



CHEL TENHAM

BOROUGH COUNCIL

Notice of a meeting of Cabinet

Tuesday, 18 March 2014
6.00 pm
Pittville Room - Municipal Offices

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

Agenda

	SECTION 1 : PROCEDURAL MATTERS	
1.	APOLOGIES	
2.	DECLARATIONS OF INTEREST	
3.	MINUTES OF THE LAST MEETING Minutes of the meeting held on 11 February 2014	(Pages 1 - 8)
4.	PUBLIC AND MEMBER QUESTIONS AND PETITIONS	
	SECTION 2 :THE COUNCIL <i>There are no matters referred to the Cabinet by the Council on this occasion</i>	
	SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEE <i>There are no matters referred to the Cabinet by the Overview and Scrutiny Committee on this occasion</i>	
	SECTION 4 : OTHER COMMITTEES <i>There are no matters referred to the Cabinet by other Committees on this occasion</i>	
	SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS	
5.	PROCESS FOR APPROVAL OF GLOUCESTERSHIRE STRATEGIC ECONOMIC PLAN Report of the Leader	(Pages 9 - 14)
6.	CORPORATE STRATEGY-DRAFT 2014-15 ACTION	(Pages

		PLAN Report of the Leader	15 - 42)
7.		TRIENNIAL REVIEW OF THE SEXUAL ENTERTAINMENT VENUE POLICY Report of the Cabinet Member Housing and Safety	(Pages 43 - 66)
8.		HOUSING & HOMELESSNESS STRATEGY ACTION PLAN UPDATE 2014-15 Report of the Cabinet Member Housing and Safety	(Pages 67 - 108)
9.		CHELTENHAM LEISURE & CULTURE TRUST COMPANY REGISTRATION Report of the Cabinet Member Sport and Culture ***TO FOLLOW***	
10.		ACCOMMODATION STRATEGY Report of the Cabinet Member Finance	(Pages 109 - 116)
11.		ACQUISITION OF LAND FORMING THE FORMER SHOPFITTERS SITE AND LAND AT SYNAGOGUE LANE, AND DISPOSAL OF FORMER CAR PARK LAND AT ST JAMES STREET Report of the Cabinet Member Finance ***TO FOLLOW*** <i>**Please note that should members wish to discuss exempt elements of the report they will need to go into closed session under part 1, Schedule 12A of the Local Government Act 1972</i>	
12.		TRADE WASTE REVIEW Report of the Cabinet Member Sustainability	(Pages 117 - 124)
13.		UPDATE ON ALLOTMENT DEMAND Report of the Cabinet Member Sustainability	(Pages 125 - 134)
		SECTION 6 : BRIEFING SESSION • Leader and Cabinet Members	
14.		BRIEFING FROM CABINET MEMBERS	
		SECTION 7 : DECISIONS OF CABINET MEMBERS AND OFFICERS Member decisions taken since the last Cabinet meeting	
		SECTION 8 : ANY OTHER ITEM(S) THAT THE LEADER DETERMINES TO BE URGENT AND REQUIRES A DECISION	
		Section 10: BRIEFING NOTES Briefing note on Neighbourhood Coordination	

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Cabinet

**Tuesday, 11th February, 2014
6.00 - 6.50 pm**

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

Minutes

1. APOLOGIES

2. DECLARATIONS OF INTEREST

Councillor Hay declared a personal interest in Agenda Item 11 as a trustee of the Cheltenham Art Gallery and Museum Development Trust.

3. MINUTES OF THE LAST MEETING

The minutes of the last meeting were approved and signed as a correct record.

4. PUBLIC AND MEMBER QUESTIONS AND PETITIONS

None.

5. FINAL GENERAL FUND BUDGET PROPOSALS 2014/15 (INCLUDING SECTION 25 REPORT)

The Cabinet Member Finance introduced the report and highlighted the changes to the budget proposals since the publication of the interim budget in December. He reported that the council had received an increased share of the business rates than had been anticipated but it remained uncertain how much income would be generated until the end of the year. The council would be partially liable for the cost of appeals and it was therefore being proposed to set up a business rates reserve of £350 000 to safeguard against the cost of these appeals and the fluctuation of income in the future. He also reported that in association with the LGA and Bevan Brittan the council's claim against Landsbanki had now been sold at auction to the amount of approx £2 million. Overall the council had now received 85 % of the capital and interest due on the total outstanding Icelandic investments. He reported that a further £700 000 was expected to be reclaimed from Glitnir and Kaupthing, Singer and Friedlander with the total recovery rate being more than 90 % which was better than originally anticipated.

The Cabinet Member Finance also reported that the Pay Policy Statement had now been included in the report and referred to the fact that the Cabinet

Member Corporate Services was preparing a report on the Living Wage which would be considered by the Appointments Committee in March with the possible implementation of the policy by end 2014. He confirmed that as of April 2014 all council employees would in any case earning the Living Wage.

The Leader of the Council stated that this was a positive budget for Cheltenham. Due to the reversal of the Government's decision to topslice the New Homes Bonus the Cabinet was able to propose a council tax freeze for 2014/15. This was most likely the reason why the budget consultation had received very little feedback. He thanked the finance officers and the Cabinet Member Finance for their hard work in producing this budget.

RESOLVED THAT it be recommended to Council that :

- 1. The revised budget for 2013/14 with a projected budget saving of £444.6k be noted and that the proposals for its use be approved as detailed in Section 3.2.**

Having considered the budget assessment by the Section 151 Officer at Appendix 2 the following recommendations be agreed :

- 1. the final budget proposals including a proposed council tax for the services provided by Cheltenham Borough Council of £187.12 for the year 2014/15 (a 0% increase based on a Band D property) be approved.**
- 2. the growth proposals, including one off initiatives at Appendix 4, be approved.**
- 3. the savings / additional income and the budget strategy at Appendix 5 be approved.**
- 4. the proposed capital programme at Appendix 7, as outlined in Section 9, including the additional underwriting of £360,000 to support the Art Gallery and Museum redevelopment scheme (separate report to council) be approved.**
- 5. the proposed Property Maintenance programme at Appendix 8, as outlined in Section 10 be approved.**
- 6. the reserve realignments outlined in section 8 and the level of reserves projected at Appendix 6 be approved.**
- 7. the Pay Policy Statement for 2014/15 at Appendix 9 be approved.**
- 8. a level of supplementary estimate of £100,000 for 2014/15 as outlined in Section 14 be approved.**
- 9. it be noted that the Council will remain in the Gloucestershire business rates pool for 2014/15 (para 4.12).**
- 10. there be no change to the Local Council Tax support scheme in 2014/15 (para 4.18).**

6. FINAL HOUSING REVENUE ACCOUNT REVENUE BUDGET 2014/15

The Cabinet Member Finance introduced the report and said this budget was not just good news for the Council but for tenants, leaseholders and the town as a whole. The Housing Revenue Account (HRA) was in a healthy financial position with revenue reserves of three and a half million pounds with projections forecasting a reserve balance of four million pounds by March 2017

and an increasing surplus of operating income year on year. This provided an opportunity to fund very substantial investment in the housing stock, together with better services for tenants and leaseholders.

The Cabinet Member Finance noted that the capital programme being proposed for 2014/15 was £8,249,000. This included investment in property improvements and major repairs, adaptations for disabled people and environmental works. He also reminded members that CBH planned to spend a million pounds over three years on services for tenants, including support for older people, disabled people and young people, the expansion of employment services to tenants and benefits and money advice. £353 000 was budgeted for 2014/15 which was the second year of this programme.

The Cabinet Member then explained that 2014/15 was the final year of the Government's rent restructuring scheme, designed to bring rents up to the formula rent. The proposed rent increase for next year was in line with national rent restructuring guidelines. Income generated as a result would be used to deliver the best possible value to tenants, leaseholders and where possible to the wider community.

The Council and CBH were keen to build new homes and work was progressing on St Pauls Phase two and a number of garage site developments in the town. It was now being proposed to set up a new reserve within the HRA to fund new build. £0.6 million was being proposed to help with site set up costs for new build projects with a proposal to add to the reserve by transferring funds from the HRA surplus, to be considered each year at outturn.

Finally, the Cabinet Member thanked management and staff at CBH for their achievements and excellent contribution to the provision of social housing in the town.

The Cabinet Member Housing and Safety took the opportunity to thank CBH for the support they have been providing to tenants during the implementation of welfare reform. He added that the CBH Tenant Improvement Scrutiny Panel and the Leaseholder Forum had received the proposed budget positively.

The Leader reminded Cabinet that these were recommendations to Council but he emphasised his confidence in CBH as the social housing provider in the town.

RESOLVED that it be recommended to Council that:

- 1. the revised HRA budget and capital programme for 2013/14 as set out in Appendices 2 and 3 be noted.**
- 2. the HRA budget proposals for 2014/15 including a proposed average rent increase of 4.03% (applied in accordance with national rent restructuring guidelines) and increases in other rents and charges as detailed at Appendix 5 be approved.**
- 3. the proposed HRA capital programme for 2014/15 as shown at Appendix 3 be approved.**
- 4. the creation of an earmarked revenue reserve to finance future new build in the HRA be approved, the value of funds to be transferred to this reserve to be considered by Cabinet and approved by**

Council as part of the review of HRA outturn for each accounting year.

7. TREASURY MANAGEMENT AND ANNUAL INVESTMENT STRATEGY 2014/15

The Cabinet Member Finance introduced the report and explained that the Treasury Management and Annual Investment Strategy 2014/15 had been scrutinised by the Treasury Management Panel to whom he was grateful. He said that the Council had operated in accordance with the Prudential Indicators and would continue to do so. He explained that the Council had followed a prudent and sensible borrowing strategy which reduced the need for short-term external borrowing whilst investment returns were low. In terms of the annual investment strategy the Council operated a very sophisticated system to determine the creditworthiness of investment counterparties. This was not just based on ratings but on a whole host of other information which was regularly reviewed. He referred to the creditworthiness policy which was laid down in section 4.3 of the report. The Council typically looked to the short end of the market when making investment decisions. He explained that whilst some overseas banks were now permitted as counterparties by the policy these were only the most highly rated institutions in countries which had a minimum sovereign rating of triple A. The Cabinet Member hoped that this strategy and general approach of investment gave the Council the confidence and security it needed.

RESOLVED that it be recommended to Council that the Treasury Management Strategy Statement and Annual Investment Strategy for 2014/15 at Appendix 2 be approved including :

- 1. The general policy objective ‘that Council should invest prudently the surplus funds held on behalf of the community giving priority to security and liquidity’.**
- 2. That the Prudential Indicators for 2014/15 including the authorised limit as the statutory affordable borrowing limit determined under Section 3 (1) Local Government Act 2003 be approved.**
- 3. Revisions to the Council’s lending list and parameters as shown in Appendix 3 are proposed in order to provide some further capacity. These proposals have been put forward after taking advice from the Council’s treasury management advisers Capita (formerly Sector) and are prudent enough to ensure the credit quality of the Council’s investment portfolio remains high.**
- 4. For 2014/15 in calculating the Minimum Revenue Provision (MRP), the Council will apply Option 1 in respect of supported capital expenditure and Option 3 in respect of unsupported capital expenditure as per section 21 in Appendix 3.**

8. PROTOCOL FOR UNAUTHORISED WINDOWS / DOORS / SATELLITE DISHES IN LISTED BUILDINGS

The Cabinet Member Built Environment introduced the report and explained that there were some 2600 listed buildings in Cheltenham, many of which have had work carried out to them in the past without listed building consent. Although this was a criminal offence, it has been increasingly difficult to carry out formal enforcement action in a consistent and transparent way, given the number of historic contraventions and available resources. The enforcement protocol for unauthorised windows, external doors and satellite dishes in relation to listed buildings aimed to address this issue, while promoting full co-operation between owners of listed buildings and the Council.

The Cabinet Member Built Environment referred members to the Enforcement Protocol at Appendix 2. He explained that all involved should be aware of their responsibilities and this was very much about self regulation and enforcement by owners. He then pointed out that under paragraph 3 of Appendix 2 the reference to "This will be entered as a Local Land Charge" was incorrect and would therefore be deleted from the protocol.

RESOLVED that :

the enforcement protocol for unauthorised windows, external doors and satellite dishes in relation to listed buildings be adopted and the operative date referred to in the protocol be the date of Cabinet approval (11th February 2014)

9. LOCAL PLANNING ENFORCEMENT PLAN

The Cabinet Member Built Environment introduced the report and explained that the National Planning Policy Framework (NPPF) recognised that effective enforcement was important as a means of maintaining confidence in the planning system and recommended that a local enforcement plan was produced by every local planning authority. Subject to approval, appendix 2 contained Cheltenham's local enforcement plan which included procedures and priorities that would allow any enforcement action to be consistent, proportionate and equitable in line with the Council's corporate enforcement policy.

The Cabinet Member Built Environment referred Cabinet to Table 1 of Appendix 2 relating to priorities and timescale. It was hoped that the adoption of the plan would improve clarity to applicants and complainants of planning applications. He was confident that enforcement was taken seriously.

The Leader made reference to the recent seminar on planning enforcement which had received positive feedback.

RESOLVED that :

the local enforcement plan contained in appendix 2 be approved.

10. OUTDOOR RECREATIONAL FACILITIES IN PITTVILLE PARK AND MONTPELLIER GARDENS

The Cabinet Member Finance introduced the report which explained that the recreational facilities in the parks had been let to the Cheltenham Coffee Company Limited (CCC) since 1 March 2011 when it was awarded the contract to operate the facilities, and granted leases of the premises, following a formal tender process. CCC had made a success out of all the cafes and opening hours had increased and the business had developed. The Council and CCC now wished to renew the leases and contract that were in place. A term from 1 March 2014 until 4 August 2015 had been agreed. The Cabinet Member Finance made reference to a more general review of catering facilities which was taking place currently and this included the lease for the café at Leisure@ which expired in 2015.

The Cabinet Member Sustainability paid tribute to the success of the CCC and the fact that this was one of the first commissioning exercises the Council had undertaken. CCC had done an excellent job in managing the cafes and promoting its business in the parks.

RESOLVED that

the lease of the land and buildings edged in red on the plans that accompany this report to the Cheltenham Coffee Co. Limited from 1 March 2014 until 4 August 2015 be approved and that authority be delegated to the Head of Property and Asset Management, in consultation with the Borough Solicitor, to agree the terms of the leases

11. THE WILSON - DEVELOPMENT PROJECT OUTTURN BRIEFING REPORT

The Cabinet Member Sport and Culture introduced the report which provided an update on the Art Gallery and Museum Development including a projection of the outturn financial costs and projected funding shortfall of £360 000. She explained that it was well known that the renovation of old buildings often resulted in unforeseen problems and to some extent this explained the delays in opening the Wilson which in itself carried a cost. Internal Audit had been commissioned to identify any weaknesses in the control, monitoring and approval mechanisms supporting the Art Gallery and Museum project and to understand how the Council might have been better informed about the likely cost overrun thus giving the council an opportunity to take corrective action. This work would be important for learning lessons for future projects, such as the Town Hall redevelopment.

The Cabinet Member Sport and Culture stated that visitor numbers were expected to triple the number in the first year. The fundraising and sponsorship campaign would continue and the prospects for closing the funding gap of £360 000 were very real. She believed that the opening of the Wilson was one of the most exciting things that had happened in Cheltenham particularly now that it had a dedicated education and young people's space and the ability to host large exhibitions.

The Cabinet Member Finance explained that the budget report to be agreed by Council included a provision for underwriting the £360 000 overspend. It was hoped that some of this would be recouped.

It was recognised by all members that it was important for internal audit to review how this project was managed although members acknowledged that it was not unusual for works on old buildings to overrun and incur additional costs. Members highlighted the importance of the Wilson to the town and paid tribute to the huge fundraising efforts of the Friends of the Art Gallery and Museum and the fact that the project had attracted significant external funding. The Wilson represented a facility the town could be proud of and visitor numbers demonstrated its success.

RESOLVED that :

- 1. Authority be delegated to the Executive Director / Director of Resources to settle the contract sum with the main contractor as set out in Appendix 2 (Exempt).**
- 2. The additional underwriting of the AG&M development project in the sum of £360,000 be supported and that Council be recommended to approve the budgetary provision for this.**

12. BRIEFING FROM CABINET MEMBERS

The Cabinet Member Housing and Safety informed members that a seminar had been held to mark Positive Relationships week and this had been well received.

13. DECISIONS MADE BY CABINET MEMBERS

The Leader informed Members of a decision he had taken as the Council's shareholder of Ubico on agreeing the new Ubico Limited Vehicle User Allowance Policy.

The Cabinet Member Finance informed members of the decision he had taken regarding the surrender of the lease on Baynham Way car park back to the landlords and the decision to accept the tender from FMBR Ltd for the provision of external replacement works various properties in 2014 for Council owned residential properties.

Chairman

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Page 8

Cheltenham Borough Council Cabinet – 18th March, 2014

Process for approval of Gloucestershire Strategic Economic Plan

Accountable member	Councillor Steve Jordan – Leader of Council
Accountable officer	Andrew North - Chief Executive
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The Gloucestershire Local Economic Partnership (GFirstLEP) is currently developing a Strategic Economic Plan (SEP) to support a bid for Growth Plan funding to the Government in March 2014. The Council, together with all the other local authorities in Gloucestershire, is a key partner in the plan development and bid process. The Council will be required to work with others to support the delivery of the SEP once it is approved and funded by Government. The SEP is in line with both the Council's policy framework and its broader economic development aims.</p> <p>The Council's support for the SEP will require further decisions in respect of governance arrangements and potential financial support. Reports on these matters will be brought to future meetings.</p> <p>The short timescales involved in the production of the SEP mean that it will be necessary for the Leader of the Council to sign it off in consultation with other appropriate lead Cabinet Members and Group Leaders.</p>
Recommendations	<ol style="list-style-type: none"> 1. Cabinet to note that the Leader of the Council, intends to consult with the Cabinet members for Built Environment and Finance and Group Leaders, to sign off the Gloucestershire Strategic Economic Plan, subject to: <ol style="list-style-type: none"> a. its proposals remaining within the Council's policy framework; and b. no resource support being required which is in excess of existing approved budgets. 2. That a report setting out the proposed governance arrangements for the local authority partnership to support the SEP and any related resourcing matters which need to be considered at that time, is provided to Cabinet in April and onward to Council should a decision about additional unbudgeted resourcing be required.

Financial implications	<p>None relating directly to this report. Further economic growth has the potential to increase business rates yield, which the council may directly benefit from as a result of the new regime for local retention of business rates.</p> <p>Contact officer: Mark Sheldon, mark.sheldon@cheltenham.gov.uk, 01242 264123</p>
Legal implications	<p>None arising from the recommendations in this report. Advice in respect of the governance arrangements will be included in the future report proposed.</p> <p>Contact officer: Shirin Wotherspoon, shirin.wotherspoon@tewkesbury.gov.uk, 01684 272017</p>
HR implications (including learning and organisational development)	<p>Officer time in supporting the SEP development and associated governance arrangements.</p> <p>Contact officer: Richard Hall Richard.Hall@cheltenham.gcsx.gov.uk, 01594 812634</p>
Key risks	<p>If the Council does not sign off the SEP and/or work in partnership to ensure its success, the Borough and wider county area may miss out on funding opportunities to support economic growth.</p> <p>The SEP should not be in conflict with the Joint Core Strategy as, should that be the case, the process of both plans could be threatened. Officers are working with GFirst and our JCS partners to ensure that both plans are complementary.</p> <p>If the Council does not sign off the final SEP in March 2014, then the whole Gloucestershire growth deal bid will not be unanimously supported and will be seriously compromised. This will raise significant reputational risks for the Council and the county's approach to partnership working.</p>
Corporate and community plan Implications	<p>The SEP will be the overarching economic strategy for the county and will have strong links to Cheltenham corporate plan aspirations, including in particular two of the identified community objectives of:</p> <ol style="list-style-type: none"> 1. strengthening our economy; and 2. strengthening our communities
Environmental and climate change implications	<p>None relating directly to the recommendations in this report.</p>
Property/Asset Implications	<p>None.</p> <p>Contact officer: David Roberts david.roberts@cheltenham.gov.uk 01242 264151</p>

1. Background

- 1.1 The government requires Local Enterprise Partnerships (LEP's) to prepare a Strategic Economic Plan (SEP) for its area which sets out the proposals to deliver economic growth exceeding that which would be delivered through existing plans. The SEP will form the basis of a bid to Government for funding under the 'Local Growth Deals' programme. The government expects that the SEP will be supported by strong and effective partnerships between the LEP and local authorities. The SEP should include a single vision and priorities to deliver economic growth which are shared by all partners.
- 1.2 In December 2013, a first draft of the Gloucestershire SEP was required to be submitted by the Gloucestershire LEP (GFirstLEP), to Government for comment.
- 1.3 Work has been commissioned by Leadership Gloucestershire to develop the necessary Governance arrangements to provide a strong, collective and binding partnership to coordinate the local authority support for the delivery of the SEP. This work is well under way and is being led by Tewkesbury Borough Council.

2. Reasons for the recommendations

- 2.1 The approach of the Leader signing off the SEP will allow this to take place within the required timescale. Matters requiring further consideration will need to be brought forward to Cabinet in April.

3. The current position

- 3.1 During January and February, GFirstLEP received feedback in respect of the December draft of the SEP from Ministers and civil servants. This has been generally positive and constructive. The overall thrust set out in the SEP December draft was welcomed and the comments received related mainly to layout, clarity, supporting information and information in respect of the local authority contribution to the delivery of the plan.
- 3.2 The GFirstLEP has been advised by government that the substantive content of the December draft of the SEP, i.e. the principal proposals, should not be changed in the final draft, which is due to be submitted in March 2014. Work is underway to complete the SEP. However, the next draft will not be available until 16 March and furthermore, it is likely that further drafts will follow dating up to the final submission deadline at the end of that month.
- 3.3 Work is underway to develop the local authority contribution in support of the delivery of the SEP. This contribution will include partnership working and could also include contributions delivered through housing or economic provision. It is considered likely that in time, financial contributions will be required and officers from all Councils in Gloucestershire are working to develop options for consideration. However, although financial support for the SEP may be needed at some point, in the view of officers, resource contributions beyond the existing budget allocations need not be considered at this time.
- 3.4 Governance proposals (including those in respect of joint committee arrangements) will be brought to Cabinet in April 2014 for approval and any financial matters which need to be resolved can also be considered at that time, with onward consideration by Council if necessary. However, given the timescales involved, it will be necessary for the Leader to sign off the March version of the SEP and it is intended that this will be done in consultation with appropriate Cabinet members and Group leaders. This will be subject to the SEP remaining within the Council's economic development aims and general policy framework and not requiring resources at this time which exceed existing budgets.

4. Alternative options considered

4.1 None.

5. Consultation and feedback

5.1 The recommendation will allow for consultation with the appropriate stakeholders as set out in the report.

6. Performance management –monitoring and review

6.1 This will be established via the joint governance arrangement when these are set up.

Report author	Contact officer: Mike Redman – Director of Built Environment, mike.redman@cheltenham.gov.uk, 01242 264160
Appendices	1. Risk Assessment
Background information	None.

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Mitigating action	Deadline	Responsible officer	Transferred to risk register
	If Council does not sign off the SEP and/or work in partnership to ensure its success, the borough and wider county may miss out on funding opportunities to support economic growth.	Andrew North	04/03/14	4	3	12	Reduce	Approval of this report.	March 2014	Mike Redman	
	If the SEP is in conflict with the Joint Core Strategy (JCS), the progress of both plans could be threatened.	Andrew North	04/03/14	5	3	15	Reduce	Officers are working with GFirstLEP and JCS partners to ensure that both plans are complementary.	March 2014	Mike Redman	
	If the Council does not sign off the final version of the SEP in March 2014, then the whole of Gloucestershire growth deal bid will not be unanimously supported and could be seriously compromised, giving rise to significant reputational risks for the Council.	Andrew North	04/03/14	5	2	10	Reduce	Approval of this report.	March 2014	Mike Redman	
<p>Explanatory notes Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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Page 14

Cheltenham Borough Council

Cabinet – 18th March 2014

Corporate Strategy – 2014-15 action plan

Report of the Leader of the Council

Accountable member	Leader of the Council, Cllr. Steve Jordan
Accountable officer	Strategy and Engagement Manager, Richard Gibson
Accountable scrutiny committee	All
Ward(s) affected	All
Key Decision	No
Executive summary	Council agreed the corporate strategy 2010-2015 in March 2010 which sets out our 5 objectives and 11 outcomes and what we want to achieve by 2015. The 2014-15 action plan is being prepared and is due to go to full council for approval on 31 March 2014.
Recommendations	To endorse the draft corporate strategy action plan for 2014-15 ahead of it going to full council for final approval (appendix A.)
Financial implications	<p>None as a direct result of this report. The corporate strategy has been developed alongside the Medium Term Financial Strategy to ensure that there are sufficient budgets in place to deliver the outcomes as proposed. In addition, the corporate strategy will be reviewed on an annual basis to take into account our changing budgetary position.</p> <p>Contact officer: Paul Jones, GOSS Head of finance E-mail: paul.jones@cheltenham.gov.uk Tel no: 01242 775154</p>
Legal implications	<p>The corporate strategy 2010-2015 is the “corporate strategy” for the purposes of the Local Authorities (Functions and Responsibilities) Regulations 2000. The Executive is responsible for preparing the plans which must then be submitted to and approved by council.</p> <p>Contact officer: Peter Lewis E-mail: Peter.Lewis@tewkesbury.gov.uk Tel no: 01684 272012</p>
HR implications (including learning and organisational development)	<p>Capacity to deliver the strategy must remain a key focus for the senior leadership team. Effective forward planning, use of project management techniques, re- prioritising work streams are some of the tools available to ensure resource to deliver the strategy is achieved.</p> <p>Contact officer: Amanda Attfield, Head of Human Resources, GO Shared Services E-mail: amanda.attfield@cheltenham.gov.uk Tel no: 01242 264186</p>

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

1. How we have prepared the draft strategy

- 1.1 The Senior Leadership Team and cabinet members have discussed the following:
- The significant resource that will be required to deliver the reviews and projects that we are already committed to means that we need to prioritise and push back or delay projects where there is no compelling need nor potential to deliver savings.
 - The corporate strategy needs to be specific and realistic in what the council can achieve given this resource challenge. We will therefore need to identify proposed resource requirements.
- 1.2 In the light of the concerns about capacity and resources, SLT on 3 December agreed a list of projects and reviews that will form the basis of the 14-15 action plan. They then undertook a resource planning exercise to ascertain the level of resource needed to deliver the 14-15 action plan against available resource.

