



# CHEL TENHAM

## BOROUGH COUNCIL

### Notice of a meeting of Overview & Scrutiny Committee

Thursday, 16 May 2013  
6.00 pm  
Pittville Room - Municipal Offices

<b>Membership</b>	
<b>Councillors:</b>	Duncan Smith (Chair), Klara Sudbury (Vice-Chair), Nigel Britter, Barbara Driver, Colin Hay, Helena McCloskey, Ian Bickerton, Andrew Wall and Diane Hibbert

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

### Agenda

1.	<b>APOLOGIES</b>	
2.	<b>DECLARATIONS OF INTEREST</b>	
3.	<b>MINUTES OF THE LAST MEETING</b> Approve minutes of the last meeting held on 18 March 2013	(Pages 1 - 6)
4.	<b>MEMBER AND PUBLIC QUESTIONS, CALLS FOR ACTIONS AND PETITIONS</b>	
5.	<b>MATTERS REFERRED TO COMMITTEE</b> None.	
6.	<b>FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED</b>	
7.	<b>UPDATES FROM SCRUTINY TASK GROUPS</b> A review of the summary produced by the Democratic Services Manger.  An update from the chair of the budget scrutiny working group, Councillor Andrew Wall.	(Pages 7 - 8)
8.	<b>PERFORMANCE MANAGEMENT</b> A report of the Strategy and Engagement Manager – an opportunity to review annual performance results before they are reported to Cabinet on 18/6 and Council on 24/6	(Pages 9 - 50)
9.	<b>REVIEW OF CURRENT SCRUTINY ARRANGEMENTS</b>	(Pages

		An opportunity for members to give feedback on current scrutiny arrangements 12 months on from their implementation in May 2012.	51 - 54)
<b>10.</b>		<b>OVERVIEW AND SCRUTINY WORKPLAN</b> A review of the scrutiny workplan and consider any new topics proposed	(Pages 55 - 56)
<b>11.</b>		<b>DATE OF NEXT MEETING</b> Date of next meeting: Thursday 11 July 2013	

**Contact Officer:** Rosalind Reeves, Democratic Services Manager, 01242 774937  
**Email:** [democratic.services@cheltenham.gov.uk](mailto:democratic.services@cheltenham.gov.uk)

## Overview & Scrutiny Committee

**Monday, 18th March, 2013**

**6.00 - 7.05 pm**

<b>Attendees</b>	
<b>Councillors:</b>	Duncan Smith (Chair), Klara Sudbury (Vice-Chair), Nigel Britter, Barbara Driver, Colin Hay, Helena McCloskey, Ian Bickerton and Diane Hibbert
<b>Also in attendance:</b>	Councillor Roger Whyborn

### Minutes

- 1. APOLOGIES**  
 Apologies were received from Councillor Wall.  
 It was noted that there was a vacancy on the committee following the resignation of Councillor Teakle and this would be filled after the bi-election for her seat in May.
- 2. DECLARATIONS OF INTEREST**  
 None declared.
- 3. MINUTES OF THE LAST MEETING**  
 The minutes of the last meeting of 18 February 2013 were approved as a correct record.
- 4. PUBLIC QUESTIONS, CALLS FOR ACTIONS AND PETITIONS**  
 None received.
- 5. MATTERS REFERRED TO COMMITTEE**  
 No matters were referred to the committee.
- 6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED**  
 Councillor McCloskey updated members on a number of meetings she had attended.  
 Gloucestershire Community Safety Overview and Scrutiny Committee - she had attended the last meeting of this committee as after the county council elections its functions would be subsumed into the county's Environment Overview and Scrutiny Committee where sadly there would be no district representation. It had been reported at the meeting that all performance indicators were on or ahead of target and sickness absence in the fire service had now improved significantly following the committee's review. Trading standards performance had also improved.

Gloucestershire Police and Crime Panel - after receiving satisfactory answers from the Police and Crime Commissioner, the panel had approved the Commissioner's draft plan which set out his priorities and objectives. The delivery of this plan would be scrutinised by the panel in due course.

Gloucestershire Health, Community and Care Overview and Scrutiny Committee - she had deputised for Councillor Sudbury who had been unable to attend this meeting. She reported that following the elections there would be a new chair of the committee. A range of matters had been discussed including the performance of night shelters in Gloucestershire, the current NHS consultation, publicity on new contact numbers and performance data.

### **7. UPDATES FROM SCRUTINY TASK GROUPS**

The chairman referred members to the summary of scrutiny task groups which had been circulated with the agenda. The following points were noted.

Events - Councillor Penny Hall as the chair of this working group was invited to speak by the chair. She was concerned that the recommendations of the task group had only been noted by Cabinet at their meeting on 5 February 2013 and they had indicated that they would come back with a further report on the implementation of the recommendations at a later date. She was concerned that there was no date for this in the Cabinet Forward Plan and consequently she felt the outcomes from the scrutiny review remained in limbo.

It was agreed that the chair of O&S /Chief Executive would raise this with the Cabinet.

ICT – Councillor Colin Hay as the chair of this scrutiny task group advised that the group had met for a one-off meeting on 12 March to consider the audit report and the management response to the virus outbreak. Members had a detailed discussion on the report and they were satisfied with the actions being taken to address the issues raised. They did not feel there was a requirement for them to meet again on the understanding that the Audit Committee would be in receipt of the summary of their meeting when considering the report. The task group were not making any recommendations to O&S and so it did not need to be added to the scrutiny workplan.

Deprivation - Councillor Driver had been advised that only one other member, Councillor Chris Coleman, had put their name forward to be on this scrutiny task group. It was agreed that an additional member was needed and preferably two and Councillor Sudbury and Councillor Smith agreed to go back to their groups to seek further nominations.

One Legal Shared Services - the chair advised that since raising the request he had been updated on the role of the JMLG in reviewing performance issues with the service and he felt this proposed scrutiny task group would be in danger of duplicating that work. On that basis he proposed to withdraw the proposed scrutiny registration and request a briefing note to members from the JMLG. This would satisfy the concerns of the Conservative group.

Councillor Hay advised that there were similar groups for other shared services and it would be useful for this committee to have an annual report on the issues that had been raised and dealt with by them. This was agreed by the committee and would be added to the workplan.

### **8. REPORT OF THE SCRUTINY TASK GROUP- UBICO**

Councillor Chard introduced the report of the scrutiny task group. He gave thanks to the members of the task group and the officers who had contributed to the review and the support they had received from Councillor Colin Hay as the observer on the UBICO Board and Councillor Roger Whyborn as the Cabinet

## Page 3

Member responsible for this service. He did not intend to go through the report in detail but wished to highlight two particular recommendations.

Firstly he referred to the relationship between the council and UBICO. The task group were dismayed that there was no elected member representation on the UBICO board except for Councillor Hay who attended only as an observer. They acknowledged that members were not experts in the service but the same would apply to Cheltenham Borough Homes where there were a number of elected members on the board. The council should be the lead body but during the snow disruption, it seemed that decisions were being taken about the service without any consultation with the council. From the task group review it appeared that the management of UBICO felt they communicated effectively with staff but the staff did not always feel the same way. The task group also raised concerns about the communications between the council and UBICO and its residents which they felt was sometimes minimal and impersonal. This needed to be looked at along with the communications with commercial customers. They were particularly concerned to be told that UBICO were not allowed to approach businesses in the town to promote their services to commercial customers.

He invited questions from members.

Members welcomed the review and thought it was an excellent report. They were concerned that Cotswold District Council had not responded to the invitation to be part of the task group. They requested that a copy of the report be sent by the task group to Cotswold inviting their comment.

A member highlighted the successful operation of the CBH Board and thought UBICO should follow that good practice and have elected members on its Board.

The Chief Executive highlighted a potential reason why UBICO might not be able to be proactively seeking new business. As a local authority company it was restricted in the way it could operate under European procurement law. Under these arrangements the councils did not have to go down a full procurement route when setting up the company but it required the company to limit their business allowing only 10% to be picked up from other sources outside the councils. However he would still expect UBICO to be making the most of this 10%.

The Chief Executive went on to say that the council was represented on the board by an officer, namely, Grahame Lewis who was a board member. The original thinking had been that in essence the board was the operational arm of the service and therefore it was more appropriate to have officer representation on the board. He referred back to when the service had been in house and at that time the service was run by officers. He also highlighted that there could be potential confusion of roles between a Cabinet member making decisions on policy with regard to the service and another member on the UBICO Board making key decisions about the operations.

Councillor Hay spoke about his experiences as being an observer on the board. He had found the role very interesting and he was able to make comments from time to time but without trying to influence the board's decisions. He confirmed

that the board does look at the day-to-day running of the business. He acknowledged that there were gaps in the way that UBICO is currently working with the council, particularly in forward planning and its awareness of the importance of reputation, particularly during the snow disruption. He suggested that members at Cotswold District Council may be more used to an arms length operation as their waste services had been previously operated by a private company for some time. With the benefit of hindsight, he saw there was a need to look at the incentives for UBICO to improve their services and maintain their contracts as it appeared that the risk always remained with the council and UBICO was a non-profit making organisation. He suggested this needed to be looked at by the Cabinet Member along with the issues raised about trade waste.

A member referred to 5.10 of the report and asked what conclusions the group had reached regarding whether the split between client and contractor had exacerbated the situation during the recent snow disruption. They added that under normal conditions their experience was that they received satisfactory responses to enquiries regarding waste collection. However during the snow nobody seemed to know what was going on and residents were left totally confused which badly affected the reputation of the Council and UBICO. Another member suggested that the disruption could have been compounded by the introduction of fortnightly collections.

Councillor Chard responded that they had not come to any specific conclusions on this matter. He added that with the benefit of hindsight it seemed that decisions were made which were not credible and there was uncertainty about who exactly made the decisions. This resulted in at least three days where a waste collection service could have been operated albeit in limited areas and staff appeared to be willing to work over that weekend to catch up.

The Director of Commissioning who had supported the task group was invited to speak by the chair. She reported that lessons had already been learnt from the snow disruption and there was an acknowledgement that there needed to be improvements in communications and more clarity over decision-making. Everybody involved had been comfortable with the recommendations in the task group report and there had been a recognition at the start of the working group that UBICO had only been in place for six months. Referring to Councillor Chard's comments that staff had been willing to work over the weekend in question, she advised that the company was not able to operate on a Sunday as the disposal sites were not open. There were also limits on the hours that staff could work. On that particular weekend the decision had already been taken that services would be recommenced on the Monday. In terms of staff working overtime, the overtime payments would have been a cost to the council rather than UBICO.

In response to a question from a member she advised that UBICO were looking at ways they could improve their response to future adverse weather conditions. Winter tyres were one option but snow chains were generally not applicable in this country as the snow was not usually deep enough to prevent damage to the tarmac.

The chair referred members back to the original one page strategy for the review set out in appendix 1 of the report. Members suggested that some of the issues with performance had not been particularly addressed during this review

particularly with regard to availability of green waste bags across the borough, the side waste enforcement policy and co-ordination of refuse collections with street cleansing. After some discussion it was noted that many of these issues were being picked up by the Cabinet Member working group and it was important to give UBICO some time to address some of these issues. The Director of Commissioning advised members that the new Gloucestershire Joint Waste Committee would come into operation on 1 April and this needed time to bed in. It was agreed that it would be put on the agenda for the December meeting of this committee with a view to setting up a new task group in January 2014 to look at outstanding issues.

**Resolved that to be scrutiny task group report be endorsed and forwarded to Cabinet on 16 April 2013.**

**9. REVIEW OF SCRUTINY WORKPLAN**

Councillor Sudbury suggested that there could be a scrutiny review of how night shelters were operating in Cheltenham and to look at the county's success rate in moving people on from homelessness. It was agreed that a suitable registration form could be brought back to this committee in September/October.

It was noted that following the completion of a number of scrutiny task groups, there was a lack of proposed scrutiny topics for the next 12 months. The chair urged members to go back to their groups and encourage other members to put forward scrutiny topics.

**10. DATE OF NEXT MEETING**

The date of the next meeting was agreed for 16 May 2013 at 6 pm.

