Community Development</b>		
<b>Commissioner lead:</b>	<b>Grahame Lewis</b>		
<b>Provider lead</b>			
<b>What are the risks to the delivery of this outcome and where are they captured?</b>			
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.			
<b>How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
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 <sup>th</sup> and a wide range of other agencies to support delivery of this outcome.			
<b>What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?</b>			
<b>Commissioning Review</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
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, Community Protection Team Leader
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 Community Protection Team Leader Jane Griffiths, Director Commissioning
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	Barbara Exley & Yvonne Hope, Head of Public Protection
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	Grahame Lewis, Executive Director



<b>How will we know what difference we have made in 2013-14</b>				
<b>Type of indicator</b>	<b>Measured by this indicator</b>	<b>Baseline (March 2012)</b>	<b>March 2014 Target</b>	<b>Lead</b>
<b>Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.</b>	% 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
<b>Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.</b>	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%).		

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<b>Strengthening our communities.</b>			
<b>People have access to decent and affordable housing.</b>			
<b>Who is accountable for this outcome</b>			
<b>Cabinet lead:</b>	<b>Cabinet Member Housing, Safety and Community Development</b>		
<b>Commissioner lead:</b>	<b>Jane Griffiths</b>		
<b>Provider lead</b>	<b>Martin Stacy/Mike Redman /Cheltenham Borough Homes</b>		
<b>What are the risks to the delivery of this outcome and where are they captured?</b>			
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.			
<b>How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
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 Cheltenham Housing Aid Centre (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.			
<b>What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?</b>			
<b>Commissioning reviews</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
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, Executive Director
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, Executive Director
<b>Strategic Projects</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
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	March 2014	Martin Stacy, Housing & Communities Manager
	Monitor how the HRA funding investment being put into CBH for welfare reform is meeting the outcomes	March 2014	Martin Stacy, Housing & Communities Manager
	To ensure a smooth transition to the new direct access for rough sleeping contract	April 2013	Martin Stacy, Housing & Communities Manager
COM 8 We will enable the delivery of more affordable housing	<b>Garage Sites (14 units)</b> Work commences – garage sites	April 2013	Paul Stephenson, Chief Executive, CBH
	<b>St Pauls Phase 2 (59 units – 35 private sale + 24 CBH owned units)</b> Work commences	January 2014	Paul Stephenson, Chief Executive, 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, Property Director, CBH
	Non traditional stock upgrade - £260k investment	March 2014	Chris Williams, Property Director, CBH
	Neighbourhood Works - £515k investment	March 2014	Chris Williams, Property Director, CBH
	Internal communal improvements - £100k investment	March 2014	Chris Williams, Property Director, 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"> <li>• Welfare Reform</li> <li>• Vulnerable people</li> <li>• Partnerships and Communities</li> </ul>	March 2014	Kathie Pearce, Housing and Communities Director, 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
<b>Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.</b>	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
<b>Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.</b>	Affordable housing completions	2010-11: Affordable completions - 23	95 plus a net increase of 25 bed spaces at the YMCA	Mike Redman, Director Built Environment

<b>Strengthening our communities.</b>			
<b>People are able to lead healthy lifestyles.</b>			
<b>Who is accountable for this outcome</b>			
<b>Cabinet lead:</b>	<b>Cabinet Member Sport and Culture</b>		
<b>Commissioner lead:</b>	<b>Pat Pratley</b>		
<b>Provider lead</b>	<b>Sonia Phillips</b>		
<b>What are the risks to the delivery of this outcome and where are they captured?</b>			
<p>Leisure and Culture Commissioning Review – Risks are included within the business case for the establishment of a new trust. The most significant risks are:</p> <ul style="list-style-type: none"> <li>• If the review fails to engage fully or successfully with all stakeholders, opportunities may be missed, e.g. for gaining community support</li> <li>• If the business plans for the new trust are too optimistic then it may not be possible to deliver them</li> <li>• If there is insufficient internal capacity or if other factors lengthen timescales then realisation of benefits may be delayed.</li> </ul> <p>If the Council does not have a developed Sports Strategy &amp; Feasibility Study for the Prince of Wales (PoW) Stadium :</p> <ul style="list-style-type: none"> <li>• Cheltenham will be void of a strategic plan &amp; vision for its sports provision &amp; the future commercial &amp; sporting potential for facilities will not be maximised.</li> <li>• 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.</li> <li>• Future capital investment will be without adequate planning &amp; may result in a decline in condition of facilities</li> </ul>			
<b>How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
<p>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.</p>			
<b>What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?</b>			
<b>Commissioning reviews</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
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.	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 & Prince of Wales (PoW) Stadium feasibility study for approval by Cabinet	July 2013	Sonia Phillips, Director Wellbeing and Culture

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
<b>Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.</b>	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	
	Attendance at Active Life (50+) sessions	63,400	59000	
	Number of GP referrals	400	420	
	Universal card holders	750	950	
	Universal Membership	50	200	

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<b>Strengthening our communities.</b>			
<b>Our residents enjoy a strong sense of community and involved in resolving local issues.</b>			
<b>Who is accountable for this outcome</b>			
<b>Cabinet lead:</b>	<b>Cabinet Member Housing, Safety and Community Development</b>		
<b>Commissioner lead:</b>	<b>Pat Pratley</b>		
<b>Provider lead</b>	<b>Jane Griffiths</b>		
<b>What are the risks to the delivery of this outcome and where are they captured?</b>			
<p>Families First (these risks are included within the Inspiring Families business case).</p> <ul style="list-style-type: none"> <li>• The up scaling of the project based on national directives will present capacity uncertainties</li> <li>• 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</li> <li>• 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</li> <li>• The funding available within the set time scales may be insufficient to enact effect and sustain change for some families</li> </ul> <p>Uncertainty around capacity required to support parish councils or community organisations if they decide that they want to undertake neighbourhood plans.</p>			
<b>How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
<ul style="list-style-type: none"> <li>• 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.</li> <li>• We will engage in neighbourhood management in order to address issues of local concern and to strengthen communities.</li> </ul>			
<b>What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?</b>			
<b>Strategic projects</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
COM 14 We will support efforts to get more people actively involved in their communities so that we create more resilient communities across the whole borough.	<ul style="list-style-type: none"> <li>• Help create a resident-led partnership that will coordinate the lottery-funded Big Local project in the St. Peters and the Moors area</li> <li>• Support the asset-based community development projects in The Elms and Springbank to produce community-owned plans for their areas</li> <li>• Provide advice, information and support to the five parish councils and other neighbourhood groups that are interested in developing neighbourhood plans.</li> </ul>	September 2013 September 2013 January 2014	Richard Gibson, Strategy and Engagement Manager
COM 15 We will work in partnership to deliver the second year of the government's troubled families programme, called Families First.	<ul style="list-style-type: none"> <li>• Inspiring Families project to gain consent of 150 Families to be part of the programme.</li> <li>• Inspiring Families to have started working with 100 Families on their single family plan</li> <li>• Review of delivery in Cheltenham and submission of revised proposals to secure third year funding</li> </ul>	March 2014  March 2014  December 2013	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	<ul style="list-style-type: none"> <li>To agree an legacy strategy with County Community Projects and other partners to sustain outcomes from the building resilience project</li> <li>To allocate the 2013 allocation of positive activities funding to VCS providers of youth activities</li> </ul>	Aug 2013 July 2013	Richard Gibson, Strategy and Engagement Manager
COM 17 We will carry out a review of CBC governance structures and neighbourhood management / community governance structures following the outcome of Council Motion on 8 February 2013.	<ul style="list-style-type: none"> <li>Scoping report to Council setting out initial options for the number of elected members and electoral cycle</li> </ul>	March 2013	Jane Griffiths, Director Commissioning

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

Type of indicator	Measured by this indicator	Baseline	March 2014 Target	Lead
<b>Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.</b>	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 community projects: Springbank The Elms / Big Local	December 2012  20 10	  100 100	Richard Gibson, Strategy and Engagement Manager