2. Proposed improvement actions 2014-15

Cheltenham has a clean and well-maintained environment.	<ul style="list-style-type: none"> • ENV 1 We will engage with customers to on litter, waste and recycling issues • ENV 2 We will make improvements to our waste and recycling services • ENV 3 We will drive out efficiency savings and maximise income from out waste and recycling services
Cheltenham's natural and built environment is enhanced and protected.	<ul style="list-style-type: none"> • ENV 4 We will implement findings from the green environment commissioning review • ENV 5 We will develop options for the delivery of our building control service • ENV 6 We will move towards the adoption of the Joint Core Strategy • ENV 7 We will commence preparation of the Cheltenham Plan • ENV 8 We will work to identify and bring forward new allotments to meet demand
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.	<ul style="list-style-type: none"> • ENV 9 We will implement the recommendations of the November 2012 cabinet report, setting out how we will meet the 30% carbon reduction target by 2015 and our aspiration to reduce carbon emissions by 40% by 2020 • ENV 10 We will promote awareness raising and behaviour change
Cheltenham has a strong and sustainable economy	<ul style="list-style-type: none"> • ECON 1 We will continue to support Cheltenham Development Task Force • ECON 2 We will support the Local Enterprise Partnership deliver the Strategic Economic growth plan for Gloucestershire • ECON 3 We will provide oversight over Gloucestershire airport • ECON 4 We will commission a Business Advisory Service to support local businesses
Communities feel safe and are safe.	<ul style="list-style-type: none"> • COM 1 We will undertake a commissioning review of our Public Protection and Private sector housing services • COM 2 We will coordinate activity to reduce harms from alcohol and drug misuse • COM 3 We will continue to work in partnership to reduce incidents of anti-social behaviour and alcohol-related violence and the harm these cause to communities.
People have access to decent and affordable housing.	<ul style="list-style-type: none"> • COM 4 We will enable the delivery of more affordable housing • COM 5 We will bring forward plans for implementing the second phase of the St Paul's regeneration programme • COM 6 We will explore how to improve conditions for tenants living in private rented sector housing
People are able to lead healthy lifestyles.	<ul style="list-style-type: none"> • COM 7 We will complete the set up of the Cheltenham Leisure and Culture Trust (LCT) • COM 8 We will move to implement the Sports Facility Strategy and Prince of Wales Feasibility Study as agreed by Cabinet in July 2013 • COM 9 We will work in partnership to enable people to lead healthy lives
Our residents enjoy a strong sense of community and involved in resolving local issues.	<ul style="list-style-type: none"> • COM 10 We will ensure that our communities are able to adapt to changes in the welfare system • COM 11 We will work with others to devise an ongoing programme to commemorate the Centenary of World War 1 • COM 12 We will implement changes to our neighbourhood management arrangements to ensure that local residents are actively involved in their communities • COM 13 We will implement Individual Electoral Registration • COM 14 We will manage the 2014 district and European elections
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.	<ul style="list-style-type: none"> • A&C 1 We will progress plans to invest in the Town Hall
We will meet our 'Bridging the Gap' targets for cashable savings and increased income	<ul style="list-style-type: none"> • VFM 1 We will undertake a commissioning review for our Revenues and benefits service • VFM 2 We will develop a plan for how we provide customer services • VFM 3 We will review the way we currently provide legal services via the shared service with Tewkesbury.

	<ul style="list-style-type: none"> • VFM 4 We will look at options for the delivery of our property services function • VFM 5 We will explore options for the two cremators at the Cemetery and Crematorium • VFM 6 We will ensure our revenues and benefits service is able to respond to national and local policies • VFM 7 We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFs funding gap • VFM 8 We will agree an Asset Management Plan and Capital strategy • VFM 9 We will continue to progress the Cheltenham Futures Programme • VFM 10 We will agree an Accommodation Strategy • VFM 11 We will explore new ways of working with our partner councils via the transformation project • VFM 12 We will continue to invest in our ICT infrastructure • VFM 13 We will upgrade Agresso • VFM 14 We will invest time and effort in ensuring that our information and communication systems are secure and well managed • VFM 15 We will explore more opportunities to raise income via sponsorship and advertising
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3. Input from partnerships

Cheltenham Partnerships have agreed an action plan that identifies the most-pressing issues for partnership activity where there is both corroborating data/evidence and a willingness from partners to work collectively on solutions but also where there is alignment with priorities set at a county level eg by the Police and Crime Commissioner, the Health and Wellbeing Board and the Local Enterprise Partnership:

- We will work to reduce the negative effects of poverty on vulnerable children, families, adults and older people – **see action COM 6, COM 10**
- We will work with our communities to promote healthy lifestyles through reducing alcohol consumption, promoting physical activity and healthy eating and improving mental health and well-being – **see actions COM 2, COM 7, COM 8 and COM 9**
- We will inspire more people to get actively involved in their communities so that we co-create sustainable, safer and more resilient communities across the whole borough – **see action COM 2, COM 3, COM 12**
- We will work to create a strong and sustainable economy – **see actions ECON 1, ECON 2, ECON 4**

4. Consultation and feedback

4.1 The draft action plan has been considered by the Overview and Scrutiny committee on 4th March 2014.

Comments	Response
Cllr. Sudbury – wanted more actions in the clean and well maintained outcome to be more linked to delivering the outcome rather than just being focused on waste and recycling	Actions now include reference to street cleaning and dog fouling
She suggested that CDTF actions also feature in stronger communities and safer communities outcomes – RG suggested additional action within the CDTF actions in strong economy.	Potential additional action within the CDTF actions in strong economy - to be discussed.
She was unsure that the Town Hall capital review will support better delivery of arts and culture	Explained that there is significant work underway that is business as usual, plus launching the leisure and culture trust

She was uncertain as to what we are doing to deliver more affordable housing	As above; significant work via planning policy and housing enabling teams
Cllr. Ryder – what happened to Don't Rubbish Cheltenham She also supported Cllr. Sudbury's comments about the clean and well maintained outcome	Officers to find out more information as above
Cllr. Driver suggested that closing Boots Corner would add to levels of CO2 emissions. She requested that drugs are included along with alcohol and ASB in the community safety outcome	noted We will add in reference to drugs in this section.

5. Next Steps

- 5.1 If Cabinet are happy with the updated strategy, it will go to a meeting of the Full Council on Monday 31st March 2014 for approval.

Report author	Richard Gibson Strategy and Engagement Manager 01242 235354 richard.gibson@cheltenham.gov.uk
Appendices	<ol style="list-style-type: none"> 1. Risk assessment 2. Draft Corporate Strategy action plan 2014-15
Background information	<ol style="list-style-type: none"> 1. 2010-2015 Corporate Strategy, Report to Council, 29th March 2010.

Risk Assessment

Appendix 1

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer	
CR75	If capacity to deliver key projects is achieved by diverting necessary resources away from either core services or other provider commitments, then there is a risk of not being able to deliver all of the business as usual expectations including a failure to comply with internal controls that could in turn impact on our reputation and finances.	Andrew North	Dec 2013	3	4	12	Reduce	Various resourcing issues and mitigating actions were discussed at SLT in November. SLT to feedback a committed response covering the priorities their teams are committed to and identifying work that cannot be carried forward.	March 2015	Ken Dale	
	If there is a change in political priorities over the next 12 months, these will need to be reflected in a revised corporate strategy and agreed by full council	Andrew North	March 2014				Reduce	Ensure the corporate strategy has cross-party support through consultation with O+S committee	March 2015	Richard Gibson	
	If the council is not able to deliver the commitment set out in the corporate strategy, then this will impact on the reputation of the council in the eyes of elected members, partners and residents.	Andrew North	March 2014				Reduce	Ensure that the Senior Leadership Team are able to assess performance on a quarterly basis and that O+S and Cabinet receive regular performance updates.	March 2015	Richard Gibson	

Draft 2014-15 Corporate Strategy		Proposed projects and commissioning reviews
Outcomes		
Cheltenham has a clean and well-maintained environment.		<ul style="list-style-type: none"> ENV 1 We will engage with customers to on litter, waste and recycling issues ENV 2 We will make improvements to our waste and recycling services ENV 3 We will drive out efficiency savings and maximise income from out waste and recycling services
Cheltenham's natural and built environment is enhanced and protected.		<ul style="list-style-type: none"> ENV 4 We will implement findings from the Green environment commissioning review ENV 5 We will develop options for the delivery of our building control service ENV 6 We will move towards the adoption of the Joint Core Strategy ENV 7 We will commence preparation of the Cheltenham Plan ENV 8 We will work to identify and bring forward new allotments to meet demand
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change.		<ul style="list-style-type: none"> ENV 9 We will implement the recommendations of the November 2012 cabinet report, setting out how we will meet the 30% carbon reduction target by 2015 and our aspiration to reduce carbon emissions by 40% by 2020 ENV 10 We will promote awareness raising and behaviour change
Cheltenham has a strong and sustainable economy		<ul style="list-style-type: none"> ECON 1 We will continue to support Cheltenham Development Task Force ECON 2 We will support the Local Enterprise Partnership deliver the Strategic Economic growth plan for Gloucestershire ECON 3 We will provide oversight over Gloucestershire airport ECON 4 We will commission a Business Advisory Service to support local businesses
Communities feel safe and are safe.		<ul style="list-style-type: none"> COM 1 We will undertake a commissioning review of our Public Protection and Private sector housing services COM 2 We will coordinate activity to reduce harms from alcohol and drug misuse COM 3 We will continue to work in partnership to reduce incidents of anti-social behaviour and alcohol-related violence and the harm these cause to communities.
People have access to decent and affordable housing.		<ul style="list-style-type: none"> COM 4 We will enable the delivery of more affordable housing COM 5 We will bring forward plans for implementing the second phase of the St Paul's regeneration programme COM 6 We will explore how to improve conditions for tenants living in private rented sector housing
People are able to lead healthy lifestyles.		<ul style="list-style-type: none"> COM 7 We will complete the set up of the Cheltenham Leisure and Culture Trust (LCT) COM 8 We will move to implement the Sports Facility Strategy and Prince of Wales Feasibility Study as agreed by Cabinet in July 2013 COM 9 We will work in partnership to enable people to lead healthy lives
Our residents enjoy a strong sense of community and involved in resolving local issues.		<ul style="list-style-type: none"> COM 10 We will ensure that our communities are able to adapt to changes in the welfare system COM 11 We will work with others to devise an ongoing programme to commemorate the Centenary of World War 1 COM 12 We will implement changes to our neighbourhood management arrangements to ensure that local residents are actively involved in their communities COM 13 We will implement Individual Electoral Registration COM 14 We will manage the 2014 district and European elections

Outcomes	
<p>Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment.</p>	<p>We will meet our 'Bridging the Gap' targets for cashable savings and increased income</p>
<p>Proposed projects and commissioning reviews</p> <ul style="list-style-type: none"> • A&C 1 We will progress plans to invest in the Town Hall 	<ul style="list-style-type: none"> • VFM 1 We will undertake a commissioning review for our Revenues and benefits service • VFM 2 We will develop a plan for how we provide customer services • VFM 3 We will review the way we currently provide legal services via the shared service with Tewkesbury. • VFM 4 We will look at options for the delivery of our property services function • VFM 5 We will explore options for the two cremators at the Crematory and Crematorium • VFM 6 We will ensure our revenues and benefits service is able to respond to national and local policies • VFM 7 We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap • VFM 8 We will agree an Asset Management Plan and Capital strategy • VFM 9 We will continue to progress the Cheltenham Futures Programme • VFM 10 We will agree an Accommodation Strategy • VFM 11 We will explore new ways of working with our partner councils via the transformation project • VFM 12 We will continue to invest in our ICT infrastructure • VFM 13 We will upgrade Agresso • VFM 14 We will invest time and effort in ensuring that our information and communication systems are secure and well managed • VFM 15 We will explore more opportunities to raise income via sponsorship and advertising

Enhancing and protecting our environment

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

Who is accountable for this outcome

Cabinet lead: Cabinet Member Sustainability

Commissioner lead: Jane Griffiths

Provider lead: Ubico

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

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

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

The services are delivered through Ubico a joint local authority company with Cotswold District Council to deliver the following services:

- Waste collection, kerbside recycling collections, organic waste collections, servicing of neighbourhood recycling sites, operation of the Swindon Road recycling centre, street cleaning, public toilet cleaning, grounds maintenance, grounds maintenance of Cheltenham Borough Homes, fleet management and maintenance.

The responsibility for waste and recycling now sits with the Joint Waste Committee (JWC) comprising Gloucestershire County Council, Cheltenham Borough Council, Forest of Dean DC and Cotswold DC. The borough council retains a number of decisions such as budget levels, service design and direct accountability to the public. The committee consider the strategic outcomes for waste and recycling and the better co-ordination and alignment of waste collection and disposal activities across the partner councils and this is set out in the committee's business plan.

What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?

Strategic project	Key milestones	Dates	Lead
ENV 1 We will engage with customers to on litter, waste and recycling issues	Engage in a range of campaigns and activities to support waste minimisation, recycling and waste diversion Assess the impact of the Food Points scheme in Up Hatherley as a way of engaging with residents Active enforcement campaign including street cleaning Implement the findings from the dog fouling review (subject to cabinet approval)	March 2015 December 2014 March 2015	Scott Williams (joint waste team) Scott Williams (joint waste team) Mike Redman, director built environment Rob Bell (managing director Ubico) and Redman re enforcement
ENV 2 We will make improvements to our waste and recycling services	Implement the findings from the review of bring sites Procurement of bulky waste service – contract award Secure opportunities and promotion of the re-use agenda	June 2014 November 2014 March 2015	Scott Williams (joint waste team) Scott Williams (joint waste team) Scott Williams (joint waste team)

		Implement the findings from the trade waste review	September 2014	Rob Bell (managing director Ubico)
ENV 3 We will drive out efficiency savings and maximise income from out waste and recycling services		Procurement of sale of recyclable materials – contract award Develop business case for introduction in-cab technology for Ubico	December 2014 December 2014	Scott Williams (joint waste team) Rob Bell (managing director Ubico)
How will we know what difference we have made in 2014-15				
Type of Indicator	Measured by this indicator	Baseline (March 2011)	March 2015 Target	Lead
Delivery partner indicators - measuring activity that a delivery partner is responsible for yet we remain accountable for	<ul style="list-style-type: none"> Residual household waste per head Percentage of household waste recycled and composted Percentage of collections completed on schedule (of total collections) Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting) Percentage of assisted collections completed on schedule (of total collections) Percentage of service complaints received (of total collections) 	590 kg 34.4% 99% 6.7% 99.5% 1%	464 kg 46% 99% 6.7% 99.5% 1%	Scott Williams (Joint waste team)

Enhancing and protecting our environment

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

Who is accountable for this outcome

Cabinet lead: Cabinet Member Sustainability / Cabinet Member Built Environment

Commissioner lead: Andrew North

Provider lead: Mike Redman

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

CR33 - If the council does not keep the momentum going with regards to the Joint Core Strategy, the policy vacuum left by the abolition of the Regional Spatial Strategy and the resultant delay in projections and framework could result in inappropriate development.

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

Following a commissioning review, the council agreed in 2011 to continue providing built environment services through its in-house provider. These services are as follows: Building Control (shared with Tewkesbury), Strategic Land Use, Development Management, Urban Design and Heritage and Conservation. The in-house service will be tested against the market in 2014.

What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?

Commissioning Reviews	Key milestones	Dates	Lead
ENV 4 We will implement findings from the Green environment commissioning review	Report to cabinet on the findings from the green environment commissioning review	July 2014	Jane Griffiths
Project carried forward from 2013-14	Implement findings from the review	March 2015	Mike Redman
ENV 5 We will develop options for the delivery of our building control service	Business case to be brought to Cabinet	July 2014	Mike Redman
Project carried forward from 2013-14	Review current shared arrangement with Tewkesbury Borough Council and explore the potential to expand the shared service to include Gloucester City Council.	November 2014	
Strategic Projects	Key milestones	Dates	Lead
ENV 6 We will move towards the adoption of the Joint Core Strategy	Pre-submission JCS approved by Council for consultation	April 2014	Mike Redman
Project carried forward from 2013-14			
ENV 7 We will commence preparation of the Cheltenham Plan	Milestones and dates to be agreed	TBA	Mike Redman
Project carried forward from 2013-14			
ENV 8 We will work to identify and bring forward new allotments to meet demand	The Council is in the process of identifying appropriate and suitable currently available land in order to provide approximately 80 new allotment plots. Several strands of work are being progressed and a report is expected to be available for Cabinet in July 2014.	July 2014	Adam Reynolds

Page 25

How will we know what difference we have made in 2014-15				
Type of Indicator	Measured by this indicator	Baseline (March 2013)	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for	Number of applications: Received / Determined / Approved / Refused / Appealed	2020 / 1554 / 1486 / 68 / 20	2000 / 1550 / 1500 / 65 / 25	Mike Redman
	Average number of days to process an application from receipt to issuing of decision	65 days	60 days	Mike Redman
	Number / percentage of planning appeals allowed	42%	30%	Mike Redman
	Number of projects implemented as a result of working with local interest groups on street redesign projects	1	3	Wilf Tomaney

Enhancing and protecting our environment

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

Who is accountable for this outcome

Cabinet lead: Cabinet Member Sustainability

Commissioner lead: Jane Griffiths

Provider lead Dave Roberts, Head of Property Services

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

- If the council does not implement the actions identified in the climate change adaptation risk assessments there is a risk that resources will not be used to best effect, which could impact on financial, environmental and service decisions and affect service delivery. (Corporate risk CR29)
- If carbon emissions are not reduced then the council could face higher energy and fuel bills, fail to deliver one of its corporate objectives and experience a negative impact on its reputation locally. (Identified in cabinet report dated 13/11/12)
- If decisions on energy saving strategy in the Municipal Offices are further delayed pending the accommodation strategy, it will adversely affect the Council's ability to meet its energy reduction targets
- Trends demonstrate that the weather has a significant impact on the Council's ability to meet its targets
- No funding set aside specifically for carbon reduction or climate change adaptation projects

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

The council will continue to set the strategic framework for this outcome, but will work with partners to develop solutions and responses to climate change.

What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?

Strategic Project	Key milestones	Dates	Lead
ENV 9 We will implement the recommendations of the November 2012 cabinet report, setting out how we will meet the 30% carbon reduction target by 2015 and our aspiration to reduce carbon emissions by 40% by 2020	Installation of energy efficient lights at Leisure@(swimming pool), Regents Arcade car park and Town Centre East car park Tender for energy contract Explore opportunity for solar power installations on council owned land and buildings	March 2015 May 2014 October 2014	David Roberts David Roberts David Roberts
Project carried forward from 2013-14			
ENV 10 We will promote awareness raising and behaviour change	Explore introduction of electric charging points in and around the town Green travel plan using assistance from the LSTF funded programme	March 2015 March 2015	Mike Redman via Gloucestershire County Council Mike Redman

How will we know what difference we have made in 2014-15				
Type of Indicator	Measured by this indicator	Baseline	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for	Reduction in CO ₂ emissions from energy use, fuel use	4,911 tonnes CO ₂ e (2005/6)	30% reduction (1,473 tonnes) by end 2015/16	Gill Morris, Climate Change and Sustainability Officer

Strengthening our economy

Cheltenham has a strong and sustainable economy

Who is accountable for this outcome

Cabinet lead:	Leader of the Council
Commissioner lead:	Andrew North
Provider lead	Mike Redman

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

There is a risk that cuts to our funding reduce our ability to promote and sustain Cheltenham's economic growth; not being committed to an economic growth agenda could lead to a loss of investment in the town, with a resultant impact on the people's jobs and lives, and the desirability of the town as business/tourism destination. In addition, with the introduction of business rates retention, the council finances are now more directly linked to economic growth in the town.

CR45 - If sites identified within former Civic pride programme do not generate sufficient net receipts then the wider aspirations e.g. public realm will not be deliverable

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

The council will continue to directly provide an economic development function but has already commissioned Cheltenham Development Task Force (CDTF) to take the lead in bringing forward plans for the revitalisation of our town centre. The council will also work in partnership with businesses and their representative bodies who make up Cheltenham Business Partnership, Cheltenham Chamber of Commerce and the Gloucestershire Local Enterprise Partnership to deliver against this outcome.

What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?

Strategic projects		Key milestones		Dates	Lead
ECON 1 We will continue to support Cheltenham Development Task Force	Provide support for the private sector Brewery development Phase 2 which will link Phase 1 directly to the High Street, improving the economic performance of the centre and securing a significant street scene improvement			Dec 2015	Mike Redman
	We will implement Phase 1 of the pedestrian way-finding project, replacing all the existing finger posts with improved map-based signage			June 2014	Mike Redman
	We will refurbish the ten listed red telephone boxes in the Promenade, working in partnership with the Art Gallery and Museum to re-use them for the display of public art			Oct 2014	Mike Redman
ECON 2 We will support the Local Enterprise Partnership deliver the Strategic Economic growth plan for Gloucestershire	We will work with the Local Enterprise Partnership and other stakeholders to develop and deliver the Strategic Economic Plan (SEP) for Gloucestershire, seeking alignment with the housing and economic objectives in the emerging Joint Core Strategy			in line with JCS milestones	Andrew North
	We will support delivery of priorities within the SEP, including exploring feasibility of junction 10 improvements			March 2015	Mike Redman
	We will support implementation of the joint economic committee for Gloucestershire (subject to approval by Council on 31 March 2014) to co-ordinate local authority input into the SEP.			March 2015	Andrew North

ECON 3 We will provide oversight over Gloucestershire airport	Working with Gloucester City Council (joint shareholders) we will have progressed the recommendations of the York Aviation Report	March 2015	Pat Pratley
ECON 4 We will commission a Business Advisory Service to support local businesses	Extend Business Advisory Service for 12 months when current contract ends in May 2014 and review best way of delivering service after that possibly as part of Growth Hub at county level	June 2014	Mike Redman
How will we know what difference we have made in 2014-15			
Type of Indicator	Measured by this indicator	Baseline	March 2015 Target
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	Unemployment levels - claimant rate	3.3% (January 2012)	no target to be set
	% of young people not in education, employment or training	5.7% (January 2012)	no target to be set
	Footfall rate in town centre	Baseline to be measured with new footfall counters	no target to be set
			Richard Gibson, Strategy and Engagement Manager
			Richard Gibson, Strategy and Engagement Manager
			Martin Quantock, Business Partnership Manager

Strengthening our communities.	
Communities feel safe and are safe	
Who is accountable for this outcome	
Cabinet lead:	Cabinet Member Housing, Safety and Community Development
Commissioner lead:	Pat Pratley
Provider lead	Mike Redman
What are the risks to the delivery of this outcome and where are they captured?	
If we do not align our resources behind supporting local policing activities and community safety activities set out in the Police and Crime Commissioners' Police and Crime Plan, then we may not maximise our impact on reducing crime and making our communities feel safe. Environmental crime also has an impact on people's wellbeing and perception of safety and if we do not address these issues effectively it can impact on anti social behaviour. Ensuring that the public feel safe and are safe is also important to the economy of Cheltenham and the overall quality of life.	
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks	
The council is undertaking a commissioning review of its Public Protection services which include licensing, environmental health, promoting community safety and tackling anti-social behaviour. The review will identify what arrangements are best suited to deliver the outcomes for the council. The council is also committed to working in partnership with the Gloucestershire Police and Crime Commissioner who will be in post from November 15 th and a wide range of other agencies to support delivery of this outcome.	
What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?	
Commissioning Review	Key milestones
COM 1 We will undertake a commissioning review of our Public Protection and Private sector housing services	Report to cabinet with findings from commissioning review Implementation of the commissioning review
Strategic Projects	Key milestones
COM 2 We will coordinate activity to reduce harms from alcohol and drug misuse	Agree outcomes, advisory body and process for allocation of the Late night Levy Commission two projects to reduce alcohol related harm in Cheltenham Develop a more collaborative approach to tackling drug dealing through joining up enforcement and support agencies working on identified hot-spots
COM 3 We will continue to work in partnership to reduce incidents of anti-social behaviour and alcohol-related violence and the harm these cause to communities.	Understand and respond to the provisions of the new Anti-Social behaviour legislation. Work with community fora to increase residents' knowledge and confidence
	Dates
	April 2014
	March 2015
	Dates
	June 2014
	June 2014
	September 2014
	Lead
	Jane Griffiths
	Mike Redman
	Lead
	Pat Pratley
	Dates
	September 2015
	September 2015
	Lead
	Mike Redman

How will we know what difference we have made in 2014-15				
Type of indicator	Measured by this indicator	Baseline (March 2012)	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	<p>% of licensed premise inspections undertaken</p> <p>% of food premises, which are broadly compliant with Food Safety Legislation</p>	<p>20%</p> <p>96.7%</p>	<p>100</p> <p>98</p>	<p>Louis Krog, Licensing Manager</p> <p>Barbara Exley & Yvonne Hope, Head of Public Protection</p>
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	<p>Total volume of recorded crime per annum</p> <p>Number of anti-social behaviour incidents</p> <p>Serious acquisitive crime incidents</p> <p>Domestic burglary incidents</p> <p>Incidents of recorded violence in the Town Centre (Friday & Sat eve.)</p>	<p>9565</p> <p>5548</p> <p>2366</p> <p>1453</p> <p>262</p>	<p>9187 (2% reduction pa). No targets set for the remainder, monitored by Positive Participation Partnership</p>	<p>Richard Gibson, Strategy and Engagement Manager</p>

Strengthening our communities.			
People have access to decent and affordable housing.			
Who is accountable for this outcome			
Cabinet lead:	Cabinet Member Housing, Safety and Community Development		
Commissioner lead:	Jane Griffiths		
Provider lead	Martin Stacy/ Mark Nelson/ Mike Redman /Cheltenham Borough Homes		
What are the risks to the delivery of this outcome and where are they captured?			
Welfare reform will impact on families and individuals' ability to sustain their own home and this risk is being managed through CBH, Housing Options team, CCP (our housing advice provider) and the housing benefits team. The lack of affordable housing within the borough and the limit on available sites will also impact on people's ability to access decent and affordable housing. This risk is well known and is something which is currently being considered through the development of the joint core strategy and the Cheltenham Plan. As fuel prices continue to rise, and with the continuing economic conditions more and more families are falling into fuel poverty which impacts on the elderly and vulnerable. The supporting people funding is reducing and new contracts are being let which may impact on the way in which services are delivered. The council has a high percentage of homes which are in the private rented sector and if the standards of these properties is not maintained it can impact on peoples health and wellbeing.			
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
The council has an arms-length relationship with Cheltenham Borough Homes that manages its own stock, council properties on its behalf and the housing options service. The council through its HRA business plan is able to invest in service improvements which benefit council tenants and address some of the known risks. The duty to provide housing advice is delivered through contracts with County Community Projects and Cheltenham Housing Aid Centre (CHAC). The council is a partner in the supporting people partnership which looks on a county wide basis on how it can deliver housing related to support to a range of vulnerable and elderly residents.			
What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?			
Strategic Projects		Key milestones	Dates
		Lead	
COM 4 We will enable the delivery of more affordable housing	Work with CBH to deliver up to 52 affordable units from the regeneration of vacant sites and underused en-bloc garages within our estates	Mike Redman	Mar 2016
	Work with CBH on the longer term aspirations for the delivery of affordable homes in the context of the JCS and the role CBH may play	Mike Redman	October 2014
COM 5 We will bring forward plans for implementing the second phase of the St Paul's regeneration programme	Affordable units completed and HCA grant secured	Pat Pratley	March 2015
COM 6 We will explore how to improve conditions for tenants living in private rented sector housing	Explore the feasibility of increasing enforcement and licensing arrangements following on from the scrutiny review of hidden deprivation in the town centre (subject to cabinet approval)	Mike Redman	November 2015

How will we know what difference we have made in 2014-15				
Type of indicator	Measured by this indicator	Baseline	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	The number of households living in Temporary Accommodation	13 as at Dec 2012	15	Martin Stacy, Housing & Communities Manager
	The number of homelessness acceptances	45 (estimate 2011/12)	30	Martin Stacy, Housing & Communities Manager
	Number of disabled persons able to stay in their own home	100	100	Mark Nelson
	Number of empty dwellings bought back into use as a direct result of council action	85	90	Mark Nelson
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	Number of private sector dwellings made safe as direct result of council action	220	220	Mark Nelson
	Affordable housing completions	2010-11: Affordable completions - 23	65 (net) (121 gross, includes YMCA re-provision)	Mike Redman