Duncan Smith  
**Chairman**

This page is intentionally left blank  
Page 6



KEY	Review completed and report going through the endorsement/approval process	STG in progress	New topics not yet started	Review completed but awaiting further input outside O&S before recommendations are considered for approval or review progressed
O&S Task group	Purpose	Facilitating Officer	Sponsoring Officer	Update
<b>New topics</b>				<b>No topics are currently under consideration</b>
<b>Budget scrutiny working group</b>	The working group's role is to develop the budget process, support the development of Members' scrutiny role and to consider ideas from Members for reducing the budget gap.	Rosalind Reeves, Democratic Services Manager	Mark Sheldon	They have invited the Chief Executive and the Leader to their next meeting (date to be arranged) to outline their vision for the next year and they will also be having an update on the Bridging the gap. The O&S committee would like a better understanding of the approach to be adopted by the working group in order that they will be in a position to make recommendations on next years budget.
<b>JCS and Planning Liaison Group (STG)</b>	To provide a vehicle with which to engage with elected members on strategic development management issues in light of the changes to the planning framework.	Judith Baker	Tracey Crews	The task group forwarded their final report on household formation rates to the JCS member steering group (MSG) on 31 January 2013. MSG thanked the scrutiny task group for their contribution - all three councils accepted the report provided by consultants Cambridge Centre for Housing and Planning Research. At a meeting of the Scrutiny Task Group on 20 February 2013, the group accepted the figures and approval by MSG and agreed that the figures should only be revisited once new evidence was made available. The original terms of reference set by O&S in July still stand and the group are meeting regularly throughout the rest of this year to progress them. The group will continue to be used as a sounding board and members views will be fed into the programme moving forward so there are no specific plans for the working group to bring back recommendations to the O&S committee at any point. O&S could ask the working group at any point to carry out a specific aspect of scrutiny if they required.
<b>Deprivation</b>	Councillor Driver suggested a review should be carried out of small pockets in the town which may suffer from deprivation but may not get the consideration that the more obvious deprived areas get.	Richard Gibson	iba	The terms of reference were agreed by O&S on 18 February and Democratic Services are arranging the first meeting for 22 May. The Leader has designated Councillor Rowena Hay as the lead Cabinet Member for the purposes of this review.
<b>Sex trade in Cheltenham (STG)</b>	Council at its meeting on 25 June referred this matter to O&S with a view to bringing back a report to Council in December.	Rosalind Reeves	Andrew North	Reported to O&S on 18 February and Council on 22 February. Cabinet considered the report on 16 April 2013 but decided to refer the report to the Cheltenham Safeguarding Forum and positive Lives Partnership and then receive a further report from the councils safeguarding officer, Tracey Brown on their responses to recommendations at July Cabinet.
<b>Event Submissions task group (STG)</b>	Review and make recommendations for the process for organisers of events to submit proposals.	Democratic Services - Saira Main/Rosalind Reeves	Grahame Lewis	The Cabinet received the final report on 5 February 2013 and requested a further report from officers on the implementation of the recommendations. O&S flagged at their March meeting that no date has currently been scheduled for this in the Forward plan and asked the Chief Executive/Leader to raise this with the Cabinet. Officers have now met with the Cabinet Member to discuss actions and the report is scheduled to come back to Cabinet in July 2013.
<b>Youth provision (STG)</b>	A potential STG to review CBC investment in CCP to develop resilience in VCS Youth provision and assess the impact of the GCC grant allocations	Richard Gibson	Jane Griffiths	O&S on 19 February asked the task group to consider whether they wished to continue meeting as a scrutiny task group or carry out their scrutiny role as a member of a wider partnership group.  This 'Activities and facilities for young people' partnership group met on 25 February 2013 and four of the scrutiny working group were in attendance. As this is no longer operating as a scrutiny task group it is suggested that this is now closed but the partnership group continues to invite members from scrutiny to attend their meetings.  A role has also been defined for scrutiny members in considering bids for funding but this is more of a Cabinet Advisory Role than a scrutiny task group as the Cabinet Member is asking for input from scrutiny when considering bids.
<b>Community Governance review (STG)</b>	Council in December 2011 agreed to set up a cross party working group to review the Parish Council boundaries ahead of the PC elections in 2014.	Helein Down Commissioning	Jane Griffiths	O&S did not support the recommendations from the task group when they reviewed them in November and made alternative recommendations to Council. The task group will be reconvened in January 2014 when the scope and terms of reference will be redefined. The Leader is being consulted on how he wishes to carry out the review. It has been suggested that a way forward for this review is set out in the report to Council on the future council size and electoral cycle.
<b>ICT review (STG)</b>	A potential to review ICT services and resilience, is the infrastructure sufficiently robust, is a shared ICT the right approach and do we have the right delivery model in place.	Rosalind Reeves		Recommendations all accepted by Cabinet. Most being picked up by ICT commissioning review. A further remit was set to review the ICT virus outbreak and the task group agreed the resulting action plan at their meeting on 12 March. A public version of the internal audit report on the virus has been circulated to all members.
<b>Allotments (STG)</b>	Review allotment strategy Identify lessons learnt from Weaver's Field.	DS- Bev Thomas 10 days	Sonia Philips or Grahame Lewis	Cabinet agreed the recommendations at its meeting on 12 March 2013.
<b>Grass verge cutting (STG)</b>	Review grass cutting policy and operational issues.	Jane Griffiths	Jane Griffiths	Recommendations approved by Cabinet in December 2012.
<b>UBICO (STG)</b>	To review the service post implementation of UBICO and benefits realisation.	Saira Main	Jane Griffiths	Reported to O&S on 18 March and the recommendations were approved at Cabinet on 16 April 2013 subject to a number of comments from the Cabinet Member Sustainability.



# ***Information/Discussion Paper***

**Review of the council’s performance at end of 2012-13**

**16 May 2013**

## **The Overview and Scrutiny Committee**

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

### **1. Why has this come to scrutiny?**

- 1.1** To review the corporate performance of the organisation at the end of the financial year 2012-13 in order that Cabinet can agree the report at its meeting on 18<sup>th</sup> June 2013
- 1.2** To make any comments and observations on the presentation of the performance information.
- 1.3** To make requests for further information where this might clarify understanding of corporate performance.

### **2. Background**

- 2.1** The council agreed its corporate strategy action plan 2012-13 in March 2012. The action plan set out our 5 objectives and 10 outcomes and a range of milestones and indicators to measure performance in 2012-13.
- 2.2** The performance report takes information and data from our performance management system to provide elected members with an overview of how the council performed last year. There are three appendices – Appendix 1 is an overview of performance against the 10 outcomes in terms of what went well and what didn’t go so well. Appendix 2 provides a more detailed picture of the progress made against the corporate strategy milestones and indicators. Appendix 3 lists out how Cheltenham Borough Homes has contributed to the delivery of the council’s outcomes.

### **3. 2012-13 Performance Overview**

#### **3.1 Corporate Strategy milestones**

In the 2012-13 action plan, we identified 78 milestones to track our progress. Out of these:

- 56 (72%) of milestones were completed at the end of the year.
- 16 milestones are classed as being amber as there are plans for their completion within a reasonable timeframe.
- 6 milestones are red and will not be achieved within a reasonable timeframe.

OSC 16 May 2013		2012-13 Performance
	Page 1 of 4	Last updated 08 May 2013



The six red milestones are:

Milestones	owner	Progress
Completion of Joint Core Strategy (JCS) public consultation on preferred option.	Mike Redman	Further work is currently being undertaken by consultants Cambridge Centre for Planning and Research to be reported to Member Steering Group in May 2013. This will assist in reviewing the Objectively Assessed Need in light of projections arising from 2011 Census.  To ignore the release of this data could make the JCS unsound. This additional work has impacted upon the JCS programme, pushing the public consultation back to September 2013. This delay has been agreed by JCS Cross-Boundary Programme Board.
Consideration of JCS preferred option by Council for purposes of public consultation.	Mike Redman	The preferred option will not now be considered by the partner councils until September 2013, following additional evidential work commissioned by the Cambridge Centre for Housing and Planning Research looking at economic requirements. This process will need to agree both the objectively assessed need for development (including that required to support the economy) and the strategic locations for growth within the JCS area.
Consideration of revisions to JCS in light of 2011/12 public consultation by CBC planning working group	Mike Redman	A timetable for the Cheltenham Plan has now been established, together with revised milestones for the JCS which will reach the preferred option stage in September 2013, with planned adoption after public examination following sequentially in 2014.
Community governance review of parish council boundaries – agree terms of reference	Richard Gibson	A decision was made by council to not proceed with the review as planned - will now be postponed to tie in with parish elections in 2018
Community governance review – Undertake consultation	Richard Gibson	as above
Community governance review – Report to council recommending future parish council boundaries	Richard Gibson	as above

### Performance indicators

In the 2012-13 action plan, we identified 52 key indicators to track our progress. Out of these:




- 32 were indicators which CBC is directly accountable for and targets have been set.
- 12 were indicators which CBC is directly accountable for and no targets have been set
- 8 were community-based indicators for economic development and community safety

Out of the 32 CBC indicators with targets:

- 26 (81%) were met
- 3 (9%) are currently red, meaning that they did not meet targets.
- 3 (9%) have not yet been updated

OSC 16 May 2013		2012-13 Performance
	Page 2 of 4	Last updated 08 May 2013

The three red indicators are:

Indicator	Status	end of year target	Actual	Commentary
Amount of household waste reused, recycled and composted (quarterly)		48%	46%	<p>Whilst the total amount of waste recycled improved by 100 tonnes during 2012/13, the amounts of garden waste collected were below that estimated, which is assumed to be because of the wet summer. This shortfall together with an increase of 1,000 tonnes of general waste collected compared to the previous year as a result of the continued collection of side waste in a number of areas within Cheltenham and the large amounts of waste produced after the snowfall, has impacted on the total percentage calculations and associated measured performance.</p> <p>The 'no side waste' and 'closed bin lid' policy enforcement began being introduced on a phased approach in July 2012 and had a positive effect in reducing the total amounts of general waste collected. Whilst it is not possible to provide an accurate estimation, the total increase in general waste would have undoubtedly been higher if this initiative hadn't been launched, which would have had more of a negative impact on performance.</p>
Attendance on the Re-Active programme (quarterly & cumulative)		12000	9,417	<p>Attendances registered through the reactive concessions schemes were affected by reduced referral numbers from health partners and changes in pricing which had caused some confusion for some of the clients and a degree of migration onto other concession schemes. The shortfalls seen in the first part of the year were not mirrored in second half of the year and low initial numbers skewed the result across the year. The year closed with 9417 attendance recorded against a target of 10350.</p> <p>It is noteworthy that the attendances at the centre generally were ahead on previous years and against target achieving 304,000 versus a target of 302,000.</p> <p>In summary trends and actual attendances show a strong growth and uptake in the concession schemes on offer despite the small changes in one of two products. .</p>
Number of reactive concession referrals (quarterly & cumulative)		350	281	<p>These link directly to the indicator above (attendances on the Reactive programme). Significant shortfalls in the first 6 months of the year ensured that the target would not be met. Reduced NHS services linked to mental health and alternative schemes in combination with lower referrals,</p>

			<p>pricing changes resulted in a 33% shortfall Apr - Sep. Actions over pricing, product and work with remaining NHS partners saw recovery in the second part of the year with referrals returning to target levels. Sadly the cold weather in March saw the numbers in that single month fall very short skewing the 2nd half of the year. Overall the year saw 281 referrals to reactive concession cards against a target of 383.</p> <p>All concessions registered started in March 2012 at 3003 and by March 2013 had grown to 3100</p> <p>Wider membership also grew from 1189 to 1621 members - a growth of over 36%</p>
--	--	--	--

---

<b>Background Papers</b>	2012-13 Corporate Strategy action plan, Report to Council, 28 <sup>th</sup> March 2012
<b>Contact Officer</b>	Richard Gibson, Strategy and Engagement Manager. 01242 235354. richard.gibson@cheltenham.gov.uk
<b>Accountability</b>	Cllr. Steve Jordan, Leader of the Council Cllr. John Walklett, Cabinet Member Corporate Services