<b>Enhancing the provision of arts and culture.</b>			
<b>Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.</b>			
<b>Who is accountable for this outcome</b>			
<b>Cabinet lead:</b>	<b>Cabinet Member Sport and Culture</b>		
<b>Commissioner lead:</b>	<b>Pat Pratley</b>		
<b>Provider lead</b>	<b>Sonia Phillips</b>		
<b>What are the risks to the delivery of this outcome and where are they captured?</b>			
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"> <li>• If the review fails to engage fully or successfully with all stakeholders, opportunities may be missed, e.g. for gaining community support</li> <li>• If the business plans for the new trust are too optimistic then it may not be possible to deliver them</li> <li>• If there is insufficient internal capacity or if other factors lengthen timescales then realisation of benefits may be delayed.</li> </ul>			
<b>How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
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.			
<b>What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?</b>			
<b>Commissioning Reviews</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
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
<b>Strategic Projects</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
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	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
<b>Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.</b>	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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<b>Delivering value for money services</b>			
<b>We will meet our 'Bridging the Gap' targets for cashable savings and increased income</b>			
<b>Who is accountable for this outcome</b>			
<b>Cabinet lead:</b>	<b>Cabinet Member Corporate Services, Cabinet Member Finance and Community Development, Cabinet member Built Environment</b>		
<b>Commissioner lead:</b>	<b>Pat Pratley</b>		
<b>Provider lead</b>	<b>Mark Sheldon</b>		
<b>What are the risks to the delivery of this outcome and where are they captured?</b>			
CR3 - If the council is unable to come up with long term solutions which bridge the gap in the medium term financial strategy (MTFS) then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision			
<b>How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks</b>			
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			
<b>What are our planned improvement actions in 2013-14 to deliver this outcome and to address risks?</b>			
<b>Commissioning Reviews</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
VFM1 We will implement the shared ICT service with the Forest of Dean District Council	<ul style="list-style-type: none"> <li>Transfer CBC staff to Forest of Dean District Council (FoDDC)</li> <li>Implement year 1 of the ICT infrastructure upgrade strategy for CBC and align technologies with FoDDC (18mth implementation programme)</li> <li>Implement reciprocal business continuity arrangements for ICT disaster recovery with FoDDC</li> </ul>	April 2013 March 2014 May 2013	Mark Sheldon, Director Resources
VFM2 We will prepare for a commissioning review of the revenues and benefits services in 2015/16	<ul style="list-style-type: none"> <li>Implement a restructuring within the revenue and benefits teams to deliver Bridging the Gap (BtG) savings target of £88,000 for 2013/14.</li> <li>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.</li> <li>Support the transition to the 'universal credit' benefits system for new claimants in October 2013 to be administered by Dept of Work &amp; Pensions and to determine the impact on the residual benefit service.</li> </ul>	June 2013 Dec 2013 March 2014	Mark Sheldon, Director Resources
<b>Strategic Projects</b>	<b>Key milestones</b>	<b>Dates</b>	<b>Lead</b>
VFM3 We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap	<ul style="list-style-type: none"> <li>Develop the budget strategy for 2014/15 for approval by Cabinet</li> <li>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.</li> <li>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.</li> </ul>	Oct 2013 Feb 2014 Feb 2014	Mark Sheldon, Director Resources
VFM4 We will deliver the Future Council programme for residual council services	<ul style="list-style-type: none"> <li>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.</li> </ul>	April 2013	Grahame Lewis, Executive Director  Andrew North,

	<ul style="list-style-type: none"> <li>Work stream 2 –report to council proposing the new senior management structure to deliver savings of £200k/yr</li> </ul>	Dec 2013	Chief Executive
VFM5 We will agree an Accommodation Strategy	<ul style="list-style-type: none"> <li>Develop the business case, including funding strategy, for the relocation of the council's offices.</li> <li>Negotiate and agree partner commitment to an alternative office location.</li> <li>Complete the marketing exercise of the Municipal Offices for redevelopment</li> <li>Determine the business ICT requirement / strategy for new offices</li> <li>Determine space requirements to support the 'future council' and assess future business needs, including meeting and front of house requirements, in relocated offices.</li> <li>Agree a vision and roadmap for the rationalisation of information / data storage to support an office relocation based on reduced physical storage space</li> </ul>	June 2013  June 2013 March 2014  March 2014  March 2014  March 2014	Grahame Lewis, Executive Director  David Roberts, Head of Property & Asset Management  Matt Thomas, ICT Manager  David Roberts, Head of Property & Asset Management  Mark Sheldon, Director Resources
VFM6 We will agree an Asset Management Plan	<ul style="list-style-type: none"> <li>Develop a car parking strategy to inform the Asset Management Plan</li> <li>Develop and approve an Asset Management Plan which captures the aspirations for the council's property portfolio.</li> <li>Develop and approve a funding strategy to support the Asset Management Plan</li> </ul>	June 2013 Sept 2013  Feb 2014	David Roberts, Head of Property & Asset Management  Mark Sheldon, Director Resources

**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
<b>Service indicators – measuring activity that we are directly responsible for and that we will be accountable for</b>	No. days lost due to sickness absence	8 days per FTE	7 days per FTE	Julie McCarthy GO Operations Manager 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 Local Government Ombudsman.	10	9	
▪ number of Freedom of Information reviews	1	1		
<b>Delivery partner indicators - measuring activity that a delivery partner is responsible for yet we remain accountable for</b>	GO – deliver savings target for shared service	2013/14	£254,400	Mark Sheldon, Director Resources

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## Cheltenham Borough Council Council - 25 March 2013 Pay Policy Statement

<b>Accountable member</b>	<b>Jon Walklett, Cabinet Member Corporate Services</b>
<b>Accountable officer</b>	<b>Amanda Attfield, Head of Human Resources, GO Shared Services</b>
<b>Accountable scrutiny committee</b>	<b>N/A</b>
<b>Ward(s) affected</b>	<b>None</b>
<b>Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	The Localism Act 2011 requires councils to produce an annual pay policy statement in respect of its employees by 31 March each year. The pay policy statement is attached.
<b>Recommendations</b>	<b>That Council</b>  <b>1. Approves the 2013-14 Pay Policy Statement (Appendix 2).</b>

<b>Financial implications</b>	None.  <b>Contact officer: Paul Jones paul.jones@cheltenham.gov.uk, 01242</b>
<b>Legal implications</b>	The legal requirements for producing a pay policy statement are referred to in the body of this report.  <b>Contact officer: Peter Lewis, peter.lewis@teWKesbury.gov.uk, 01684 272012</b>
<b>HR implications (including learning and organisational development)</b>	As contained in the body of this report.  <b>Contact officer: Amanda Attfield, amanda.attfield@cheltenham.gov.uk, 01242 264186</b>
<b>Key risks</b>	<b>If the policy is not approved by the end of March, the Council risks non-compliance with legislation.</b>
<b>Corporate and community plan Implications</b>	N/A

<b>Environmental and climate change implications</b>	N/A
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## 1. Background and Issues

- 1.1** The Council is required by section 38(1) of the Localism Act to prepare an annual pay policy statement. The statement must articulate an authority's own policy towards a range of issues relating to the pay of its workforce, particularly its senior staff (or 'chief officers') and its lowest paid employees. Pay policy statements must be prepared for each financial year, and must be approved annually by Full Council.
- 1.2** Nothing in the pay accountability provisions in the Act or in this guidance is intended to supersede existing responsibilities and duties placed on authorities in their role as employers, under relevant employment legislation, and authorities must, of course, bear in mind these responsibilities and duties when formulating a pay policy statement. Discussion of an authority's policies in relation to pay does not engage the Data Protection Act as it does not concern data relating to a particular individual.
- 1.3** The Localism Act requires that pay policy statements and any amendments to them, are considered by a meeting of full council and cannot be delegated to any sub-committee. It is worth noting that the Secretary of State does not consider that any of the grounds for exclusion of the public would be met for discussions of pay policy statements. Such items at meetings of Council should, therefore, be open to the public and should not exclude observers. All decisions on pay and reward for chief officers must comply with the current pay policy statement.
- 1.4** The CBC statement sets out the approach to pay of all its employees. Key changes against 2012-13 are the addition of a reference to the Living Wage, and deletion of the reference to Car Allowances (which were removed during 2012-13).
- 1.5** CBC's approved pay policy statement will be published on the CBC website as soon as is reasonably practicable after it is approved, to comply with the government guidance that a council's approach to pay (as set out in the pay policy statement), needs to be accessible for citizens and enable local taxpayers to take an informed view of whether local decisions on all aspects of remuneration are fair and make best use of public funds.
- 1.6** CBC includes in its pay policy statement, the approach to the publication of and access to information relating to the remuneration of chief officers. Remuneration includes salary or payment under a contract for services, expenses, bonuses, any performance related pay as well as severance payments.
- 1.7** CBC already publishes on an annual basis, the remuneration details of all its chief and deputy chief officers, and those earning over £55,000 pa. It does not pay bonuses nor does it operate performance related pay. This currently published data can be seen within the context of the Council's agreed Pay Policy statement, and provides the public with a clear justification of how their money is being used appropriately to pay and reward Council staff, including the relationship between the highest / lowest paid staff. The use of a pay multiple (the ratio between the highest paid employee and the mean average earnings across the Council) is a way to express that relationship.
- 1.8** There has been publicity in recent months regarding the "Living Wage". Unlike the National Minimum Wage (minimum wage 21yrs+ = £6.19), there is no statutory requirement to comply with the Living Wage (£7.45), it is used an indicative figure only. Cheltenham's comparative Grade is B, £7.63, with Grade A being used as a stepping stone grade from Apprentice to trainee role. The

employees on Grade A are usually under 21. The majority of CBC employees are on Grade B and above. Reference has been made to the Living Wage in the Pay Policy Statement.