Strengthening our communities.		
People are able to lead healthy lifestyles.		
Who is accountable for this outcome		
Cabinet lead:	Cabinet Member Sport and Culture	
Commissioner lead:	Pat Pratley	
Provider lead	Sonia Phillips	
What are the risks to the delivery of this outcome and where are they captured?		
Creation of Cheltenham LCT – Risks are held in the programme risk register and changes to risks reported to the Operational Programme Board (monthly). The key risks are:		
<ul style="list-style-type: none"> • If the trust fails to deliver on the contract then the council's desired outcomes (financial and non-financial) may not be achieved • If the specification is of inadequate quality then future achievement of benefits and the likelihood of dis-benefits may result • If the trust set up costs exceed the budget then the overall financial position of the council will be impacted and there may be an adverse impact on the council's reputation • If the trust has insufficient time to consider and agree key decisions then timescales may be lengthened; poor decisions may be made; or costs may increase and quality diminish in implementation activity 		
Sports Strategy and Feasibility study for the Prince of Wales (PoW) Stadium :		
<ul style="list-style-type: none"> • If the Sports facility strategy and the Prince of Wales Feasibility Study fails to be delivered, the future commercial & sporting potential for facilities may not be maximised. • The facilities will be unable to attract external funding sources which will result in the need for increased property maintenance budgets \ capital investment by the Council. • Future capital investment will be without adequate planning & may result in a decline in condition of facilities 		
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks		
The council has agreed to establish a new charitable trust, Cheltenham LCT, (subject to the outcome of a procurement process) as its preferred option for the delivery of its leisure, culture and tourism services which include Leisure@, the Wilson (Cheltenham's Art Gallery, Museum and Tourist Information Centre), Town Hall and Pittville Pump Room.		
What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?		
Commissioning reviews	Key milestones	Dates
COM 7 We will complete the set up of the Cheltenham Leisure and Culture Trust (LCT)	Complete company registration of Cheltenham LCT CBC Cabinet approves transfer of services to Cheltenham LCT Cheltenham LCT takes on operation of the council's leisure, culture and tourism services	April 2014 July 2014 October 2014
		Lead Pat Pratley

Strategic Projects	Key milestones	Dates	Lead
COM 8 We will move to implement the Sports Facility Strategy and Prince of Wales Feasibility Study as agreed by Cabinet in July 2013	Business cases for capital development will be progressed following the establishment of Cheltenham LCT	January 2015	Sonia Phillips
COM 9 We will work in partnership to enable people to lead healthy lives	Conclude discussions with tenants and key users to negotiate future use arrangements at the Prince of Wales Stadium prior to the establishment of Cheltenham LCT	Sept 2014	Sonia Phillips
How will we know what difference we have made in 2014-15			
Type of indicator	Measured by this indicator	Baseline (2011-12)	March 2015 Target
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	Total attendances on Sport/Play holiday programmes across the year	10,000	10,000
	Attendance free under 16 swim sessions	48,400	53,000
	Attendance at Active Life (50+)	63,400	60,000
	Number of GP referrals	400	420
	Universal card holders	750	950
	Universal Membership	50	250
Leisure@ Transactional Sales count	new performance measure	300,000	300,000
Lead			
Craig Mortiboys, Healthy Communities Partnership Manager			
Stephen Petherick, Commercial Manager			

Strengthening our communities.			
Our residents enjoy a strong sense of community and involved in resolving local issues.			
Who is accountable for this outcome			
Cabinet lead:	Cabinet Member Housing, Safety and Community Development		
Commissioner lead:	Andrew North / Pat Pratley		
Provider lead	Jane Griffiths		
What are the risks to the delivery of this outcome and where are they captured?			
Uncertainty around capacity required to support parish councils or community organisations if they decide that they want to undertake neighbourhood plans.			
How the council commissions this outcome to secure longer-term delivery of this outcome, deliver improved value for money and to address risks			
<ul style="list-style-type: none"> We will use the opportunities presented in the Localism Act to empower local people and to ensure that we use community engagement to support commissioning exercises. We will engage in neighbourhood management in order to address issues of local concern and to strengthen communities. 			
What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?			
Strategic projects	Key milestones	Dates	Lead
COM 10 We will ensure that our communities are able to adapt to changes in the welfare system	Positive Participation Partnership to keep impacts of welfare reform under review	March 2015	Mike Redman / Jane Griffiths
COM 11 We will work with others to devise an ongoing programme to commemorate the Centenary of World War 1	Commemorate Centenary of WW1; ongoing programme of activity including paving slabs, war memorial project with Anney and Gottingen, commemorative flowering in parks and gardens, programme of activity through AG&M.	Ongoing until 2018	Pat Pratley
COM 12 We will implement changes to our neighbourhood management arrangements to ensure that local residents are actively involved in their communities	Gain cabinet agreement to revised neighbourhood management plans Agree Big Local Plan to secure £1m investment into St. Peters and the Moors	July 2014 July 2014	Jane Griffiths
COM 13 We will implement Individual Electoral Registration	Data matching to DWP Send out registration letters to residents	June 2014 July 2014	Andrew North
COM 14 We will manage the 2014 district and European elections	Publication of register Elections Counts completed Member training completed	Dec 2014 22 May 25 May July 2014	Andrew North

How will we know what difference we have made in 2014-15				
Type of indicator	Measured by this indicator	Baseline	March 2015 Target	Lead
Community-based indicators measuring activity that a range of partners will contribute to and that we are not directly accountable for.	Number of VCS organisations supported by GAVCA	18 (Sept 2011)	30	Richard Gibson, Strategy and Engagement Manager
	Number of residents directly engaged with community projects: Springbank The Elms / Big Local	20 10	100 100	Richard Gibson, Strategy and Engagement Manager

Enhancing the provision of arts and culture.

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

Who is accountable for this outcome

Cabinet lead:	Cabinet Member Sport and Culture
Commissioner lead:	Pat Pratley
Provider lead	Sonia Phillips

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

Town Hall Feasibility Study:

- If the Town Hall Feasibility Study fails to be delivered, the future commercial potential for facilities may not be maximised.
- The facilities will be unable to attract external funding sources which will result in the need for increased property maintenance budgets \ capital investment by the Council.
- Future capital investment will be without adequate planning & may result in a decline in condition of facilities

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

The council has agreed to establish a new charitable trust, Cheltenham LCT, (subject to the outcome of a procurement process) as its preferred option for the delivery of its leisure, culture and tourism services which include Leisure@, the Wilson (Cheltenham's Art Gallery, Museum and Tourist Information Centre), Town Hall and Pittville Pump Room.

Page 39

What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?

Strategic Projects		Key milestones	Dates	Lead
A&C 1 We will progress plans to invest in the Town Hall	Subject to capital funding, the Town Hall Feasibility Study will be progressed to RIBA Stage B		March 2015	Sonia Phillips
How will we know what difference we have made in 2014-15				
Type of indicator	Measured by this indicator	Baseline (2011/12)	March 2015 Target	Lead
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for.	Art Gallery and Museum footfall figures (partial year)	39,067 (visitor figures to the AG&M for the last full opening – equivalent period)	115,000	Jane Lillystone, Museum, Arts and Tourism Manager
	Town Hall/Pittville Pump Room ticket sales hire income generated Catering Commission Total income Web Site Visits	ticket sales £68,000 hire income generated £350,000 Catering Commission £106,700 Total income £525,700 Website - 120,000	£76,700 £368,000 £112,100 £556,800 130,000	Gary Nejrup, Entertainment & business manager

Delivering value for money services

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

Who is accountable for this outcome

Cabinet lead: Cabinet Member Corporate Services, Cabinet Member Finance, Cabinet member Built Environment
Commissioner lead: Mark Sheldon
Provider lead: Go Shared Services

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

CR3 - If the council is unable to come up with long term solutions which bridge the gap in the medium term financial strategy (MTFS) then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision

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

The council has commissioned GO Shared Services to deliver its financial, human resources, payroll and procurement services and has a shared services arrangement with Forest of Dean District Council for the delivery of its ICT services

What are our planned improvement actions in 2014-15 to deliver this outcome and to address risks?

Commissioning Reviews		Key milestones	Dates	Lead
VFM 1 We will undertake a commissioning review for our Revenues and benefits service	Develop an options appraisal and business case to support a decision which determines the future delivery vehicle for the service.		15/07/14	Mark Sheldon
VFM 2 We will develop a plan for how we provide customer services	Implement an action plan to deliver the approved option for revenues and benefits service Develop and approve a roadmap outlining the future direction of customer services for retained and commissioned services and partner organisations linked to the accommodation strategy		31/03/15 30/06/14	Jayne Gilpin Mark Sheldon
VFM 3 We will review the way we currently provide legal services via the shared service with Tewkesbury.	Implement first phase of customer services roadmap Review S101 agreement for provision of services from one legal		31/03/15 31/03/15	Judy Hibbert Mark Sheldon
VFM 4 We will look at options for the delivery of our property services function	Explore the potential and develop the business case for a shared service		30/09/14	Mark Sheldon
Strategic Projects		Key milestones	Dates	Lead
VFM 5 We will explore options for the two cremators at the Cemetery and Crematorium	Explore cost effective options for resolving the cremator problems		31/03/15	Mark Sheldon
VFM 6 We will ensure our revenues and benefits service is able to respond to national and local policies	Agree the local council tax support scheme for 2015/16 for consultation in the summer of 2014 and approval by council in December 2014. Support the transition to the 'universal credit' benefits system for new claimants to be administered by		30/11/14 31/03/15	Mark Sheldon Paul Aldridge

VFM 7 We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFs funding gap	DWP and to determine the impact on the residual benefit service. Develop the budget strategy, including an updated MTFs, for 2015/16 for approval by Cabinet Identify further savings / income to close gap for 2015/16 and residual MTFs budget gap. Support the management of the Gloucestershire business rates pool for 2014/15, determine whether to pool in 2015/16 and evaluate the impact on the MTFs of business rates retention. Update the fees and charges policy with GO partners	30/10/14 31/02/15 30/11/14 30/11/14 31/07/14	Mark Sheldon Mark Sheldon Paul Jones Paul Jones Mark Sheldon
VFM 8 We will agree an Asset Management Plan and Capital strategy	Develop and approve an Asset Management Plan and funding strategy, including use of the North Place receipt, which captures the investment aspirations for the council's property portfolio.	31/07/14	Mark Sheldon
VFM 9 We will continue to progress the Cheltenham Futures Programme	cultural strand Review of support to residual SLT	30/09/14 01/10/14	Andrew North / Mark Sheldon
VFM 10 We will agree an Accommodation Strategy	Review options for alternative office accommodation based on the revised brief agreed by Cabinet in March 2014 and develop and approve the business case for the preferred option.	31/03/15	Mark Sheldon
VFM 11 We will explore new ways of working with our partner councils via the transformation project	Receive a report on whether there are further savings which might be delivered through the expansion of shared services and delivery models.	31/07/14	Jane Griffiths
VFM 12 We will continue to invest in our ICT infrastructure	Implement the next phase of the ICT infrastructure upgrade strategy and identify any opportunities for further rationalisation and alignment of CBC/FOD infrastructure. Finalise development and testing of ICT business continuity arrangements	31/03/15 30/09/14	Mark Sheldon Bryan Parsons
VFM 13 We will upgrade Agresso	Achieve Public Services Network (PSN) accreditation including BPSS checks Rollout upgrade of Agresso to all clients (GO councils, Ubico, CBH, and L&C trust)	30/07/14 31/03/15	Bryan Parsons Mark Sheldon
VFM 14 We will invest time and effort in ensuring that our information and communication systems are secure and well managed	Implement the action plan arising from the 2013 PSN process and achieve PSN compliance for 2014. Agree a vision and roadmap for the rationalisation of information / data storage to support an office relocation based on reduced physical storage space and implement plan.	30/06/14 31/03/15	Bryan Parsons Bryan Parsons
VFM 15 We will explore more opportunities to raise income via sponsorship and advertising	Develop and agree a policy for the sponsorship and advertising of council owned assets Procure a partner to work with the council to identify sponsorship and advertising opportunities	30/09/14 31/03/15	Mark Sheldon Mark Sheldon

VFM 16 We will agree a car parking strategy	Following sale of North Place car park, develop a car parking strategy to determine the where council investment in car parking should be directed.	30/09/14	Mike Redman
How will we know what difference we have made in 2014-15			
Type of indicator	Measured by this indicator	Baseline (2011-12)	March 2015 Target
Service indicators – measuring activity that we are directly responsible for and that we will be accountable for	No. days lost due to sickness absence	8 days per FTE	7.5 days per FTE
	% staff appraisals completed	100%	100%
	▪ number of stage 3 complaints	8	8
	▪ number of complaints forwarded to the Local Government Ombudsman.	10	10
	▪ number of Freedom of Information reviews	1	1
			Lead

Cheltenham Borough Council

Cabinet – 18 March 2014

Triennial Review of the Sexual Entertainment Venue Policy

Accountable member	Councillor Peter Jeffries – Cabinet Member for Housing & Safety
Accountable officer	Grahame Lewis – Executive Director
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The Council's current Sexual Entertainment Venue Policy Statement was adopted by the Licensing Committee on the 4th of February 2011.</p> <p>Although there is no statutory requirement to undertake a triennial review of the policy statement, there is a commitment set out in the policy statement to do so at least once every three years to ensure the policy remains up to date and relevant.</p> <p>Consultation has been undertaken and Members are asked to consider feedback and decide whether it should change its current policy.</p>
Recommendations	<p>Members are recommended to:</p> <ol style="list-style-type: none"> 1. Note the initial consultation feedback received outlined under paragraph 5; 2. Note the proposed changes to the policy at Appendix 3 resulting from the initial consultation; and 3. Approve further consultation on the specific issue outlined at paragraph 7.3 of the report and bring back a further report to Cabinet outlining feedback received.

Financial implications	<p>There are no financial implications arising from this report.</p> <p>Contact officer: Sarah Didcote, sara.didcote@cheltenham.gov.uk, 01242 264125</p>
Legal implications	<p>As outlined in the report.</p> <p>Contact officer: Vikki Fennell, vikki.fennell@tewkesbury.gov.uk, 01684 272015</p>
HR implications (including learning and organisational development)	<p>There are no HR implications arising from this report.</p> <p>Contact officer: Richard Hall, Richard.Hall@cheltenham.gov.uk, 01594 812634</p>
Key risks	As identified in Appendix 1

Corporate and community plan Implications	Communities feel safe and are safe. Our residents enjoy a strong sense of community and involved in resolving local issues.
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1. Background

- 1.1 Sexual Entertainment Venues (“SEVs” hereafter) are regulated under Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 as amended by Section 27 of the Policing and Crime Act 2009.
- 1.2 The amended provisions were adopted by Council on the 11th of October 2010 when it also approved a draft policy statement for consultation.
- 1.3 The current policy statement was adopted by the Licensing Committee on the 4th of February 2011.
- 1.4 Although there is no statutory requirement to undertake a triennial review of the policy statement, there is a commitment set out in the policy statement to do so at least once every three years to ensure the policy remains up to date and relevant.

2. Statutory Context

- 2.1 Section 27 of the Police and Crime Act 2009 (“2009 Act”) amended schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 (“1982 Act”) to introduce a new type of sex establishment known as a sexual entertainment venue.
- 2.2 Any premises that want to offer “relevant entertainment” can only do so by obtaining a SEV licence.
- 2.3 Relevant entertainment is defined as any live performance or any live display of nudity which is of such a nature that, ignoring financial gain, it must reasonably be assumed to be provided solely or principally for the purpose of sexually stimulating any member of the audience (whether by verbal or other means).
- 2.4 Under the 2009 Act, a premises can provide relevant entertainment on an infrequent basis without the need for a SEV licence. Infrequent relevant entertainment is defined as relevant entertainment offered for no longer than 24 hours on no more than 11 occasions a year. Any premises that want to offer relevant entertainment more frequently is required to apply for a SEV licence.

3. Current Policy Position

- 3.1 The Council is empowered by schedule 3 paragraph 12(4) of the Local Government (Miscellaneous Provisions) Act 1982 (as amended) to set a limit on the number of licensed SEVs permitted in the relevant locality of which zero can be a number. For information, the current policy defines “relevant locality” as the local ward.
- 3.2 The Council’s current policy is not to limit the number of licensed SEVs but instead to deal with each application on a case by case basis. The rationale for this is that, up until recently, there have been no SEVs licensed in Cheltenham to warrant a limit.

4. Consultation

- 4.1 In September 2013 Cabinet approved a draft amended policy for consultation. Consultation was undertaken for 12 weeks between October and December 2013.
- 4.2 A copy of the proposed amended policy is attached at **Appendix 2**.
- 4.3 3 responses were received from Gloucestershire Constabulary, Revd Robin Littlewood (on behalf of the Parish of Saint Gregory) & Cheltenham Borough Council Licensing Committee.

5. Consultation Feedback

- 5.1 Cheltenham Borough Council's Licensing Committee** – The Licensing Committee supported the view that the Council should not at this stage set limits on the number of SEVs permitted in the relevant locality.
- 5.2** The Committee did however express concern about the provision of sexual entertainment under the legal exemption (see 2.4 above).
- 5.3 Gloucestershire Constabulary** – The constabulary did not have any specific feedback regarding the proposed amendments. CI Steve Gillett, in his response, did raise the general issue of safeguarding and suggested that this should be included as a discretionary ground for refusal of a licence.
- 5.4 Revd Robin Littlewood** – Revd Littlewood did not make any specific comments apart from acknowledging the policy position with regards to the discretionary grounds for refusal particularly in relation to properties “sensitive for religious purposes”.

6. Officer Response

- 6.1** With regards to CI Gillett's response in relation to safeguarding issues, officers are satisfied that sufficient safeguards are put in place by law, the Council's pool of standard conditions, the Council's power to set additional conditions and proactive inspection work. The purpose of licensing such venues is to ensure that, amongst others, the potential safeguarding issues are adequately addressed through the measures mentioned above.
- 6.2** On the particular point of introducing a new discretionary ground for refusal based on safeguarding, the Council is not empowered to do so because the grounds for refusal are set out in the primary legislation.
- 6.3** Members are however to note that whilst safeguarding issues can be addressed through the licensing regime, the same cannot be said for sexual entertainment offered under the legal exemption because the legal exemption renders the Council and the Police unable to apply any statutory control. This was a concern raised by the Licensing Committee.
- 6.4** In an attempt to address the above, the proposed amended policy is seeking to introduce a code of practice for exempt sexual entertainment. The draft amended policy recognises that whilst *“...the Council cannot legitimately impose restrictions on infrequent sexual entertainment...The intention of the code of practice is to promote responsible and properly managed exempt sexual entertainment. The Council expects any premises wishing to offer infrequent sexual entertainment to adhere to the code of practice.”*
- 6.5** Other proposed changes to the Council's policy are outlined in **Appendix 3**.

7. Recent Decision to Grant SEV Licence

- 7.1** Members will be aware that the Licensing Committee voted on 7 February 2014 to grant a SEV licence in respect of Diamonds located on the Bath Road. The licence was granted after the end of the policy consultation period.
- 7.2** There was significant local opposition to the application in respect of this application which has again raised the question of whether the Council should limit the number of SEVs permitted in the borough.
- 7.3** As previously mentioned, it was initially not proposed that the Council set a limit on the number of

licensed SEVs it will permit in the borough because up to very recently there were non licensed in the borough. However, as a result of the recent application and associated local feeling, it is considered appropriate that further consultation be undertaken specifically seeking views on the question of whether it would be appropriate for the Council to impose a limit on the number of SEVs it will licence in the borough.

8. Moving forward

8.1 Officers are proposing a number of amendments to the current policy which are outlined in Appendix 3 for the information of Members. If Members are to approve further consultation, there is likely to be further changes to the policy and as a result Members are not at this stage recommend to formally adopt the proposed changes.

8.2 Again subject to Members approving further consultation, a consolidated amended policy will be submitted to Cabinet later this year for consideration and approval.

Report author	Contact officer: Louis Krog, louis.krog@cheltenham.gov.uk, 01242 77 5004
Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Draft Amended Policy Statement 3. List of proposed changes to the Council’s policy
Background information	<ol style="list-style-type: none"> 1. Minutes and officer report – Cabinet, September 2013 2. Current adopted Sexual Entertainment Venue Policy Statement, adopted by the Licensing Committee on the 4th of February 2011 3. Schedule 3, Local Government (Miscellaneous Provisions) Act 1982 4. Section 27 & Schedule 3 of the Police and Crime Act 2009 5. Sexual Entertainment Venues Guidance for England and Wales, March 2010

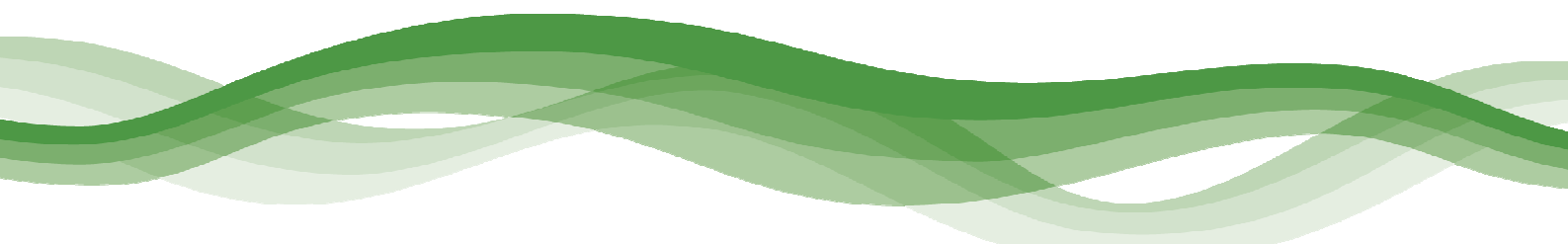
The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	The Council would be less able to effectively regulate sexual entertainment if its policies are out of date.	Licensing & Business Support Team Leader	March 2014	3	3	9	Accept	Approve amended policy and maintain triennial review.		Licensing & Business Support Team Leader	
<p>Explanatory notes</p> <p>Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p>Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											



CHEL TENHAM
BOROUGH COUNCIL

SEXUAL ENTERTAINMENT VENUE POLICY STATEMENT

Schedule 3 Local Government (Miscellaneous Provisions Act 1982), as amended by
Section 27 Policing and Crime Act 2009



Contents

Preface

The Borough of Cheltenham

1. Introduction
2. Definitions
3. Making and Application
4. Application for Grant of a Licence
5. Plans
6. Public Notices
7. Variation of a Licence
8. Renewal of a Licence
9. Transfer of a Licence
10. Determination
- 10.1 Mandatory Grounds for Refusal
- 10.2 Discretionary Grounds for Refusal
11. Location of premises
12. Granting a Licence
13. Objections
14. Hearings
15. Appeals
16. Fees
17. Standard Conditions
18. Specific Conditions
19. Duration of Licence
20. Exempt Sexual Entertainment Code of Practice
21. Review

APPENDIX 1 - Standard Conditions for Sexual Entertainment Venues

APPENDIX 2 - Sexual Entertainment Code of Practice

Page 51

Preface

This Policy Statement sets out the Council's requirements for premises to be licensed as Sexual Entertainment Venues ("SEVs") within the meaning of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 ("1982 Act") as amended by Section 27 of the Policing and Crime Act 2009.

Adoption of Schedule 3 also allows the Council to set terms and conditions and fees for the grant, variation, renewal and transfer of such licences and the number of premises to be licensed in an area, which may be nil.

The Council adopted the original provisions of Schedule 3 of the 1982 Act for Sex Cinemas and Sex Shops on 25th April 1983 and the new provisions for SEVs under the amendments of the Policing and Crime Act 2009 on 11th October 2010.

Consultation was conducted with local residents, existing and future potential holders of SEV licences in the Borough, the statutory responsible authorities under the Licensing Act 2003, and holders of Premises Licenses and Club Premises Certificates under the Licensing Act 2003 in the Borough.

The Council does not take any moral stand in adopting this policy. The Council recognises that Parliament has made it lawful to operate a sex establishment and that such businesses are a legitimate part of the retail and leisure industries. It is this Council's role as the Licensing Authority to administer the licensing regime in accordance with the law.

In formulating this policy statement consideration has been given to:

- a) The legal requirements of the 1982 Act (as amended);
- b) The Home Office Sexual Entertainment Venues Guidance for England and Wales;
- c) Section 17 of the Crime and Disorder Act 1998 to take all reasonable steps to reduce crime and disorder within the Borough;
- d) The Regulators Compliance Code; and
- e) The Provisions of Services Regulations 2009 and associated Department for Business, Innovation & Skills guidance.

The legislation may be viewed here:

<http://www.legislation.gov.uk/ukpga/1982/30>

Local Government (Miscellaneous Provisions) Act 1982 Chapter 30

<http://www.legislation.gov.uk/ukpga/2009/26/section/27>

Policing & Crime Act 2009 Part 2 Section 27 – Regulation of lap dancing and other sexual entertainment venues etc

Page 52

The Borough of Cheltenham

The Authority is one of six district councils within Gloucestershire.

The Area

Until the late 1700s, Cheltenham was a small market town that became a fashionable resort after spa waters were discovered. Over the years it has attracted major employers and has gained a reputation for being an international festival town. This, together with its architectural heritage, educational facilities and quality environment, makes Cheltenham an attractive place to live, work and play.

The borough, which includes 5 parishes, has a population of approximately 115,000 who live in 20 wards. The borough is mainly urban with some areas of surrounding countryside. It covers an area of approximately 4,680 hectares of which 17 % is designated as green belt and 22 % as an area of outstanding natural beauty.

1. Introduction

- 1.1 This policy statement sets out the Council's guidance, application procedure, terms and conditions relating to the regulation of SEVs.
- 1.2 This policy statement will guide current licence holders, potential licence holders and the Council when considering applications for SEVs.
- 1.3 This policy statement applies to every type of SEV (as defined in the Act) unless an exemption applies.
- 1.4 Whilst each application will be considered on its individual merits, this policy statement is intended to give prospective applicants an early indication of whether their specific application is likely to be successful and the material facts that will be taken in to consideration when determining the application. This policy statement also sets out the expectations of the Council on the applicant when receiving an application.
- 1.5 Applications for grant, variation and opposed applications to renew and/or transfer will be determined by the Council's Licensing Committee. Unopposed applications to renew and/or transfer will be determined by the relevant director in accordance with the Council's constitution and scheme of delegation.

2. Definitions

The 1982 Act

This refers to Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 as amended by section 27 of the Policing and Crime Act 2009.

SEV

Means Sexual Entertainment Venue as defined by section 27(3) of the Policing and Crime Act 2009.

The Policy Statement

This refers to this policy statement.

The Relevant Locality

The Council has resolved that the Relevant Locality shall be the Ward in which an application for a SEV licence has been made in respect of a premises, vehicle, vessel or stall.

The Character of the Relevant Locality

The character of the Relevant Locality where the premises is situated will be instrumental in determining whether or not the grant of a licence will be appropriate. This is a proper matter for the Council to consider based on local knowledge, factors and circumstances.

The Council

Means Cheltenham Borough Council.

The Premises

This is the premises, vessel, vehicle or stall which is subject to a SEV licence. The premises will be in possession of all appropriate consents and permissions required to operate.

Permitted Hours

These are the hours of activity and operation that have been authorised under the SEV licence.

Town

Core Commercial Area as outlined in the "Cheltenham Borough Local Plan" adopted July 2006.

3. Making an Application

- 3.1 An application for the grant, variation, renewal or transfer of a SEV licence must be made in writing to the Council in accordance with the requirements set out below.
- 3.2 The address at which the Council will accept applications and notices is:-
- a) By post/personal service to Licensing Section, Cheltenham Borough Council, Municipal Offices, Promenade, Cheltenham, GL50 9SA;
 - b) By e-mail to licensing@cheltenham.gov.uk;
 - c) By facsimile to 01242 77 4924;
 - d) On-line via the gov.uk website.
- 3.3 For all enquiries please contact the Licensing team on 01242 77 5200.