Review of outcomes 2012-13

Outcomes	What has been accomplished so far to deliver the outcome	What are the obstacles/blockages that may affect delivery of this outcome?
<p>Cheltenham has a clean and well-maintained environment.</p>	<p>During 2012/13 the council started to enforce its no side waste and closed lid policy on a phased basis to encourage more recycling, reduce the number of black bags on pavements and reduce the amount of waste to landfill. Officers are working with residents who are finding it difficult to manage their waste and encouraging them to use the recycling facilities which are available.</p> <p>Cabinet in December approved the waste policy which sets out the councils policies in relation to waste and recycling. A similar policy will be drawn up for street cleansing.</p> <p>The number of subscribers to the garden waste scheme is continuing to increase.</p> <p>Ubico was established on 1 April 2012 and are delivering the services for CBC. Good working relationships have been established between the company and the council to ensure that the outcomes can be achieved.</p> <p>During the wet weather and flooding there was a focus from street cleaning on ensuing where possible gutters and drains were kept clear.</p> <p>Cabinet has agreed to join the joint waste committee from 1 April 2013 which will provide an opportunity to share ideas and best practice and develop service improvements.</p> <p>The scrutiny committee have undertaken a review of the impacts of bad weather on the grass verges contract and also the impact of snow on waste and recycling and identified a number of actions which have been approved by cabinet.</p> <p>The council and Ubico have continued to work with residents to undertake litter picks, special street cleaning and maintenance of parks and gardens through friends groups.</p>	<p>The wet weather over the summer impacted on the growing season and also on the weed contract. The snow in January resulted in a disruption to service. The way in which the council dealt with the matter came under scrutiny and suggested improvements have been put in place following a lessons learnt exercise.</p> <p>So far in those areas where the "no side waste" is being enforced there has been little public reaction and most people understand the need to recycle. It has however increased the demand for recycling bins. There are areas of the town however where it may be harder to implement which is why the scheme is being undertaken in a phased approach.</p> <p>The actual turn-out for Percentage of household waste reused, recycled and composted was 46%, 2% below the target of 48%. Although the amount of waste for recycling increased by 100 tonnes, there was also an increase of 1,000 tonnes of general waste collected which impacted on the percentage calculations.</p>

Outcomes	What has been accomplished so far to deliver the outcome	What are the obstacles/blockages that may affect delivery of this outcome?
<p>Cheltenham's natural and built environment is enhanced and protected.</p>	<p>The Promenade (east) footway replacement scheme completed, with agreed enhanced materials (york stone) funded by CBC. The Promenade (west) footway is now underway.</p> <p>Following first stage public consultation on the Joint Core Strategy (JCS) and in light of the new National Planning Policy Framework, a nationally respected consultant was commissioned to review the validity of advice on the objectively assessed need for housing within the JCS area. A report to Council on this issue was considered on 24th September and additional work requested in relation to household formation. An O&amp;S JCS task group was established to take this work forward and report its findings to the JCS Member Steering group (MSG).</p> <p>The O&amp;S JCS task group commissioned work on household formation from the Cambridge Centre for Housing and Planning Research. Its findings will be reported to O&amp;S in January and O&amp;S will make recommendations to the JCS MSG.</p> <p>The Urban Design team supported a number of community-led street-scape projects including the improvements to the Road Block in Mersey and Avon Roads in Whaddon and the Bath Road project which is nearing completion.</p>	<p>Further work is currently being undertaken by consultants Cambridge Centre for Planning and Research to be reported to Member Steering Group in May 2013. This will assist in reviewing the Objectively Assessed Need in light of projections arising from 2011 Census.</p> <p>To ignore the release of this data could make the JCS unsound. This additional work has impacted upon the JCS programme, pushing the public consultation back to September 2013. This delay has been agreed by JCS Cross-Boundary Programme Board.</p>
<p>Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.</p>	<p>The council has commissioned new lighting in Regent Arcade car park which will save 200,000kg of CO2 as well making financial savings. We are also progressing a number of ICT related projects which will reduce our carbon emissions.</p> <p>Cabinet in November considered a report on the feasibility of whether the council should adopt a target of 40% reduction by 2020. Cabinet agreed to keep the current carbon reduction target of 30% by 2015, and approved further work to:</p> <ul style="list-style-type: none"> <li>• Explore the potential for Smart metering to reduce costs</li> <li>• LED lighting will be installed in September to the main pool hall at Leisure@</li> <li>• The infrastructure is in place to facilitate the installation of a power perceptor in May.</li> </ul>	<p>Given the current financial situation it is important that projects which seek to reduce carbon emissions are seen as an "invest to save" initiative and that clear financial and environmental aspects are demonstrated when putting forward the business cases.</p> <p>The carbon emissions figures are not yet available as not all the energy bills in yet. Figures will be calculated and set out in the annual emissions report</p>



Outcomes	What has been accomplished so far to deliver the outcome	What are the obstacles/blockages that may affect delivery of this outcome?
<p>Cheltenham has a strong and sustainable economy</p>	<p>The council launched the second round of the Promoting Cheltenham Fund; a total of £141,500 was allocated to 22 projects.</p> <p>Cheltenham Tourism were successful in securing a £25k grant from the Promoting Cheltenham Fund for the development of a new tourism website - Marketing Cheltenham.</p> <p>Planning permission has been secured for North Place/Portland Street site subject to finalisation of Unilateral Undertaking. Contracts have been exchanged with the deal planned to be completed in the summer</p> <p>Planning permission for Phase 2 works to improve the Brewery complex were approved in July 2012, subject to a Section 106 agreement to secure appropriate planning obligations.</p> <p>In Cheltenham 116 new businesses started up in October 2012, 29 more than the previous month and 26 more than in October 2011. This equates to a rate of 15.5 start - ups per 10,000 working age individuals. In terms of industry the most start - ups were in the Real estate, professional services and support activities sector. This reflects the picture seen at County level.</p> <p>Signs of economic growth continue in Cheltenham as many other shops have recently opened their doors, highlighting the town is still an attractive place for retailers to invest in. New arrivals included US organic and natural food retailer Whole Foods Market, which this autumn opened only it's second UK shop outside London. Pitta Place, a healthy fast food alternative in the High Street, betting shop Paddy Power and The Present People in the Regent Arcade. There are also Expansion plans for TK Maxx and River Island, as well as the arrival of H&amp;M and Toys R Us later this year.</p>	<p>The unemployment rate, at 3.1% remains higher than in Gloucestershire as a whole; there are three wards which are in the 10% wards with the highest claimant rates in the county; St. Marks (5.4%), Hesters Way (6.1%) and Oakley (6.4%).</p> <p>In terms of young people not in education, employment or training, Cheltenham has the highest rate in the county at 5.1%, Gloucester has a rate of 4.6%.</p>

Outcomes	What has been accomplished so far to deliver the outcome	What are the obstacles/blockages that may affect delivery of this outcome?
<p>Communities feel safe and are safe.</p>	<p>Tackling acquisitive crime – a rise in domestic burglaries prompted a huge amount of partnership working to address this rise earlier this year; crime rates have now decreased; over 57% decrease since last year.</p> <p>Reducing alcohol related violence – CBC has reinvigorated the RARV project in response to the rises in violent crime associated with the night time economy.</p> <p>Supporting neighbourhood management – CBC continued to work with communities through the 14 NCGs to tackle the issues of most importance to them.</p> <p>Tackling ASB – CBC has continued to work in partnership to tackle anti-social behaviour via the ASB steering group - ASB rates are down 41% from last year.</p> <p>Safeguarding – CBC helped work in partnership through the GCSB and the Cheltenham safeguarding forum to promote the importance of safeguarding. This including hosting a seminar on safeguarding in February.</p>	<p>Recent rises in violent crime is being monitored and responded to</p>
<p>People have access to decent and affordable housing.</p>	<p>The council have adopted a housing and homelessness strategy which sets out a number of outcomes as well as a high level delivery plan as to how these outcomes will be delivered. The strategy includes the council's housing renewal policies for private rented sector.</p> <p>The housing options service is being reviewed to ensure that it is delivering against the outcomes as identified within the strategy and whether the service needs to be redesigned to meet future need and demands.</p> <p>The council continues to work with the supporting people partnership which looks at housing support needs.</p> <p>The council and CBH have identified development opportunities and funding solutions for St Pauls phase 2, Cakebridge Place and a number of garage sites and the appropriate decisions have been made to enable this to progress in 2013/14.</p>	<p>The demand for housing remains high and welfare reforms will only increase the pressure on affordable housing.</p> <p>The supporting people programme has a challenging decommissioning remit which could impact on vulnerable people. CBC has been working via the Supporting People Partnership to mitigate any potential impacts.</p>

Outcomes	What has been accomplished so far to deliver the outcome	What are the obstacles/blockages that may affect delivery of this outcome?
<p>People are able to lead healthy lifestyles.</p>	<p>The council working with CBH were able to identify additional resources within the HRA to help mitigate the impact of welfare reform on tenants and also to put in additional community infrastructure. The HRA has also been used to provide PV panels in some properties which will help reduce the cost of electric for the tenants.</p> <p>The supporting people partnership has let new contracts for vulnerable adults with complex needs which has resulted in additional provision in Cheltenham - previously all support was based in Gloucester.</p> <p>The council and its partners have been working with those who will be affected by the welfare reforms.</p> <p>The Sports, Play and Healthy Lifestyles Team coordinated a number of holiday and sports programmes with total attendances of 10,750 for the year. The Summer holiday programme for 2012 saw a record breaking Summer of Sport programme that attracted a total of 1818 attendances.</p> <p>In May the team co-ordinated the once in a lifetime Olympic Torch Relay celebrations which saw the Olympic Torch carried through the streets of Cheltenham on its way to a celebration event at Cheltenham Racecourse which featured a wider range of sporting activities and artistic performances from local community groups. It has been estimated that as many as 30,000 watched the Torch Relay pass through the streets, with a further 25,000 attending the Racecourse event - all of which will have been inspired by the Olympics</p> <p>Leisure@ has seen continued strong performance and some progress with NHS partners. Overall footfalls are higher than target including those target groups in the community. General Membership levels continue to recover boosted by the summer promotions and at the end of September memberships was above target for the year. Enrolments on courses have again been the largest on record with well over 1000 young people enrolled on courses.</p>	<p>In terms of the active referral programme, CBC has met with the referring partners and the main cause for the drop in referrals and subsequent activity has been a change in referring personnel from 2gether trust has moved departments and reorganisation has meant a drop in referrals. The physiotherapy teams have also undergone significant organisational change and have now put actions in place to restart the referral processes.</p> <p>In February and March, overall trading was quieter than hoped in some areas of business, forward enquiries and bookings into next year were strong, forthcoming maternity leave will see increased waiting times for referral schemes despite the backfill support available.</p>







Outcomes	What has been accomplished so far to deliver the outcome	What are the obstacles/blockages that may affect delivery of this outcome?
<p>Our residents enjoy a strong sense of community and involved in resolving local issues.</p>	<p>This year has seen a huge amount of activity to build stronger communities;</p> <ul style="list-style-type: none"> <li>• Two asset-based community development projects were supported and both have now secured additional funding from Barnwood Trust;</li> <li>• £1m secured from the Lottery to deliver a Big Local project in the St. Peters and the Moors - activity underway to engage and involve residents;</li> <li>• A new PACT project launched to support residents near the Honeybourne Line;</li> <li>• 16 groups received community pride grants to improve their neighbourhoods and 14 groups received smaller grants up to the value of £250 to run small-scale projects, events and activities to help them build better communities;</li> <li>• Community Pride grants were secured by five new community groups</li> <li>• 19 community-based organisations secured funding to deliver positive activities for young people through the second year of the positive activities fund;</li> <li>• The Inspiring Families project was worked with 30 vulnerable families to turn their lives around as part of the government's troubled families project;</li> <li>• The council published a book to celebrate the Queens Diamond Jubilee</li> </ul>	<p>A decision was made by council to not proceed with the community governance review as planned - will now be postponed to tie in with parish elections in 2018.</p>
<p>Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.</p>	<p>The work to the Art Gallery and Museum has continued throughout 2012-13 and although behind original schedule, good progress is now being made. The contractors ISG have now indicated a revised date for completion of the major part of works by the 30th April 2013. However, work will still continue on the adjoining walls of No.51 and the 1989 building. From the 1 May, work will start on some areas of the fitting out programme.</p> <p>Press and media interest has increased as the completion of the major building work nears. The fundraising campaign is continuing to be supported through various events by the Friends of Cheltenham AG&amp;M and the Cheltenham AG&amp;M development trust. This included the launch of a public fundraising specific website in February - MyFace</p>	<p>Due to the delay in handover of the building by ISG, this has a knock on effect to internal fit-out completion date, now revised to 31 July with the opening scheduled for later in 2013.</p>

Outcomes	What has been accomplished so far to deliver the outcome	What are the obstacles/blockages that may affect delivery of this outcome?
<p>The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of services.</p>	<p>The council has delivered a number of initiatives that have delivered cashable savings over the past year.</p> <ul style="list-style-type: none"> <li>• The GO Shared Services (GOSS) programme has seen the introduction of a shared approach to our finance, HR, payroll and procurement services across four councils – West Oxfordshire, Cotswold, Forest of Dean and Cheltenham. GOSS also provides services to Ubico and CBH. GOSS is estimated to save CBC £270k.</li> <li>• We have set up a shared ICT service with Forest of Dean District Council which will create additional resilience in the service, create the framework for a £1m investment programme and will deliver annual savings of £159,500 per annum by 2015/16.</li> <li>• We have set up Ubico with Cotswold DC, which will save £91k.</li> </ul> <p>The council found savings / increased income of £1.2m to meet the 2013-14 budget gap.</p>	<p>The implementation of the HR self-service function of the new agresso business world platform has been delayed though is scheduled to be implemented in May 2013.</p>