**2. Reasons for recommendations**

2.1 To comply with the Localism Act 2011, to have an agreed Pay Policy in place by 31 March each year.

**3. Alternative options considered**

3.1 None, as there are no options other than to comply with the Localism Act requirements.

**4. Consultation and feedback**

4.1 The Pay Policy Statement has been considered by the Trades Unions, Group Leaders, Senior Leadership Team.

**5. Performance management –monitoring and review**

5.1 There is a requirement for an annual review and agreement by Full Council, of the Pay Policy Statement.

<b>Report author</b>	<b>Contact officer: amanda.attfield@cheltenham.gov.uk, 07920 284313</b>
<b>Appendices</b>	1. Risk Assessment 2. Pay Policy Statement
<b>Background information</b>	None.

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-4	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	If the Council does not approve and publicise a Pay Policy, it risks non-compliance with legislation, with the corresponding legal, financial, and reputational implications	Amanda Attfield	11 01 13	3	1	3	Reduce	Ensure Pay Policy is approved by the due date	31 3 2013	Julie McCarthy	Service Risk Register –HR

**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





# Pay Policy Statement

For all Employees at  
Cheltenham Borough Council

March 2013



## Introduction

A pay policy statement is required to be produced annually under section 38 of the Localism Act. Regard is to be had to any guidance from the Secretary of State in producing this statement.

Any decision under powers delegated in the Council's Constitution with regard to remuneration will be bound by and must comply with this Statement.

## Coverage

This pay policy statement sets out the Council's policy with regards to:

- The remuneration of chief and deputy chief officers
- The remuneration of the lowest paid employees
- The relationship between chief officers remuneration and that of other officers

"Remuneration" for the purposes of this statement includes three elements:

- Basic salary
- Pension
- All other allowances arising from employment

The Council regards the following as its "chief and deputy officers"

- Chief Executive
- Executive Director
- Executive Director
- Director of Resources
- Director of Commissioning
- Director of Built Environment
- Director of Wellbeing & Culture

## Objectives of the Policy

- To ensure a capable and high performing workforce

In respect of the chief executive, chief officers and all other employees the Council's policy is to set remuneration sufficient to attract and retain adequately experienced, trained and qualified individuals to deliver the Council's priorities.

- To differentiate between remuneration and other employee related expenses.

The Council will meet or reimburse authorised travel and subsistence costs for attendance at approved business meetings and training events. The Council does not regard such costs as remuneration but as non pay operational costs. This policy is applied consistently to the chief executive, chief officers and other employees.

## **Remuneration subject to National and Local Determination**

### **1. The National Context**

#### **1.1 Pay Bargaining**

The Council is a member of the local government employers association for national collective bargaining in respect of chief executives, chief and deputy chief officers, and all other employees.

Listed below are the separate negotiations and agreements in respect of each of these three groups.

- Chief Executives - Joint Negotiating Committee for Local Authority Chief Executives
- Chief and Deputy Chief Officers – Joint Negotiating Committee for Chief Officers of Local Authorities
- All other employees – National Joint Council for local Government Services

Changes from national negotiations generally take effect from 1 April each year and are retrospective to 1 April where agreements are struck later than 1 April. It is the Council's general policy to implement national agreements. The Council is mindful that, exceptionally, unprecedented economic pressures may necessitate the Council to consider alternative arrangements and would seek to consult on such arrangements locally.

Pay for all three groups was last increased in April 2009. The Council will apply any settlement reached in respect of April 2013.

In addition to pay the national agreements cover other terms and conditions such as:

- Pension
- Occupational Sickness Scheme
- Maternity Scheme.
- Overtime

#### **1.2 The Local Government Pension Scheme (LGPS) and policy with regard to the exercise of discretions**

Pension provision is an important part of the remuneration package. All employees may join the LGPS. The LGPS is a statutory scheme with contributions from employees and from employers. For more comprehensive details of the LGPS please click on the link below.  
<http://www.lgps.org.uk>

For the Cheltenham Borough Council, the LGPS is administered by Gloucestershire County Council). For information click on the link below:

<http://www.gloucestershire.gov.uk/11513>

Neither the LGPS nor the Council adopt different policies with regard to benefits for any category of employee: the same terms apply to the chief executive, chief and deputy officers and other staff.

The LGPS provides for the exercise of discretion that allow for retirement benefits to be enhanced. The Council will consider each case on its merits but has determined that does not normally enhance pension benefits for any of its employees (see the LGPS Statement of Policy/Discretions on the Council's website). This policy statement reaffirms this in respect all employees.

The LGPS provides for flexible retirement. In applying the flexible retirement provision no distinction is made between the chief executive, chief and deputy chief officers and other employees. The LGPS requires that a minimum reduction in working hours of 20% is made and/or there is a reduction in grade and that any consequential payments to the pension fund are recoverable in three years.

## **2. Local variations and allowance**

### **2.1 Pay evaluation and the local award**

The chief executive and chief/deputy chief officers have their basic pay determined by a job evaluation scheme (the Hay scheme). All other employees have their basic pay determined by a different job evaluation scheme (the National Joint Council Job Evaluation scheme). Both schemes ensure that different jobs having the same value are paid at the same rate. The "job score" determines the pay grade for the job. With the exception of the Chief Executive who is on a spot salary grade (with no provision for incremental progression nor additional payment on completion of a period of service.), all other pay grades have 4 incremental points. Progression through the incremental points is by annual increments until the top of the pay scale is reached. Job evaluation is carried out for new roles, a substantial change in duties, or may be required as a result of an equal pay audit. A fair and transparent process is in place for managing job evaluations, which includes Trade Union input, and moderation of evaluation outcomes to ensure consistency of application of the scheme. Equal pay audits are carried out as required.

### **2.2 Pay protection**

The Council seeks to ensure that all employees receive equal pay for work of equal value. To be consistent with equal pay principles the council's protection arrangements will not create the potential for pay inequalities (e.g. open-ended protection).

There may be times when the grade for an individuals role changes for reasons unrelated to their performance e.g. restructures, In such cases the protection arrangements outlined will apply for 12 months from the date of the change.

Details of the full scheme can be found in the Council's Pay Protection Policy, available on request.

### **2.3 Allowances on appointment**

The Council's policy is to not pay any form of "signing on" fee or incentive payment when recruiting.

The Council does operates a scheme of relocation allowances to assist new employees who need to move in order to take up an appointment with the council. Relocation allowances are paid at the discretion of Directors where they think that it is essential to pay such allowances in order to attract the right candidate for the job.

The same policy applies to chief executive, chief/deputy chief officers and other employees in that payment will be made against a range of allowable costs for items necessarily incurred in selling and buying a property and moving into the area. The costs include estate agents fees, legal fees, stamp duty, storage and removal costs, short term rental etc. An employee who leaves within 2 years of appointment will have to make a repayment of 1/24<sup>th</sup> for each month short of the 2 year period. Details of the full scheme can be found in the Council's Scheme of Relocation Allowances, available on request.

### **2.4 Redundancy payments and payments on termination**

The Council has a single redundancy scheme which applies to all employees without differentiation. The Council does not provide any further payment to employees leaving the Council's employment other than in respect of accrued leave which by agreement is untaken at the date of leaving. The redundancy payment is based on the length of continuous Local Government service which is used to determine a multiplier which is then applied to actual pay. The maximum number of year's service taken into account is 20. The maximum number of weeks pay is 30 for anyone aged 61 or older with 20 years or more service. Details of the full scheme can be found in the Council's Redundancy Policy, which is available on request.

### **2.5 Professional Fees and Subscriptions.**

The Council meets the cost of a professional fee or subscription where it is a statutory requirement for the role, for example, a legal practicing certificate, environmental health, and it meets the cost of membership of SOLACE (Society of Local Authority Chief Executives).

### **2.6 Pay ceilings**

For 2013/14 the basic pay ceiling for current employees holding chief officer posts is current pay. Basic Pay is quoted. For Non-Statutory and Deputy Chief Officers as defined the basic pay ceiling is set out in the pay ranges by grade.