4. Application for the Grant of a licence

- 4.1 The Council may grant to any applicant a licence for the use of a premises as a SEV on such terms and conditions as specified by the Council.
- 4.2 To apply for the grant of a SEV licence an applicant must:-
- a) Complete an application form;
 - b) The relevant fee
 - c) Submit a plan of the premises to which the application relates showing, amongst other things, all means of ingress and egress to and from the premises, parts used in common with any other building, and
 - d) Details of how the premises lie in relation to the street. (See below)
 - e) Submit a site plan scale 1:1250;
 - f) Submit drawings showing the front elevation as existing and as proposed to a scale of (1:100) (see below);

And must also;

- g) Display a notice on or near the premises (see below);
- h) Advertise the application in a local newspaper no later than 7 days after the date of the application; and
- i) Send a copy of the application and plan to the Chief Officer of Police for the area within 7 days of making the application to the council.

Application forms are available from www.cheltenham.gov.uk

5. Plans

- 5.1 The scale plan of the building, unless agreed in writing beforehand, must comply with the following:

The plan shall be drawn at a scale of 1:100 and shall show —

- (a) The extent of the boundary of the building, if relevant, and any external and internal walls of the building and, if different, the perimeter of the premises;
- (b) The location of points of access to and egress from the premises;
- (c) If different from paragraph (1)(b), the location of escape routes from the premises;
- (d) In a case where the premises is used for more than one existing activity the area within the premises used for each activity;
- (e) Fixed structures (including furniture) or similar objects temporarily in a fixed location (but not furniture) which may impact on the ability of individuals on the premises to use exits or escape routes without impediment;
- (f) In a case where the premises includes a stage or raised area, the location and height of each stage or area relative to the floor;
- (g) In a case where the premises includes any steps, stairs, elevators or lifts, the location of the steps, stairs, elevators or lifts;
- (h) The dressing room of performers;
- (i) The area where performances take place;
- (j) Any private screened area where a performance(s) take place;
- (k) In a case where the premises includes any room or rooms containing public conveniences, the location of the room or rooms;
- (l) The location and type of any fire safety and any other safety equipment; and
- (m) The location of a kitchen, if any, on the premises.
- (n) The area(s) to be licensed must be clearly identified by outlining these areas in red.

5.2 The plan must include a legend through which the matters mentioned are sufficiently illustrated by the use of symbols on the plan.

6. Public Notices

6.1 A notice must be displayed at or on the premises to which the application relates for a period of no less than 21 consecutive days beginning with the date of the application, where it can be conveniently read from the exterior of the premises.

6.2 Where the premises cover an area of more than 50 square metres, a further identical notice must be displayed every 50 metres along the external perimeter of the premises abutting any highway.

6.3 The notice must be on pale blue paper sized A4 or larger and printed legibly in black ink or typed in black in a font size equal to or larger than 16.

6.4 The notice must state:

- a) the details of the application and activities that it is proposed will be carried on or from the premises,
- b) the full name of the applicant,
- c) the postal address of the premises, or in the case where there is no postal address, a description of the premises sufficient to enable the location and extent of the premises to be identified,
- d) the date, being 28 days after that on which the application is given to the council, by which objections may be made to the council and that the objections should be made in writing,
- e) that it is an offence knowingly or recklessly to make a false statement in connection with an application and the maximum fine (£20,000) for which a person is liable on summary conviction for the offence.
- f) A similar notice must be published in a local newspaper circulating in the area within 7 days of giving the application to the Council (example The Gloucestershire Echo).

7. Variation of a Licence

- 7.1 The holder of a SEV licence may apply at any time for any variation of the terms, conditions or restrictions on or subject to which the licence is held.
- 7.2 The process of applying for a variation is the same as that for applying for an initial grant except that a plan of the premises is not required unless the application involves structural alterations to the premises.

Application forms are available from www.cheltenham.gov.uk

8. Renewal of a Licence

- 8.1 The holder of a SEV licence may apply for renewal of the licence. In order for the licence to continue to have effect during the renewal process, a valid application form together with the appropriate fee must be submitted before the current licence expires.
- 8.2 The process of applying for the renewal of a licence is the same as that for applying for an initial grant except that a plan of the premises is not required.
- 8.3 The Council will determine renewal applications on individual merits taking into account the facts of the application and any objections received. Opposed applications will be referred to the Council's licensing committee for determination. The Courts have confirmed that Councils are entitled to look afresh at renewal applications and, accordingly, it is open to the Council to refuse to renew a licence even where there has been no change in the character of the relevant locality or in the use to which any premises in the locality are put.

9. Transfer of Licence

- 9.1 A person may apply for the transfer of a licence at any time.
- 9.2 The process of applying for the transfer of a licence is the same as that for applying for an initial grant except that a plan of the premises is not required.

10. Determination

10.1 Mandatory Grounds for Refusal

10.1.1 A licence will not be granted:

- a) to any person under the age of 18 years;
- b) to any person who is for the time being disqualified due to the person having had a previous licence revoked in the area of the appropriate authority within the last 12 months;
- c) to any person, other than a body corporate, who is not resident in an EEA State or was not so resident throughout the period of six months immediately preceding the date when the application made; or

- d) to a body corporate which is not incorporated in an EEA State; or
- e) to any person who has, within a period of 12 months immediately preceding the date when the application was made, been refused the grant or renewal of a licence for the premises, vehicle, vessel or stall in respect of which the application is made, unless the refusal has been reversed on appeal.

If the Council finds any of these grounds apply then it must refuse the application.

10.2 Discretionary Grounds for Refusal

10.2.1 A licence may be refused where:

- a) the applicant is unsuitable to hold the licence by reason of having been convicted of an offence or for any other reason;
- b) if the licence were to be granted, renewed or transferred the business to which it relates would be managed by or carried on for the benefit of a person, other than the applicant, who would be refused the grant, renewal or transfer of such a licence if he made the application himself;
- c) the number of SEVs in the relevant locality at the time the application is made is equal to or exceeds the number which the Council consider is appropriate for that locality (nil may be an appropriate number for these purposes);
- d) that the grant or renewal of the licence would be inappropriate, having regard-
 - to the character of the relevant locality; or
 - to the use to which any premises in the vicinity are put; or
 - to the layout, character or condition of the premises, vehicle, vessel or stall in respect of which the application is made.

10.2.2 Applications for the transfer of an issued SEV licence may only be refused on grounds (a) and (b) above.

10.2.3 Any decision to refuse a licence must be relevant to one or more of the above grounds.

11. Location of Premises

- 11.1 In deciding the appropriate number of premises to be licensed, the Council must consider the character of the relevant locality and what is the appropriate number of SEVs for the relevant locality. The number can be 'nil'.
- 11.2 In considering if the grant, renewal or variation of the licence would be inappropriate, having regard to the character of the relevant locality or to the use of which any premises in the vicinity are put, the Council shall consider, inter alia, whether the grant of the application would be appropriate, having regard to:
 - a) The fact that the premises are sited in a residential area;
 - b) Whether the premises are sited near shops used by or directed to families or children, or on frontages frequently passed by the same;

- c) Whether the premises are sited near properties which are sensitive for religious purposes e.g. churches, mosques, temples; and/or
 - d) Whether the premises are sited near premises or areas which are sensitive because they are frequented by children, young persons or families, including but not limited to educational establishments, leisure facilities such as parks, libraries or swimming pools, markets and covered markets.
- 11.3 When determining an application for the grant of a SEV licence, the Council shall have regard to the policy statement, the relevant guidance issued by the Home Office and provisions set out above but subject to the overriding principle that each application will be determined on its merits.
- 11.4 Applications in respect of premises must state the full address of the premises.
- 11.5 Applications in respect of a vehicle, vessel or stall must state where it is to be used as a SEV.
- 11.6 The Council would normally expect that applications for licences for permanent commercial premises would have planning consent for the property concerned.

12. Granting a Licence

- 12.1 All applications for the grant of a new SEV licence will be referred to the Council's Licensing Committee for determination to take into account the criteria set as out above with regards to the character, relevant locality and the appropriate number of SEVs for the relevant locality.
- 12.2 In determining the application the Licensing Committee will have regard to this policy statement, the merits of the application and any objections, if any, that have been made. In all cases, each application will be determined on its own merits.

13. Objections

- 13.1 When considering an application for the grant, renewal, variation or transfer of a SEV licence the Council will have regard to any observations submitted to it by the Chief Officer of Police and any objections that have been received from anyone else within the statutory consultation period.
- 13.2 Any person can object to an application provided that the objection is relevant to the discretionary grounds for refusal of a licence.
- 13.3 Objections should not be made on moral grounds or values and the Council will not consider objections that are not relevant to the grounds mentioned above.
- 13.4 Objectors must give notice of their objection in writing, stating the general terms of the objections.
- 13.5 Where the Council receives notices of any objections it will, before considering the application, give notice in writing of the general terms of the objection to the applicant. However, the Council shall not without the consent of the person making the objection reveal their name or address to the applicant.

- 13.6 Objections may only be made within the period of 28 days following the date on which the application was made to the Council.

14. Hearings

- 14.1 Where applications are referred to a Licensing Committee, the hearing will take place within 20 working days of the end of the period in which objections may be made.
- 14.2 The hearing provides all parties to the application, including those making objections, the opportunity to air their views openly and those views will be considered by the Licensing Committee.

15. Appeals

- 15.1 There is no right of appeal:
- a) Against the mandatory grounds for refusal as detailed in section 10.1.1 (a), (b), (c), (d), and (e) above, unless the applicant can prove that the ground of refusal does not apply to them, and
 - b) Against the grounds as detailed in Section 10.2.1 (c) and (d) which can only be challenged by the applicant by way of judicial review.
- 15.2 All relevant grounds for appeal, other than these detailed at point (a) and (b) above can be made to the Magistrates Court within 21 days from the date on which the person is notified of the decision.

16. Fees

- 16.1 The fees set are deemed to be reasonable to cover the cost of administration, enforcement against licensed operators, inspections and any hearings and are not refundable.

17. Standard Conditions

- 17.1 The Standard Conditions for Sexual Entertainment Venues are attached at Appendix 1.

18. Specific Conditions

- 18.1 Under schedule 3(8) of the 1982 Act the Council may grant to an applicant, and from time to time renew, a licence for SEV on such terms and conditions and subject to any restrictions as may be specified. These specific terms and conditions will be tailored for each individual premises and each type of SEV licence.

19. Duration of Licence

- 19.1 The Council, unless there are exceptional circumstances for doing so, shall grant a licence for the maximum duration of one year at a time, to provide certainty to those persons operating businesses.

20. Exempt Sexual Entertainment Code of Practice

20.1 The Government has seen it fit to exempt infrequent sexual entertainment from requiring a licence. Whilst the Council recognises and accepts this, it is also acutely aware that unless it is properly managed there are risks to public protection & safety, an increased likelihood of associated crime & disorder and an inability of regulatory bodies to respond accordingly.

20.2 Whilst the Council cannot legitimately impose restrictions on infrequent sexual entertainment, it has formulated an Exempt Sexual Entertainment Code of Practice. The intention of the code of practice is to promote responsible and properly managed exempt sexual entertainment. The Council expects any premises wishing to offer infrequent sexual entertainment to adhere to the code of practice.

20.2 A copy of the code of practice is attached at **Appendix 2** of this policy statement.

21. Review

21.1 This policy statement will be reviewed at least once every three years.

APPENDIX 1

STANDARD CONDITIONS REGARDING SEXUAL ENTERTAINMENT VENUES

General Conditions:

1. The premises shall only permit adult entertainment between the hours of hours and hours the following morning as determined by the licensing committee.
2. Only activities which have previously been agreed in writing by the Council shall take place.
3. The agreed activities shall take place only in designated areas approved by the Council.
4. There shall not be displayed outside the premises, in the immediate vicinity, or elsewhere within the Town any advertisements, photographs or images that indicate or suggest that striptease-type dancing takes place on the premises.
5. Any flyers advertising the adult entertainment must not display any photographs or images of the entertainment and any images must be approved by the Advertising Standards Agency and not be handed to persons who look under the age of 21. Any handbills must only be distributed after 19.00hrs with the exception of race days. Examples of the handbills that are in use shall be lodged with the licensing authority prior to their distribution.
6. No flyers or similar promotional material for the premises shall be distributed within the Town.
7. Rules shall be produced by the licensee for customers indicating conduct that is deemed acceptable. These rules shall be prominently displayed at all tables and at other appropriate locations within the club.
8. A clear Notice shall be displayed inside the entrance to the premises in the following terms:
“Striptease-style entertainment takes place on these premises. No persons under 18 shall be permitted in the premises.”
9. The performance must not be visible from the street, and any person who can be observed from the outside of the premises must be properly and decently dressed. Scantily-clad individuals employed in the premises must not exhibit themselves in the entrance or in the vicinity of the premises.
10. When the premises are open for Striptease/Lap/Pole Dancing no person under the age of 18 shall be permitted to be on the premises. Anyone appearing to be under the age of 21 years shall be asked to produce valid photographic identification. If this is not produced the individual shall be refused access.
11. The premises shall maintain a Refusals Log whereby any occasion a person is refused entry shall be recorded and available upon request by the Police or an authorised officer of the Council.

Conditions regarding Performers:

12. Striptease and similar entertainment may only take place in ‘designated areas’ that are marked on the plan of the premises.
13. The entertainment shall be provided by professional performers only. The audience must at all times remain fully-clothed.

14. Performers shall be aged not less than 18 years and the licence holder (or his nominated deputy who is authorised in writing) shall satisfy him/herself that this is the case by requesting valid photographic ID, if necessary, prior to the performance.
15. A 'Signing-in' Register shall be kept at the premises that records the time that the performer starts and finishes at the premises. This shall be made available for immediate inspection by a Police Officer or authorised Officers of the Cheltenham Borough Council (who will carry identification).
16. During any performance there must be no physical contact between the performer and any member of the viewing public.
17. No performances shall include any sexual act with other performers or any customers.
18. No performances shall include any sexual act with objects.
19. There shall be no nudity by performers in public areas of the premises, unless the Council has agreed in writing that area may be used for performances of sexual entertainment.
20. At the completion of the relevant entertainment the performers shall dress themselves immediately and leave the designated performance area. Performers not engaged in performing shall not remain in any area in a state of undress.
21. Performers are not to solicit, exchange addresses or telephone numbers with customers, liaise with customers of the premises, or incite customers to purchase alcoholic drinks.
22. An appropriate room shall be set aside to provide changing and rest area for performers. Access to this room shall be restricted to performers only, whilst the performers are on the premises and shall be marked on the plan of the premises.
23. Any bodily contact between entertainers or performers or any movement that indicates sexual activity or simulated sex between entertainers or performers is strictly forbidden.
24. Entertainers or performers not performing must not be in a licensed area in a state of undress.
25. There shall be prominently and legibly displayed a comprehensive tariff of all charges and prices in respect of relevant entertainment, including any charge for the company of any person working at the premises, which shall be placed in such a position that it can at all times be easily and conveniently read by persons inside the premises.

Briefing:

26. Prior to performers carrying out any activity on the premises, they shall be briefed (verbally or in writing) by the licence holder or his nominated deputy who is authorised in writing as to the conditions that pertain to these particular premises, including the fact that their activities will be recorded on CCTV. The performer(s) shall sign in the Register that they have been briefed.

Door-Supervisors:

27. Subject to a minimum of two, SIA-registered door-supervisors shall be employed at a minimum ratio of 1:50 customers on the premises whilst Striptease/Lap/Pole-dancing activity is taking place.
28. The licence holder, or his nominated deputy who is authorised in writing, or door-supervisors, shall carry out regular monitoring of all areas of the premises to which the public have access,

and shall intervene promptly, if necessary, to ensure compliance with Licence conditions by customers and performers.

29. Door-supervisors shall regularly monitor the area immediately outside the premises for a distance of 30 metres in all directions and shall take steps to deal with (by alerting the Police if appropriate) any unsavoury activity that may be attracted to the vicinity due to the nature of the business.
30. A dedicated SIA-registered door supervisor shall remain at all times in any 'private' performance area where performers are performing nude, and shall intervene promptly, if necessary, to ensure compliance with the Licence conditions.
31. When performers leave the premises they are to be escorted to their cars or taxi by a door-supervisor or member of staff.

CCTV System:

32. A digital CCTV system shall be installed and be maintained in good working order, shall record at all times the premises are open, and recordings shall be kept for 14 days. The CCTV system is to be installed in all areas as recommended by the Police Crime Reduction Officer
33. The CCTV recording device, controls and recordings shall be kept under suitable security to prevent unauthorised access/tampering. Access shall be restricted to the licence holder or his nominated deputy who will be authorised in writing and no more than two designated persons.
34. Unaltered CCTV recordings shall be provided on request (as soon as possible and in any event within 24 hours) to the Police or authorised Officers of the Cheltenham Borough Council (who will carry identification.)
35. No CCTV footage is to be copied, given away or sold (except as required by Police/Council for investigation/enforcement purposes).
36. Except in accordance with the requirements for CCTV as described above, no photographs, films or video recordings shall be taken of the performances. Nor shall electronic transmissions of performances take place.
37. Notices shall be displayed informing customers of the presence of CCTV.

APPENDIX 2 - Sexual Entertainment Code of Practice

1. Operators/licenseses will notify the Council & Police Licensing Sections of events where sexual entertainment is due to take place.
2. All sexual entertainment should only take place in one designated area inside the premises, and this shall not be visible from outside the premises.
3. Private performances should only take place inside screened-off private booths. However, the front of these booths must not be covered or obstructed, so that managers and SIA door-supervisors are able to monitor activity inside the booths.
4. A clear notice should be displayed inside the entrance to the designated area stating: "Sexual entertainment takes place on these premises. No persons under 18 shall be admitted."
5. Scantily clad individuals performing in the premises must not exhibit themselves in the entrance to or in the vicinity of the premises and individuals not performing shall not remain in any area in a state of undress.
6. Customers must at all times remain fully-clothed.
7. During any performance there must be no physical contact between the performer and any member of the viewing public/private customer.
8. No performance shall include any sexual act with other performers, customers or viewing public.
9. An appropriate room shall be set aside to provide changing and rest area for performers. Access to this room shall be restricted to performers only.
10. A minimum of one SIA registered door supervisor shall be employed in the designated area where sexual entertainment is taking place and they shall intervene promptly to ensure compliance with these rules.
11. The area in which sexual entertainment is to take place shall be covered by CCTV from which footage shall be stored for a minimum of 14 days and produced to Police or Council officers on request.
12. A list of all performers shall be available on the premises for immediate production if requested by Police or Council officers. This list shall contain full names, dates of birth and contact details (address or telephone number).
13. Rules 2, 3, 5,7,8,9 and 10 shall be drawn to the attention of all performers and promoters prior to activity commencing.
14. Rules 6, 7 and 8 shall be prominently displayed to customers at appropriate locations within the premises.

Proposed Change to Current Policy	Reason/Explanation
Definition of “Town” (2. Definitions)	The current policy makes reference to “the Town” without defining it.
Para 5.1(n) – <i>“The area(s) to be licensed must be clearly identified by outlining these areas in red.”</i>	New requirement relating to plans to clearly indicate the area(s) to be licensed.
Para 8.3 - <i>“The Council will determine renewal applications on individual merits taking into account the facts of the application and any objections received. Opposed applications will be referred to the Council’s licensing committee for determination. The Courts have confirmed that Council’s are entitled to look afresh at renewal applications and accordingly, it is open to the Council to refuse to renew a licence even where no change in the character of the relevant locality or in the use to which any premises in the locality are put.”</i>	<p>To reflect High Court direction in the case of R (Alistair Lockwood Thompson) v Oxford City Council [2013] EWHC 1819 (Admin).</p> <p>The inclusion of the updated paragraph will serve to inform prospective applications of the position with regards to the renewal of licences.</p>
Para 10.2.2 - <i>“Applications for the transfer of an issued SEV licence may only be refused on grounds (a) and (b) above.”</i>	Clarify a technical point not currently stated in the policy.
Para – <i>“The fees set are deemed to be reasonable to cover the cost of administration, enforcement against licensed operators, inspections and any hearings and are not refundable.”</i>	<p>To take in to account the direction from the Court of Appeal in the case of Hemming (t/a Simply Pleasure Ltd) & Ors, R (on the application of) v The Lord Mayor and Citizens of Westminster [2013] EWCA Civ 591.</p> <p>The Court of Appeal stated that licensing authorities cannot charge for the costs associated with the enforcement of unlicensed operators but can take into account the costs associated with the enforcement and regulation of licensed operators.</p>
Appendix 1 (Conditions regarding Performers) – <i>“There shall be prominently and legibly displayed a comprehensive tariff of all charges and prices in respect of relevant</i>	An additional standard condition not currently being imposed on SEV licences.

<p><i>entertainment, including any charge for the company of any person working at the premises, which shall be placed in such a position that it can at all times be easily and conveniently read by persons inside the premises..”</i></p>	
<p>Remove condition “A safe distance of 90cms (36 inches) should be maintained between performers and customers during all performances.”</p>	<p>Very difficult to police and enforce. Safety and protection will not be compromised because conditions prohibiting physical contact will be retained.</p>
<p>“Exempt Sexual Entertainment Code of Practice</p> <p><i>The Government has seen it fit to exempt infrequent sexual entertainment from requiring a licence. Whilst the Council recognise and accept this, it is also acutely aware that unless it is properly managed there are risks to public protection & safety, an increased likelihood of associated crime & disorder and an inability of regulatory bodies to respond accordingly.</i></p> <p><i>Whilst the Council cannot legitimately impose restrictions on infrequent sexual entertainment, it has formulated an Exempt Sexual Entertainment Code of Practice. The intention of the code of practice is to promote responsible and properly managed exempt sexual entertainment. The Council expect any premises wishing to offer infrequent sexual entertainment to adhere to the code of practice.</i></p> <p><i>A copy of the code of practice is attached at Appendix 2 of this policy statement.”</i></p>	<p>Inclusion of the adopted code of practice for infrequent sexual entertainment not included in the current policy statement.</p>

**Cheltenham Borough Council
Cabinet – 18th March 2014
Housing & Homelessness Strategy
Action Plan Update 2014-15**

Accountable member	Cllr Peter Jeffries, Housing & Community Safety
Accountable officer	Martin Stacy, Housing & Communities Manager
Ward(s) affected	All
Key Decision	No
Executive summary	<p>Cabinet agreed the Housing & Homelessness Strategy in July 2012. This is a 5 year Strategy, which sets out our vision, our outcomes and 5 key priorities for us to be able to deliver on those outcomes.</p> <p>Cabinet agreed for there to be regular updates on progress against the activities identified within the Strategy’s Action Plan. This is the first update since the Strategy was adopted, and it is proposed that there continues to be annual updates on progress within the Strategy until it is due for renewal in 2017.</p>
Recommendations	<p>To approve the Housing & Homelessness Strategy Action Plan Update 2014-15.</p> <p>To agree to ongoing annual progress updates on the Strategy Action Plan until the Housing & Homelessness Strategy is due for renewal in 2017.</p>

Financial implications	<p>None as a direct result of this report</p> <p>Contact officer: Paul Jones; paul.jones@cheltenham.gov.uk</p> <p>01242 775154</p>
Legal implications	<p>None as a direct result of this report</p> <p>Contact officer: Vikki Fennell; vikki.fennell@tewkesbury.gov.uk</p> <p>01684 272015</p>
HR implications (including learning and organisational development)	<p>None as a direct result of this report</p> <p>Contact officer: Richard Hall; Richard.hall@cheltenham.gov.uk</p> <p>07801123276</p>
Key risks	Please see Risk Register – Appendix 1

Corporate and community plan Implications	The Strategy supports key outcomes identified within the Council's Business Plan – in particular: People have access to decent and affordable housing
Environmental and climate change implications	The Strategy includes a commitment to reducing carbon emissions for new and existing housing provision.
Property/Asset Implications	None as a direct result of this report Contact officer: David Roberts; David Roberts@cheltenham.gov.uk 01242 264151

1.1 The Housing & Homelessness Strategy 2012-17 was approved by Cabinet in July 2012, at a time when a number of significant changes were being implemented nationally by the Coalition Government. These changes presented both challenges and opportunities locally. Our aim within the strategy was to minimise against the impact of these challenges, whilst making best use of any opportunities that were also identified.

2. Progress against our Housing & Homelessness Strategy Action Plan

2.1 Our Housing & Homelessness Strategy's Action Plan focuses on delivering a range of activities which support the following 5 priorities:

- Increasing the provision of new affordable housing
- Making best use of existing housing
- Improving access to and maintaining suitable accommodation
- Tackling homelessness
- Creating stronger, safer and healthier communities

Some activities are project-based, with a fixed end date in sight; others are likely to be ongoing throughout the period of our Strategy.

2.2 The sections below highlight some of our most notable achievements. For a comprehensive update on our activities, including new activities identified for the year ahead, please refer to Appendix 2 of this report: The Housing & Homelessness Strategy Action Plan Update 2014-15.

2.3 Priority 1 – Increasing the provision of new affordable housing

2.3.1 In 2012-13 a total of 101 new (gross) affordable housing units were completed, with a further 141 (gross) expected by the end of 2013-14. This includes the provision of Cheltenham's first Affordable Housing Extra Care Housing at Middleton House. Managed by Sanctuary Housing, this scheme provides a total of 49 affordable flats for older people with a range of care needs.

2.4 Priority 2 – Making best use of existing housing

2.4.1 **Tackling Empty Homes.** In 2012-13 alone, 118 homes in the private sector were brought back into use as a result of action taken by the Council. We have now also created a new post (funded out of revenues received from the New Homes Bonus) which is dedicated to reducing empty homes within the Borough.

2.4.2 **Improving the quality of private sector housing.** We continue to provide key statutory services for Cheltenham residents, responding to their needs by improving the general stock of private sector housing. In 2012-13, 242 homes were improved in the private sector as a direct result of enforcement action undertaken by the Council.

2.4.3 **Supporting vulnerable households within their homes.** Grants and loans have also been provided by the Council to support vulnerable occupiers who are unable financially to improve their homes, either by way of disabled facilities adaptations or by improving safety standards. In 2012-13 over 100 households were financially assisted in this way, totalling £708k in capital expenditure.

2.5 Priority 3 – Improving access to and maintaining suitable accommodation

2.5.1 We have reviewed and implemented changes to Gloucestershire Homeseeker's Allocations Scheme in light of the new freedoms in the Localism Act and the welfare reforms, and have also worked in partnership with the County Council's Supporting People Commissioners on the re-

commissioning of a range of housing-related support services, including:

- Direct access accommodation for homeless people with complex needs,
- Drug and alcohol treatment and support services,
- Flexible domestic abuse support services, and
- Community based support services for households in need of housing-related support within their own homes.

2.5.2 In addition, we have reviewed our contract with Supporting People for the delivery of older people's housing related support services (via Cheltenham Borough Homes), resulting in a new one year contract to oversee the transition of service provision to more flexible support arrangements, subject to consultation with stakeholders and future Cabinet approval.

2.6 Priority 4 - Tackling homelessness

2.6.1 Statutory homelessness has continued to fall since the approval of the Housing & Homelessness Strategy in 2012, and our performance in preventing homelessness has risen. The result is record low levels of households placed in temporary accommodation (11 as at 1st December 2013). These achievements are against a backdrop of rising homelessness and increasing use of temporary accommodation nationally.

2.7 Priority 5 – Creating stronger, safer and healthier communities

2.7.1 Cheltenham's community partnerships (i.e. the Positive Lives and Positive Participation Partnerships) have helped to bring about a more integrated approach between housing and community organisations, through the development of a number of Task & Finish Groups. These have included a review of the potential impact of the welfare reforms, street begging and the piloting of a strengths based approach to community development for older people, (overlapping with activities currently being undertaken by Cheltenham Borough Homes in their review of how they deliver Supporting People funded older people's housing related support services).

3. Next steps for the year ahead

3.1 For further information on progress to date and next steps for the year ahead on issues not previously included within the original Strategy Action Plan, please see Appendix 2 of this report.