This page is intentionally left blank  
Page 20

## Appendix 2 - Corporate Performance Quarter 4 2012-13

### Cheltenham has a clean and well-maintained environment.

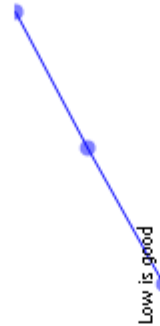
Improvement Action	Milestones	End Date	Lead	Progress	
We will increase take-up of the garden waste and trade waste schemes.	Explore opportunities to increase plastic recycling for consideration in the 2013/14 budget.	Fri-30-Nov-12	Rob Bell, Scott Williams		Q4 An options appraisal / feasibility study has been developed. This shows that any increase in the provision of plastic recycling from kerbside will require a change of vehicle. The lengthy lead time for procurement of new vehicles and uncertainty over industry guidance on mixed glass recycling has meant that changes to kerbside recycling are not possible for 2013/14. Officers are continuing to explore options and will focus on improvements to the bring site service which is set out in the 2013-14 corporate strategy action plan as action ENV1
	Implement the roll out of the garden waste bag scheme and monitor take-up.	Sun-31-Mar-13	Rob Bell, Scott Williams		Q4 Roll-out implemented though take up continues to be limited. However side waste enforcement hasn't been rolled out in most of the areas where the bag scheme is operational and so take up may increase when the side waste/closed lid policy is operational.
	New company established	Sun-1-Apr-12	Jane Griffiths, Rob Bell		Q4 - Company established (Ubico Ltd) with 50/50 ownership between Cheltenham Borough Council and Cotswold District Council. Ubico Ltd commenced trading in April 2012 providing services for Cheltenham Borough Council. Cotswold services and staff were transferred to Ubico in August 2012.
We will ensure a smooth implementation of the new Local Authority Company, Ubico, from 1 April 2012.	Transfer of SITA employees (Cotswold).	Mon-6-Aug-12	Jane Griffiths, Rob Bell		Q4 Complete - as above
	Work with other partners who wish to join the company.	Sun-31-Mar-13	Jane Griffiths, Rob Bell		Q4 - TBC have delayed a decision regarding joining the Ubico partnership until a technical matter regarding VAT has been resolved. In the meantime, Ubico continue to provide management services to TBC. This matter is still outstanding and will be rolled into 2013/14
We will work with GCC and other districts on the development of a Joint Waste Committee.	To review the business case and report back to Cabinet.	Sun-30-Sep-12	Jane Griffiths		Q4 - Cabinet at their meeting in December endorsed their previous decision to join the joint waste committee with effect from 1 April 2013. The IIA was signed at the end of March and the new joint waste committee and joint management unit established from 1 April with responsibilities delegated to the committee. A member seminar was held so that there was a greater understanding of the implications of joining the committee.

Cheltenham has a clean and well-maintained environment.

**Overall Summary** Serious concerns Below Target but recoverable = On Target = Below target but recoverable = Serious concerns

Service Indicators

Indicator	Baseline	Target	Current Comments	Status
Percentage of collections completed on schedule	new indicator	99.90 %	99.97 % data for Q3	
Residual household waste per household (kg/h'hold), quarterly and cumulative	590kg	374.0	348.0 Data from Q3 (Oct-Dec)	
Percentage of household waste reused, recycled and composted (quarterly)	48%	48.00 %	46.00 %	






Although the amount of waste for recycling increased by 100 tonnes, there was also an increase of 1,000 tonnes of general waste collected which impacted on the percentage calculations






## Cheltenham's natural and built environment is enhanced and protected

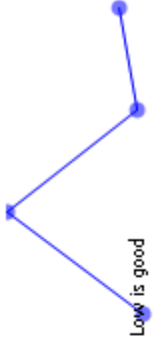
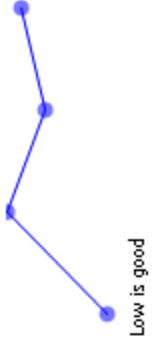

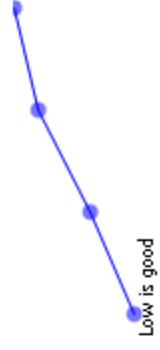
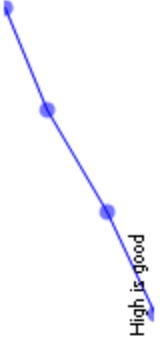

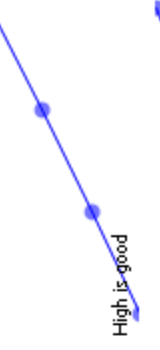

Improvement Action	Milestones	End Date	Lead	Progress
<p>We will implement the recommendations of the Built environment commissioning review and prepare for market testing in 2013.</p>	<p>Business plan setting out how service will deliver the agreed outcomes.</p>	<p>Thu-31-May-12</p>	<p>Mike Redman</p>	<p>Three year business plan and associated performance matrix submitted to the commissioning division.</p> <p>Q4 - performance reports being submitted quarterly to the Commissioning division, with associated review meetings taking place in tandem.</p>
<p>We will implement the recommendations of the Built environment commissioning review and prepare for market testing in 2013.</p>	<p>First interim review of performance.</p>	<p>Thu-20-Sep-12</p>	<p>Mike Redman</p>	<p>Building Control commissioning review now included within the Corporate Business plan for 2013-14, but market testing of Built Environment was dropped from the corporate workplan as a result of changing priorities.</p> <p>Significant divisional achievements recorded in respect of development activity, work in support of the Cheltenham Development Task Force and to manage the transition of the on-street parking service to GCC's chosen private contractor, thus necessitating the implementation of a revised off-street parking solution for CBC.</p> <p>Q4 - Further work being undertaken by consultants Cambridge Centre for Planning and Research to be reported to MSG May 2013. This will assist in reviewing the Objectively Assessed Need in light of projections arising from 2011 Census. To ignore the release of this data would make the JCS unsound. Additional work has impacted upon the JCS programme, pushing public consultation back to September 2013. Revised programme agreed by JCS Cross Boundary Programme Board. This is set out in the 2013-14 corporate strategy action plan as action ENV5</p>
<p>We will listen to the feedback from the developing options consultation and bring forward the preferred option for the Joint Core Strategy for council approval in 2012.</p>	<p>Completion of public consultation on preferred option.</p>	<p>Fri-15-Nov-13</p>	<p>Mike Redman</p>	<p>Q4 - the preferred option will not now be considered by the partner Councils until September 2013, following additional evidential work commissioned by the Cambridge Centre for Housing and Planning Research looking at economic requirements. This process will need to agree both the objectively assessed need for development (including that required to support the economy) and the strategic locations for growth within the JCS area. This is set out in the 2013-14 corporate strategy action plan as action ENV5</p>
<p>We will listen to the feedback from the developing options consultation and bring forward the preferred option for the Joint Core Strategy for council approval in 2012.</p>	<p>Consideration of preferred option by Council for purposes of public consultation.</p>	<p>Mon-30-Sep-13</p>	<p>Mike Redman</p>	<p>Q4 - A timetable for the Cheltenham Plan has now been established, together with revised milestones for the JCS which will reach the preferred option stage in September 2013, with planned adoption after public examination following sequentially in 2014. This is set out in the 2013-14 corporate strategy action plan as action ENV5</p>

**Overall Summary**

 Serious concerns  
 Below Target but recoverable  
 On Target

 = On target  
 = Below target but recoverable  
 = Serious concerns

**Service Indicators**

Indicator	Baseline	Target	Current	Comments	Status
Percentage of planning appeals allowed	42%		33.0%		
Number of days to process an application from receipt to issuing of decision	65 days		61		
Number of projects implemented as a result of working with local interest groups on street redesign projects	1	2	3	<p>*Whaddon project complete. *Bath Road project - nearing completion. Further work this quarter - GCC highway safety scheme (completed); installation of planters (completed) - CBC Community Pride (funding); refresh existing street furniture (completed), design work for information panels and welcome signs, preparatory work for front garden design and planting project - both CBC Environment Fund; design work for public art (complete) and planning permission secured - CBC Public Art Panel funding.</p>	
Number of planning applications appealed	29		20		
Number of planning applications approved	1512		1,486	Despite reduced number of applications determined in the final quarter, it was a satisfactory full year performance.	
Number of planning applications determined	1577		1,554	Despite reduced number of applications determined in the final quarter, it was a satisfactory full year performance.	
Number of planning applications received	1590		2,020		
Number of planning applications referred	57		68		

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

**Who has helped complete this card?**

Jane Griffiths  
 Gill Morris  
 David Roberts

**What has been accomplished so far to deliver the outcome?**

The council has commissioned new lighting in Regents Arcade car park which will save 200,000kg of CO2 as well as financial savings. It is progressing a number of ICT related projects which will reduce our carbon emissions, as well as a number of property related projects. It is anticipated that the total CO2 emissions savings will be in the region of 570,000kg. Cabinet in November considered a report on the feasibility of whether the council should adopt a target of 40% reduction by 2020. Cabinet agreed to keep the current carbon reduction target of 30% by 2015, and approved further work to:

- explore the potential for Smart metering to help in Bridging the Gap
- LED lighting will be installed in September to the main pool hall at Leisure@
- The infrastructure is in place to facilitate the installation of a power perceptor in May.
- continue to explore other initiatives to deliver financial and carbon savings

**How has this been promoted?**

The intranet and the internet are used to promote the projects which are underway and are also used as a way of raising awareness amongst employees and members. Each division has been asked to update its climate change risk assessment. Property Services to arrange implementation





**What are the obstacles/blockages that may affect delivery of this outcome?**

Given the current financial situation it is important that projects which seek to reduce carbon emissions are seen as an invest to save initiative and that clear financial and environmental aspects are demonstrated when putting forward the business cases

**Given any obstacles/blockages you now see-what are the next steps?**

Cabinet in November indicated that they aspire to a target of 40% by 2020 and approved further work 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 (CHP) unit on expiry of the lease in 2015
  - explore additional projects which reduce the council's carbon footprint
3. Cabinet requires consideration of carbon emissions as a key criterion in developing the accommodation strategy
  4. Cabinet requests that cabinet reports relating to all future council projects identify the likely impact on the council's carbon emissions

<b>Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.</b>				
<b>Improvement Action</b>	<b>Milestones</b>	<b>End Date</b>	<b>Lead</b>	<b>Progress</b>
We will implement a range of energy saving initiatives that will reduce the council's carbon emissions.	Evaporative cooling installed in the server room at the Municipal Offices.	Mon-31-Mar-14	David Roberts	
	Grosvenor Terrace car-park upgraded.	Mon-31-Mar-14	David Roberts	
	Low energy LED lighting installed in the swimming pool hall at Leisure@.	Mon-30-Sep-13	David Roberts	
	Voltage optimisation project implemented in council buildings.	Fri-31-May-13	David Roberts	
				Q4 - Design and build solution will be required that will be subject to Listed Building consent and Business Case. Currently on hold pending relocation to alternative premises. Q4 - carbon reduction measures will be considered as part of the review to determine priorities of identified Capital Schemes. Q4 - Various LED units trialed. Optimum design solution being sought. Will be considered as part of the Capital Scheme review which will determine investment priorities. Q4 - Infrastructure in place, power perfector to be installed by end of May.