As set out above, external advice on the salary to be offered will be taken at the time of a chief executive or chief officer vacancy. The council will not exceed a maximum ratio multiple of 1:10\* of the current salary of the highest paid employee to the pay floor (see below), for existing or new appointments. This is in order to allow leeway between the current ratio (1:7) should any review need to be undertaken.

\* ALACE response to the Hutton review of 'fair pay' September 2010 - Shire district council ratio norm 1:7 – 8 times. County Council, ratio norm 1: 13-15. National pay norm suggested in Hutton Review 1:20

### **2.7 Pay floor**

The pay floor is the remuneration of the lowest paid employees. "Lowest paid" is defined as the average pay of the 2% of the Council's employees with the lowest hourly rate. Where any employee is less than full time their pay is multiplied up to full time and the aggregate full time equivalent pay for the group divided by the number of full time employees to determine the average.

As at December 2012 this average was £15,844.50

The Council will not pay basic pay less than the amount applicable to scale point (scp) 006 of the national pay scales as agreed from time to time by the local government employers. Employees in this group will be entitled to all other benefits pension, occupational sickness, redundancy etc as all other employees.

## 2.8 Minimum Wage / “Living Wage”

The Minimum wage is a legal requirement. The “Living Wage” is a benchmark, and not a legal requirement, details for Cheltenham Borough Council are shown below.

Cheltenham Borough Council Lowest SCP	Notes	Minimum Wage for an employee 21 year of age and above	Living Wage - benchmark hourly rate	Cheltenham Borough Council Comparable SCP
£6.47 (Scp 006 Grade A)	Grade A posts tend to be the stepping stone grade from Apprentice to trainee role. Employees on this grade are usually under 21. The majority of CBC employees are on Grade B and above.	£6.19	£7.45	£7.63 (Scp 11 Grade B)

## 2.9 Pay multiples

The Council does not explicitly set the remuneration of any individual or group of posts by reference to a simple multiple of another post or group of posts. The use of multiples cannot capture the complexities of a dynamic and highly varied workforce in terms of job content and skills required. Nor does it readily address the treatment of in house provided as against labour intensive bought in services if pay multiples are used as some sort of benchmark.

In terms of overall remuneration packages the Council’s policy is to differentiate by setting different levels of basic pay to reflect differences in responsibilities but not to differentiate on other allowances, benefits and payments it makes.

The Council would not expect the remuneration of its highest paid employee to exceed a ratio of 1:10 times that of the pay floor average for employees (currently it is 1:7), accepting a degree of movement may be required to allow for job or market changes.

## 2.10 Market Supplements

The Council is committed to the principles of single status employment and seeks to ensure employees receive equal pay for work of equal value.

In exceptional circumstances it may be necessary to ensure the effective recruitment and retention of employees and to pay individuals and/or groups of employees a premium rate to

reflect the market competitiveness of the job. Any market supplement must be provided for from within existing budgets and be objectively justifiable. The job evaluation determined grade for that post will not be changed. Market supplements will be paid as a temporary fixed allowance. The supplements will be reviewed annually and consequently can be withdrawn, should the review demonstrate that current evidence does not justify a supplementary payment continuing. Should such a supplement continue to be paid for an extended period, e.g. several years or more, the need for continuation will be examined carefully during the annual review in order to ensure that such continuation continues to be objectively justifiable in the circumstances. Details of the full scheme can be found in the Council's Market Supplements Policy, available on request.

### 2.11 Interim Arrangements

If the need arises to provide agency/interim cover the policy is to seek to cap the cost of that appointment at no more than that of the permanent appointment taking into account additional employment costs (employer pension and national insurance contributions)

### 2.12 Acting Up

'Acting Up' is when an employee is authorised by their line manager to provide cover for a more highly graded post for a period of less than four weeks.

The payment ('acting up' allowance) is a temporary payment and will be made to the individual employee for covering the duties of the higher graded job for the agreed period of time. The policy applies to all employees. The supplement to be paid will be the difference between the employee's current salary and depending on experience up to the second scale point of the grade relating to the higher level post. The payment will cease on completion of the 'acting up' period and the employee's salary will revert to that which it would have been had 'acting up' not occurred. Details of the full scheme can be found in the Council's Acting Up Policy, available on request.

### 2.13 Honoraria Payments

The Council has a responsibility to ensure equal pay for all employees and so the use of honoraria payments should be carefully considered, and be capable of justification. A payment can be made for the following reasons:-

- To recognise a *specific* contribution that an employee has made by making a single payment to him/her,
- or
- To recognise that an employee is temporarily undertaking additional responsibility for a continuous period of at least four weeks by making a regular monthly payment to them during that temporary period.

Details of the full scheme can be found in the Council's Honorarium Policy, available on request.

## 3. Reimbursement of Expenditure

### 3.1 Travel and subsistence

All employees who incur additional expense in the course of their work in respect of travel & subsistence will be reimbursed in accordance with the Council's travel and subsistence policy. Claims should be submitted via the agreed process, either on the designated forms or via the self service ABW system when implemented in 2013), be supported by appropriate receipts in all cases and authorised by the appropriate senior officer.

Details of the full scheme can be found in the Council's Travel and Subsistence Policy, available on request.

### **3.2 Disturbance allowance**

All employees who incur additional costs arising from a compulsory change in their work place will be reimbursed in accordance with the Council's Disturbance Allowance policy.

Details of the full scheme can be found in the Council's Disturbance Allowance Policy, available on request.

### **4. Publication and access to information**

The publication of and access to information relating to remuneration of the Chief Executive, chief/deputy chief officers will be set out in this document and published annually on the Council's Website.

### **5. Approach to Chief Officer and Deputy Chief Officer pay**

The Council will aim to pay no more than median salary levels when looking at market rates, and in the case of senior roles will seek to maintain pay differentials well within the parameters recommended by the pay and pensions review (1:20). For CBC the current ratio of Chief Executive to lowest paid (pay floor) is 1:7. See section on Pay multiples, and Pay Ceilings.

Any chief or deputy chief officers who were previously employed by CBC and who, on ceasing to be employed, are in receipt of a severance or redundancy payment will not be re-employed as chief officers under a contract for services unless otherwise agreed by the relevant authorising body (e.g. Appointments Committee).

### **6. Approach to shared management arrangements**

Where these were agreed and set in place, the costs of any shared management roles is appropriately apportioned and recharged via the secondment / management agreement. Such roles, where the CBC was the employer, would be evaluated if needed according to the existing CBC job evaluation schemes.

### **7. Other pay and conditions**

Other pay and conditions can be found in the relevant Council policy or scheme in operation, available on the Council's intranet or on request as follows:

- Casual workers
- Shift premium
- Stand by and call out



- Evening/Weekend/bank holiday/public holiday working
- First Aid allowance
- Long Service Award
- Annual leave – buy/sell leave
- Other leave paid/unpaid inc volunteering
- Childcare Vouchers
- Training fees reimbursement (post entry training scheme)
- Agency workers – over 12 weeks continuous
- Electoral Registration - Returning Officer (RO) remuneration – these are paid separately as per nationally agreed rates (rate is pensionable). Remuneration for RO role will be published as part of the senior management pay information, annually, where a senior officer carries out the role.
- Welfare Service
- Car loans
- Employee and elected member Parking Levy
- Season ticket loans
- Eye test vouchers
- Time off for TU duties

### **8. Other payments**

- Elected member allowances

### **9. Pay and Benefits – Consultation and Decision making**

The key decision making bodies / processes are:

- Collective bargaining (local) – Joint Consultative Committee
- Head of Paid Service – as per the Council's Constitution and Scheme of delegations
- Appointments and Remuneration Committee – as per the Council's Constitution and Scheme of delegations
- Council – matter reserved as per the Council's Constitution
- Member Allowances panel

**All policies are available on request, from the Council's HR team.  
Contact 01242 775092 or emails [jobs@cheltenham.gov.uk](mailto:jobs@cheltenham.gov.uk) for more  
information about this Statement and/or its contents.**

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## Cheltenham Borough Council