4. Consultation and feedback

4.1 The updated Housing & Homelessness Strategy Action Plan has been compiled following involvement from Officers within Cheltenham Borough Council and Cheltenham Borough Homes. It has also been circulated for feedback to a range of organisations within the Housing & Support Forum.

5. Performance management –monitoring and review

5.1 Subject to Cabinet approval, progress against the Housing & Homelessness Strategy's Action Plan will continue to be reviewed annually.

Report author	Contact officer: Martin Stacy, martin.stacy@cheltenham.gov.uk, 01242 775214
Appendices	1. Risk Assessment 2. Housing & Homelessness Strategy Action Plan Update 2014-15

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If the Council does not regularly monitor progress against the activities and outcomes identified within the Housing & Homelessness Strategy 2012-17, then the effectiveness of the Strategy will be unclear and the opportunity to review activities in light of any emerging issues could be missed.	Jane Griffiths	6.3.14	3	4	12	reduce	Ongoing review and monitoring of the Housing & Homelessness Strategy	31.3.15	Martin Stacy	
<p>Explanatory notes</p> <p>Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p>Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											



CHELtenham
BOROUGH COUNCIL

Housing & Homelessness Strategy

Action Plan Update 2014-15

Contents

1. Introduction	3
2. National Context – Local Priorities	3
3. Turning Priorities into Outcomes	4
4. Progress against our Priorities	5
4.1 Priority 1 – Increasing the Provision of New Affordable Housing	5
4.2 Priority 2 – Making Best Use of Existing Housing	7
4.3 Priority 3 – Improving Access to and Maintaining Suitable Accommodation	9
4.4 Priority 4 – Tackling Homelessness	11
4.5 Priority 5 – Creating Stronger, Safer and Healthier Communities	14
Appendix 1 – Progress against the Action Plan	17-35

1. Introduction

Welcome to our Housing & Homelessness Strategy Action Plan update for 2014-15. This is the first of a series of annual updates for the Housing & Homelessness Strategy, highlighting key achievements since the Strategy was approved by Cabinet in July 2012.

Appendix 1 provides a more detailed update of our original (2012-17) Action Plan, noting progress against specific activities, and identifying new activities for the year ahead not previously considered within the original Action Plan.

2. National Context and Local Priorities

2.1 Welfare Reform

The Government's Welfare Reforms, which have been implemented since 2011, are set to continue. Most notable is the anticipated implementation of Universal Credit. The main aim of Universal Credit is to ensure that work pays; however, there are worries about how more vulnerable households will manage the proposed payment mechanisms, and there are continued concerns from social landlords that the move to Universal Credit will lead to an increase in rent arrears, and potentially debt and homelessness for some tenants.

Much work has been done to mitigate against any adverse impact of the reforms, and this work will continue as new reforms are implemented.

2.2 Supporting People Reforms

The County Council's Supporting People Programme is responsible for the commissioning of housing related support services to some of our most vulnerable residents. Significant savings are required to be made during the lifetime of the Supporting People Strategy 2011-2015 (funding will reduce from £20 million to £13 million). Cost saving decisions made by Supporting People has the potential to adversely affect some of our most vulnerable residents of Cheltenham. Cheltenham Borough Council will therefore continue to play a vital role in the Supporting People partnership in helping to shape future commissioning decisions.

2.3 The Private Rented Sector

Home ownership continues to remain out of reach for many households. This combined with a relatively short supply of affordable homes means that a growing private rented sector is inevitable. Cheltenham's position is generally reflective of the situation nationally. A key priority within our strategy is therefore to ensure that there remains a focus on bringing empty homes back into use, and in improving the quality of the private rented sector – with a particular focus on those homes that are unsafe and/or are in a state of disrepair. Equally important is the need to maintain our efforts on improving accessibility into the private rented sector for low-income households.

2.4 New Affordable Housing and the Affordable Rent product

The Council's position on Affordable Rents is detailed with our Tenancy Strategy (at Appendix 7 of our Housing & Homelessness Strategy).

The government's Affordable Rent product is set to continue for the foreseeable future, and the Council acknowledges that this product is necessary where Registered Providers require grant funding from the Homes and Communities Agency to help subsidise the provision of new affordable housing. The Council will therefore continue to support the Affordable Rent product, provided it delivers social housing that is affordable for low-income households.

There continues to be concern over the affordability of larger accommodation (4 bedrooms or more), where the Affordable Rent product is set at 80% of market rents. This concern arises from the Government's introduction of the Benefit Cap, which sets a cap on the level of benefits that households are entitled to. The Council will therefore continue to have a role in carefully assessing the potential affordability of such accommodation and negotiate accordingly with developers.

2.5 HRA self-financing mechanism

The Government's introduction of the HRA self-financing regime has created some investment opportunities for the Council, both in the improvement of its existing social housing stock, exploring new community service opportunities and in the provision of new affordable housing.

The Council set out its long term HRA Business Plan in 2012, and updates to the HRA Plan are agreed by Cabinet annually

3. Turning Priorities into Outcomes

In light of the Government reforms and emerging local needs our Housing & Homelessness Strategy identified 5 priorities for the Council, which are summarised below:

Priority 1: To increase the provision of Affordable Housing

Priority 2: To make the best use of existing housing stock

Priority 3: To improve access into suitable, affordable accommodation and helping households to stay in their homes for longer

Priority 4: To tackle the causes of homelessness

Priority 5: To create stronger, safer and healthier communities

These priorities support the delivery of the following **outcomes**:

- To enable people to live independently for longer and to lead more healthy lives
- To maximise housing opportunities for those in housing need, whilst maintaining balanced communities
- To reduce homelessness
- To reduce carbon emissions within housing stock
- To reduce fuel poverty
- To improve the quality and safety of our homes
- To reduce the number of empty homes
- To strengthen our neighbourhoods and making them feel safer

The next section of this Action Plan update details notable achievements against each of our priorities, and seeks to demonstrate how we are delivering against key outcomes.

4. Progress against our Priorities

4.1 Priority 1 – Increasing the provision of new affordable housing

4.1.1 Key Achievements:

i. New affordable housing

Since 2012 there has been a notable increase in the delivery of new affordable housing from a number of Registered Providers. Cheltenham Borough Homes has pushed forward with its regeneration of St Pauls, and both Stonham and YMCA have progressed (or are progressing) with their refurbishment of their existing social (supported) housing. In addition, Sanctuary Housing have provided Cheltenham with our first Affordable Housing Extra Care Scheme, with allocations into these properties due to commence in March 2014.

The result is the delivery of 242 (165 net) of new affordable housing since 2012: 101 (38 net) in 2012-13 and an anticipated 141 (127 net) for 2013-14. The Table below details the specific schemes delivered by Registered Providers over the period:

Registered Provider	Completions 2012/13	Total		Forecast Completions 13/14	Total
Cheltenham Borough Homes	Regeneration of St Pauls – Hudson Street & Manser Street	48 (4 net gain)		Garage Sites: Brook Road Burma Avenue Malvern Street Imjin Road	14
Bromford Housing	Cat and Fiddle -Whaddon Road Supported Scheme for young people	16 (7 net gain)		Spirax Sarco – Guinevere Road	14
Cottsway Housing	Silas Court – Hesters Way Road	17		Wymans Brook- Windyridge Road	13
				Midwinter – Prince Regent Avenue & Denman Avenue	32
				Midwinter – Denman Avenue	6
Guinness	Manor Court- Chargrove Lane	10			

Hermitage	Up Hatherley				
Stonham Housing	Quilter House – Grove Street Development Supported Housing	10 (no net gain)		Grove Flats – Grove Street Reprovision/ Redevelopment Supported Housing	6 (no net gain)
				Cleveland Street – Redevelopment of Jenner Hse Supported Housing	7 (1 net loss)
Sanctuary Housing				Delancey Hospital - Middleton House Extra Care	49
Total		101			141

ii. Publication of a Draft Joint Core Strategy (JCS) for Consultation

A draft JCS, covering Cheltenham, Tewkesbury and Gloucester authority boundaries, was published for consultation in October 2013. It sets out the identified need and location for housing and employment and supporting infrastructure in our area up to 2031. The consultation period ended on 13th December 2013, and representations are being considered prior to a pre-submission consultation, which is anticipated in the spring 2014.

iii. Publication of a new updated Strategic Housing Market Assessment (SHMA)

A new SHMA was commissioned in 2013 to provide the most up to date evidence base on the assessment of housing needs across the Borough and Gloucestershire as a whole. Following consultation with key stakeholders, the Council is now in the final stages of signing-off this document.

iv. Gypsy, Traveller, Travelling Showpeople Accommodation Assessment.

The GTTSAA has been undertaken and signed off as approved by all District Authorities across the County. The Assessment has identified the need for two pitches to be provided in the Cheltenham Borough.

A county-wide call for sites has now been undertaken to help inform how identified needs can be met across districts.

4.1.2 New for the year ahead:

In addition to the actions identified within the 2012-17 Action Plan, we will seek to deliver on the activities listed below. Details on how we plan to deliver on these new actions are contained with our Action Plan update (Appendix 1).

i. New Affordable Housing

127 (net 71) new affordable homes are currently estimated to be delivered during 2014-15. This includes 73 units (net gain of 11 units) from the refurbishment of the YMCA. Actual numbers may change over time as development plans become clearer during the course of the new financial year.

ii. Adoption of the Joint Core Strategy

Following recent public consultation, the draft JCS is now being reviewed in light of the representations made during this consultation period.

The draft JCS is scheduled for a pre-submission consultation in Spring 2014, followed by submission to the Secretary of State towards the end of 2014, with a view to it then being formally adopted.

iii. Development of a Cheltenham Plan and supplementary documents

Preparation of a Cheltenham Plan is now underway, and a programme setting out its key stages will be drafted in the context of the emerging JCS.

iv. 'Preferred Partners' in the JCS area

We will examine with our neighbouring Local Authorities the potential for developing Preferred Partner approach (i.e. consortium of Registered Providers) for the strategic sites within the JCS area.

v. Nomination agreements within the strategic site allocations

We will negotiate with our neighbouring Local Authorities how affordable housing will be allocated between those Authorities on the strategic sites.

4.2 Priority 2 – Making Best Use of Existing Housing

4.2.1 Key Achievements in Private Sector Housing

i. Improving Standards of Private Sector Accommodation.

During 2012/13, 242 homes were improved in the private sector as a direct result of enforcement action undertaken by the Council's Enforcement Team.

We continue to provide key statutory services for Cheltenham residents, responding to their needs by improving the general stock of private housing within Cheltenham.

ii. Improving the quality of the homes of older, disabled and vulnerable people through the provision of grants/loans.

In 2012/13 106 households were given financial assistance in this way, totalling £708k in capital expenditure.

These grants/loans were provided to vulnerable occupiers who were either unable financially to improve their homes to safety standards or who required assistance by way of having their homes adapted to better meet their needs.

iii. Reducing the number of empty homes.

In 2012/13 118 homes that were empty for a period of 12 months or more were brought back into use as a result of direct action by the Council.

In order to further support our efforts in tackling empty homes, Cheltenham Borough Council has also invested in creating a new post (financed from part of the revenues received from the National Homes Bonus). Their role is dedicated solely to reducing the number of homes lying empty within our borough.

In addition, in July 2012, Cabinet approved the use of Compulsory Purchase Orders to bring empty homes back into use. The use of CPOs are a last resort and are targeted at tackling the most difficult properties. To date, 3 homes have been identified as requiring CPO action.

iv. Achieving value for money in the commissioning of services promoting energy efficiency.

We have reviewed our contractual arrangements with Warm & Well in light of the Government's roll-out of the Green Deal. This has resulted in the Council providing Warm & Well with a new service level agreement, which is more advice focussed and which ensures that maximum advantage is taken from the Green Deal and other government initiatives.

In particular, this review has also resulted in the Council making a saving of £50k/year from the £60k/year capital funding currently allocated to this area.

4.2.2 New for the year ahead in the private sector:

In addition to the actions identified within the 2012-17 Action Plan, we will seek to deliver on the activities listed below. Details on how we plan to deliver on these new actions are contained with our Action Plan update (Appendix 1).

i. A new Accreditation Scheme for private landlords

A new Accreditation Scheme will be developed for private landlords in Cheltenham, with a view to improving standards in the private rented sector. Any new Scheme will first require Cabinet approval.

ii. Surveys of key HMO hot spots

We will look to survey the St Pauls area to check compliance for mandatory licensing and to collect data to assist in decision making in respect of additional licensing in the area.

We will also seek to carry out a survey on Cheltenham's High Street, as a follow-up to a 2013/14 survey, to explore further whether there are any additional housing issues that the Council is currently unaware of.

iii. Enforcing sales on empty homes

We will explore the use of Enforced Sales of empty homes as an alternative option to Compulsory Purchase Orders in relevant cases. Again, this would require Cabinet approval.

4.2.3 Key Achievements for Cheltenham Borough Homes on CBC's affordable housing

i. Maintaining Homes at Decent Homes Standards

Contracts are in place to maintain homes at decent homes standards. In 2012/13 158 properties benefited from external decent homes works, with a further 250 anticipated during 2013/14. In terms of internal decent homes works, 37 bathrooms and/or kitchens were replaced in 2012/13, with 35 new replacements projected for 2013/14.

ii. Improving External Communal Areas

Initiatives to improve external communal areas have been completed for Hobart House, Shakespeare Road, Shelley Road and Bush Court. This has contributed to improving security, visual appearance and amenity value, and any potential concerns about antisocial behaviour in the area.

iii. Installation of Carbon Monoxide Detectors

There is an ongoing programme to fit Carbon Monoxide detectors to all managed properties with gas installations. These works, although not statutory requirements, represent good practice in managing risk associated with gas safety.

iv. Improving Energy Efficiencies and Sustainability

In 2012/13 a pilot programme of photovoltaic cell installation was undertaken. As a result, 49 properties were fitted with PVPs, and now benefit from free electricity generated by these units. The success of this pilot has resulted in the procurement of a contract to identify suitable properties and to fit more PVPs.

4.2.4 Next Steps for the year ahead:

i. Maintaining Decent Homes Standard

An ongoing programme of works will continue to ensure that the decent homes standard is maintained. It is anticipated that in 2014/15 a total of 230 properties will benefit from internal and/or external works in order to maintain standards.

ii. Improving External Communal Areas

Projects are currently ongoing for Lewis Road and Seacombe Road, and shortly to commence at Elgar House & Coates House. Larger sites earmarked for the 2014/15 programme are Australia and Canberra Houses, and Benhall Gardens.

iii. Improving Energy Efficiencies and Sustainability

Subject to government tariffs remaining at current levels, it is anticipated that up to 750 of council homes could benefit from the programme (referred to above) by October 2014.

4.3 Priority 3 – Improving access to and maintaining suitable accommodation

4.3.1 Key Achievements and Next Steps:

i. Review of Gloucestershire Homeseeker's Choice Based Lettings Allocations Scheme

Gloucestershire Homeseeker's Allocations Scheme has been reviewed, and following consultation, a number of changes were recommended and approved by Cabinet in April 2013.

These changes have since been implemented. Key changes include firming up priority to households affected by the introduction of the government's under-occupancy housing benefit regulations (the 'bedroom tax') and ensuring bedroom entitlement eligibility was aligned with Housing Benefits regulations so that households on low incomes are not adversely affected.

The impact of the government's continued reforms will be monitored against the Allocations Scheme, and where required, further changes to the scheme will be recommended. Consideration will also be given to new Allocations Guidance recently published by the Communities and Local Government on giving additional preferences to local people, and its potential impact on tackling homelessness and the use of temporary accommodation – adverse or otherwise.

ii. Commissioning Review of the Council's Housing Options Service

The Council undertook a commissioning review of its Housing Options Service. This included an Options Appraisal and a systems thinking review, which led to a number of activities that were then undertaken to improve performance further on an already high performing service.

In July 2013, the Council approved the transfer of service to Cheltenham Borough Homes (CBH). The service was transferred to CBH on 1st December 2013.

The strategic homelessness and allocations elements cannot be transferred to CBH, and have therefore remained with the Council. It will therefore be vital that the operational – strategic links remain strong in order to ensure the successful delivery of this service in the future. We will seek to achieve this through regular monitoring and review arrangements with CBH.

iii. SPA Lettings: a Tenancy Management Service to be delivered by the Housing Options team

The Housing Options Service carried out an options appraisal on how it could seek to improve access into the private rented sector for homeless households in light of the recent welfare reforms. As a result, the service put together a Business Case for the development of 'SPA Lettings,' a tenancy management service for landlords letting their homes to households who are homeless or threatened with homelessness via the Housing Options Team. Cabinet approved the business case for developing this service in July 2013, and work is underway to launch the service in the new financial year.

iv. A new 1 year contract with Supporting People for the delivery of housing related support services for older people in Cheltenham

CBC has entered into a new 12 month contractual agreement with Supporting People to consider how CBC can (via Cheltenham Borough Homes) transition to more flexible housing related support arrangements for older people, both within

CBC sheltered housing schemes and within the surrounding neighbourhoods. CBH have put together a transition plan, outlining in broad terms how this plan will be implemented over the 12 month period from October 2013. A service transformation review is currently being undertaken in consultation with tenants and stakeholders, which will result in an agreed Sheltered Housing Standard for Cheltenham.

v. New commissioning arrangements for the delivery of housing-related support to vulnerable households in Cheltenham

New direct access accommodation provision and a drop-in, assessment and referral centre is now available in Cheltenham for homeless individuals with chaotic and complex needs. Commissioned by Supporting People and delivered by P3, this provision replaces the Nightshelter provision previously available in Gloucester. (Gloucester also has 8 new units of direct access accommodation). Cheltenham Borough Council had Officer representation on the panel which re-commissioned this service.

The new direct access provision complements a new Community Based Support service that was also commissioned by Supporting People in 2013, along with a jointly commissioned Drugs & Alcohol support and treatment service now provided by Turning Point.

In addition, a new Domestic Abuse Support Service (GDASS) is now in place, with significant emphasis, again, on community based support. Opportunities are currently being explored to develop places of safety provision within the Borough (and across the county as a whole).

Over the coming period, we will be examining current commissioning arrangements for Mental Health and Young People services and examine any joint commissioning opportunities between these services with Supporting People. We will also review the housing pathways for these groups. In addition, will we assist in embedding the newly commissioned Supporting People services within the Borough, and regularly review their performance against outcomes via our Supporting People partnerships.

4.4 Priority 4 – Tackling Homelessness

Tackling homelessness continues to be a priority for the Council. The onset of the welfare reforms since 2011 has heightened the risk of homelessness, and there continues to be an upward trend of rising homelessness acceptances by councils nationally.

However, since the introduction of the Housing & Homelessness Strategy in 2012, Cheltenham Borough Council has bucked the national trend. The table below shows our recent performance

Year	Homelessness Acceptances	Homelessness Preventions (Housing Options only)	Households in Temporary Accommodation
2013/14 (to 1 st Dec)	1	187	11
2012/13	28	259	12
2011/12	42	235	16

The reduction in statutory homelessness has come about as a consequence of our continued success in preventing homelessness. The result is a further reduction in the number of households in temporary accommodation.

4.4.1 Other notable achievements:

vi. Benefit Take-Up, Debt prevention and Financial Inclusion Services

County Community Projects are currently commissioned by the Council to provide services to Cheltenham residents on debt advice, financial inclusion and benefit take-up. They are also commissioned to advise residents of their housing rights and to challenge adverse decisions, where appropriate. This service is delivered at Cheltenham First Stop alongside Housing Options and other key services, and continues to remain robustly monitored by the Council.

In addition, benefit take-up work undertaken by the Housing Options Service has been reviewed in light of the above contract and the welfare reforms, so that focus is specifically on those households who are presenting as homeless or who are at risk of becoming homeless, with the scope of our work widened so that money advice and financial inclusion is also considered.

vii. Review of the Allocations Scheme and Cheltenham Borough Homes' My Move Scheme

The review of Gloucestershire Homeseeker's Allocations Scheme (detailed on page 11 above) has also contributed to reducing the risk of homeless, as has CBH's reinvigorated My Move Scheme, which enables households who are under-occupying CBC social rented accommodation to downsize more easily.

viii. Youth Homelessness Prevention Services

Cheltenham Borough Council was given a grant of £80k by Communities & Local Government (CLG) to hold on behalf of the County Council and the District Housing Authorities in Gloucestershire, and to take the lead in the commissioning of a youth homelessness prevention service for Gloucestershire.

In partnership with the 6 other Local Authorities (including Gloucestershire County Council), Cheltenham Borough Council commissioned Infobuzz (the lead partner) and CCP to deliver peer education work within a number of targeted schools throughout each of the districts. The peer education work is delivered through a theatrical-style performance, made up of young people who have themselves experienced the challenges of being homeless. The shows are interactive and thought provoking. We are now within our second year of this project, and it is performing well.

ix. County-wide Sanctuary Scheme

The Council has entered into joint protocol arrangements on the delivery of a county-wide sanctuary scheme. This schemes makes homes safer for households at risk of domestic abuse from perpetrators who live outside the home.

The county-wide arrangements also enable the Council to draw on a central funding pot to assist in covering the costs of various target-hardening works.

x. Housing & Support Forum – prevention funding

The council provides an annual sum of £7,500 from the CLG's homelessness prevention fund to an organisation within the Housing & Support Forum which has successfully bid on providing a homelessness prevention initiative for the borough. Representatives from the forum vote for the organisation with the service idea they most prefer.

Cheltenham Housing Aid Centre (CHAC) were once again successful with their bid, which involves providing assistance to households moving on from supported housing into independent accommodation. This includes the supply of essential provisions to enable tenants to move into their new properties faster, thereby reducing void times, reducing 'bed-blocking' within supported housing and ensuring that tenants are better able to sustain their new tenancies right from the outset.

xi. Assertive Outreach Work

Cheltenham Housing Aid Centre are currently grant-funded by the Council to deliver assertive outreach services to rough sleepers and to those at risk of becoming rough sleepers as a result of having complex needs. The aim is to encourage individuals to take their first steps back on the pathway to independent living by bringing about more productive engagement with mainstream advice, support and treatment services.

The Assertive Outreach Service is now able to link closely with Supporting People's newly commissioned Direct Access Service delivered by P3, in addition to the County Council's jointly commissioned drugs and alcohol treatment and support services delivered by Turning Point (see page 12 above).

xii. Jointly funded County Homelessness Coordinator

Districts Authorities across the county were given a one-off pot of funding from the CLG to support joint working in tackling homelessness. To this end, we have recruited a County Homelessness Coordinator (Cotswold District Council is the lead District Authority), whose remit is to ensure there is more joined-up, coordinated approach to reducing homelessness. Achievements so far include: the implementation of the county-wide Reconnection Policy for individuals accessing supported housing, and the Cold Weather Protocol on accommodating rough sleepers. Work is currently underway to further develop links between Supporting People's newly commissioned services for homelessness and other organisations delivering related services which support our homelessness prevention outcomes.

Next steps are to explore how this CLG county funding can be used to support Cheltenham Housing Aid Centre's outreach work, potentially with the provision of a small pot of funding to open up more practical ways of helping rough sleepers into accessing accommodation.

4.4.2 Next steps for the year ahead:

i. Greater focus on 'non-priority' homeless households

Work is already done with 'non-priority' homeless people (i.e. single people who are not considered to be vulnerable, but who are nevertheless homeless or threatened with homelessness). Current assistance can be by way of access into supported housing or Nightstop services (another homelessness prevention service commissioned by Cheltenham Borough Council, with a particular focus on young people), or by accessing social housing via Gloucestershire Homeseeker, or indeed as a result of assistance in finding accommodation in the private rented sector.

As a result of a small restructure with the team, the Housing Options Service will now have a dedicated Officer to focus more on those households in order to assist them more in finding and maintaining suitable alternative accommodation.

ii. The launch of SPA Lettings Service

Approval for the development of this tenancy management service was given by Cabinet in July 2013. The aim will be to launch the service during 2014/15 for households who are homeless or at risk of becoming homeless and who wish to access the private rented sector.

iii. The NPSS Accreditation Service

The National Practitioner Support Service has recently launched an accreditation service for Housing Options services. This is peer review led, so would require the willingness of other Local Authorities to wish to take part in the review of their homelessness and housing options services. We will therefore examine the peer review toolkit, and agree next steps, following discussions with our Local Housing Authority partners and Cheltenham Borough Homes (who are now responsible for the operational delivery of the Housing Options Service).

iv. Tackling Rough Sleeping

In addition to CHAC's Assertive Outreach Service, we will work closely with the County Homelessness Coordinator (referred to on p 11 above) to implement early intervention initiatives to reduce rough sleeping and the risk of rough sleeping.

4.5 Priority 5 – Creating stronger, safer and healthier communities

4.5.1 Key Achievements

i. The Development of the Inspiring Families Project

The Inspiring Families Group has been widened to incorporate vulnerable adults within their remit, and referral mechanisms continue to be worked on to maximise their effectiveness. Currently, 26 agencies are supporting the IF project, with direct delivery from 13 Trusted Individuals on 30 households.

ii. Tackling Welfare Reform: a more coordinated approach

There is now a broader understanding across agencies of the issues facing those who are affected by the welfare reforms. A range of activities have been undertaken to increase awareness of the work being done across all tenures, including the setting up of a Task & Finish Group within the Positive Participation Partnership, which resulted in a cross-tenure leaflet being produced and circulated to relevant organisations and households affected by the reforms in both the social housing and the private sector.

CBC and CBH also held a Members Seminar to cover the work being done across the different household tenures, and presentations have been delivered by Cheltenham Borough Homes, Guinness Hermitage and Bromford Housing to the Positive Participation Partnership and/or the Housing & Support Forum, to inform relevant

services of the work Registered Providers are doing to mitigate against any adverse impacts of those reforms on their tenants. In addition, a working group has been set up, comprising Registered Providers across the county to share ideas and best practice for mitigating against the impact of the reforms.

iii. Improving joint working opportunities across the housing and voluntary sectors

Task & Finish Groups, such as the Tackling Street Begging group have been set up by the Positive Participation Partnership, which include housing representation. In addition, another Task & Finish Group is underway which is taking a strengths-based approach to improving community resilience for older people within designated neighbourhoods. Links are being explored to consider how this project integrates with the work currently being undertaken by CBH in the way it looks to deliver more flexible older people's services.

iv. Tackling antisocial behaviour

We have reviewed and developed existing partnership arrangements for tackling anti-social behaviour. There is now an ASB Steering Group with Co-Chairs from Police, CBH and CBC who meet on a monthly basis to agree action on cases brought before them. Underneath this are ASB working groups for both Cheltenham North and South, who deal with day to day issues, referring the more serious cases to the ASB Steering Group for action.

4.5.2 Next steps for the year ahead:

i. Tackling Antisocial Behaviour

The Government have introduced new draft proposals to deal with asb issues, which among other things, offers more empowerment to individuals and communities. An ASB Project Group has now been set up to review these draft proposals and to implement the changes if or when they become law.

ii. Tackling Welfare Reform

We will, via CBH, seek to ensure that agencies who are committed to promoting financial inclusion continue to be well coordinated across Cheltenham to support the needs of all residents, regardless of tenure.

Currently, front line officers, both from CBH's Housing Options and Revenues Teams work closely on a day to day basis with key organisations delivering services which promote and support financial inclusion across all tenures.

CBH's Financial Inclusion Working Group has recently evolved into a project group for CBH; however, there is scope to widen the group out to all organisations again and for this to cut across all tenures, in light of the Housing Options Service being transferred to CBH. Currently, there is uncertainty over the timing of the implementation of Universal Credit - the next key welfare reform - but it is anticipated there will be a reforming of the wider group ahead of any such implementation.

iii. Developing a social landlords forum for Registered Providers with social housing in Cheltenham.