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

**Overall Summary** Serious concerns Below Target but recoverable  **G** = On Target **A** = Below target but recoverable **R** = Serious concerns

Environment Indicators

Indicator	Baseline	Target	Current Comments	Status
Water usage	Figures for year 2011/12 will be used to set a baseline		calculating water usage is proving to be more difficult than first anticipated; the information either isn't available or isn't in an accessible format	Low is good
Reduction in CO2 emissions from energy use, fuel use	4,661 tonnes CO2 (2005/06) - we now report our emissions as CO2e (carbon dioxide equivalent) not just CO2 and using DEFRA reporting guidelines baseline has changed to 5,557 tonnes CO2e for 2005/6	4,600	Carbon emissions figures are not yet available as not all the energy bills in yet. Figures will be calculated and set out in the annual emissions report	High is good
Office recycling	Figures for year 2011/12 will be used to set a baseline		Information not yet available	High is good
Gas and electricity consumption	10,992,635 kWh (2008/9)	9,883,371	Information not yet available	Low is good

Improvement Action	Milestones	End Date	Lead	Progress
<p>We will undertake a review of 2011 Promoting Cheltenham Fund to inform how the 2012 funds are allocated.</p>	<p>Assess applications and award funding.</p>	<p>Tue-31-Jul-12</p>	<p>Richard Gibson</p>	<p>Q4 COMPLETE - Final decisions made and published. In total 42 applications were received, with a cumulative request for £532,000. These were assessed by a panel and a report went to cabinet on 17 July making decisions about how the funding would be allocated.</p>
	<p>Launch 2012 round with clear application guidelines and promote widely.</p>	<p>Mon-30-Apr-12</p>	<p>Richard Gibson</p>	<p>Q4 COMPLETE 2012 round launched in April 2012</p>
<p>We will make significant progress on our plans to revitalise Cheltenham's town centre through Cheltenham Development Task Force.</p>	<p>Complete plans to revitalise Grosvenor Terrace car park.</p>	<p>Sat-31-Aug-13</p>	<p>Jeremy Williamson</p>	<p>Q4 First phase improvement repairs and maintenance complete; The car park has been re-named Town Centre East. A signage project has been fully scoped and ready for implementation as soon as the development of North place and Portland Street commences.</p>
	<p>Complete the sale of North Place/Portland Street which itself is predicated on receipt of a planning permission.</p>	<p>Fri-31-Aug-12</p>	<p>Jeremy Williamson</p>	<p>Q4 - Planning secured for North Place/Portland Street site subject to finalisation of Unilateral Undertaking. Contracts exchanged; deal will be completed in the summer</p>
	<p>Consultation on the opportunity of AGM redevelopment to bring forward plans to regenerate St. Marys Churchyard.</p>	<p>Fri-31-Aug-12</p>	<p>Jeremy Williamson</p>	<p>Q4 - discussions continue with various partners including the diocese.</p>
	<p>Use development opportunities to improve access to the Brewery site from the High Street and improve the local street-scene.</p>	<p>Sun-30-Sep-12</p>	<p>Jeremy Williamson</p>	<p>Q4 - Planning permission for Phase 2 works to improve the Brewery complex were approved in July 2012, subject to a Section 106 agreement to secure appropriate planning obligations. Brewery aiming to finalise S106 in order to trigger stopping-up order on Baynham way.</p>
	<p>Invest collaboratively with GCC over Promenade East public realm improvements.</p>	<p>Sun-30-Sep-12</p>	<p>Jeremy Williamson</p>	<p>Q4 - COMPLETE and next phase Promenade West has begun.</p>
<p>We will commission support and advice for local businesses so that they are more resilient.</p>	<p>Work with GCC to review findings from Junction efficiency trial on St. Margaret's Road.</p>	<p>Sat-30-Jun-12</p>	<p>Jeremy Williamson</p>	<p>Q4 - Junction efficiency trial took place in November 2012 and deemed a success subject to future amendments and funding being available for the changes.</p>
	<p>Ensure that the business support service is in place as soon as possible.</p>	<p>Sat-30-Jun-12</p>	<p>Richard Gibson</p>	<p>Q4 - Contracts have now been entered into with Glos Enterprise Ltd who commenced the sessions in January</p>
<p>We will prepare for the move of our Tourist Information Centre to the redeveloped Art Gallery and Museum ready for opening in April 2013.</p>	<p>Explore funding for a new tourism website.</p>	<p>Mon-30-Apr-12</p>	<p>Jane Lillystone</p>	<p>Q4 Funding secured Cheltenham Tourism were successful in securing a £25k grant from the Promoting Cheltenham Fund for the development of a new tourism website - Marketing Cheltenham. Since April, a number of consultation events /</p>








					sessions have taken place with key external and internal stakeholders - including Cotswold Tourism. Following these sessions, a working group is currently being drawn together to regularly advise and link into the development of a brief for the procurement of a designer / content.
	Review of signage within the town (i.e. signposting visitors to the new building) will need to be considered as part of the re-location plans.	Sun-31-Mar-13	Jane Lillystone		Q4 Input into this project is now complete. Staff have attended meetings with the Wayfarers strategy group inputting into this key project to ensure that the TIC is signposted.
	Testing new ways of delivering joint TIC / AG&M customer services prior to the move, ready for the opening.	Sat-1-Jun-13	Jane Lillystone		Q4 Work will progress on this until the reopening of the new building and the relocation of the TIC.

Cheltenham has a strong and sustainable economy


**Overall Summary** Serious concerns = On Target = Below target but recoverable = Serious concerns

Community Indicators

Indicator	Baseline	Target	Current	Comments	Status
Unemployment claimant rate	3.3% (January 2012)		3.1%	At March 2013, the claimant count stood at 3.1%, which compares to a rate of 2.7% in Gloucestershire.	
Proportion of young people not in education, employment or training	5.7% (January 2012)		6.1%	Figures as at March; Cheltenham has the highest NEET rate in the county. Gloucester has a rate of 4.6%	

<b>Communities feel safe and are safe.</b>					
<b>Improvement Action</b>	<b>Milestones</b>	<b>End Date</b>	<b>Lead</b>	<b>Progress</b>	
We will work in partnership to reduce the impact of alcohol to individuals and families and alcohol-related violence.	<p>Review the Reducing Alcohol Related Violence Project and update the principles and Codes of Practice to meet changes to current licensing legislation.</p> <p>Support the establishment of a Task and Finish Group to consider how best to reduce the harm that alcohol causes to vulnerable people.</p>	<p>Wed- 31-Oct- 12</p> <p>Sat-30- Jun-12</p>	<p>Trevor Gladding</p> <p>Richard Gibson</p>	<p></p> <p></p>	<p>Q4 - On going process also now linking in to P&amp;CC's Crime Plan. Codes of Practice &amp; Best Bar None Scheme continuing to be updated and will now include involvement of Cardiff Model (Information received from A&amp;E admissions re misuse of alcohol resulting in violence). Also looking at appropriate ways to update and refresh original research documents with a view to cascading this project in one form or another to other districts across the county in line with the above Crime Plan</p> <p>Q4 - Task and Finish group continues to meet; and is bringing a proposal to fast-track street drinkers through the treatment pathway to Positive Lives Partnership on 17 Jan. Action day planned to target street drinkers with information and support on 18 Jan. Second under age drinking operation carried out in October half term and some youth work outreach sessions to be done in Hatherley Park in response to reports from there.</p>
We will continue to work in partnership to reduce incidences of anti-social behaviour and the harm this causes to communities	<p>The Anti Social Behaviour Working Group to explore whether gating orders would be beneficial in addressing anti-social behaviour (and burglary) and to explore potential funding streams.</p> <p>The Anti Social Behaviour Working Group to respond to national guidelines resulting from the Hidden in Plain Sight final inquiry report into disability related harassment.</p>	<p>Sun-31- Mar-13</p> <p>Sun-31- Mar-13</p>	<p>Trevor Gladding</p> <p>Trevor Gladding</p>	<p></p> <p></p>	<p>Q4 -Following an ongoing scoping exercise, an appropriate location has been identified and action is being taken to take this forward subject to funding requirements.</p> <p>Q4 - Still awaiting appropriate guidance following the progress of the new Draft ASB Act currently working it's way through the legal process which is being undertaken by the County ASB Strategic Partnership with support from the GSSJC. This is set out in the 2013-14 corporate strategy action plan as action COM1</p> <p>Q4 - Review of ASB Working Group carried out and changes made to it's structure and the way that it operates ensuring that it is fit for purpose re efficiency and effectiveness and progress will be monitored.</p>
We will explore how best the council can work in partnership to tackle high-profile crime; the current focus is on burglary in the town.	<p>To complete a partnership review of the Anti Social Behaviour Working Group to ensure its efficiency and effectiveness and monitor progress.</p> <p>To review the effectiveness of phase 1 of the CCTV on the Honeybourne Line project in reducing domestic burglary (and ASB) and look for ways to attract external funding to implement phase 2.</p> <p>To support the Burglary Task and Finish Group deliver its actions and work to ensure that resources are in place to deliver all elements linked to this outcome including prevention, enforcement, intelligence, and communications.</p>	<p>Wed- 31-Oct- 12</p> <p>Wed- 31-Oct- 12</p> <p>Wed- 31-Oct- 12</p>	<p>Trevor Gladding</p> <p>Trevor Gladding</p> <p>Trevor Gladding</p>	<p></p> <p></p> <p></p>	<p>Q4 - A review will be carried in July 2013 together with how the introduction of the Honeybourne Line PACT ( People and Communities Together) initiative launched in February 2013 has impacted on the number of reported incidents of burglary, low level crime and asb. Action is now at a planning stage to implement phase 2 of CCTV along the Honeybourne Line between Waitrose and the POW Stadium.</p> <p>Q4 - Task and finish group continues to meet with a new focus on all acquisitive and emerging crime.</p>



	<p>To work with the new Police and Crime Commissioner to ensure that we gain their support for enhancing partnership working in Cheltenham to tackle crime.</p>	<p><u>Sun-31-Mar-13</u></p>	<p><u>Chief Executive</u></p>		
--	---	-----------------------------	-------------------------------	---	--

Communities feel safe and are safe.

**Overall Summary** = Below target but recoverable = Serious concerns

Community Indicators

Indicator	Baseline	Target	Current	Comments	Status
Incidents of recorded violence in the Town Centre (Friday & Sat eve.)	262 (2011-...)		87.00	Total for 2012-13 is 281 which is a 7.3% increase from last year.	
Domestic burglary incidents	1,453 (2011-...)		155.00	619 in total in 2012-13, a 57% decrease from 2011-12	
Number of anti-social behaviour incidents	5,548 (2011-...)		792	Total for the year is 3,234, a decrease of 41% from 2011-12	
Number of incidents of domestic abuse	153 (2011-12)		16	Total is 129 for 2012-13, a reduction of 15% from 2011-12	
Number of Repeat incidents of domestic abuse	51 (2011-...)		0	Number of repeats is 42, 17% less than in 2011-12	
Total volume of recorded crime per annum	9,565 (2011-...)	10,039	1,792	Total figure for 2012-13 is 7,481, a 21.8% reduction from 2011-12	
Serious acquisitive crime incidents	2,366 (2011-...)		295.00	Total for the year is 1,221, a decrease of 48% from 2011-12	

## People have access to decent and affordable housing.

Improvement Action	Milestones	End Date	Lead	Progress
We will support Cheltenham Borough Homes so that they are able to progress the St. Pauls regeneration project.	Agree plans for phase 2.	Sun-31-Mar-13	Jane Griffiths	Q4 Cabinet and council have given all the necessary approvals for the work on St Pauls phase 2 to commence in 2013/14. CBH have been able to secure via a development partner some HCA funding.
	Complete phase 1 of St. Pauls regeneration project	Sun-31-Mar-13	Jane Griffiths	Q4 Residents are now living in the area and the site is due for official opening in April 2013.
We will undertake a commissioning review about the best way to deliver our housing options service.	Complete initial options appraisal	Wed-31-Oct-12	Jane Griffiths	Q4 Cabinet considered the report at their meeting in December with the conclusion that there are 2 potential commissioning options for Housing Options be endorsed, i.e. in-house and transfer the service to CBH and that a further report be brought back to Cabinet in June 2013
We will develop local policies in response to the government proposals for benefits changes.	Delivered via activities identified with the Housing & Homelessness Strategy.	Sun-31-Mar-13	Jane Griffiths	Work is ongoing with those impacted by the welfare reforms. Publicity for the changes and support for those who may need help to move or think about their options
We will complete our housing review and publish a new housing and homelessness strategy and develop local policies in response to the government proposals for benefits changes.	To publish the new Housing & Homelessness Strategy following consultation and cabinet approval.	Tue-31-Jul-12	Jane Griffiths	COMPLETE The strategy was approved by cabinet in July.
We will enable the provision of more social housing.	Within the context of the HRA business plan to consider proposals for new build social housing.	Sun-31-Mar-13	Jane Griffiths	Q4 CBH are still progressing development opportunities on other sites and St Pauls phase 2 and development on garage sites will commence in April 2013.

People have access to decent and affordable housing.