**Council – 25 March 2013**

### Review of council size and electoral cycle

<b>Accountable member</b>	<b>Councillor Jon Walklett, Cabinet Member Corporate Services</b>
<b>Accountable officer</b>	<b>Andrew North, Chief Executive</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Significant Decision</b>	<b>Yes</b>
<b>Executive summary</b>	<p>At the council meeting on 8 February the following motion was passed:</p> <p><i>“Therefore we request Cabinet to consider moving to a four yearly cycle of Borough Council elections as soon as possible. We also call on the Cabinet to explore how a reduction of councillors can be achieved. In the interests of the Cheltenham tax payers and for the good governance of the town we ask that a report be brought back to Council in March outlining the issues, challenges and timelines of achieving both changes.”</i></p> <p>The Chief Executive has spoken to group leaders along with the cabinet member corporate services. One Legal and the director of commissioning have also been involved in discussions about how such a review could be taken forward. Although it is evident that each of the political groups has a different standpoint there is an agreement that the first stage would be to set up a cabinet member working group which would consider what the council of the future will require in terms of its councillors and democratic process. This will then lead to consideration as to whether a change in electoral cycles and council size will be required to deliver this vision (ie form follows function). The group leaders have also considered issues around the process, timescales and options for changes to council size and electoral cycles and these are set out in an appendix to this report.</p> <p>If council are minded to set up a working group as proposed in this report then it would be imperative to engage all members in discussions and member workshops would thus be set up. The working group would report back to council in July along with a report under s4 of the Local Government and Housing Act 1989 setting out proposals on the future structure for the council.</p> <p>The expectation would be that the working group will set out their recommendations on the options and if (depending on the result of their deliberations) recommend a letter to the Local Government Boundary Commission for England (LGBCE) for council approval setting out the rationale for a review.</p>
<b>Recommendations</b>	<b>Council are asked to:</b>

1. **Set up a cabinet member working group with terms of reference as set out in appendix 3**
2. **Request the working group to report back to council on 22 July setting out their findings and if appropriate a draft letter to the LGBC.**

<p><b>Financial implications</b></p>	<p>There are no financial implications arising from this report.</p> <p><b>Contact officer: Des Knight, Temporary Accountant GO Shared Services</b></p> <p><b>des.knight@cheltenham.gov.uk, 01242 264124</b></p>
<p><b>Legal implications</b></p>	<p>There are prescriptive procedures for dealing with electoral reviews and reviews of electoral cycles, arising primarily from the Local Democracy, Economic Development and Construction Act 2009 and Local Government and Public Involvement in Health Act 2007. Whilst the final decision in respect of an electoral review rests with the Local Government Boundary Commission and is brought in to effect by statutory instrument, the final decision in respect of the electoral cycle is made by a special meeting of Council (on a majority of at least two thirds of those present).</p> <p><b>Contact officer: peter.lewis@tewkesbury.gov.uk, 01684 272012</b></p>
<p><b>HR implications (including learning and organisational development)</b></p>	<p>The potential resource issues during the review have been addressed within the report. The review will presumably consider the impact of any changes on staff who currently support Councillors and elections. As these changes are likely to impact on the very same staff who are being asked to support the review there may be an engagement or morale issues which will need to be carefully considered and addressed.</p> <p><b>Contact officer: Richard.hall@cheltenham.gov.uk, 07801123276</b></p>
<p><b>Key risks</b></p>	<p><b>As outlined in appendix 1</b></p>
<p><b>Corporate and community plan Implications</b></p>	<p>The review has been identified within the council's corporate strategy for 2013/14. Effective governance arrangements are a key component for the delivery of the council's corporate objectives.</p>
<p><b>Environmental and climate change implications</b></p>	

## 1. Background

- 1.1 Council on 8 February considered whether the council should reduce the number of councillors and also the frequency of elections. In response to this request the group leaders along with the cabinet member corporate services have spoken to the Chief Executive to consider the options and implications of undertaking such a review. The council has a number of options it could consider and these are set out in appendix 2.
- 1.2 There was a view that the council was in danger of identifying a solution without fully thinking through how Cheltenham Borough Council might operate in the future. As more services are delivered through different patterns of delivery and all public sector bodies are working more collaboratively and the government's drive for community budgets it is important to align the council's thinking about what the the Council should be like to maximise its effectiveness and what this means for councillors and the democratic process. The role of the councillor as a community leader will (for example) become even more important in these new and more complex delivery and partnership arrangements and consideration needs to be given as to what this means in terms of workloads for councillors and for the cabinet.
- 1.3 It is proposed therefore that a working group be established to consider the issues and work with the Chief Executive to ensure alignment with a review of the officer culture, processes and structures which he is leading and is calling "Cheltenham Futures". This programme is in recognition that we have made significant progress on commissioning services from other providers with the result that the directly employed portion of the council's business employs around half as many people as three years ago. The Chief Executive is aiming to rationalise the senior management structure and right size the organisation to the requirements of a commissioned organisation, to deliver further efficiency savings and to sustain an organisational culture that will deliver the future vision and outcomes of the council.
- 1.4 The terms of reference for this group are set out in appendix 3. It is proposed that as this is a cabinet member working group that it is chaired by the cabinet member corporate services but each of the group leaders or their nominees are represented on the group.
- 1.5 In developing the thoughts the working group will hold a member workshop(s) to ensure that all members are engaged in the debate. It is anticipated that there will be a phased approach to the work, and once consideration and clarity is established on the functions for the council then it will be easier to consider whether the current council size and electoral cycle support or hinder these functions. It will also enable members to give further consideration as to the way in which the council wishes to engage in neighbourhoods and how these can be aligned to councillor representation.
- 1.6 Group leaders are minded that if there were to be changes to electoral cycles or council size then these should be implemented as quickly as possible so would ideally look to the May 2016 elections. Given the timescales for the LGBCE review they are mindful that the working group will need to prepare a report for the council on 22 July setting out their findings. Should they recommend that the council size is reviewed they will also present a draft letter for the LGBCE setting out the rationale for the review. One of the first tasks therefore of the working group will be to set out its workplan and how it will achieve this deadline.

## 2. Reasons for recommendations

- 2.1 Setting up a working group will enable a considered debate on this important issue for the council. The reasons for changing the existing election cycle and or the size of the council needs to be considered carefully and within the context of the strategic direction of the council.
- 2.2 It was also evident that in initial discussions on the matter that there are divergent views about

whether the council should change its electoral cycle and council size. This is such an important matter to the council and the people of Cheltenham it requires careful consideration and any final recommendations on the way forward ideally should have cross party support as it will impact on all current and future councillors.

**3. Alternative options considered**

**3.1** In discussing the options the group leaders and cabinet member corporate services were mindful of other options such as a principal area boundary review and also the potential of unitary councils at some future date. It was agreed that the working group when discussing the options consider them within this national and local context which may impact on the timing of the review.

**3.1 Consultation and feedback**

**3.2** As outlined in the report, the views of the group leaders were sought in developing this report back to council.

**4. Performance management –monitoring and review**

**4.1** The working group will set their own work plan and it will be incumbent on working group members to feedback to their individual groups. There will also be a member workshop so that all members are able to engage in the process.

<b>Report author</b>	<b>Contact officer: Jane Griffiths, Director - Commissioning , jane.griffiths@cheltenham.gov.uk,  01242 264126</b>
<b>Appendices</b>	<ol style="list-style-type: none"> <li>1. Risk Assessment</li> <li>2. Review of Council size and electoral cycle options</li> <li>3. Terms of reference for cabinet member working group</li> </ol>
<b>Background information</b>	n/a

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
1.	If there is no cross party consensus to any recommendations arising from the working group it may make it difficult to implement changes	Andrew North	March 2013	3	3	9	R	The working group will enable members to explore the options and consider the outcomes and impacts of any changes	July 2013	Andrew North	Corporate risk
2	If the review is not well structured it could result in significant officer time	Andrew North	March 2013	3	3	9	R	Workplan and resource requirements should be agreed at first meeting of the working group Work would be on a phased basis so it can be proportionate to outcomes.	April 2013	Jane Griffiths	Commissioning
3	If the public do not understand what is being proposed because the council and political parties have failed to communicate effectively then there is a reputation risk to the council	Andrew North	March 2013	3	3	9	R	Working group to agree key messages Group leaders to put out joint press statement	March 2013	Jane Griffiths	Corporate