Discussions are underway to create a Registered Provider forum for Cheltenham, Gloucester and Tewkesbury local authorities. This will reduce unnecessary duplication of meetings for Registered Providers, thereby maximising attendance as well as creating more opportunities for sharing best practice and learning.

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Housing & Homelessness Strategy Action Plan Update and Progress made

Priority 1 – Increasing the Provision of New Affordable Housing

Outcomes	Action Proposed	Action Taken/Achievements/Milestones
<p>1.1.1 We will have agreed within the Joint Core Strategy for Gloucester, Cheltenham and Tewkesbury (JCS) the scope for the development of new homes (including affordable housing)</p> <p>New for the year ahead:</p> <p>1.1.2 We will have a Local Plan for Cheltenham which may be accompanied by new Supplementary Planning Guidance which reflects the council's requirements for the provision of affordable housing in Cheltenham</p>	<p>1.1.1 To work towards developing the Joint Core Strategy for adoption by full council</p> <p>1.1.2 To work towards the development of a new Local Plan and Supplementary Planning Guidance for the provision of new Affordable Housing</p>	<p>Draft JCS published for consultation on 15th October 2013</p> <p>Pre-submission consultation scheduled for spring 2014</p> <p>Submission to Secretary of State scheduled winter 2014</p> <p>How this will be achieved:</p> <p>Preparation of the Cheltenham Plan now underway</p>
<p>1.2 We will have a better understanding of the</p>	<p>1.2.1 To support the development of a county-wide</p>	<p>A new County-wide Extra Care Strategy is in progress, with completion expected in 2014/15. District Authorities will have opportunities to inform the</p>

<p>potential models of Extra Care Housing that need to be delivered to meet local housing needs</p>	<p>Extra Care Strategy</p> <p>New for the year ahead:</p> <p>1.2.2 To work with the planning policy team to consider potentially suitable sites for the delivery of Extra Care, where there is a clear evidence base of need.</p>	<p>development of this strategy via the Homes and Communities Group</p> <p>How this will be achieved:</p> <p>By drawing on an up-to-date local plan evidence base including site assessment. This assessment is updated annually in winter and will inform site allocations in the Cheltenham Plan</p>
<p>1.3 We will have a better understanding of the current and likely future needs of Gypsy, Traveller and Travelling Showpeople Communities requiring non bricks & mortar accommodation and we will seek to identify potential provision options to help meet these needs</p>	<p>1.3.1 To undertake a Gypsy, Traveller and Travelling Showpeople Accommodation Assessment (GTTSAA)</p> <p>1.3.2 To work with neighbouring authorities to support provision of appropriate sites across the wider Gloucestershire area to meet identified needs</p> <p>1.3.3 To include policies in the JCS and Cheltenham Plan as required to provide for identified needs</p>	<p>The Gloucestershire County GTTSAA has been undertaken and signed off by all local authorities across the County. The report was published alongside the Draft JCS in October 2013, see www.gct-jcs.org/evidencebase. The Assessment has identified the need for two pitches to be provided in Cheltenham Borough in the period from 2013 to 2031.</p> <p>As part of the Strategic Assessment of Land Availability process, the Gloucestershire local authorities will identify sites that may be available for future Gypsy, Traveller and Travelling Showpeople accommodation. To commence this work, a county-wide call for sites was carried out between 12 August and 20 September 2014</p> <p>The JCS will also contain a policy for provision of Gypsy, Traveller and Travelling Showpeople accommodation.</p>
<p>1.4 We will increase the provision of new affordable housing through Cheltenham</p>	<p>1.4 To liaise with developers to consider the viability of developing on suitable CBC</p>	<p>Liaison meetings between CBC and CBH are underway to consider investment options. Any recommendations will require approval of cabinet members.</p>

Borough Homes	land assets	
1.5 We will seek to bring about a reduction in carbon emissions on new homes	<p>1.5.1 To examine the viability of Code for Sustainable Homes being delivered at Level 4 or above on new affordable homes</p> <p>1.5.2 To consider, through the JCS, whether we can bring about an acceleration of the Government's aim to all new homes to be carbon neutral by 2016.</p>	To be considered as part of the JCS and Cheltenham Plan.
1.6 We will seek to ensure that new affordable homes meet Lifetime Homes targets	1.6 Work with the JCS Team to develop policies that will maximise the provision of new affordable homes that meet identified standards and are easily adaptable, whilst also ensuring that developments are viable	To be considered as part of the JCS and Cheltenham Plan
1.7 We will examine whether we can deliver new affordable housing on sites with a housing development potential of less than 15 dwellings	<p>1.7.1 To review the threshold levels for triggering the provision of new affordable housing</p> <p>1.7.2 To incorporate any changes (if applicable) within the local planning policies.</p>	<p>The JCS will contain a policy approach to affordable housing. Policy options including a lower threshold are currently being investigated following publication of the Final Draft Gloucestershire Strategic Housing Market Assessment.</p> <p>The JCS will be supported by policies in the Cheltenham Plan which may also contain provisions relating to affordable housing if required.</p>
1.8 We will maximise funding	1.8.1 To review the priority	The local Investment Plan will continue to be reviewed periodically.

opportunities to support delivery of new affordable housing	<p>sites within the Local Investment Plan</p> <p>1.8.2 To review how we can kick start the development of stalled sites</p>	The Planning Policy team conduct a Site Assessment each year. This process will help to identify future development sites, the constraints affecting those sites and possible mechanisms for overcoming these constraints. Where issues are identified, which affect the deliverability of affordable housing, the Council will seek to work with appropriate partners (such as the Homes & Communities Agency)
1.9 We will maximise funding opportunities on our infrastructure sites	1.9 To prioritise sites according to whether they are able to deliver both economic growth and housing	Strategically important sites are identified within the Local Investment Plan with priority being given to those sites with both an economic growth and housing link.

Priority 2 – Making Best Use of Existing Housing

Outcomes	Action Proposed	Action Taken/Achievements
2.1 We will ensure safety standards in private rented accommodation are met (meeting the council's associated statutory duties)	<p>2.1.1 To work reactively and proactively in the enforcement of relevant housing, environmental protection and public health legislation</p> <p>New for the year ahead:</p> <p>2.2.2 To develop a revised accreditation scheme for private landlords</p>	<p>In 2012/13, 242 homes were improved in the private sector as a direct result of enforcement action undertaken by the Council's Enforcement Team</p> <p>How this will be achieved:</p> <p>A new Accreditation Scheme will be developed for private landlords in Cheltenham, for cabinet approval during 2014/15.</p>

<p>2.2 We will seek to ensure that opportunities remain for older, disabled and vulnerable people to access relevant grants or loans (where appropriate) to improve the quality of their homes.</p>	<p>2.2.1 To review the performance and contractual arrangements (if appropriate) with the Homes Improvement Agency</p> <p>2.2.2 To continue to exercise discretion in the awarding of grants/loans to vulnerable owner occupiers who are unable financially to improve their own homes</p>	<p>Reviewed via Safer at Home quarterly county monitoring meetings, comprising of district authority reps across the county, alongside partners within the county council</p> <p>In 2012/13 106 households were awarded grants/loans (Total £798k capital expenditure)</p>
<p>2.3 We will seek to ensure that Houses of Multiple Occupation (HMOs) meet the required quality and management standards</p>	<p>2.3.1 To inspect all HMOs which require a mandatory licence</p> <p>2.3.2 To survey relevant areas to ensure landlords are fulfilling their obligations to apply for mandatory licences</p> <p>New for the year ahead:</p> <p>2.3.3 To undertake an in depth survey of HMOs on Cheltenham's High Street</p>	<p>Inspections are undertaken periodically prior to the expiry of their current licence. In 2012/13 99 HMOs were inspected and licensees renewed.</p> <p>Subject to staffing resource the St Pauls area will be surveyed to check compliance for mandatory licensing and to collect data to assist in decision making in respect of additional licensing in the area.</p> <p>How this will be achieved:</p> <p>Subject to staffing resource an in depth survey will be carried out as a follow up to the initial 2013/14 survey, to identify any housing issues that the Council is currently unaware of.</p>
<p>2.4 Improving Energy Efficiencies and Affordable</p>		

<p>Warmth:</p> <p>2.4.1 We will ensure that value for money is maintained in the provision of services which focus on improving the energy efficiencies of private sector housing</p> <p>2.4.2 We will promote the use of renewable energies within private sector homes</p>	<p>2.4.1.1 To review how we financially support partners in terms of delivery of agreed outcomes via the Warm & Well Scheme and the Government's Green Deal.</p> <p>2.4.1.2 To regularly monitor and review performance under the new Service Level Agreement with Warm & Well</p> <p>2.4.2 To make reference to existing showcase projects to demonstrate what can be achieved in renewable energy terms</p>	<p>Complete:</p> <p>We have reviewed our contractual arrangements with Warm & Well in light of the government's Green Deal. This has resulted in a new service level agreement between CBC and Warm & Well, which is more advice focussed and which ensures that maximum advantage is taken from the Green Deal and other government schemes. This review has also resulted in the council making a saving of £50k pa from the £60k pa capital funding currently allocated to this area.</p> <p>Performance is reviewed on a quarterly basis</p> <p>Promotion activities are delivered on an ongoing basis by Severn Wye Energy as agreed via the Affordable Warmth Partnership</p>
<p>2.5 Tackling Empty Homes:</p> <p>2.5.1 We will seek to increase the levels of reporting of empty homes by local communities</p>	<p>2.5.1 To consider and implement activities that will encourage members of the public and other relevant sources to report any properties they believe are unoccupied</p>	<p>The Council now has an Officer within the Enforcement Team, whose time is dedicated tackling Empty Homes .</p> <p>In 2012/13 180 empty homes (on average each month) were identified as empty for 12 months or more. During the same period, 118 empty homes were brought back into use.</p>

<p>2.5.2 We will ensure that we are able to take tough enforcement action, where necessary</p> <p>2.5.3 We will support the conversion of unused commercial premises into residential use, where appropriate</p> <p>2.5.4 We will seek to make best use of unused publicly-owned properties by supporting their conversion to residential use, where appropriate</p>	<p>2.5.2.1 To make use of Compulsory Purchase Orders (where necessary) to bring empty homes back into use</p> <p>New for the year ahead:</p> <p>2.5.2.2 To explore the use of Enforced Sale as an alternative option to CPOs for relevant cases.</p> <p>2.5.3 To consider whether a review of local planning policy is required to support the conversion of unused commercial premises into residential premises</p> <p>2.5.4 To explore whether some publicly-owned (unused) properties can be brought back into use</p>	<p>In 2012, Cabinet approved the use of CPOs to bring empty homes back into use. To date, 3 homes have been identified as requiring CPO action and are at differing stages of the legal process.</p> <p>How this will be achieved:</p> <p>Option considered, with report to cabinet for approval in 2014/15</p> <p>This will be reviewed periodically, and will be influenced by the economic cycle and whether difficulties are observed in applying for, and permissions being given, for these conversions.</p> <p>Discussions are underway between District Authorities and the County Council over the identification of potential sites for the delivery of Extra Care.</p>
<p>2.6 The quality of Cheltenham Borough Council's homes are maintained and, where required, improved</p> <p>2.6.1 We will improve (where</p>	<p>2.6.1 To agree detailed</p>	<p>Asset Management Strategy is being updated and due for completion March</p>

<p>required) the internal and external conditions of our homes</p> <p>2.6.2 We will continue to ensure that the physical aspects of sheltered housing units meet customer expectations</p> <p>2.6.3 We will seek to ensure that CBH continue to deliver 'excellent services' and that the organisation's continued viability is maintained</p>	<p>priorities for improving the quality of our housing stock, by way of an updated Asset Management Plan - in line with CBC's HRA Business Plan</p> <p>2.6.2 to undertake an options appraisal to address the occurrence of bedsits within 3 of our sheltered schemes</p> <p>2.6.3 To review and undertake regular monitoring arrangements with CBH</p>	<p>2014. The Capital improvement programme is in place and is planned around stock condition data and maintaining decency both internally and externally. Cyclical painting and neighbourhood works programmes in place to improve external aspects.</p> <p>Long term viability of sheltered housing units and future requirements will be addressed in the updated Asset Management Strategy in March 2014.</p> <p>Undertaken on a bimonthly basis via the Liaison Group, which is made up of senior officers from CBC and CBH</p>
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Priority 3 – Improving Access to and Maintaining Suitable Accommodation

Outcomes	Action Proposed	Action Taken/Achievements
<p>3.1 We will seek to ensure that the Housing Allocations Scheme balances competing needs, whilst supporting sustainable communities</p>	<p>Review Gloucestershire Homeseeker; and in particular, consider:</p> <p>3.1.1 Closing the Housing list to those households not considered to have a housing need</p>	<p>Complete: Gloucestershire Homeseeker's Allocations Policy was reviewed, and following wide consultation, the changes were approved by Cabinet in April 2013.</p> <p>The key changes included:</p> <ul style="list-style-type: none"> Aligning the bedroom eligibility criteria with the Housing Benefit eligibility criteria. This has the effect of limiting the number of new households entering social housing from being affected by the bedroom tax

	<p>3.1.2 Removing social housing tenants who wish to transfer homes from the housing list (to avoid competing with non-tenants in housing need)</p> <p>3.1.3 Aligning bedroom entitlement to the Housing Benefit/Local Housing Allowance Regulations</p> <p>3.1.4 Whether additional priority should be given to households leaving the Armed Forces</p> <p>3.1.5 Whether additional priority should be given to households with strong local connections to Cheltenham</p> <p>3.1.6 Whether to widen the scheme to include private sector lettings</p>	<ul style="list-style-type: none"> • Firming up the priority given to social housing tenants who are under-occupying, so that those who need to move as a result of the bedroom tax are better able to do so. • Awarding additional preference to ex-members of the Armed Forces to ensure that the Policy is in line with new Regulations which came out last year. • Simplifying the banding system by removing the multiple banding criteria • Reducing the number of households in the emergency band, by reducing the time limit during which they can wait for their preferred accommodation, thereby ensuring that those in greatest need have the opportunity to move more quickly. • Making the Policy fairer by placing households who are ready for move-on from supported housing on a more even footing with homeless households in temporary accommodation <p>(please refer to the Cabinet report dated April 2013 for further details)</p>
<p>3.2 We will continue to ensure that Gloucestershire Homeseeker's Choice Based Lettings Allocation Scheme provides equitable access for all, regardless of vulnerability, etc.</p>	<p>3.2. To continue to feed into the County Council's Equality's Group</p>	<p>Issues can be picked up via Gloucestershire Homeseeker's Operational Group and, where appropriate, fed into the Equality's Group.</p>

<p>3.3 We will seek to ensure the Housing Options Service continues to deliver high quality value for money services</p>	<p>3.3.1 To review the use of tenancy management and lettings type services for private landlords</p> <p>3.3.2 To undertake a commissioning review of the housing options service</p> <p>New for the year ahead:</p> <p>3.3.3 To implement the Spa Lettings Service for homeless families seeking private rented accommodation</p> <p>3.3.4 To monitor and review the delivery of the Housing Options Service by Cheltenham Borough Homes</p>	<p>Complete:</p> <p>Cabinet approved in July 2013 the development and implementation of a new tenancy management service called, SPA Lettings. This will be delivered by the Housing Options Team</p> <p>Complete:</p> <p>Cabinet approved in July 2013 the transfer of the Housing Option Service to Cheltenham Borough Homes. Activities were undertaken to ensure this service was transferred to CBH on 1st December 2013.</p> <p>How this will be achieved:</p> <p>Legal documentation will be finalised in preparation for launching the service, which is likely to be undertaken in 2014. The development of this service will be influenced by the success (or otherwise) of existing homelessness prevention services in delivering our outcomes.</p> <p>Bimonthly monitoring arrangements are in place to ensure the Housing Options Service continues to support the council's key outcomes and delivers value for money</p>
<p>3.4 We will seek to ensure that low-income households are more easily able to</p>	<p>3.4.1 To assist in the implementation of a county-wide private leasing scheme</p>	<p>Chapter 1, the organisation delivering a private leasing scheme across Gloucestershire, is continuing to market for more properties from private landlords, and is increasing its portfolio of leased properties both across</p>

<p>access and maintain accommodation in the private rented sector</p>	<p>for vulnerable single people (See also 3.3.1 above)</p>	<p>Gloucestershire and in Cheltenham.</p>
<p>3.5 We will continue to ensure that older people and individuals with disabilities are better able to live independently</p>	<p>3.5.1 To ensure that relatively minor adaptations for CBC tenants continue to be administered via CBH rather than through the use of DFGs</p> <p>3.5.2 To consider use of Adaptation Support Grant and/or Relocation Grant as an alternative to the use of DFGs, where appropriate</p> <p>3.5.3 To promote the uptake of the Lifeline Alarm Service</p> <p>3.5.4 To consider the use of new assistive technology</p> <p>3.5.5 To review CBC sheltered housing services and support service provision for older people in our communities</p>	<p>Protocol arrangements are in place to ensure minor adaptations continue to be administered by CBH for CBC tenants, using the HRA</p> <p>In 2012/13 111 DFG applications were approved by CBC, with minor adaptations continuing to be delivered by CBH.</p> <p>Each application is considered on a case by case basis. 2 applications were awarded grants to facilitate a move to more suitable accommodation, rather than carrying out a DFG on their existing property, with a further 2 applicants gaining Adaptation Support Grant assistance to enable DFGs to proceed.</p> <p>The Lifeline Alarm Service continues to be marketed, with annual increases continuing year on year. In 2012/13 there was a net increase of 43 households using the service.</p> <p>The lifeline service now offers additional peripherals which can be added to the existing lifeline unit. These include smoke detectors, carbon monoxide detectors, flood detectors and bogus caller buttons. The lifeline team also works in conjunction with the Gloucestershire Telecare Service, delivered by the Adult Care Directorate. Clients are referred onto this more specialist service where appropriate.</p> <p>CBC has entered into a new 12 month contractual agreement with Supporting People to consider how, if at all, CBC can (via Cheltenham Borough Homes) transition to more flexible housing support arrangements for older people, both within CBC sheltered housing schemes and within the immediate surrounding neighbourhoods. CBH have put together a transition plan, outlining in broad terms how this plan will be implemented over the 12 month period from October 2013. Service transformation review is presently being undertaken in</p>

	<p>3.5.6 To seek to implement a strengths-based community development approach to meeting community needs for older people</p>	<p>consultation with tenants and stakeholders which will result in an agreed Sheltered Housing Standard for Cheltenham.</p> <p>The Positive Participation Partnership have set up a Task & Finish Group to undertake an analysis of community assets and needs in 2 pilot areas: Hatherley and Springfield. The outcome of this work will help shape how needs can be met through a strengths-based approach to community development.</p>
<p>3.6 We will seek to ensure that the decommissioning and re-commissioning of housing related support services (through Supporting People) has minimal adverse impacts on Cheltenham residents</p>	<p>3.6.1 To assist in SP's review of accommodation-based support and community support provision</p> <p>3.6.2 to assist in the development and implementation of the county-wide Reconnection Policy</p> <p>3.6.3 To assist in the development and implementation of the county-wide Gateway Assessment Service</p> <p>3.6.4 To continue to implement and review (as required) the County-wide Deposit Loan Scheme</p>	<p>A new 6 unit direct access provision and a drop-in, assessment and referral centre is now available in Cheltenham for homeless individuals with chaotic and complex needs. This provision, by P3, part replaces the Nightshelter provision previously available in Gloucester. (Gloucester also has 8 units of direct access). CBC's Core Strategy Group rep for Supporting People was part of the panel which re-commissioned this service</p> <p>Event held in Cheltenham in April 2013 for supported housing providers, in order to embed the new reconnection policy. The effectiveness of its implementation will be monitored by a county-wide resource: the County Homelessness Coordinator, with District Authorities feeding into this via the Gloucestershire Homelessness Implementation Group.</p> <p>SP are currently developing an IT-based application system to help inform how outcomes are being delivered. We will continue to inform the development of this service via SP's Core Strategy Group.</p> <p>A report has been submitted to SP detailing key outcomes arising from the scheme. The budget for this initiative is due to run out by March 2014. Conversations are therefore underway over whether the scheme can be re-financed and if so, whether other delivery options should be considered.</p>

	<p>New for the year ahead:</p> <p>3.6.5 To seek further finance from Supporting People for the continued running of the county scheme.</p>	<p>How this will be achieved:</p> <p>As above</p>
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Priority 4 – Tackling Homelessness

Outcomes	Action Proposed	Action Taken/Achievements
<p>4.1 We will reduce debt and maximise incomes for households on a low income</p>	<p>4.1.1 To promote the uptake of unclaimed Benefits and improve financial inclusion and the financial capability of households</p> <p>4.1.2 Ensure effective delivery of the Advice and Inclusion Service</p>	<p>Benefit Take-up Officer post reviewed, and its scope widened to ensure a focus also on money advice and debt prevention advice for those at risk of becoming homeless and seeking alternative accommodation in the private rented sector.</p> <p>Direct awareness raising with households affected by the reforms, with a particular focus on engaging with households affected by the benefit cap.</p> <p>Universal awareness-raising through the production of a cross-tenure leaflet about the reforms, available both in print and on the website.</p> <p>Contact with lettings agencies to advise of the changes and of the advice and support that is available in Cheltenham to support their tenants.</p> <p>Robustly reviewed and monitored quarterly.</p>
<p>4.2 We will reduce under-occupation within social</p>	<p>4.2.1 To review the priority given to under-occupants</p>	<p>Complete: Changes approved by Cabinet in April 2012 means that emergency priority is</p>

<p>housing for those residents no longer able to afford their accommodation as a result of the Welfare Benefit changes.</p>	<p>within Gloucestershire Homeseeker Allocation Scheme</p> <p>4.2.2 To explore how the Tenants Incentive Scheme can be expanded to facilitate moves to smaller accommodation</p> <p>4.2.3 To promote the use of, and support tenants in identifying a potential move through, the Homeswap Scheme</p>	<p>awarded to households downsizing from larger social properties to non-family accommodation, with gold band being awarded to those looking to move to smaller family accommodation.</p> <p>Complete: CBH have undertaken a range of activities to mitigate against the worst impact of the welfare reforms, including an expansion of the Tenants Incentive Scheme (known as ‘Your Move’) to include all households affected by the Housing Benefit under-occupation rules.</p> <p>CBH and other RPs have been proactive in promoting this Scheme, through a variety of mechanisms, and RPs will continue to explore new ways of raising its schemes awareness as another means by which a house move can be facilitated.</p>
<p>4.3 We will make best use of the newly proposed locally administered grants/loans – which are scheduled to replace the county-administered schemes (i.e. crisis loans and community care grants)</p>	<p>4.3 To consider local priorities, potential service models and administrative arrangements which will best support delivery</p>	<p>Complete: CBC and partners informed the County Council, via its consultation mechanisms, key priorities in shaping the new model in light of local needs. This service has now been commissioned by Gloucestershire County Council.</p> <p>We will continue to inform the county council of any issues arising, via the Supporting People Core Strategy Group.</p>
<p>4.4 We will reduce rough sleeping and the risk of rough sleeping/homelessness for individuals with complex</p>	<p>4.4 To ensure adequate provision of an Assertive Outreach Service</p>	<p>Cheltenham Housing Aid Centre are currently grant-funded by the Council to deliver assertive outreach services to roughsleepers and those at risk of rough sleeping as a result of their complex needs.</p> <p>This service will continue to be reviewed and monitored regularly by CBC</p>

needs	<p>4.5 We will seek to reduce the number of young people at risk of becoming homeless</p> <p>4.5.1 To expand the availability of the Deposit Bond Scheme for under 35s, and provide additional incentives for landlords</p> <p>4.5.2 To work with partners across the county to support the development and implementation of the Youth Housing Strategy</p> <p>4.5.3 To consider the development of additional early intervention prevention initiatives across the county, using one-off funding (£80k) from CLG.</p> <p>4.5.4 To ensure the continued effectiveness of the young people's Mediation Service, and review as required</p>	<p>Now incorporated within the SPA Lettings Service, which was approved by Cabinet in July 2013.</p> <p>The service will be launched in 2014/15.</p> <p>New commissioning arrangements are being considered by the County Council. We will influence those decisions via our District leads Supporting People's Core Strategy Group.</p> <p>Led by Cheltenham Borough Council, the District Authorities and the County Council commissioned Infobuzz to deliver peer-education work in key schools across Gloucestershire on the causes and realities of homelessness, and to raise awareness of the agencies available which can support young people at risk of homelessness. This is a 2 year contract which expires in September 2014.</p> <p>This service will continue to be monitored by a panel of district authorities, led by CBC.</p> <p>Complete: Whilst this service was beneficial for clients who used it, the number of service users was such that it was failing to provide sufficient value for money for the Council, compared with other homelessness prevention initiatives.</p> <p>Quarterly reviews over a period of 2 years failed to result in an increase in service usage, in spite of considerable work by CCP to market and promote awareness of this service, both via the Housing & Support Forum and other partnership arrangements. The Council therefore made a decision to de-commission this contract in July 2013.</p>
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	<p>4.5.5 To ensure the effective implementation of the Southwark Protocol, and review this county-wide protocol, as necessary</p> <p>4.5.6 To ensure Nightstop service delivers desired outcomes</p>	<p>Cheltenham Borough Council led the County on the development of this protocol, which is being monitored by Districts, with any issues being feed back directly to the county.</p> <p>This service is reviewed and monitored quarterly.</p>
<p>4.6 We will ensure that care leavers and looked after children are supported on their pathway to independent accommodation</p>	<p>4.6 To consider and implement agreed protocols/joint working practices</p>	<p>Quarterly meetings are held with CBC, Social Workers, Assistant Team Manager (16+ Service), Youth Housing Advice Service and any other relevant support providers to discuss Care Leavers and their housing options. The group monitors those who are leaving care and identifies the most appropriate housing solutions with the view to preventing homelessness. The group also monitors those living in supported housing, private rented and social housing to ensure that they are maintaining their tenancy and are appropriately housed. Care Leavers that are ready to live independently are also approved for Move-On, via Gloucestershire Homeseekers Allocations Scheme</p>
<p>4.7 We will maximise housing options for households experiencing domestic abuse</p>	<p>4.7 To promote the take up of CBC's Sanctuary Scheme, where appropriate</p>	<p>District Housing Authorities have now agreed to joint protocol arrangements to provide a county wide service, with referrals being made normally through Supporting People's commissioned Gloucestershire Domestic Abuse Service or IDVA (a support service for those at very high risk of domestic abuse) if the survivor wants to remain in their home. In these cases, an assessment of works is carried out and implemented to make the homes safe. Works can vary from target hardening (window locks extra lighting bolts on doors etc) to a full 'sanctuary' room.</p>

Priority 5 – Creating Stronger, Safer and Healthier Communities

Outcomes	Action Proposed	Action Taken/Achievements
5.1 We will seek to improve outcomes for vulnerable adults	5.1 To set up a working group to agree practical solutions to support the needs of vulnerable adults	This has now been incorporated within the Inspiring Families programme (see 5.2 below) and its effectiveness will remain under review.
5.2 We will seek to reduce intergenerational child poverty	5.2 To bring about more effective referral mechanisms into the Inspiring Families Group	Referral mechanisms are effective, with over 26 agencies are now supporting IF with direct delivery, with 13 Different Trusted Individuals. Mechanisms will continue to remain under review.
5.3 We will seek to ensure vulnerable households are not financially excluded and are more financially capable	<p>5.3.1 To ensure there is a broader understanding of financial exclusion issues within Cheltenham, and that these are considered and supported by the wider Partnerships</p> <p>New for the year ahead:</p> <p>5.3.2 To seek to ensure that agencies who are committed to promoting financial inclusion are well coordinated across Cheltenham to support the needs of all residents</p>	<p>A range of activities have been undertaken to increase awareness of the work being done across all tenures to understand the needs and to help support those adversely affected by the welfare reforms. This included the delivery of a Members' Seminar and the setting up of a Task & Finish Group within the Positive Participation Partnership, which resulted in an informative cross-tenure leaflet being produced and circulated to households affected, relevant organisations and the council's website</p> <p>How this will be achieved:</p> <p>The transfer of the Housing Options Service to CBH, provides CBH with an opportunity, at an appropriate time, to expand their existing Financial Inclusion Working Group to consider the needs of households across all tenures, in addition to their current focus on the needs of CBC tenants.</p>
5.4 We will ensure that our communities are more cohesive and inclusive	5.4 To explore more joint working opportunities across the housing and voluntary	A number of Task & Finish Groups have been set up by the Positive Participation Partnership which have included housing representation; including Welfare Reform and Street Begging. Another T&F group is focussing on

	sectors New for the year ahead: 5.4.1 To develop a social landlords forum for Registered Providers with social housing in Cheltenham	developing a strengths based approach to community development for older people in 2 pilot areas, and CBH have representation on one of these sub-groups. How this will be achieved: Discussions are underway to develop a RP forum for Cheltenham, Gloucester and Tewkesbury. This will reduce of meetings for RPs, maximise attendance, and bring about a wider sharing of good practice and learning.
5.5 We will ensure that our communities are safer	5.5.1 To review and develop existing partnership arrangements for tackling anti-social behaviour within Cheltenham 5.5.2 To review CBH Safer Estates Service, with increased emphasis on prevention	ASB Steering Group with Co-Chairs from Police, CBH and CBC now meet on a monthly basis to agree action on cases/incidents brought before them. Underneath this are ASB Working Groups for both Cheltenham North and South who deal with day to day issues, referring the more serious cases to the ASB Steering Group for action. A small ASB Project Group has been set up by the ASB Steering Group to review the new draft proposals from central government to deal with asb issues, which amongst other things gives more empowerment to individuals and communities alike, to agree a positive way forward to implement these changes, once they become law, which is likely to be in the summer of 2014. Complete: Service reviewed and new staffing structure in place, with greater emphasis on preventative work through the creation of new Tenant Liaison Officer posts.
5.6 We will ensure that children, young people and vulnerable adults are protected through the effective implementation of Safeguarding	5.6 To ensure that adequate training is delivered to relevant officers, and that consistent approaches are followed on safeguarding matters	Dedicated Officer within CBC to ensure issues are coordinated and training is cascaded down from Managers through to frontline officers. Commissioners also ensure that safeguarding matters are adequately covered in the contractual arrangements with providers.
5.7 We will increase the	5.7 To integrate the Customer	Complete:

opportunities for community participation and engagement	Excellence Group within CBH's governance structure	CBH has incorporated its Tenant Scrutiny Improvement Panel within its governance arrangements, with a particular focus on looking at how services delivered by CBH can be improved.
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Page 108

Cheltenham Borough Council

Cabinet 18 March 2014

Council 31 March 2014

Accommodation Strategy

Accountable member	Councillor John Rawson, Cabinet Member Finance
Accountable officer	David Roberts Head of Property and Asset Management
Ward(s) affected	
Key Decision	No
Executive summary	<p>The headcount of staff working from the Municipal Offices is predicted to continue to fall to approximately 220 members of staff by 2016/17. Accordingly, at 63,000 sq ft (5,853 m²) the space within the building will be significantly in excess of the projected space requirements of around 23-27,000 sq ft (2,137- 2,508 m²).</p> <p>The current remit from Cabinet for alternative accommodation is to consider only town centre locations and existing building stock.</p> <p>Despite a considerable investment of effort by officers, the Council has been unsuccessful in finding an alternative office location which meets these criteria at the right price to date.</p> <p>The current remit is too restrictive and the report seeks authority to expand the brief.</p>
Recommendations	<p>That Cabinet approves the:</p> <ol style="list-style-type: none"> 1. The expansion of the brief as outlined in paragraph 3.4. 2. Delegation to the Head of Property and Asset Management of a wider mandate to identify and focus on the delivery of an accommodation option that best fits the Council's operational requirements and satisfies the best consideration criteria. 3. That Council notes the current situation and endorses the expanded brief set out in this report.