**Overall Summary**

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Gross housing completions	150	0	284	Annual indicator - Year end data will not be available until monitoring work is complete.	G
Net housing completions		0	276	Year end data will not be available until monitoring work is complete.	G
Affordable housing completions	23	50	101	Owner occupied - 27 (shared owners 10) Social rent - 30 Affordable rent - 18 Supported accommodation - 26	G
Number of households living in temporary accommodation	16 as at 31st March 2012	24	12	08.04.13 04Yr end data not yet collared 12.04.13 Data confirmed	G
Number of homelessness acceptances	42	54	2		G

High is good




Low is good

High is good

Low is good

Low is good

**People are able to lead healthy lifestyles.**










Improvement Action	Milestones	End Date	Lead	Progress
<p>We will bring forward thoughts about the next steps on how best we provide Leisure@ and sports, play and healthy lifestyles as part of our leisure and culture commissioning review.</p>	<p>Discussions to take place with NHS Commissioners to explore future opportunities for direct provision of health related activities, alongside the traditional mix leisure activities that appeal to casual users and members in a challenging and increasingly competitive leisure market.</p>	<p>Wed-31-Oct-12</p>	<p>Craig Mortiboys, Stephen Petherick</p> 	<p>Q4 Meetings continued with current health partners to continue the partnerships noted in Q3. The target populations with known health inequalities continued to benefit from access to concession schemes and uptake on the programmes again exceeded expectation in the last quarter of the year. £40k secured from NHS Gloucestershire to support joint working to deliver Healthy Lifestyles work during 2013/14 which will be commissioned and co-ordinated through the Positive Lives Partnership and Healthy Lifestyles Development Officer. Leisure@ continues to work directly with local GP practices across the Borough, into Cotswold &amp; Tewkesbury areas to provide the Reactive GP referral scheme. Beyond this scheme partnerships are in place and performing well with the local Physiotherapy teams delivering 2 programmes, Back 2 Fitness (general rehabilitation &amp; pain management), ACL (Anterior Cruciate Ligament pre &amp; post operative support programmes), we work with stroke rehabilitation, respiratory failure group, substance abuse groups, British Lung Foundation &amp; Cystic Fibrosis. Ongoing programmes are delivered with the 2gether trust although the direct referral scheme with that group has fallen fowl of NHS reorganisation.</p>
<p>We will use the opportunity of the Olympics and the torch relay to create a legacy that increase participation levels and promotes more healthy active lifestyles.</p>	<p>Ensure a well managed Olympic Torch Relay through the town and associated evening celebration event at Cheltenham Racecourse.</p> <p>Successfully deliver a series of Olympic related initiatives and events during Summer 2012 in conjunction with local sports clubs and community partners.</p>	<p>Wed-23-May-12</p> <p>Fri-31-Aug-12</p>	<p>Craig Mortiboys</p> <p>Craig Mortiboys</p>  	<p>Complete</p> <p>Torch Relay successfully promoted, organised and managed on Wednesday 23rd May. Police estimated that as many as 30,000 people lined the streets along the route to celebrate the passing of the flame with the largest crowds seen on Bath Road, Montpellier and the Promenade. Series of local community events supported along the route as well as the main event at Cheltenham Racecourse which attracted a further crowd of approx 25,000.</p> <p>Complete</p> <p>Easter Sports programme successfully delivered in April 2012, as an introductory programme ahead of the Olympics.</p> <p>Schools Event delivered at Leisure@ on May 23rd to celebrate the Torch Relay day, with lots of schools and pupils taking part Gloucestershire School Games supported in Cheltenham on 15th/16th June in conjunction with Active Gloucestershire and the Cheltenham School Sport Network</p> <p>Summer of Sport school holiday programme delivered during July/August attracted a record breaking total of 1818 attendances, with many of the sports specific courses in conjunction with local sports clubs being fully booked. The Sport Development Team also supported the Leisure@ Open Day that incorporated a Gold Challenge fundraising event in partnership with th4e National Star College.</p>

**Overall Summary** ■ Serious concerns ■ On Target G = On target A = Below target but recoverable R = Serious concerns




Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of Under 16 swims (quarterly & cumulative)	49,700	51,001	53,686	Free swimming continues to prove a valuable tool in encouraging families to swim	<span style="color: green;">G</span> High is good
Attendance on the Re-Active programme (quarterly & cumulative)	1,000	12,001	9,417	Attendance continued to be stable in the 4th quarter with Q3 and Q4 attendance ahead of target but insufficient to fill the shortfall from Q1 and Q2 which was effected by reduced referral numbers and changes in pricing which caused some confusion for the clients and a degree of migration onto other concession schemes.	<span style="color: red;">R</span> High is good
Number of reactive concession referrals (quarterly & cumulative)	250	351	281	qtr 4 referrals were particularly low in March at only 9 of which 1 came through the back to fitness scheme. Significant shortfalls in the first 6 months of the year ensured that the target would not be met. Reduced NHS services linked to mental health and alternative schemes in combination with lower referrals, pricing changes resulted in a 33% shortfall Apr - Sep.	<span style="color: red;">R</span> High is good
Number of GP referrals (quarterly & cumulative)	250	351	366	Good referrals seen in January & Feb 2013, leave and sickness in March caused some slippage and an increase on waiting lists as a result	<span style="color: green;">G</span> High is good
Annual attendances at sport and play children's holiday programmes	9247 for summer 2011	1,488	10,570	The Play Development team delivered a small February half term programme with total attendances of 82. During the Easter school holidays, sports development projects had 282 attendances and play schemes had 130 attendances. Total attendances during Quarter 4 were 484	<span style="color: green;">G</span> High is good
Concession card membership (quarterly & cumulative)	227	2,501	2,939		<span style="color: green;">G</span> High is good
Overall footfall (measure of transactions) at leisure@ (quarterly & cumulative)	294,500	302,001	304,162	Quarter 4 footfalls were as expected overall contributing to overall footfall for the year being ahead of target	<span style="color: green;">G</span> High is good
Attendance at Active Life sessions (quarterly & cumulative)	35,000	55,001	62,070	attendance on these targeted programmes and schemes continues to deliver above expectations and has completed the year ahead of target	<span style="color: green;">G</span>

## Residents enjoy a strong sense of community

Improvement Action	Milestones	End Date	Lead	Progress
We will undertake a community governance review of parish boundaries ahead of parish elections in 2014.	Agree terms of reference	Sat-30-Jun-12	Richard Gibson	Q4 - Decision made by council to not proceed with the review as planned - will now be postponed to tie in with parish elections in 2018 
We will undertake a community governance review of parish boundaries ahead of parish elections in 2014.	Undertake consultation	Fri-30-Nov-12	Richard Gibson	Q4 as above 
We will undertake a community governance review of parish boundaries ahead of parish elections in 2014.	Report to council recommending future parish council boundaries	Sat-31-Mar-12	Richard Gibson	Q4 as above 
We will work in partnership to enable more voluntary and community sector organisations to provide positive activities for young people.	For the Positive Lives Partnership to take a report from County Community Projects, Aston Project, Targeted Youth Support Service and others to build up a detailed picture of current provision (gaps, risks and opportunities), an assessment of the impacts on communities of the lack of youth activities and build a business case for a community-based approach. To review the building resilience contract with County Community Projects and put arrangements in place to deliver the second year of the funding.	Tue-31-Jul-12	Richard Gibson	Q4 - Decision made to renew contract with CCP, new outcomes agreed and positive meeting held with partners and elected members in December and February to agree key legacy activities from the building resilience project 
		Tue-31-Jul-12	Richard Gibson	Q4 – COMPLETE Formal evaluation of the contract undertaken and results published. 
	We will organise the 2012 Borough council elections	Thu-3-May-12	Kim Smith, Rosalind Reeves	Q4 - COMPLETE Completed within the statutory timescales - 20 councillors elected. 
	We will organise the Police and Crime Commissioner elections	Thu-15-Nov-12	Kim Smith, Rosalind Reeves	Q4 COMPLETE all planning completed, elections took place on 15 November. 
We will deliver the 2012 elections in May and November elections for the Police and Crime Commissioner.	We will prepare for the county council elections being held in May 2013  We will support new councillors through an induction programme and provide ongoing support for all councillors	Sun-31-Mar-13	Kim Smith, Rosalind Reeves	Q4 All work to prepare for the county elections is on target   Complete the roll out of the induction programme to new councillors has now been completed. New members were asked to complete a questionnaire giving their feedback and this was reported to SLT. Generally new members were very satisfied with the induction programme with the majority of sessions scoring a 4 (good) on a scale of 1-5. They particularly welcomed the buddying from SLT and mentoring from fellow councillors and the general support they received from Democratic Services. Issues they raised related to members ICT provision and contact procedures for areas outside the council such as Glos. Highways. 

Residents enjoy a strong sense of community

**Overall Summary**  Serious concerns  = Below target but recoverable  = Serious concerns







Community Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of VCS organisations supported by GAVCA	18 (Sept 2011)	26	36	Support provided on a range of issues: governance, trustee support, income and fundraising, information services.	

High is good



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

Improvement Action	Milestones	End Date	Lead	Progress
We will progress the Art Gallery and Museum redevelopment in order that it is able to open on time from June 2013 and within budget.	Completion of construction programme	Tue-30-Apr-13	Jane Lillystone	<p>Q4</p> <p>Following further discussions with ISG, they have now indicated a revised date for completion of the major part of works by the 30th April 2013. However, work will still continue on the adjoining walls of No.51 and the 1989 building. From the 1 May, work will start on some areas of the fitting out programme..</p> <p></p>
We will investigate the possibility of major capital investment into the Town Hall to help promote the building as a first class entertainment venue.	Completion of internal fit-out	Mon-30-Sep-13	Jane Lillystone	<p>Q4</p> <p>Due to the delay in handover of the building by ISG, this has a knock on effect to internal fit-out completion date, Revised date for fitting out of some areas from the 1 May.</p> <p></p>
We will test outcomes for the Town Hall and Pittville Pump Room with councils who provide other similar venues.	Feasibility review depending on outcome of option appraisal	Tue-30-Apr-13	Gary Nejrup, Pat Pratley	<p>Q4</p> <p>Tender has been awarded to Charcoal Blue and a revised end date has been agreed as the 30th April 2013. Charcoal Blue have held meetings with stakeholders and council staff and are working on the first 2 stages of the feasibility study. The final presentation will be presented on the 29th April.</p> <p></p>
We will review organisational options for Art Gallery and Museum service balancing value for money with the need to deliver a range of agreed outcomes.	Initial scoping of investment required for options appraisal	Tue-31-Jul-12	Gary Nejrup, Pat Pratley	<p>Q4</p> <p>Tender has been awarded to Charcoal Blue</p> <p></p>
We will test outcomes for the Town Hall and Pittville Pump Room with councils who provide other similar venues.	Outcomes reviewed as part of options appraisal	Tue-31-Jul-12	Pat Pratley	<p>Q4</p> <p>We have informally tested our outcomes for these venues with one other trust, eg, Colston Hall in Bristol PQQ evaluation taking place and progressing according to timeline.</p> <p></p>
We will review organisational options for Art Gallery and Museum service balancing value for money with the need to deliver a range of agreed outcomes.	Report to Cabinet on the options for the delivery of the outcomes for the Art Gallery and Museum	Tue-31-Jul-12	Pat Pratley	<p>Q4</p> <p>Art Gallery and Museum provision is being considered as part of the overall PQQ process.</p> <p></p>












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











**Overall Summary** Serious concerns Below Target but recoverable On Target = On Target = Below target but recoverable = Serious concerns





Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of people accessing the AGM engagement programme (quarterly & cumulative)	20,000	25,001	79,993	closed at the end of December 2012, the website is still continuing to attract a large number of hits/enquiries and from April 2012 to March 2013 a total of 228,714 people have viewed our web sites for the AGM and the Arts &	High is good
Town Hall/PPR hire income generated (quarterly & cumulative)	£305,000	350,301	352,472	The Hire income for the PPR & TH are 2% above target for the year end	High is good
Town Hall/PPR website visits (quarterly & cumulative)	120,000	160,001	286,414	Website functionality continues to be strong with marketing campaigns directing people to book online.	High is good
Town Hall/PPR total income (quarterly & cumulative)	£479,952	535,176	568,329	significant rise in ticket sales. We also saw increases in catering at the PPR, due to dinner dances and weddings and increases in hires of both venues due to several new events happening in the town	High is good
Town Hall/PPR catering commission (quarterly & cumulative)	£100,962	106,701	112,102	Catering Commission for the year came in at 14% above target	High is good
Town Hall/PPR ticket sales (quarterly & cumulative)	£68,200	76,175	103,756	Had a very successful 3rd & 4th Quarter. Ticket sales for year end are 50% above baseline	High is good