**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



## **Review of council size and electoral cycle**

### **The options.**

- 1. Option 1 - Do nothing with regards to Council size or electoral cycle**
  - 1.1** Councillors may decide that they do not wish to change either the Council size or the electoral cycle. However councillors could consider what their roles are in the future now that the Council is a commissioning council and that management structures and service delivery have and will change. They could consider the optimum size of the cabinet and other committees and the roles that members play. This may result in a consideration in reductions in size of cabinet or committee membership and also could inform a review of the member allowance scheme. In terms of officer and member resource this would be the easiest review to undertake as it could easily be accommodated into workplans. It would require a few member seminars and working groups to agree the necessary changes to the constitution and then submit findings into the next member allowance panel. Such a review would involve all members, the CEX, the democratic services team, Onelegal and a nominated officer to support the review process. It would not however produce the level of savings anticipated by members nor necessarily create a Council which is fit for purpose in a commissioning world nor enable the policy development stability which arises from four yearly cycles.
- 2. Option 2 - Change the electoral cycle without changing the council size**
  - 2.1** Under the Local Government and Public Improvement to Health Act 2007 (as amended by the Localism Act 2011) a district council in England that is subject to a scheme of elections by halves or by thirds may resolve that it is to be subject instead to the scheme for whole-council elections. The Council would need to consult as appropriate, make a formal resolution and publicise the scheme and notify the electoral commission. The Council would continue with two member wards unless the Local Government Boundary Commission for England (LGBCE) were requested to undertake a review to single member wards (see option 5 below). The first election under the new arrangements would be in whatever year the Council resolves to hold it, but it cannot be in the same year as a county council election. Given that many of the elections are now combined elections it is hard to estimate the savings that would be made by this approach. The Council would save some money and this is estimated as £100k over a four year cycle. This is based on a single election costing £160K as opposed to £130K every two years. Such a resolution would not require much member input apart from the debate at Council and officer input would be limited to CEX, elections team, Onelegal and the nominated officer drafting the report.
- 3. Option 3 - Change of Council size with current electoral arrangements**
  - 3.1** The Council could ask for the LGBCE to undertake an electoral review requesting a review of Council size which would result in ward boundary changes. This review would be based on the current electoral arrangements and would look to create two member wards. If however the

Council had already committed to a resolution to a four yearly election cycle then the review would consider single member wards or a mix of single, two and three member wards depending on warding arrangements and Council size. This along with option four would be the most intentensive of the options as it would require the council to fully consider the Council size, and then the warding arrangements. A reduction in the number of councillors would also require the Council to review the size of cabinet and committees and the political balance scheme. There would need to be a phased consultation process firstly on council size and then on warding arrangements. Such a review would require input from all members, the CEX, democratic services, Onelegal, elections team, planning team, GIS officer, communications team, strategy and engagement team, and a nominated officer to support the review process.

**3.2** The LGBCE will take note of submissions from the local authority and others in arriving at their recommendations. There is no guarantee however that the option as put forward by the Council to LGBCE would be accepted as their preferred solution.

**3.3** If the Council was to reduce the number of councillors then the members allowance panel would need to meet and assess the impact on the work of councillors both as ward councillors and cabinet and committee members. If such a review considered that the changes had not impacted on workloads and responsibility and allowances were kept at the same level then there would be savings. Each councillor is currently paid a basic allowance of £5066 and cabinet members get an additional allowance of £12930, so any reductions could result in savings particularly if combined with four yearly elections. If for example the council reduced to minimum number of councillors ie 30 members and a cabinet of five the savings would be £73,590 per annum.

#### **4. Option 4 - Change electoral cycle and council size**

**4.1** If the council were minded to undertake both reviews then the resolution to change the electoral cycle would need to be undertaken prior to the formal commencement of the review by the LGBCE. As such a resolution is within the remit of the Council it could be scheduled as a decision once the commencement date has been notified by the LGBCE. The savings would be as outlined in options two and three above and there may be a slight increase in the savings accruing from election costs resulting from reduction in RO fees and printing costs.

#### **5. Option 5 - Change the electoral cycle and create single member wards with no change to council size**

**5.1** The Council could make the resolution for a change to the electoral cycle as set out in 2.1 above and then request the LGBCE to undertake an electoral review for single member wards. This would be based on the current council size but would require ward boundary changes to accommodate the single member wards. This review would not save any more money than outlined in 2.1 above. However such a review would involve all members, the CEX, democratic services, Onelegal, elections team, planning team, GIS officer, communications team, strategy and engagement team, and a nominated officer to support the review process. As members had not raised this within the original motion or debate it is not thought that this would be an appropriate option

to pursue as it would not achieve all the outcomes which members desired.

**6. Timelines and resource requirements for options three and four.**

- 6.1** The LGBCE indicates that most reviews last around 18 months and it is anticipated that if a request was submitted this year then it could be accommodated in 2014 workplans but the council needs to recognise that the LGBCE need to prioritise their reviews. They recognise that the review is a project, on top of the normal workloads of a Council but also advise that the most successful reviews are those where members and officers are fully engaged and resources are committed to supporting the review. The phasing of the work means that there will be periods of intensity over the 18 month period.
- 6.2** If members are minded to request a review then the Council would need to write to the LGBCE setting out the rationale as to why a review would be required. Their priority would be to those areas where there is electoral inequality so it would be important for the council to put forward a compelling case. There would therefore be a need for members to meet to consider the case for a reduction in Council size and how it would support economic and efficient local government and support the needs of the local communities.
- 6.3** In drafting this report officers have spoken to other councils who have recently gone through similar exercises. They have indicated that at times the workloads are intense. Planning officers will need to be involved to give an indication of levels of growth so that estimates may be made about growth on the electoral register and that these can be captured within any proposed ward boundaries to ensure that there is electoral equality across ward boundaries in the future. The Council will need to have access to good GIS support as they are able to assist in mapping numbers of electors and officers involved in devising potential ward boundaries indicate that this can be several weeks of intensive work.
- 6.4** It is anticipated that the elections team may require some additional resource to assist with the review as the Council will be implementing individual electoral registration in 2014 and this is already likely to stretch the teams current officer resource. It should also be noted that the call on GIS support (which is intended to be shared with FODDC from April) may also be stretched and we may need to consider whether additional support is required or what other work could be delayed in order to support the project. As members will be well aware the planning resource is already stretched and there will be a requirement for them to support estimates of electoral growth which needs to be detailed to ward level. Likewise the democratic services team and Onelegal will need to provide support to the project and consideration will need to be given as to how this is accommodated within other workplans. It would be prudent to assume that the Council may need to think about backfill or overtime for some teams and set aside an appropriate budget.
- 6.5** In beginning to consider proposals for the size of the Council, members will need to consider the governance model already adopted by the Council and the way in which the decision making process is operated. This includes

arrangements for the cabinet, overview and scrutiny, regulatory functions and the duties and time commitments currently expected of Councillors. Members will need to consider how this supports “Cheltenham Futures” when services may be delivered by other providers and the Council has more of a community leadership and partnership role.

- 6.6** In providing this evidence it will be necessary for the Council to articulate the current operations and the likely affect that a reduction in elected representatives may have on the electorate and the Council as a whole. In considering its appropriate Council size members must give consideration to the remits of the cabinet member portfolios and the time commitment required to undertake these duties, it must then give consideration to the cabinet size and the number of members that are required to effectively hold the cabinet to account via overview and scrutiny and their associated task groups. The Council also has regulatory committees and consideration will need to be with a smaller council as to whether these committees should be reduced in size. The LGBCE have indicated that they would not normally recommend a Council size of less than 30 councillors.

## REVIEW OF COUNCIL SIZE AND ELECTORAL CYCLE CABINET MEMBER WORKING GROUP TERMS OF REFERENCE

Broad topic area	Review of council size and electoral cycle
Specific topic area	To consider the democratic needs for the council in the future within the context that services are delivered by other agencies and the growing partnership and collaborative activity across partner agencies
Ambitions for the review	<ul style="list-style-type: none"> <li>• To identify the community leadership role of councillors and the cabinet</li> <li>• To consider what impact reduced direct service provision has on workloads for councillors and the cabinet</li> <li>• To consider the council's approach to neighbourhood working and how this might impact on the role of councillors or the pattern of ward boundaries</li> <li>• To consider how the officer corps will need to support councillors in the future</li> <li>• To consider whether the current electoral arrangements help or hinder the democratic process for the future council</li> <li>• To consider whether the current council size helps or hinders the democratic process for the future council and consider what if any changes need to be made</li> <li>• To consider the timing of the review options within the context of the national and local agendas.</li> <li>• To identify the resource implications of the options and the impact on the council workplans and budgets</li> </ul>
Outcomes	<p>Report to council on the options with recommendations as to whether electoral arrangements and council size should be changed.</p> <p>Draft letter to local government boundary commission setting out reasons for requesting review (if this is a recommended course of action)</p>
How long should the review take?	Three months
Recommendations to reported to:	Council – 22 July 2013
Membership:	<p>Total membership – six councillors:</p> <ul style="list-style-type: none"> <li>▪ Cabinet member corporate services (chair) =1</li> <li>▪ Group leaders or a nominee = 3</li> <li>▪ 1 liberal democrat = 1</li> <li>▪ 1 conservative = 1</li> </ul>
Officers experts and witnesses	<p>One legal</p> <p>Electoral registration</p> <p>Democratic services</p>
Sponsoring officer	Chief Executive
Facilitator	Director commissioning
Co-optees	None

Other experts and witnesses	None – although the working group may want to consider evidence about what other councils are doing to prepare themselves for the future
Other consultees	None
Background information	LGBCE guidance notes Report to council 25 March 2013
Suggested method of approach	Working group to set timetable and workplan at first meeting Member workshops to be held Phased approach to the review so that work is kept at a proportionate level to the outcomes
How will we involve the public/media? Or at what stages	Working group may want to consider whether there should be any public consultation at this stage ie seeking their views on their expectations of councillors. Working group may want to liaise with local media to see if they could assist in raising the debate in local press. Media will be briefed once final report drafted
Preferred timing for meetings	Unless by agreement with working group members meetings will be at 6pm to enable those that work to attend.