Financial implications	<p>Since 2009/10 the Council's core funding from the Government has been cut by some £4.2 million. The Council has responded to this by taking a commissioning approach to the delivery of services, resulting in different service delivery models with staff not necessarily being located in the Municipal Offices.</p> <p>As fewer staff are directly employed by the Council and more space is left unoccupied, the administrative office overhead of the Council is no longer providing value for money and cannot be sustained in a period which will see further cuts in funding.</p> <p>The Municipal Offices costs approximately £700,000 to occupy and maintain. The Council's budget strategy includes a work stream to reduce the costs of office accommodation overhead by £200,000 per annum by 2017/18 in order to help bridge the funding gap and protect front line services.</p> <p>Contact officer: Mark Sheldon, mark.sheldon@cheltenham.gov.uk, 01242 264123</p>
Legal implications	<p>There are no legal implications as a direct result of this report.</p> <p>Legal input will be required in the acquisition (freehold or leasehold) of any future property or properties, and also in any disposal of the Municipal Offices.</p> <p>Contact officer: Rose Gemmell, rose.gemmell@teWKesbury.gov.uk, 01684 272014</p>
HR implications (including learning and organisational development)	<p>There are no HR implications as a direct result of this report.</p> <p>Contact officer: Donna Sheffield, donna.sheffield@cheltenham.gov.uk, 01242 774972</p>
Key risks	See appendix 1
Corporate and community plan Implications	The accommodation work stream forms part of the Council's budget strategy.
Environmental and climate change implications	Alternative office accommodation is likely to be more energy efficient and result in better utilisation of space.
Property/Asset Implications	<p>As outlined in the report.</p> <p>Contact officer: David Roberts, david.robert@cheltenham.gov.uk, 01242 774151</p>

1. Background

1.1 The Municipal Offices does not meet current and future staff requirements, does not meet customers' needs, i.e. is not fully DDA compliant and is inflexible.

1.2 In July 2011 Cabinet approved the following :-

- That the Head of Property and Asset Management be provided with a remit:
 - a. to engage in dialogue with owners or agents of suitable town centre office buildings
 - b. to explore in more detail the feasibility of relocating to a suitable town centre alternative
 - c. to consider the option of reducing the space taken up by Cheltenham Borough Council (CBC) in the Municipal Offices by exploring vertical separation of the Municipal Offices
 - d. to explore the possibility of CBC building on the back of the current Municipal Offices

The Cabinet also resolved that:-

- Any future CBC offices will remain in the town centre
- Any move out of the current offices will only happen if it saves money
- CBC will not move out to its own purpose-built office
- A report be brought back to Cabinet in 12–18 months

1.3 The search for a property has yet to result in as suitable alternative that meets the Council's requirements at the right price.

1.4 The Cabinet, members of the Asset Management Working Group and Budget Scrutiny Working Group have been advised on progress. It is now generally acknowledged that with the £6 million projected planned maintenance expenditure required over the next 20 years and a lack of interest from other public bodies due the inflexibility of the existing space as office accommodation, relocation from the Municipal Offices would be the best financial option.

1.5 Relocating from the Municipal Offices would present an opportunity to develop the Municipal Offices for mixed use development i.e. hotel, retail etc. which would make a significant contribution the regeneration of the town centre and the local economy.

1.6 The option to vertically split the building has been considered, but the horizontal run of the services and location of the boiler room would make this expensive to achieve. In addition the constraints imposed by the historical assessment make it impossible to recreate elsewhere the secure environment required by Revenues and Benefits, or the meeting room area and Council Chamber if a vertical split of the northern end of the building was to be considered.

1.7 The Municipal Offices extends to 63,000 sq ft (5,853 m²) and cost around £700,000 per annum to occupy and maintain.

1.8 Since that report referred to at 2.2 above, the council's space requirements have reduced and are projected to reduce further as a result of the approach to service delivery resulting from the commissioning programme.

2. Future space requirements

2.1 Since 2011, a working group has been looking at the impacts of commissioning and flexible

working on our space requirements. In 2012 it was reported to and accepted by Senior Leadership Team (SLT) that, of the 300 staff located at the Municipal Offices, 161 needed to be 100% office based, 137 were partially flexible and 2 could be permanently home based.

- 2.2** It is unlikely that alternative accommodation could be found and be ready for occupation until 2016/17, and the most recent review estimates staffing levels for the council in year 2016/17. This review takes into account service managers views about the size of the workforce in 2016/17, based on assumptions about the impact of future commissioning / Bridging the Gap (BtG) work streams, together with an assessment of the following:
- Which staff need to be 100% office based – with no potential to deliver services other than from an office based location
 - Which staff are partial flexibility – with potential for partial working from a remote location, thereby requiring a non-dedicated workstation within the office environment.
 - Which staff can be 100% home based – with potential exists for service to be delivered effectively from a totally remote environment, with no dedicated office based accommodation being required.
- 2.3** The result of the review is that staffing levels are predicted to fall to 220 staff with 114.5 being 100% office based, 104.5 partially flexible and 1 home based.
- 2.4** The following workspace standards were agreed by the SLT in 2011.
- 5.5m² (59 sq ft) per work station area standard
 - Ratio of 2 work stations for every 3 partially flexible members of staff
 - Personal permanent workstation of 1600mm x 1000mm (max)
 - Uniform under desk pedestal
 - Same fabric workstation chairs
 - 3500mm standard height desk screens (if required)
 - Height adjustable desks and specialist chairs supplied where specified/supported by an Occupational Health assessment
 - Lockable storage units and low level lateral filing units to a height of 725mm and 1100mm, with one and a half shelves per person
 - Where essential filing is required height of the cabinet to be increased to 1550mm and positioned against solid walls only.
- 2.5** In spatial terms, based on the characteristics outlined above, the Council will need approximately 27,000 sq ft (2,508 m²) which includes an estimated 5,000 sq ft (464.5 m²) for storage and 7,000 sq ft (650 m²) for support space (reception area, meeting rooms and Council chamber). If a ratio of 2 workstations for every 3 employees were adopted, the space requirement would fall to approximately 23,000 sq ft (2,137 m²).
- 2.6** This analysis indicates that the council has the potential to save money on either property acquisition costs or property rental costs. In addition, as a result of needing less space, there may also be other operational saving e.g. business rates and utilities.

3. Revised accommodation brief

- 3.1** Property Services officers in conjunction with the Managing Director of the Task Force have been looking at a number of alternatives. Unfortunately, no suitable alternative has been found which meets the Council's original criteria at the right price.
- 3.2** The actual and projected fall in staff numbers further reinforces the desirability of relocation from the Municipal Offices, so as to benefit from flexible modern space. Cabinet previously approved a brief which informed the search for office accommodation which was restricted to a town centre location with all staff accommodated together and ruled out new build options. This has limited the choice for alternative accommodation and, given the changing nature of the Council; it is proposed that the brief should be revised to reflect the changes in the organisation's operating model, and should therefore not rule out any option.
- 3.3** A town centre location with all staff co-located would be the most convenient for customers, particularly as public transport converges on the centre, whilst a split location is likely to increase operational costs and reduce the scope for cross-service working. For these reasons a town centre location is still the preferred option.
- 3.4** However should a suitable site or building become available outside the town centre which is well served by public transport then this should be considered and assessed to determine it's economic feasibility, and therefore it is proposed that the brief be revised as follows:
- Location - town Centre (preferred) or outside the centre but with good public transport links.
 - Staff Grouping - located together or on split site (front of house / back office) including looking to partner councils to house staff.
 - Building Type - new build or existing offices

4. Reasons for recommendations

- 4.1** Relaxing the current restrictive options relating to the relocation from the Municipal Offices will help the Council find a building which better meets both customer and staff needs and provides better value for money for taxpayers.

5. Alternative options considered

- 5.1** Continue to look for alternative offices in accordance with the current remit.

6. Consultation and feedback

- 6.1** SLT, Budget Scrutiny Working Group and Asset Management Working Group.

7. Performance management –monitoring and review

- 7.1** Progress monitored by consultees at 7.1.

Report author	Contact officer: David. Roberts@cheltenham.gov.uk, 01242 264151
Appendices	1. Risk Assessment 2.
Background information	1.

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If Cabinet does not expand the brief then the restrictions of the current remit are likely to result in the Council remaining in the Municipal Offices and failing to deliver the financial savings target of £200k / yr resulting in pressure to cut front line services instead.	Mark Sheldon	3/3/14	3	4	12	Reduce	Cabinet to agree brief in order to allow more options to be considered.	31/3/15	David Roberts	
	If the council remains in the Municipal Offices then it will not meet customer expectations (DDA access requirements and future customer needs).	Mark Sheldon	3/3/14	3	4	12	Reduce	Cabinet to agree revised brief. Consider alternative adaptations to improve the customer experience.	31/3/15	David Roberts	
<p>Explanatory notes</p> <p>Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p>Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

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Page 116

Cheltenham Borough Council

Cabinet 18 March 2014

Trade waste review

Accountable member	Councillor Roger Whyborn, Cabinet Member Sustainability
Accountable officer	Jane Griffiths, Director Commissioning
Ward(s) affected	All
Key Decision	Yes
Executive summary	Cheltenham Borough Council currently offers a trade waste and recycling service for businesses within the borough. During the O&S Ubico task group reference was made to the way in which the service was marketed, and it was noted that the council was undertaking a review of its trade waste services. This reports sets out the findings from this review which has considered whether there are opportunities to grow the business in the current economic climate.
Recommendations	<ol style="list-style-type: none"> 1. To note the findings from the review of the trade waste service 2. To continue to promote the service so that the council keeps its market share, but to not implement any service enhancements at this current time. 3. To submit an application to the Environment Agency aimed for completion within 2014/15 with regards to the Swindon Road site license so that further opportunities for trade recycling can be considered.
Financial implications	<p>There are no direct financial implications arising from this report. The impact of any future service changes will be considered as and when the need arises.</p> <p>Contact officer: Des Knight, Accountant – GO Shared Services, des.knight@cheltenham.gov.uk, 01242 264124</p>
Legal implications	<p>The relevant legal provisions are set out in paragraph 1.5 of this report.</p> <p>Contact officer: shirin.wotherspoon @tewkesbury.gov.uk, 01684 272017</p>
HR implications (including learning and organisational development)	<p>No HR implications for CBC. Ubico will need to consider how it resources any growth in service and additional collections.</p> <p>Contact officer: Richard Hall@cheltenham.gov.uk, 01594 812634</p>
Key risks	As set out in the report and the associated risk register

<p>Corporate and community plan Implications</p>	<p>Effective commercial waste and recycling services support the council's aims for a quality environment and to support the economy</p>
<p>Environmental and climate change implications</p>	<p>Recycling in general offers environmental benefits, including reducing the amount of waste going to landfill, reducing the need for raw materials and reducing climate change impacts (because recycling a material generally uses less energy than manufacturing from virgin materials).</p> <p>Consequently, if there was an opportunity to expand the trade recycling service, this would deliver greater environmental benefits and would further enhance the council's environmental objectives. It would also help to support local businesses wanting to recycle.</p>
<p>Property/Asset Implications</p>	<p>In developing a business case to expand trade waste recycling will need to take into account the space capacity of the depot and any additional investment costs.</p> <p>Contact officer: David.Roberts@cheltenham.gov.uk</p>

1. Background

- 1.1 Ubico, on behalf of the borough council operates a trade waste and recycling service for businesses within the borough. The service is provided using a dedicated crew together with an additional crew allocated to the task on three days per week (undertaking household waste collection on the other two days). Ubico manage the customer contact, and trade waste account management, whilst GO Shared service (GOSS) undertake the billing and debt recovery.
- 1.2 In recent years the income from trade waste has gradually declined, partly due to the recession and to other commercial operators in the market. There has also been a move in some national commercial businesses, driven by economies of scale, where contracts for waste and recycling are centralised and local managers no longer having the discretion as to who collects their waste and recycling.
- 1.3 The current market share is around 12.5% of all commercial businesses, as there are a range of providers operating in Cheltenham including SITA, Grundon, Biffa, Smiths, Printwaste and number of smaller operators. Since 2009 all new customers are expected to pay by direct debit, but those who have been with the council prior to 2009 continue to pay quarterly in arrears. Customers have a choice of service on offer including bin size depending on the nature of the business and frequency of collection. The charges for trade waste are reviewed on an annual basis, and take in account the cost of collection, the administrative overheads (both in Ubico and the council) and the cost of landfill tax which is currently £80 per tonne. The charges are fixed and do not give much ability to react to the external market, although some discounts are offered to larger customers. In spring 2011 HM Revenues and Customs (HMRC) decided that local authority run trade waste services were outside of the scope of VAT.
- 1.4 The reasons for conducting the review were to establish the relative merits of:
- Expanding the service
 - Disposing of the service e.g. to a commercial operator
 - Maintaining the service at approximately the same level, and if so establishing necessary steps to ensure market share is maintained at a sustainable level
- 1.5 The legal situation with regards to undertaking the service, means that the council as the collection authority must recover its costs for the service, may supply containers and shall make a reasonable charge for doing so, can serve notice regarding the storage of commercial waste, and must deliver trade waste to a site directed by the disposal authority (ie Gloucestershire CC) and pay disposal costs. s45 (1) (b) Environmental Protection Act 1990 provides that the council, as the collection authority, has a duty, 'if requested by the occupier of premises in its area to collect any commercial waste from the premises, to arrange for the collection of the waste'. The council's obligation to charge is set out in section 45 (4) Environmental Protection Act 1990 as follows:
- A person at whose request waste other than household waste is collected under this section shall be liable to pay a reasonable charge for the collection and disposal of the waste to the authority which arranged for its collection; and it shall be the duty of that authority to recover the charge unless in the case of a charge in respect of commercial waste the authority considers it inappropriate to do so.'
- In setting charges the usual local authority rules apply, namely the council is not allowed to run a 'for profit' service, but may make reasonable contributions to its financial overheads from the operation of the service.
- 1.6 Although no focused customer surveys have been undertaken a very limited survey was undertaken by the O&S Ubico task group. Feedback from customers indicates that the current 'no frills' service at a fully predictable and competitive price (see 2.1), is popular with customers, especially smaller concerns for whom it appears to be well-suited, and therefore serving a niche

market.

2. Reasons for recommendations

- 2.1 The review undertook some benchmarking with other providers who operate in Cheltenham. Although the advertised price of service from other providers appeared to be cheaper, once additional charges associated with the service were included it would appear that the service offered to businesses by the council is competitive. See appendix 2.
- 2.2 Historically limited marketing of the service has been undertaken due to the guidance received with regards to the VAT situation. However it is recognised that more could be done with regards to the information given to customers. For example other councils' websites highlight the advantages that the service is outside of the scope of VAT and that the price as advertised includes all charges. Some councils will specifically target small to medium sized enterprises as they are more likely to be in a position to make local decisions on suppliers, and some councils target the recycling market on the basis that this potentially saves the customer money as it is a cheaper service as there are no landfill costs.
- 2.3 Therefore there are some simple messages which can be given out on the website, as to the services available, and through some targeted signposting this should assist the council in maintaining its market share in what is a fairly aggressive market.
- 2.4 Any marketing is clearly designed to increase the market share. However as the service is currently operating at capacity, there is a risk that the additional capacity cannot be provided in a timely and cost-effective way. The proposal will be to operate on a Saturday which gives the customer more choice on collection day and will provide additional capacity to take on additional customers should the marketing of the service grow beyond what is available. (See 4.1)
- 2.5 The Swindon Road site license currently does not permit the acceptance of trade waste and therefore an opportunity to undertake a co-mingled collection or food waste service is not cost effective at this time. However it is proposed that the license be reviewed, recognising however that during the statutory consultation there may be public opposition from nearby residents. If the Environment Agency accepted the proposed amendments then there should be an opportunity based on a business case to expand the trade recycling service, particularly to offer food waste.

The trade waste service also needs to be able to offer a wider range of collection dry recyclates, as current recycling rates for trade waste are below the Council's target. This is quite challenging, as (in contrast to domestic recycling), it must fully cover its costs. Achieving enhanced recycling rates for trade waste is closely associated with being able to amend the site licence.

- 2.6 Commercial businesses have a statutory obligation to ensure that their waste is collected and disposed of in accordance to environmental legislation. Consideration was given whether the council should be undertaking a proactive enforcement campaign. Currently the enforcement team are involved in working with householders to minimise the waste going to landfill via the residual waste collection which is costing the council money. It is felt that this approach should continue to be the priority for proactive action.

3. Alternative options considered

- 3.1 As part of the review consideration was given to an aggressive marketing campaign, service enhancements and to look to increase the market share.

The true problem is that in order to aggressively market the service, significant upfront revenue and capital costs need to be incurred with no guarantee that businesses would switch - and many of the providers could offer discounts in order to keep customers. The council would need to employ an individual who understood the service, acting as account manager and have marketing

experience (likely cost £40,000 including oncosts), the operation cost of running an additional full time crew is in the region of £100,000 plus additional costs for tipping charges, overheads and bins as well as the administrative costs of billing and debt collection. In addition, significant capital or fleet hire costs would need to be incurred for additional vehicle(s). There is a risk therefore that the number of new customers would not meet the costs associated with the service, which given that they must be recovered means that the overall prices could become uncompetitive.

However in proposing an incremental i.e. conservative approach to marketing the service, as in paragraphs 2.3 to 2.5, there may be opportunities to increase capacity if circumstances change. Both domestic refuse and recycling services are running near to capacity, and should it become necessary to increase capacity in domestic waste in the future, say requiring an extra crew, it may become possible to share capacity between the domestic and trade services.

3.2 Consideration was also given as to whether there is a value in the business which could be sold to the private sector. Consultants estimate that the business would be worth around 20 to 30% of turnover. It was considered that although the council would receive a one off receipt it would not be beneficial in the long run. There are a number of risks associated with the procurement process including the potential loss of customers due to uncertainty and poaching and the capacity and costs to the organisation to undertake the procurement exercise which would all impact on any one off receipt.

4. Consultation and feedback

4.1 The trade waste review was undertaken in partnership between the council and Ubico and included officers from the Joint Waste Team. The Cabinet Member working group were advised of the findings from the review and endorsed the approach.

4.2 The review has considered the recommendations arising from the O&S Ubico task group.

5. Performance management –monitoring and review

5.1 The current customer base will be monitored through the regular performance meetings. The revised website communications will be monitored to see if they are effective and what impact this is having on capacity.

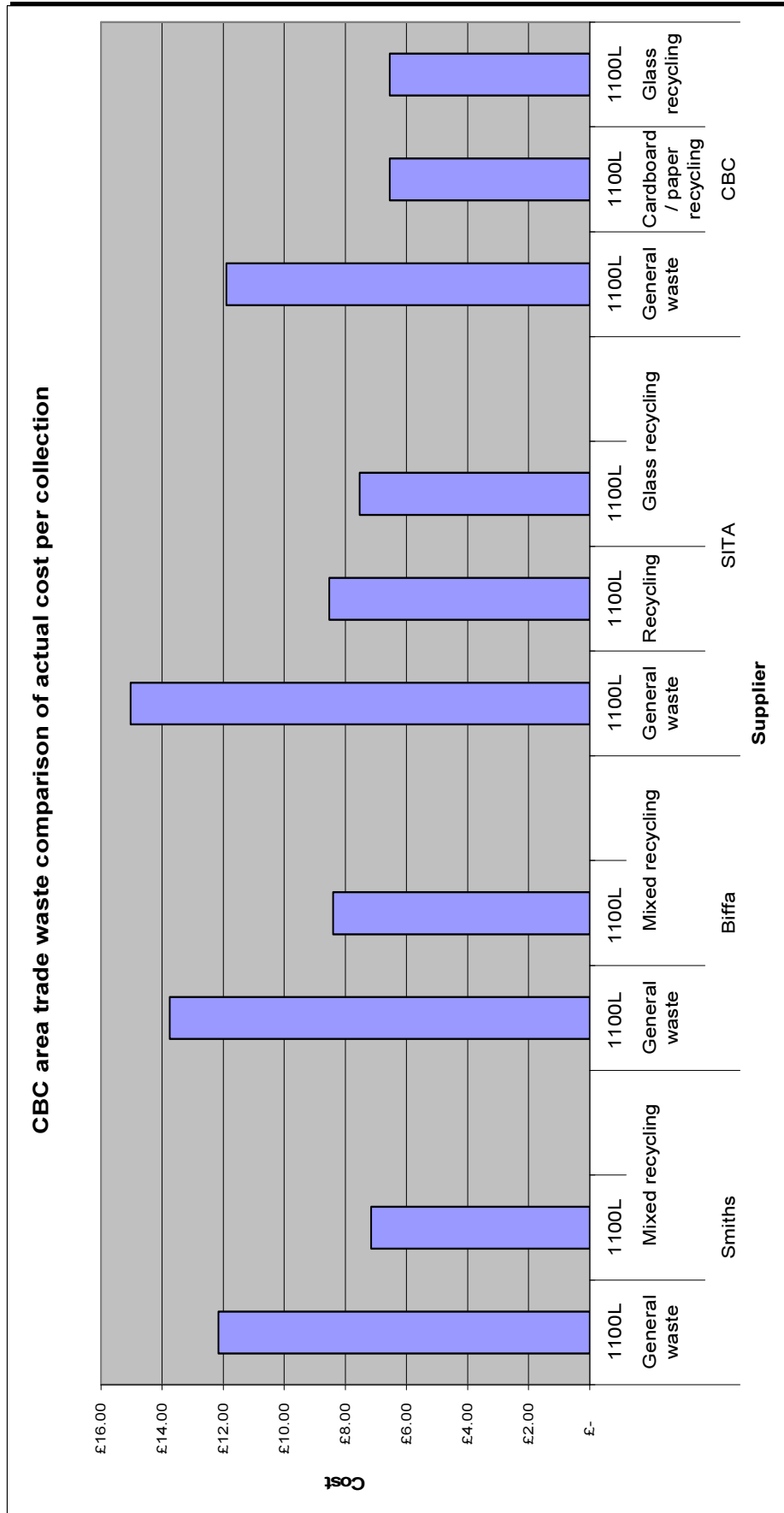
5.2 Should the Environment Agency grant a revised license for the Swindon Road depot then consideration can be given to developing a business case which may enable an enhanced recycling service.

Report author	Contact officer: Jane Griffiths, director commissioning, jane.griffiths@cheltenham.gov.uk 01242 264126
Appendices	1. Risk Assessment 2. Price comparison graph (Dec2012)
Background information	

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	By 'over-marketing' the service the customer base may grow and outstrip capacity	Director commissioning	Feb 2014	3	4	12	R	Ensure promotion activity is measured Utilise round rescheduling to maximise capacity within the collection teams Utilise capacity on a Saturday	March 2015	Rob Bell	Ubico
2	By not being able to offer co-mingled and food recycling service, may not hold market share	Director commissioning	Feb2104	3	4	12	R	Apply for amendment to site license Consider business case if EA accept revised license Continue to market current recycling service	March 2016	Rob Bell	Ubico
3	If businesses are not recycling then it is adding to the impacts on landfill	Director commissioning	Feb 2014	3	6	18	R	Joint waste team to consider what information should be given to businesses to encourage them to recycle.	March 2015	Steve Read	Joint waste team
4	If the current market share is lost then there is a danger that prices will rise in order to recover fixed costs, which may result in further market share reduction.	Director commissioning	Feb 2014	3	3	9	R	Continue to monitor costs and income via performance meetings Monitor promotion campaign	March 2015	Rob Bell	Ubico

Appendix 2

Trade waste review – benchmarking data 2012 (note data based on a specific point in time and companies prices may vary)



**Cheltenham Borough Council
Cabinet 18 March 2014
Update on Allotment Demand**

Accountable member	Councillor Roger Whyborn, Cabinet Member Sustainability
Accountable officer	Adam Reynolds, Green Space Development Manager
Ward(s) affected	All
Key Decision	No
Executive summary	To update on current levels of allotment demand in Cheltenham and note current priorities with regard to allotment provision
Recommendations	<p>That Cabinet</p> <ol style="list-style-type: none"> 1. Note recent changes in allotment demand and the legacy of several years of very high demand, particularly in the south of the Borough 2. Approves the authority continuing to explore opportunities for new allotments in the south of the Borough through the planning process 3. Approves the authority continuing to explore the possibility of providing statutory allotments at Priors Farm instead of Elmfield Playing Field as soon as land is available for this purpose, with a view to subsequent development of about 40 plots 4. Approves the authority continuing to work with the Parish Councils to consider arrangements and procedures for allotment applicants from parish areas where there is no current allotment provision in parished areas 5. Approves the virement of £50,000 from the original £600,000 allocation from proceeds of sale of Midwinter land to fund postponed site improvements at Midwinter allotment site.