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

Improvement Action	Milestones	End Date	Lead	Progress	
We will move to the GO shared service arrangements for Finance, HR, payroll and procurement support.	GO Shared Services savings to commence.	Mon-1-Oct-12	Pat Pratley		Q4 - GOSS restructure complete and savings as per the business plan taken as part of budget savings for 13-14. This action is complete.
	Implementation of Agresso ERP system in CBC.	Tue-10-Apr-12	Pat Pratley		Q4 - The Agresso system has been implemented in CBC in April 2012, the introduction of the HR self service module is now underway and will be complete in May 2013
	TUPE (Transfer of Undertakings (Protection of Employment) Regulations) transfers of staff to GO Shared Services (Cotswold as the employing council).	Mon-30-Apr-12	Pat Pratley		TUPE took place as planned. This action is complete.
We will develop and publish a fully-costed asset management strategy and contribute to the wider review of asset management being led by Leadership Gloucestershire.	Develop the AMP to capture corporate aspirations for the council's property portfolio.	Sun-30-Jun-13	David Roberts		The development of the AMP will be considered as part of the capital project review This action (VFM6) is in the 2013-14 corporate strategy action for completion by Sept 2013
	We will agree an accommodation strategy based on analysis of the options agreed by Cabinet in July 2011.	Sun-31-Mar-13	David Roberts		Positive progress with regard to potential acquisition on one of the identified alternatives. This action (VFM5) is in the 2013-14 corporate strategy action.
	We will continue to explore opportunities to work collaboratively with other Authorities and public sector bodies.	Mon-31-Mar-14	David Roberts		Regular attendance at the One Gloucestershire Estates Strategy meetings. Continual review of respective frameworks to investigate potential cost savings
	Implement new arrangements after elections and complete induction	Tue-31-Jul-12	Rosalind Reeves, Sara Freckleton		Q4 Complete - new arrangements are in place. Induction was undertaken and feedback and lessons learnt has been captured
We will implement new scrutiny arrangements that enable us to provide a better overview of our commissioning projects.	Ongoing support for new arrangements during first 6 months and complete review of first year by July 2013	Wed-31-Jul-13	Rosalind Reeves, Sara Freckleton		Q4 - officers are supporting the new scrutiny task groups which are being well received by members. Continuing to promote the work of scrutiny and encourage wider involvement from across the council
	Work with members and officers to refine new arrangements and develop new procedures	Thu-31-May-12	Rosalind Reeves, Sara Freckleton		Q4 - Arrangements put in place and guidance and advice issued on how new arrangements will work
	TUPE transfers of staff to Cotswold D.C.	Mon-30-Apr-12	Mark Sheldon		Staff TUPEd to Cotswold DC as planned on 1/4/12
We will move to the full partnership arrangements for audit.	We will have competed an annual audit cycle supported by the partnership.	Sun-31-Mar-13	Mark Sheldon		Q4 - The Audit Partnership has successfully supported each partner council for a full cycle. A significant amount of work has been undertaken to streamline and standardise approach to audit committees. The sharing of management and audit resource across the partner councils has delivered the service in accordance with the service level agreement, delivered the audit plan and generated the benefits outlined in the business case i.e. built resilience, shared best practice and expertise and delivered savings.

<p>We will review the current structure and service provision for ICT and undertake a sourcing project with a particular focus on a shared service model.</p>	<p>We will develop an updated ICT strategy which determines the way forward for the service and gained Cabinet / Council approval.</p> <p>We will have considered the potential for a shared service with other councils.</p> <p>We will have agreed a local policy in response to the localisation of council tax benefit which deals with the implication of a 10% cut in government support.</p> <p>We will have determined the impact on the MTFS of the government proposals for retention of business rates.</p> <p>We will have identified savings and additional income (including those from commissioning) to meet the budget gap identified for 2013/14.</p> <p>We will have redeveloped a budget strategy for 2013/14 for approval by Cabinet.</p> <p>Develop and agree the action plan by end December 2012.</p> <p>Review progress against the action plan by end October 2012</p>	<p>Tue-30-Oct-12</p> <p>Wed-30-May-12</p> <p>Mon-31-Dec-12</p> <p>Mon-31-Dec-12</p> <p>Tue-18-Dec-12</p> <p>Tue-16-Oct-12</p> <p>Mon-31-Dec-12</p> <p>Wed-31-Oct-12</p>	<p>Mark Sheldon</p> <p>Mark Sheldon</p> <p>Mark Sheldon</p> <p>Mark Sheldon</p> <p>Mark Sheldon</p> <p>Mark Sheldon</p> <p>Amanda Attfield</p> <p>Amanda Attfield</p>	         	<p>Q4 - The capital expenditure to support CBC ICT infrastructure upgrade strategy was approved by council in February 2013.</p> <p>Q4 - The shared service between FOD and CBC was created on 1/4/13. The roadmap for 4 way sharing of ICT was supported by the Joint Monitoring and Liaison group.</p> <p>Q4 - policy now agreed across the county. All necessary system changes to convert the previous benefit scheme into a local council tax discount have been completed and council tax bills issued.</p> <p>Q4 - The pooling arrangements and practical housekeeping for operation of the pool has been signed off by the Gloucestershire CFO's and the pool became effective wef 1/4/13.</p> <p>Q4 - The final budget proposals for 2013/14 were agreed by Council on 8/2/13. The budget identified savings and additional income which met the final funding gap of £1.245m, from a variety of sources, including shared services and savings from commissioning reviews and delivered a council tax freeze for 2013/14.</p> <p>Q4 - the final budget proposals included a budget strategy which demonstrated how the council proposed to work towards bridging the projected funding gap over the period of the MTFS. It includes targets for future workstreams including future shared services, commissioning reviews and the accommodation strategy.</p> <p>Q4 - In December 2012, our IIP assessor undertook a Strategic Review. In the context of the level of change that was taking place within the council, she concluded the council required a further 12 months before it would be in position to undertake a re assessment against the standard. In the meantime, the council retains recognition of the award. The decision whether to apply for reassessment in December 2013, will be considered as part of the future council workstream 3 - Performance &amp; Organisational Culture.</p> <p>SLT agreed that any actions / re-accreditation for IIP would be considered as part of the Cheltenham Futures Workstream 3. If a decision was made not to apply for re-accreditation, then CBC would need to be clear how it would ensure to maintain its people management standards.</p>
<p>We will continue to develop the 'Bridging the Gap' programme for delivering future year's savings including for the commissioning reviews</p> <p>We will implement the actions agreed from the Investors in People strategic review.</p>					

BRG programme savings / income target for 2012/13	2012/13 budget	1,120,001	1,200,000	Delivered target savings and income		High is good
Medium Term Financial Strategy (MTFS) funding gap	MTFS estimate @ Feb 2012 2013/14 -2017/18) - £2.1m	2,096,999	303,541	£3.3m in February 2013. A budget strategy was developed and approved by council in February 2013 which outlined how the council plans to reduce the MTFS budget gap to a residual gap of c£303k over the period		Low is good
BRG programme savings / income target for 2013/14	MTFS estimate @ Feb 2012 (2013/14) - £734k	734,001	1,244,800	Budget gap increased to £1.2m. Savings and additional income identified and approved by council in February 2013.		High is good
Percentage of staff appraisals completed	2011-12 100%	100.00 %	100.00 %	version of the Learning Gateways is being revised and it is not possible to extract the current appraisal status from the system, however, managers have confirmed that current employees have received appraisal		High is good
No. days lost due to sickness absence	TBA for 2011-12	6.99		Agresso system has now been installed and verified. It is expected that the detailed absence reports will be generated within the next few weeks. However, apart from the normal seasonal variation, the overall absence figure remains within target		Low is good
number of Freedom of Information internal reviews	3		3			Low is good
Number of stage 3 complaints	8		11			Low is good
number of complaints forwarded to the LGO complaint investigation decisions	stage 2 complaints = 8 / stage 1 complaints = 7 / stage 3 complaints = 196 / LGO decisions = 0		0	LGO decisions = not available yet, they usually issue their Annual Review Letters by June		Low is good

This page is intentionally left blank  
Page 44

# CBH contributions to CBC Corporate Plan 2012-13

<b>CBH contribution for 2012/13</b>	
<p><b>CBH Objectives</b></p> <p><b>Enhancing and protecting our environment.</b></p>	<p><b>CBC Outcomes</b></p> <p><b>Cheltenham has a clean and well-maintained environment.</b></p>
	<ul style="list-style-type: none"> <li>▶ Fly tipping was removed by CBH Estate Cleaning Team: 3,719 individual fly tipping requests were dealt with in 2012/13 which was over 10% up on the previous year. 99.8% of requests were handled within the target of 5 working days.</li> <li>▶ 100% of emergency requests (where there is a risk to public health) were responded to within two working hours from receipt of instruction.</li> <li>▶ 100% of emergency requests for fly tipping (where there is a risk to public health) are responded to within two working hours from receipt of instruction, between the hours of 0800 and 1500 hours Monday to Friday.</li> <li>▶ CBH's community involvement and development regularly co-ordinate community events. 'Fido Fiesta Day' was a new initiative specifically aimed at promoting responsible dog ownership. The event included fun activities and various stands providing information, money off vouchers and freebies to dog owners in the area. Poop bags were also provided to owners signing up to the CBH's 'Good Dog Owner Register'.</li> </ul>
<p><b>Cheltenham's natural and built environment is enhanced and protected.</b></p>	<ul style="list-style-type: none"> <li>▶ CBH community involvement team support a number of tenant groups including a group that maintains shared outdoor communal space at Edward Wilson House.</li> <li>▶ A community garden was created through a transformation of the communal area at Clevedon Square flats. This was completed with the very kind assistance of 15 members of Barnett Waddingham staff as part of a larger Vision 21 project. The garden is expected to produce a variety of fruit and veg for the residents to enjoy.</li> <li>▶ Phase 1 of the St Paul's regeneration project has now been completed and CBH recently held a well attended launch event to mark this achievement and to open the new community hub, which replaces the existing community house. CBH were awarded a commendation in the 'An Improvement to the Built or Landscaped Environment category' for the improvements made to 93 existing homes in Hudson and Manser Street by Cheltenham Civic Society.</li> </ul>
<p><b>Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.</b></p>	<ul style="list-style-type: none"> <li>▶ CBH's Sustainability and Energy Officer primarily heads up projects investing in sustainable homes but also promotes environmental interest and activity amongst our tenants. In addition to the environmental benefit of physical and behavioural changes there is also a money saving benefit to our tenants and leaseholders.</li> <li>▶ This year a new tenant eco panel has been formed to help review current CBH environmental plans and to gather further suggestions from residents.</li> <li>▶ Thermal imaging is being used to look at the effectiveness of energy saving measures for decent homes work applied to housing stock using before and after images.</li> </ul>

CBC Objectives	CBC Outcomes	CBH contribution for 2012/13
<p><b>Strengthening our economy.</b></p>	<p><b>Cheltenham is able to recover quickly and strongly from the recession.</b></p>	<ul style="list-style-type: none"> <li>▶ A photovoltaic (solar) panel pilot was launched in which 49 properties were fitted with these panels. In addition to a reduction in electricity bills due to “free energy” for tenants the council receives a return on it’s investment through money received from the feed in tariff. All panels have been fitted with monitoring to ensure there effectiveness and to prove money savings regarding this technology. A voltage optimisation pilot has also been kicked off to try and help tenants reduce energy consumption in homes not suitable for PV.</li> <li>▶ CBH responsive repairs In partnership with Severn Trent (ST) are investigating potential ST hardware that CBH could install to help reduce water usage.</li> <li>▶ The new St Paul’s properties were all built to Level 4 Code for Sustainable Homes and incorporate some of the latest environmental features. Features include photo-voltaic panels; high efficiency gas-combi boilers; high levels of insulation in walls and loft space; double glazed windows; and Mechanical Ventilation and Heat Recovery (MVHR). All features will help tenants save money on utility bills.</li> </ul>
		<ul style="list-style-type: none"> <li>▶ In 2012/13 that the value of the benefits our CBH money advisor helped to secure was in excess of £327,000 additional funds or improved circumstances to those residents he worked with.</li> <li>▶ Our and benefits and money advisors not only provide advice on claiming benefits but also assist with budgeting, provide assistance regarding illegal money lending, advise on energy saving measures, provide advice on switching service providers and, help signpost to other useful agencies e.g. citizens advice.</li> <li>▶ The CBH-led Financial Inclusion Working Group meets regularly and also holds regular money advice drop-in events at locations across the borough. Amongst other activities CBH have continued to promote basic bank accounts and contents insurance. We have also been working with Gloucestershire Credit Union to provide another means of saving and responsible borrowing for customers.</li> <li>▶ In September CBH were delighted to welcome 3 apprentices the workforce. 2 of the new apprentices are currently undertaking a 2 year apprenticeship in responsive repairs. 1 of the apprentices will be undertaking 18 months in community involvement.</li> <li>▶ CBH has launched new work clubs in St. Paul’s and Hester’s Way after joining forces with JobCentre Plus. The clubs provide practical support to help residents find work and prepare for a return back into work.</li> <li>▶ A leaflet explaining the impacts of Welfare Reform was produced by CBH alongside a media campaign and other initiatives to advise of changes and to provide guidance and assistance to tenants.</li> <li>▶ CBH has made contact directly with those tenants affected by the under occupancy benefit reductions to advise them of the changes and to advise on potential options.</li> </ul>