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## Cheltenham Borough Council

**Council – 25 March 2013**

### Council Diary September 2013 to August 2014

<b>Accountable member</b>	<b>Cabinet Member Corporate Services, Councillor Jon Walkett</b>
<b>Accountable officer</b>	<b>Director – Commissioning, Jane Griffiths</b>
<b>Accountable scrutiny committee</b>	<b>Not applicable</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>The proposed diary of Council meetings for September 2013 to August 2014 is attached as an Appendix 1.</p> <p>The dates and times for the Cabinet are shown for information only as it is for the Leader of the Council to determine the Cabinet meeting dates. However they follow the pattern of time and frequency followed in previous years.</p> <p>If it is necessary to make any subsequent amendments to the draft diary, these will be reflected in the published diary.</p>
<b>Recommendations</b>	<p><b>I therefore recommend that</b></p> <p><b>1. The draft Council Diary of meetings for September 2013 – August 2014 be approved.</b></p>

<b>Financial implications</b>	<p>No Financial Implications  <b>Contact Officer: Mark Sheldon</b>  <b>E-mail <a href="mailto:mark.sheldon@cheltenham.gov.uk">mark.sheldon@cheltenham.gov.uk</a></b>  <b>Tel 01242 264 123</b></p>
<b>Legal implications</b>	<p>No specific legal implications arising from the recommendations  <b>Contact Officer: Peter Lewis</b>  <b>E-mail <a href="mailto:peter.lewis@teWKesbury.gov.uk">peter.lewis@teWKesbury.gov.uk</a></b></p>
<b>HR implications (including learning and organisational development)</b>	<p>No specific HR implications.  <b>Contact Officer: Amanda Attfield</b>  <b>E-mail: <a href="mailto:amanda.attfield@cheltenham.gov.uk">amanda.attfield@cheltenham.gov.uk</a></b>  <b>Tel 01242 264186</b></p>
<b>Key risks</b>	None
<b>Corporate and community plan Implications</b>	The diary of council meetings supports the democratic process.

<b>Environmental and climate change implications</b>	None
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## 1. Background

1.1 The diary followed a similar rationale to that adopted in previous years i.e.;

- As far as possible meetings of a particular committee are scheduled on the same day of the week.
- Easter, August and Whitsun half terms and Friday evenings will be avoided wherever possible.
- Evening meetings have been scheduled at 6pm to facilitate members' attendance after the working day with the exception of the Asset Management Working Group where the members reached agreement to start at 5 pm and wished to continue with this arrangement.
- The start time for planning view meetings is again omitted to give greater flexibility in arranging an appropriate start time dependent on the time of the year and number of sites to be visited.
- The new standards regime adopted in 2012 continues to require a quarterly meeting of the Standards Committee to be scheduled in the diary. The start time of the meeting has been agreed as 2.30 pm on a Thursday by mutual agreement with elected Members, Independent Persons and officers.
- The dates and times for the Cabinet are shown for information only as it is for the Leader of the Council to determine the Cabinet meeting dates. However they follow the pattern of time and frequency followed in previous years.
- Generally, once a working group has been established it will be permitted to schedule meetings at a time to suit those members involved so working group meetings are not included in the diary.

## 2. Arrangements for Overview and Scrutiny Committee

2.1 When the new overview and scrutiny arrangements were implemented in May 2012, they included a schedule of seven meetings per year. These were timetabled to cover key events during the year likely to require scrutiny involvement including the budget consultation, review of the corporate strategy and agreeing the annual work plan.

2.2 In practice, these meetings have not always been at suitable dates for considering task group reports or call-ins so a special meeting has had to be arranged. To facilitate this, the new diary has scheduled six Overview and Scrutiny Committee meetings and diarised a further three to take place if required. It is not envisaged that all nine meetings would take place but gives more flexibility. The meetings have been scheduled wherever possible with a sufficient delay before the next Cabinet meeting to allow any recommendations to be finalised ready for publication with the Cabinet agenda.

## 3. Consultation and feedback

3.1 The draft diary was circulated to relevant councillors and officers in January as part of the consultation and feedback was also sought from Cheltenham Borough Homes to avoid any clashes. The Chair, Vice Chair and Lead PAB member of the Overview and Scrutiny Committee were consulted on the plans for O&S and the Mayor and Deputy Mayor were consulted on the Council dates. Minor changes were made as a result of the feedback received.



**4. Performance management –monitoring and review**

4.1 Any feedback on the diary during the year can be noted for consideration in future years.

<b>Report author</b>	Rosalind Reeves E-mail <a href="mailto:rosalind.reeves@cheltenham.gov.uk">rosalind.reeves@cheltenham.gov.uk</a> Tel 01242 774937
<b>Appendices</b>	1. Draft Council Diary September 2013 – August 2014

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September 2013 to August 2014

September 2013

Monday 2	<b><i>Start of School Term 1</i></b> O&S	6.00 p.m
Tuesday 3	Budget Working Group	6.00 p.m
Wednesday 4		
Thursday 5		
Friday 6	Licensing	2.30 p.m
Monday 9		
Tuesday 10		
Wednesday 11	<i>Member Seminar (provisional)</i>	6:00 p.m.
Thursday 12		
Friday 13		
Monday 16		
Tuesday 17	<i>Planning View</i> <b>Cabinet</b>	<b>6.00 p.m</b>
Wednesday 18		
Thursday 19	Planning	6.00 p.m.
Friday 20		
Monday 23		
Tuesday 24		
Wednesday 25	Audit Public Arts Panel	6.00 p.m. 6:00 p.m
Thursday 26	Asset Mgmt Working Group	5.00 p.m.
Friday 27		
Monday 30	Treasury Management Panel <i>Deadline for Council Motions</i>	6.00 pm 12 noon

Note: September 15 is Battle of Britain Sunday.

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October 2013

Tuesday 1	<i>Deadline for Council Questions</i>	<i>12 noon</i>
Wednesday 2		
Thursday 3	O&S (if required)	6.00 pm
Friday 4	Licensing	2.30 p.m.
Monday 7	Council	2.30 p.m.
Tuesday 8		
Wednesday 9	<i>Member Seminar (provisional)</i>	6.00 p.m.
Thursday 10		
Friday 11	Standards	2.30 p.m.
Monday 14		
Tuesday 15	Planning View <b>Cabinet</b>	<b>6.00 p.m.</b>
Wednesday 16		
Thursday 17	Planning	6.00 p.m.
Friday 18		
Monday 21		
Tuesday 22		
Wednesday 23		
Thursday 24		
Friday 25		
Monday 28	<b><i>School Half Term all week</i></b>	
Tuesday 29		
Wednesday 30		
Thursday 31		

November 2013

Friday 1	Licensing	2.30 p.m.
Monday 4	<b><i>Start of School Term 2</i></b>	
Tuesday 5	Budget Scrutiny Working Group	6.00 p.m
Wednesday 6	<i>Member Seminar (provisional)</i>	6.00 p.m
Thursday 7		
Friday 8		
Monday 11		
Tuesday 12	<b>Cabinet</b>	<b>6.00 p.m.</b>
Wednesday 13		
Thursday 14		
Friday 15		
Monday 18	Treasury Management Panel	6.00 p.m.
Tuesday 19	<i>Planning View</i>	
Wednesday 20		
Thursday 21	Planning	6.00 p.m.
Friday 22		
Monday 25	O&S	6.00 pm
Tuesday 26		
Wednesday 27	Public Arts Panel	6.00 pm
Thursday 28		
Friday 29	Standards	2.30 p.m.
	Remembrance Sunday 10 November	