<b>CBH contribution for 2012/13</b>	
<p><b>CBH Objectives</b></p> <p><b>Strengthening our communities.</b></p>	<p><b>CBH Outcomes</b></p> <p><b>Communities feel safe and are safe.</b></p> <ul style="list-style-type: none"> <li>▶ The Safer Estates Team was reviewed this year to ensure that processes and procedures were fit for purpose and that CBH continues to deliver a high quality service for all customers.</li> <li>▶ One instance of the Safer Estates Team in action saw the courage of neighbours and the work of officers from CBH leading a judge to grant a prison sentence for CBH tenant for disturbing neighbours with arguments and noise in the early hours. This was granted following breaches to their existing anti-social behaviour injunction, and followed on from a 28 day suspended sentence in April 2012. Cases are often publicized to help reassure tenants that we take ASB complaints very seriously.</li> <li>▶ Free Restorative Justice training for Safer Estates and Housing Management Colleagues provides an ability for early intervention to find a solution to ASB reducing time and cost in dealing with cases.</li> <li>▶ PCC funding is now being used for Support for Sanctuary Scheme increasing security for victims of domestic abuse.</li> <li>▶ Victims and witness support guide has been produced providing information and signposting for residents to the service.</li> <li>▶ This year saw a re-launch of safer estates meetings with local agencies encouraging improved partnership working a and providing a more efficient service.</li> <li>▶ An ASB tackling event was hosted by CBH on behalf of the Social Landlords Crime and Nuisance Group (SLCNG). The event runs quarterly and looks for ways of tackling ASB and also provides an opportunity for landlords to share experiences, successes and frustrations.</li> <li>▶ During 2012/13 18 cases of serious ASB were reported to the safer estates team and were responded to within the target period of 1 working day. During the same period 218 cases of less serious ASB were responded to within the target 5 working day period.</li> <li>▶ During 2012/13 all ASB cases reported received a written action plan.</li> <li>▶ Police and PCSOs are invited to and attend neighbourhood events wherever possible helping build a relationship with the community they serve.</li> <li>▶ In the past year the noise nuisance protocol has been revised by the Safer Estates Team to ensure a consistent and clear approach.</li> <li>▶ This year CBH hosted the South West Warden Network Conference at Cheltenham Football Club. The attendees included Alliance Homes, Plymouth City Council, Forest of Dean Council and West Berkshire. This event is a valuable way to share best practice and obtain help and advice in dealing with specific issues in Cheltenham.</li> </ul>
<p><b>People have access to decent and affordable housing.</b></p>	<ul style="list-style-type: none"> <li>▶ 30 new council homes were completed in St. Paul's and all are now occupied by tenants. Additionally a further 18 shared ownership properties were sold. Over 90% of new occupants regarded the quality of their new home as good or very good. Around 74% of new occupants regarded their new homes as cost effective to run.</li> </ul>

<b>CBH contribution for 2012/13</b>	
<b>CBC Objectives</b>	<b>CBC Outcomes</b>
	<ul style="list-style-type: none"> <li>▶ Planning permission has been granted to build two and three bedroom homes across four sites. The construction work is expected to be completed by Summer 2014.</li> <li>▶ A community garden was created through a transformation of the communal area at Clevedon Square flats. This was completed with the very kind assistance of 15 members of Barnett Waddingham staff as part of a larger Vision 21 project. The garden is expected to produce a variety of fruit and veg for the residents to enjoy.</li> <li>▶ A recent 12 month review by the Centre for Housing and Support (CHS) assessed CBH's sheltered housing service as "excellent" and continuing to provide a high quality service.</li> </ul>
<p><b>Our residents enjoy a strong sense of community and are involved in resolving local issues.</b></p>	<ul style="list-style-type: none"> <li>▶ This year CBH welcomed our first leaseholder onto the CBH Board. CBH recognises the importance of representation across a wide spectrum of CBH stakeholders.</li> <li>▶ The Community Involvement Team supports many customer groups including, the Sheltered Housing Forum, Tenant Scrutiny Improvement Panel (TSIP), the Disability Forum, other residents associations and recently the new Polish Community Forum and. These groups all feedback to CBH and ensure that the customer is at the heart of everything we do.</li> <li>▶ The Pittville Park Easter Egg Hunt was hosted by CBH, helping to bring community together and provide an opportunity for residents to meet and chat with CBH staff.</li> <li>▶ The Hobart House Community Gardens regeneration consultation started with residents. As part of the consultation a BBQ hosted by CBH was arranged, inviting views on play equipment which will be incorporated into the garden.</li> <li>▶ The transformation of the rear Garden of St. Paul's Community House was achieved by the efforts of 10 Young Prince's Trust Volunteers in partnership with CBH.</li> <li>▶ The annual CBH Oakley Fun Day was the best attended ever with perfect weather assisting. On Friday 27 July hundreds of local residents descended on Clyde Crescent and tried their hand at a variety of outdoor games and enjoyed the mini-motos, bouncy castle, an array of art and crafts stalls and much more. The event offers a great chance for CBH to engage with local residents, not just tenants, and get people out and mixing together in a fun, open environment, helping to build stronger communities and provide support and guidance where possible.</li> <li>▶ Over 200 tenants and leaseholders attended the first CBH Festival held at the town hall despite the cold weather. The festival was another chance for tenants and leaseholders to meet with CBH staff but also provided entertainment for children, workshops on welfare reform, information about CBH services and signposting to other organisations that provide services. The feedback received was on the whole very positive.</li> <li>▶ Community Action days have started at Coates House and Elgar House.</li> </ul>

CBC Objectives	CBC Outcomes	CBH contribution for 2012/13
<p><b>Enhancing the provision of arts and culture.</b></p>	<p><b>Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.</b></p>	<ul style="list-style-type: none"> <li>▶ Over 130 tenants, leaseholders and staff turned out for the annual CBH “Community Heroes” event held this year at the Thistle Hotel. The event recognises the contribution of individuals and groups in the neighbourhoods CBH manages. This year there were 8 award categories: Tenant of the Year, Young Tenant of the Year, Community Safety Award, Green Achiever Award, Commitment &amp; Determination Award, Community Award, Embracing Technology Award, and Shaping Services Award.</li> <li>▶ Junior Wardens from Oakwood and Gloucester Road Primary Schools have been engaging well with residents at Popes Close Sheltered Scheme .</li> <li>▶ CBH have been working closely with Gloucestershire Probation and have been involved working on specific projects with the service.</li> </ul>
<p><b>Ensuring we provide value for money services that effectively meet the needs of our customers.</b></p>	<p><b>The council delivers cashable savings, as well as improved customer satisfaction overall and better performance through the effective commissioning of services.</b></p>	<ul style="list-style-type: none"> <li>▶ At end Q3 100% of Emergency Repairs, 99.85% of Urgent Repairs and 99.25% of Routine Repairs were completed on time. This puts CBH in the top 25% of housing providers for these categories using Housemark Benchmarking. (out of approx 265)</li> <li>▶ 100% of repair appointments made with customers were kept by CBH.</li> <li>▶ At end Q3 the average re-let time excluding major voids was 15.76 days. This put CBH in the top 25% of housing providers that had submitted data (out of 191).</li> <li>▶ % rent lost due to dwellings becoming vacant was 0.54% at end Q3. This was in the top 25% of housing providers that submitted data. (out of 202).</li> <li>▶ At end Q3 0.04% of tenants were evicted for rent arrears and current tenant arrears worked out at 1.50% of rental income. Both of these indicators put CBH in the top 25% of housing providers for low eviction rate and low arrears.</li> </ul>

This page is intentionally left blank  
Page 50



**In 2011 Democratic Services undertook a review of scrutiny and as a result the structure changed from three O&S Committees to one O&S Committee with task groups.**

**Members played a key role in shaping the new scrutiny structure and we'd like your help again in enabling us to assess the benefits and weaknesses of these arrangements.**

**Feel free to select more than one answer and make as many additional comments as you wish – all feedback will be gratefully received.**

**Personal details:**

<b>Cabinet Member</b>	<b>O&amp;S Committee Member</b>	<b>Non O&amp;S Committee Member</b>	<b>Name</b>
-----------------------	---------------------------------	-------------------------------------	-------------

**How do you think scrutiny is operating in CBC at the moment?**

<b>Very effective</b>	<b>Effective</b>	<b>Less than effective</b>	<b>Poor</b>
-----------------------	------------------	----------------------------	-------------

**Why do you think this is?**

**Is the cabinet being effectively held to account?**

<b>Effectively held to account</b>	<b>Held to account but could be improved</b>	<b>Rarely held to account</b>	<b>Don't know</b>
------------------------------------	--	-------------------------------	-------------------

**How could this be more effective?**

**Is scrutiny contributing to the development of new policies and strategies?**

<b>Yes</b>	<b>No</b>	<b>Partially</b>	<b>Not sure</b>
------------	-----------	------------------	-----------------

**How could this improve?**

**Do you feel that the mechanisms and processes are in place for effective scrutiny of commissioned/shared services?**

<b>Yes</b>	<b>Partially</b>	<b>No</b>	<b>I don't understand how they will be held to account</b>
------------	------------------	-----------	--

**How could we improve?**

**Is scrutiny achieving positive outcomes for the residents of Cheltenham?**

Yes

No

Partially

Not sure

If not, why not?

**Overall how do you rate the new scrutiny arrangements compared with the former arrangements?**

Excellent – a great improvement

Good – some improvements

About the same – no change

Poor – a backward step

Why?

**The new Overview and Scrutiny Committee was set up as a managing and co-ordinating body for scrutiny. How effective has it been in that role?**

Excellent

Good

OK but needs improvement

Poor

How can it be improved?

**What one thing about the new arrangements would you most like to change?**

**Do you feel you have the skills and expertise to carry out your scrutiny role?**

Yes

No

Partially

Don't know

What do you need?

**How do you think the scrutiny work plan should be determined?**

**If you have been involved in a scrutiny task group how would you rate its effectiveness?**

Name of STG

Very effective

Effective but could be improved

Less than effective

Poor

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How could it be improved?

**How would you rate the officer support for the task groups you have been involved in?**

Name of STG	Excellent	Good	OK	Poor
_____				
_____				
_____				

How could it be improved?

**If you haven't been involved in a scrutiny task group what are your reasons?**

- Timing of meetings
- No interest in topics
- Lack of time to get involved
- Don't feel scrutiny can make a difference

Other

**What would persuade you to get more involved in the work of overview and scrutiny?**

**Please add your additional comments here:**

Thank you for your time.

Please return to Democratic Services by the 31 May 2013.

This page is intentionally left blank  
Page 54



Item	Purpose	Outcome	What is required?	Lead Officer
------	---------	---------	-------------------	--------------

MEETING DATE: Thursday 16 May 2013				
Annual Performance Report	Perf monitoring	Review annual performance results before they are reported to Cabinet on 18/6 and Council on 24/6	Update report	Richard Gibson, Strategy and Engagement Manager
MEETING DATE: Thursday 11 July 2013				
MEETING DATE: 2 September 2013				
STG- Grass cutting	Follow up	Review implementation of any recommendations agreed by Cabinet in December 2012	Update report	Rosalind Reeves, DSM Chair, Councillor Penny Hall
MEETING DATE: 3 October 2013 (if required)				
MEETING DATE: 25 November 2013				
STG- Events	Follow up	Review implementation of any recommendations agreed by Cabinet in February 2013	Update report	Rosalind Reeves, DSM Chair, Councillor Penny Hall
Q2 Performance Report	Perf monitoring	Review Q2 performance results and identify any items for further scrutiny	Update report	Richard Gibson, Strategy and Engagement Manager
MEETING DATE: 12 December 2013 (if required)				

O&S Committee 2012/13 work plan

Item	Purpose	Outcome	What is required?	Lead Officer
<b>MEETING DATE: 9 January 2014</b>				
Budget proposals 2013/14	Scrutiny	Make any recommendations to Cabinet	A presentation	Mark Sheldon, Director of Resources
STG- Community governance review	Scrutiny	Set revised terms of reference and appoint members	Update report	Helen Down,
<b>MEETING DATE: 3 March 2014</b>				
STG- Allotments Group	Follow up	Review implementation of any recommendations agreed by Cabinet in March 2013	Update report	Beverly Thomas, Democracy Officer Chair, Councillor Anne Regan
DRAFT Corporate Strategy 2013-14	Scrutiny	Review DRAFT strategy prior to Cabinet	Report in March	Richard Gibson, Strategy and Engagement Manager
<b>MEETING DATE: 3 April 2014 (if required)</b>				
<b>MEETING DATE: 3 July 2014</b>				