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## December 2013

Monday 2	<i>Deadline for Council Motions</i>	<i>12 noon</i>
	<i>Member Seminar (provisional)</i>	<i>6.00 p.m.</i>
Tuesday 3	<i>Deadline for Council Questions</i>	<i>12 noon</i>
Wednesday 4		
Thursday 5	Asset Management Working Group	5.00 p.m.
Friday 6	Licensing	2.30 p.m.
Monday 9		
Tuesday 10	<b>Cabinet</b>	<b>6.00 p.m</b>
Wednesday 11		
Thursday 12	O&S (if required)	6.00 p.m
Friday 13		
Monday 16	Council	2.30 p.m.
Tuesday 17	<i>Planning View</i>	
	<b>Cabinet (Budget proposals)</b>	<b>6.00 p.m</b>
Wednesday 18		
Thursday 19	Planning	6.00 p.m.
Friday 20		
Monday 23	<b><i>Start of School Christmas Holidays</i></b>	
Tuesday 24		
Wednesday 25	<b>Offices closed</b>	
Thursday 26	<b>Offices closed</b>	
Friday 27		
Monday 30	<b><i>School Christmas Holidays</i></b>	
Tuesday 31		

Wednesday 1	<b>Offices closed</b>	
Thursday 2		
Friday 3	Licensing	2.30 p.m
Monday 6	<b><i>Start of School Term 3</i></b>	
Tuesday 7	Budget Scrutiny Working Group	6.00 p.m
Wednesday 8		
Thursday 9	O&S	6.00 p.m
Friday 10		
Monday 13		
Tuesday 14	<b>Cabinet</b> <i>Planning View</i>	<b>6.00 p.m.</b>
Wednesday 15	Audit	6.00 p.m.
Thursday 16	Planning	6.00 p.m.
Friday 17		
Monday 20	Treasury Management Panel	6.00 p.m.
Tuesday 21		
Wednesday 22		
Thursday 23		
Friday 24		
Monday 27	<i>Member Seminar (provisional)</i>	6.00 p.m.
Tuesday 28		
Wednesday 29	Public Arts Panel	6.00 p.m
Thursday 30		
Friday 31		



February 2014

Monday 3		
Tuesday 4		
Wednesday 5		
Thursday 6		
Friday 7	<i>Deadline for Council Motions Licensing</i>	<i>12 noon 2.30 p.m.</i>
Monday 10	<i>Deadline for Council Questions</i>	<i>12 noon</i>
Tuesday 11	<b>Cabinet (Budget)</b>	<b>6.00 p.m.</b>
Wednesday 12		
Thursday 13		
Friday 14	Council (Budget)	2.30 p.m.
Monday 17	<b><i>School Half Term all week</i></b>	
	<i>Provisional additional Council (if required)</i>	2.30 p.m.
Tuesday 18	<i>Planning View</i>	
Wednesday 19		
Thursday 20	Planning	6.00 p.m.
Friday 21	<i>Deadline for Council Motions</i>	<i>12 noon</i>
Monday 24	<b><i>Start of School Term 4</i></b>	
	<i>Deadline for Council Questions</i>	<i>12 noon</i>
Tuesday 25		
Wednesday 26		
Thursday 27		
Friday 28	Council Tax Setting	2.30 p.m.

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## March 2014

Monday 3	O&S	6.00 p.m.
Tuesday 4		
Wednesday 5		
Thursday 6		
Friday 7	Licensing	2.30 p.m.
Monday 10		
Tuesday 11		
Wednesday 12		
Thursday 13	Asset Mgmt working group	5.00 p.m.
Friday 14	Standards	2.30 p.m.
Monday 17	<i>Member Seminar (provisional)</i>	6.00 p.m.
Tuesday 18	<b>Cabinet</b>	<b>6.00 p.m.</b>
	<i>Planning View</i>	
Wednesday 19		
Thursday 20	Planning	6:00 p.m.
Friday 21		
Monday 24	<i>Deadline for Council Motions</i>	<i>12 noon</i>
Tuesday 25	<i>Deadline for Council Questions</i>	<i>12 noon</i>
Wednesday 26	Audit Committee	6.00 p.m.
	Public Arts Panel	6.00 p.m.
Thursday 27		
Friday 28		
Monday 31	Council	2.30 p.m.

April 2014

Tuesday 1		
Wednesday 2		
Thursday 3	O&S	6.00 p.m
Friday 4	Licensing	2.30 pm
Monday 7	<b><i>Start of School Easter Holidays</i></b>	
Tuesday 8	Budget Working Group	6.00 p.m
Wednesday 9	<i>Member seminar (provisional)</i>	6.00 p.m.
Thursday 10		
Friday 11		
Monday 14	<b><i>School Easter Holidays</i></b>	
Tuesday 15	<b>Cabinet</b>	<b>6.00 p.m</b>
Wednesday 16		
Thursday 17		
Friday 18	<b>Good Friday</b>	
Monday 21	<b>Bank Holiday</b>	
Tuesday 22	<b><i>Start of School Term 5</i></b> <i>Planning View</i>	
Wednesday 23		
Thursday 24	Planning	6.00 p.m.
Friday 25	Licensing	2.30 pm
Monday 28		
Tuesday 29		
Wednesday 30		

Thursday 1	Borough Elections (to be confirmed)	
Friday 2		
Monday 5	<b>Bank Holiday</b>	
Tuesday 6		
Wednesday 7	<b>Members Open Day</b>	
Thursday 8		
Friday 9		
Monday 12	Annual and Selection Council	2.30 pm
Tuesday 13		
Wednesday 14	Inauguration of the Mayor (Town Hall)	6.30 p.m.
Thursday 15		
Friday 16		
Monday 19		
Tuesday 20	<i>Planning View</i>	
Wednesday 21		
Thursday 22	Planning	6.00 p.m.
Friday 23		
Monday 26	<b>School Half Term all week</b>	
Tuesday 27	<b>Cabinet</b>	<b>6.00 p.m</b>
Wednesday 28	Public Arts Panel	6.00 p.m
Thursday 29		
Friday 30		

June 2014

Monday 2	<b><i>Start of School Term 6</i></b>	
	O&S	6.00 p.m.
Tuesday 3		
Wednesday 4		
Thursday 5		
Friday 6	Licensing	2.30 p.m.
Monday 9	Treasury Management Panel	6.00 p.m.
Tuesday 10		
Wednesday 11		
Thursday 12	<i>Member seminar (provisional)</i>	6.00 p.m.
Friday 13		
Monday 16	<i>Deadline for Council Motions</i>	<i>12 noon</i>
Tuesday 17	<i>Deadline for Council Questions</i>	<i>12 noon</i>
	<b>Cabinet</b>	
	<i>Planning View</i>	
Wednesday 18	Audit Committee	6:00 p.m.
Thursday 19	Planning	6.00 p.m.
Friday 20		
Monday 23	Council	2.30 p.m.
Tuesday 24		
Wednesday 25		
Thursday 26	Asset Mgmt. Working Group	5.00 p.m.
Friday 27		

July 2014

Tuesday 1		
Wednesday 2	<i>Member Seminar (provisional)</i>	6.00 p.m.
Thursday 3	O&S (if required)	6.00 p.m.
Friday 4	Licensing	2.30 p.m.
Monday 7		
Tuesday 8	Budget Working Group	6.00 p.m.
Wednesday 9		
Thursday 10		
Friday 11	Standards	2.30 p.m.
Monday 14		
Tuesday 15	<i>Planning View</i> <b>Cabinet</b>	<b>6.00 p.m.</b>
Wednesday 16		
Thursday 17	Planning	6.00 p.m.
Friday 18		
Monday 21	<b>School summer holidays</b> Council	2.30 p.m.
Tuesday 22		
Wednesday 23		
Thursday 24		
Friday 25		
Monday 28	<b>School summer holidays</b>	
Tuesday 29		
Wednesday 30	Public Arts Panel	6.00 p.m.
Thursday 31		

August 2014

Friday 1	Licensing	2.30 p.m.
Monday 4	<b><i>School summer holidays</i></b>	
Tuesday 5		
Wednesday 6		
Thursday 7		
Friday 8		
Monday 11	<b><i>School summer holidays</i></b>	
Tuesday 12		
Wednesday 13		
Thursday 14		
Friday 15		
Monday 18	<b><i>School summer holidays</i></b>	
Tuesday 19	<i>Planning View</i>	
Wednesday 20		
Thursday 21	Planning	6.00 p.m.
Friday 22		
Monday 25	<b><i>School summer holidays</i></b> <b>Bank Holiday</b>	
Tuesday 26		
Wednesday 27		
Thursday 28		
Friday 29		

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