Financial implications	<p>In line with the Council decision on 22nd February 2013, the Cabinet has set aside (ring fenced) £600,000 of the unapplied capital receipts from the sale of Midwinter allotments towards funding potential future allotments. It is proposed that £50,000 of this sum be used to fund site improvements at the Midwinter allotment site.</p> <p>Contact officer: Paul Jones, paul.jones@cheltenham.gov.uk, 01242 775154</p>
Legal implications	<p>As part of its application to the Secretary of State for consent to sell statutory allotment land at Midwinter, the council stated that it would re-provide some of the allotments from Midwinter at Elmfield Playing Field. Before the council decides to provide these allotments elsewhere, the council must establish whether further approval of the Secretary of State is required.</p> <p>The council is permitted to spend the proceeds of sale from the Midwinter site on improving allotments as Section 32 of the Smallholdings and Allotments Act 1908 prescribes that proceeds of sale of statutory allotments must be spent on discharging any debts or liabilities in respect of allotment land or acquiring, adapting or improving land for allotments. Any surplus can then be spent on local authority capital expenditure.</p> <p>Both Parish Councils and District Councils are Allotment Authorities. Due to Schedule 29 Part 1 Paragraph 9 of the Local Government Act 1972, Cheltenham Borough Council is prohibited from exercising its allotment functions in parish areas. Therefore the council is required to consider and provide for demand in allotments as set out in the Allotments Acts in relation to non-parished areas and Parish Councils are required consider and provide for demand in their areas. If the Council wishes to agree with Parish Councils that, in the event of there being no demand from non-parished residents, that residents in parished areas can rent a Cheltenham Borough Council allotment, detailed procedures for allocating allotments will need to be agreed.</p> <p>In order for allotments at Priors Farm to be designated as statutory allotments, the land will need to be appropriated by Cabinet to be held for that purpose. As the land is used for the purposes of public recreation, Section 122(2A) of the Local Government Act 1972 will need to be complied with which requires that notice of the proposed appropriation is to be placed for two consecutive weeks in the local paper. Any objections must be considered by Cabinet before it decides whether or not proceed with the appropriation. The council carried out consultation and placed these notices in August 2013. Consideration will need to be given as to whether to repeat the consultation before Cabinet makes the decision whether or not to appropriate the land.</p> <p>Contact officer: Donna Ruck, donna.ruck@teWKesbury.gov.uk, 01684 272696</p>
HR implications (including learning and organisational development)	<p>None</p> <p>Contact officer: Richard Hall, richard.hall@cheltenham.gov.uk, 01242 264355</p>

Property and Asset Management implications	Should Elmfield Playing Fields be required for allotment provision then CBC will have to provide an alternative playing field nearby. Contact officer: David Roberts , david.roberts@cheltenham.gov.uk, 01242 264151
Key risks	See Appendix 1
Corporate and community plan Implications	Allotment gardening is known to have beneficial effects on health and well-being and is important in enabling people to lead healthy lives. There is a statutory obligation to provide allotments.
Environmental and climate change implications	Allotment gardening promotes local food production and the environmental benefits thereof and is likely to have a beneficial impact on carbon emissions. Allotment sites have a higher level of bio-diversity than the majority of managed green spaces in Cheltenham.

1. Background

- 1.1 Cheltenham Borough Council currently owns and manages 800 allotment plots. There is a 20% annual turnover of plots. This equates to 160 plots becoming available each year.
- 1.2 In 2013, there were 161 applications for allotments, therefore in 2013, the number of applications roughly equated to the number of plots available to offer.
- 1.3 However, from 2006 to 2011, much higher levels of demand existed with 312 applications in 2008 alone and approximately 200 applications for each of the following three years.
- 1.4 New allotments were created by re-instating and renovating Hayden Two allotment site and a flood-prone and long-derelict area of the Midwinter allotment site, Approximately 140 additional plots were created and waiting lists in the north of the Borough were significantly reduced, to the extent that there are currently 55 people waiting for allotments in the north of the Borough and the wait for a plot is under 6 months.
- 1.5 These new allotments were funded out of the Allotment Improvement Programme (funded from the sale in 2006 of the disused Welch Road allotment site). Midwinter site improvements were postponed until the wider area would be developed. These improvements, to be funded out of the proceeds of sale of Midwinter land, remain to be undertaken and the cost to re-instate the roadway (following the site boundary change), provision of toilet and creation of a new parking area is estimated to be in the region of £50,000.
- 1.6 In addition, the original Bloor development plans for the Midwinter area included relocation of allotments onto the Elmfield Playing Field and there remains a planning condition on the Playing Field to develop allotments in stages, should levels of demand significantly increase. With strong local opposition to this prospect, a piece of land at Priors Farm has been identified as a probable suitable alternative for the statutory designation of allotment land (although an allotment site would only be developed there if sustained future demand was assured). CBC has previously undertaken a consultation, the results of which were generally favourable, suggesting that a recommendation may come back to Cabinet at a later stage for approval.
- 1.7 In the south of Cheltenham, there has been no large-scale creation of new allotments and lower turnover of allotments than in the north. The result is a significant lengthening in the waiting lists, so that there are 245 people currently waiting for a plot and the average wait stands at 5 years. This situation is unlikely to change unless there is a significant drop in the number of allotment applications or additional provision is made for the south of Cheltenham.

- 1.8 The provision of 200 half-size plots over the next 5 years would reduce waiting lists in the south of Cheltenham to about 100 applicants, or a more reasonable 15-month wait. This would be phased, with demand re-evaluated after each tranche. Although it is envisaged that there could be a surplus of plots in the north in the next 5 years, applicants in the south have already signalled their reluctance to commute. Waiting lists in the south would also be largely unaffected by new provision of e.g. 40 plots at Priors Farm where the demand is specific to the location (apart from a small number who would move from the Asquith Road list).
- 1.9 Options to develop Council-owned land in the south of Cheltenham for allotment purposes have been explored, particularly in 2012, and the resulting enquiries led to a clarification of the roles of Borough and Parish Councils in the provision and management of allotments, in particular that the Council does not have powers to provide statutory allotments in areas where there is a Parish Council. The Council has clarified the situation for those residents who live in a parish where there is no current allotment provision (Leckhampton with Warden Hill and Up Hatherley) and is also exploring opportunities for additional allotments via the planning process. The Council has written to both parish councils explaining that from 2nd September 2013 applications for allotments in their areas will be referred back to them, except to the extent that the Council may be able in future to offer plots in the north of the town to the applicant.

2. Reasons for recommendations

- 2.1 In 2015, a new allotment strategy will be written and this will prompt more detailed analysis and report on the future of allotments in Cheltenham. In the interim, it was felt that it would be useful to clarify short-term objectives and priorities.

3. Alternative options considered

- 3.1 A number of authority-owned pieces of land have been assessed and considered as potential allotment sites, in accordance with the methodology outlined in the allotment strategy 2010 (appendix 3 – Ground Works). The land at Priors Farm is considered the most suitable and has the most local support of the options considered.
- 3.2 In terms of use of proceeds of sale of allotment land, it has been assessed that provision of additional allotments is of a higher priority than further site improvements, given that the majority of site improvements (with the exception of those for Midwinter site) had been undertaken and funded from a previous sale of allotment land at Hester's Way in 2006.

4. Consultation and feedback

- 4.1 Members of the Scrutiny Allotments Task Group visited the site at Priors Farm in 2012 and subsequently recommended to Cabinet in their report that the authority considers the possibility of using the land for allotment purposes. A consultation was undertaken in summer 2013 to ascertain local views on the proposal, the results of which were generally favourable.

5. Performance management – monitoring and review

- 5.1 The allotment strategy was reviewed by the Scrutiny Allotments Task Group in 2012 and found to be fit for purpose. The requirements regarding allotment provision are reviewed regularly by officers of OneLegal, Property and Asset Management, Green Space Development Team, Group Director and Cabinet Deputy via the Allotment Strategy Group, which deals with the authority's statutory obligations for allotment provision and use of proceeds of sale of allotment land.

Report author	Contact officer: Fiona Warin, fiona.warin@cheltenham.gov.uk, 01242 774672
Appendices	<ol style="list-style-type: none">1. Risk assessment2. Narrative: Summary of Allotment Demand and Provision 2005-2014
Background information	Allotment Strategy 2005-2015 Five Year Review of Allotment Strategy Cabinet Report October 2010 Scrutiny Task Group Report Allotments Review January 2013

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If demand is fully met we may later experience over supply, especially in the north of town	Adam Reynolds	6/3/14	1	4	4	Accept	Introduce plots in small tranches and continually monitor changes in demand	On-going	Adam Reynolds	Yes
	The Council fails to meet its statutory obligations with regard to allotment provision or use of proceeds of sale of allotment land	Adam Reynolds	6/3/14	3	4	12	Reduce	Follow methodology and recommendations in allotment strategy action plan	On-going	Adam Reynolds	Yes

Summary of Allotment Demand and Provision 2005-2014

2005: Background to the Allotment Strategy 2005-2015

In 2005, when the allotment strategy 2005-2015 was written, Cheltenham Borough Council had approximately 437 *tenanted* allotment plots, representing 70% of the number of plots under CBC management. Demand had been low for many years.

Two sites were earmarked for disposal. Hayden Two (with only 4 tenants remaining) was to become a community garden and permission had been obtained from the Secretary of State to dispose of Hesters Way site (with no tenants). Some of the proceeds of sale had been earmarked for an Allotments Improvement Programme to make the remaining allotments more attractive to families (signage, toilets, upgraded facilities and infrastructure etc).

There was an uneven distribution of demand, with some sites in the south of Cheltenham having waiting lists and others in the north having vacant plots. Overall there was a surplus of allotments.

In 2005, there were 85 applications for a Cheltenham Borough Council allotment.

2006 – 2009: Increase in Allotment Demand and Resulting New Provision

Shortly thereafter, there was a significant revival in interest in allotment gardening.

In 2006 and 2007, there were 150 and 170 new applications for allotments respectively. By 2008, this had risen to 312.

By 2008, it looked likely that a long-discussed sale of derelict allotment land at Midwinter would go ahead and funds could be released from the proceeds of sale to fund new allotment provision.

Matters proceeded slowly while the waiting lists continued to grow at a significant rate. In 2009, there were a further 227 applications and an additional 210 in 2010. (In total, Cheltenham Borough Council received 1265 applications for an allotment between 2006 and 2011.)

Site improvements for the Midwinter allotment site (funded via the Allotments Improvement Programme) were postponed until such time as the derelict land was sold and the whole area redeveloped: Midwinter improvements would be funded out of future proceeds of sale (i.e. the Midwinter receipt). This released some funds to address the immediate issue: the hundreds of people waiting for an allotment.

Hayden Two was re-allocated and renovated as an allotment site and field drains were installed over a flood-prone and derelict area of the Midwinter site. In total, in the region of 140 new allotments were set up at the Hayden Two and Midwinter

sites. Additional plots were created by dividing some of the larger allotments to cater for the emerging demand for smaller plots.

2010 – 2012: Development of Midwinter area

By 2010, Cheltenham Borough Council had 725 tenanted allotments (up from 437 in 2005) but there were still 465 people on waiting lists. With a turnover rate of 20% per annum, this meant that 145 plots would become available each year but with the application rates considerably higher, the waiting lists continued to grow.

The sale of land at Midwinter proceeded, along with proposals to set aside some of the proceeds of sale for additional allotment provision. At the time, the Bloor development required the relocation of some allotments lost on the site onto the Elmfield Playing Field (which would be moved). It was estimated that £800,000 would be required for new allotment provision overall (additional plot provision for Cheltenham, the development of Elmfield Playing Field into allotments and the relocation of the playing field and associated costs).

Subsequent strong local opposition prompted a re-think, although there remains a planning condition on the land to the extent that if allotment demand reaches a certain level, development of the playing field for allotments could proceed in a phased manner.

A piece of land at Priors Farm was suggested as an alternative location for the statutory designation (to replace the designation on Elmfield) and the Cheltenham & District Allotment Holders' Association indicated that they would be open to exploring this as an alternative location, especially as the 200+ plots at the Midwinter site seemed to be sufficient to meet local demand.

2013: Further Developments in Allotment Provision and Demand

A subsequent consultation in the Priors area in 2013 resulted in 80 people expressing initial interest in having an allotment in the proposed location, with significant support for the proposal and a low level of local concern or opposition.

Also in 2013, the Council formally set aside £600,000 from the proceeds of the Midwinter land specifically for new allotment provision (the amount estimated for the provision of 290 new allotments).

With take up of allotments from the waiting list not always 100% and with 20% turnover of plots per year, the Council would need to be assured of sustained future demand in the Priors area before looking to develop an allotment site. The additional housing development on the former GCHQ site is likely to generate additional demand for allotments in the area.

Also in 2013, the Council undertook to update the waiting lists for allotments to ascertain whether all applicants, some of whom had been waiting for 4 or 5 years, were still looking to have an allotment. With many people having moved or having

acquired an allotment elsewhere (or their circumstances having otherwise changed), the waiting list was reduced to approximately 300 applicants for which Cheltenham Borough Council would have a statutory responsibility for allotment provision.

In terms of continued demand for allotments, in 2012 and 2013, annual demand dropped back to 147 and 161, which was broadly equivalent to the turnover rate. This meant that Cheltenham Borough Council was closer to having a sustainable number of allotments required to meet demand. However, with 300 people on the list, many would still be waiting a number of years for an allotment.

The disparity between the north and the south of the Borough remained, with 245 people waiting for sites in the south of the Borough and a five year wait, compared with only 55 on the lists for the sites in the north (the latter representing a wait of a 6months or less).

In 2013, applicants in the south of the Borough who were deemed unlikely to get a plot at their preferred site for at least two years were approached to see whether they would want to take up the offer of an allotment in the north of the borough where they would be able to have a plot immediately.

A very small number took up the offer but overall it did not have an impact on the disparity of the wait between north and south of the Borough and the conclusion reached was that the majority of residents would not be willing to travel any significant distance to an allotment site, even if the alternative was a wait of 5 years or more for a plot.

This supported the quest for additional allotment provision in the south of Cheltenham, particularly through the planning process, with the planning application for development in Leckhampton being an example.

2014 and onwards: Next Steps

With a new allotment strategy due in 2015, a more in depth analysis of the changing scene for allotments will be required. With demand rising and falling from year to year, the Council may look to see how a more flexible approach can be achieved.

Original estimates of additional plot numbers required may be revised, with a continued focus on the geographic variation of demand.

Further residential development in the Cheltenham area may provide additional opportunities for allotment provision, both in terms of supporting a sustainable demand for plots and in terms of the green space provision for new developments.

The Green Space Development Team is already working more closely with the planning department and in discussion with developers. In 2013, 12 mini allotments opened in the grounds of a new care home facility in Windsor Street. Funded by the developer and adjacent to the Care Home car park, these plots are now all in use. They remain the property of the Care Home and are leased to local residents.

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Page 134

Briefing Notes

Neighbourhood Co-ordination Review

Committee name: Cabinet

Date: 18 March 2014

Responsible officer: Helen Down

This note contains information to keep Members informed of matters relating to the work of the Cabinet or a committee but where no decisions from Members are needed.

If Members have questions relating to matters shown, they are asked to contact the Officer indicated.

Summary

This briefing provides a snapshot of the current situation with the 14 Neighbourhood Co-ordination Groups (NCGs) in Cheltenham.

Neighbourhood Coordination Groups were set up in Cheltenham by the Police in 2007 to cover the whole borough. The aim was to bring Police, borough council and county council officers together with local residents to address community issues. The Council's approach to encouraging community organisations to take on the ownership of their local NCG was set out in a report to Cabinet on 16 March 2010.

The Police have continued to coordinate the NCGs where community organisations have not come forward but some of these groups have now stopped meeting, so we have approached alternative neighbourhood forums in those areas, with a view to better supporting these instead. We have also made some changes to the boundaries of the continuing NCG meetings, to make them work more effectively on the ground.

Background

From March 2010, eight community organisations came forward to take up the offer of funding to run their local NCGs and these have been community led since then. These continue to meet regularly to identify community priorities and projects to be tackled in partnership. Some of the remaining six groups however, which are still led by the Police, have now stopped or are no longer an effective way of engaging with the community.

In the other Gloucestershire districts, the situation is similar, where some meetings continue to run well, while others have fallen by the wayside.

Chairs of the 14 NCGs meet twice a year, and the last meeting in December 2013 was used to develop a proposal for improving this structure for neighbourhood engagement, to make it work more effectively. Where there are now gaps, or where the meetings are not well supported by the community, we have approached alternative existing forums in those areas, with a view to giving more support to those. By making the boundaries more flexible, the structure should work more effectively on the ground because it is more organic, with partners supporting existing groups.

Current situation

The table on the next page shows the details of the situation in each area going forward in 2014. Appendix 1 shows the NCGs that were still active in late 2013 and Appendix 2 shows the areas which each group will now cover in 2014.

Cheltenham South NCG	Current Co-ordinator	Proposal
Charlton Kings and Battledown	Charlton Kings Parish Council (received a one off grant from CBC)	<p>The meetings are well supported and will continue, but will now have a closer connection with the parish council community meeting. The boundary covered will be amended boundary to match the parish council boundary.</p> <p>Areas off Hales Road which were covered by Charlton Kings are likely to come under Fairview (to be confirmed at the April meeting in Fairview). Battledown Park estate has not previously engaged with either Charlton Kings or Oakley, but probably fits better with Oakley. (To be considered by Whaddon & Lynworth NCG).</p>
Fairview	Fairview Community Association (received a one off grant from CBC)	<p>Fairview Community Association and NCG was taken over by new committee members in 2013 and the meetings will continue as before. It is proposed that the roads off Hales Road that were under Charlton Kings and Battledown NCG area become part of the Fairview NCG area and this will be confirmed at the April meeting.</p>
Hatherley and Benhall	POLICE	<p>This NCG has not met since February 2013. It has never been community owned, probably due to the size of the area covered, which included Up Hatherley, Warden Hill, Benhall and the Reddings.</p> <p>The intention now is to work with:</p> <ul style="list-style-type: none"> • Up Hatherley Parish Council – the parish council meets bi-monthly and would like partners to attend at the start of the meeting as often as possible. • Leckhampton with Warden Hill Parish Council • Granley and Benhall residents associations. Granley Residents Association members and Grace Gardens Residents Association members attend the Benhall Residents Association meetings periodically, and partners will be invited to these meetings. <p>The Reddings and the areas around Bournside and Dean Close Schools are no longer covered. We will highlight these as an area of focus for community development.</p> <p>The Cheltenham South Local Policing Team (LPT) also holds a 3/4 monthly Police Community Meeting which all residents from the area are invited to and other partners can attend.</p>

Lansdown	POLICE	This group has not met for some time. The intention is to continue to support the residents associations in this area such as Friends of the Honeybourne Line, Kensington Avenue Residents Association and to respond to issues in the area as they arise. The residents associations are all either focussed on a specific issue or cover small and specific areas. As above, the Cheltenham South LPT holds a 3/4 monthly Police Community Meeting.
Leckhampton	Leckhampton Village Hall Committee (received a one off grant from CBC)	This group has not met for 12 months, but it is intended that it will be relaunched with support from the Police. We also want to work more closely with Leckhampton with Warden Hill Parish Council and this will be finalised after attending their next meeting on 6 March.
Tivoli	POLICE	This group has not met since February 2013 and few issues were ever raised. The University holds a Park Campus Liaison meeting 3 times a year, which involves local residents and residents associations, the University, officers and councillors from Cheltenham Borough Council and the Police. This meeting makes a sensible alternative to the NCG meeting. The Tivoli NCG also covered St Lukes, so we will need to trial involving representatives for St Lukes at the meeting to ensure that it works.
Town Centre	Cheltenham West End Partnership (received a one off grant from CBC)	This meeting continues to run effectively and there will be no change.

Cheltenham North NCG	Current Co-ordinator	Proposal
Hesters Way, Fiddlers Green & Springbank	Hesters Way Partnership (received a one off grant from CBC)	This NCG continues to run effectively and there will be no change.
Pittville	POLICE	<p>This group has continued to meet, with good support from local residents, but has never been community owned.</p> <p>Prestbury Parish Council would be happy to host a joint meeting with Pittville, since the issues faced are similar, for example the impact of the Race Course and the plans for the University's Pittville Campus. If this suggestion is not supported by members of the Pittville NCG then the Police are committed to continuing to co-ordinate it.</p>
Prestbury	POLICE	Prestbury Parish Council has agreed to host 2 meetings a year, at the start of the parish council meeting. Residents and partners will be invited, and the parish council would be happy to include residents from nearby areas such as Pittville.
Swindon Village, Wymans Brook & Elmfield	POLICE	<p>In 2011, it was agreed to split this NCG into 2 parts and for Swindon Parish Council to cover Swindon Village, and for a Partners and Communities Together (PACT) meeting to be set up to cover Wymans Brook and Elmfield. However, the PACT meeting was still not well supported by the local community.</p> <p>Cheltenham West End Partnership has offered to co-ordinate a new NCG for Wymans Brook. This would include Elmfield and the Moors, which currently fall under St Pauls and St Marks NCGs, so that the area covers the boundaries of The Elms ABCD Learning Site area. Wymans Brook PACT members are being consulted about this proposal. Swindon Parish Council is also supportive of hosting a quarterly session as part of the Parish Council meeting where partners and residents are invited to attend.</p>
St Marks	Hesters Way Partnership (received a one off grant from CBC)	This NCG continues to run effectively. It will continue as before, but with a view to the Moors now coming under the new NCG for Wymans Brook and Elmfield (see above).
St Pauls	St Pauls Road Area Residents Association (received a one off grant from CBC)	This NCG continues to run effectively and will continue as before, but some streets that are seen as Elmfield will come under the new NCG for the Elms / Wymans Brook and Elmfield area (see above).
Whaddon & Lynworth	Oakley Regeneration Partnership (received a one off	This meeting continues to run effectively. The only change will be to include Imjin Road and Salamanca Road area, which were previously covered by the Prestbury NCG.

	grant from CBC)	
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What does this mean for Cheltenham Borough Council?

Since the NCGs were set up in 2007, we have committed to providing a named officer to attend each meeting, as well as ward councillors attending as much as possible. This arrangement will continue, with officers attending the meetings detailed in the right hand column above, so that they can work with elected members and act as a point of liaison between the neighbourhood meeting and the relevant council departments where appropriate.

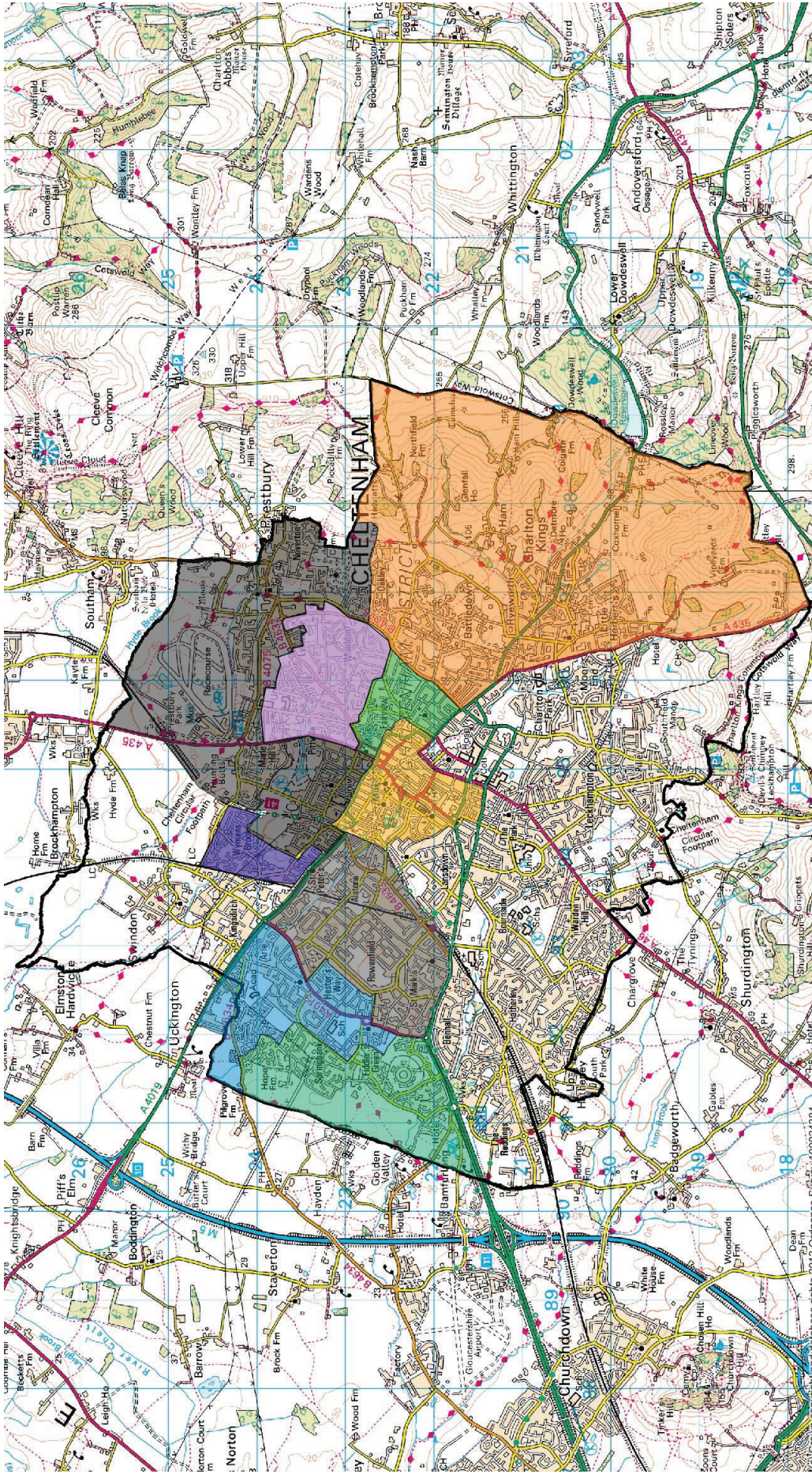
Currently the officers that attend the meetings are from the Strategy and Engagement Team, Community Protection Team and Ubico. We will finalise the attendance for the new meetings. We will also circulate all of the meeting dates to elected members.

The Police and County Council Lead Engagement Officers are also committed to continuing to support these groups as they now stand.

This is a fluid situation, but where there are gaps or gaps arise in the existence of a neighbourhood meeting to work with, we will make the area a focus for community development, with a view to including that area in another meeting, or to supporting new residents associations to form. The gaps are currently all within the Cheltenham South Local Policing Area and it should be noted that the Police officers run a 3/4 monthly Police Community Meeting which all residents and partners in the area are invited to.

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Page 140

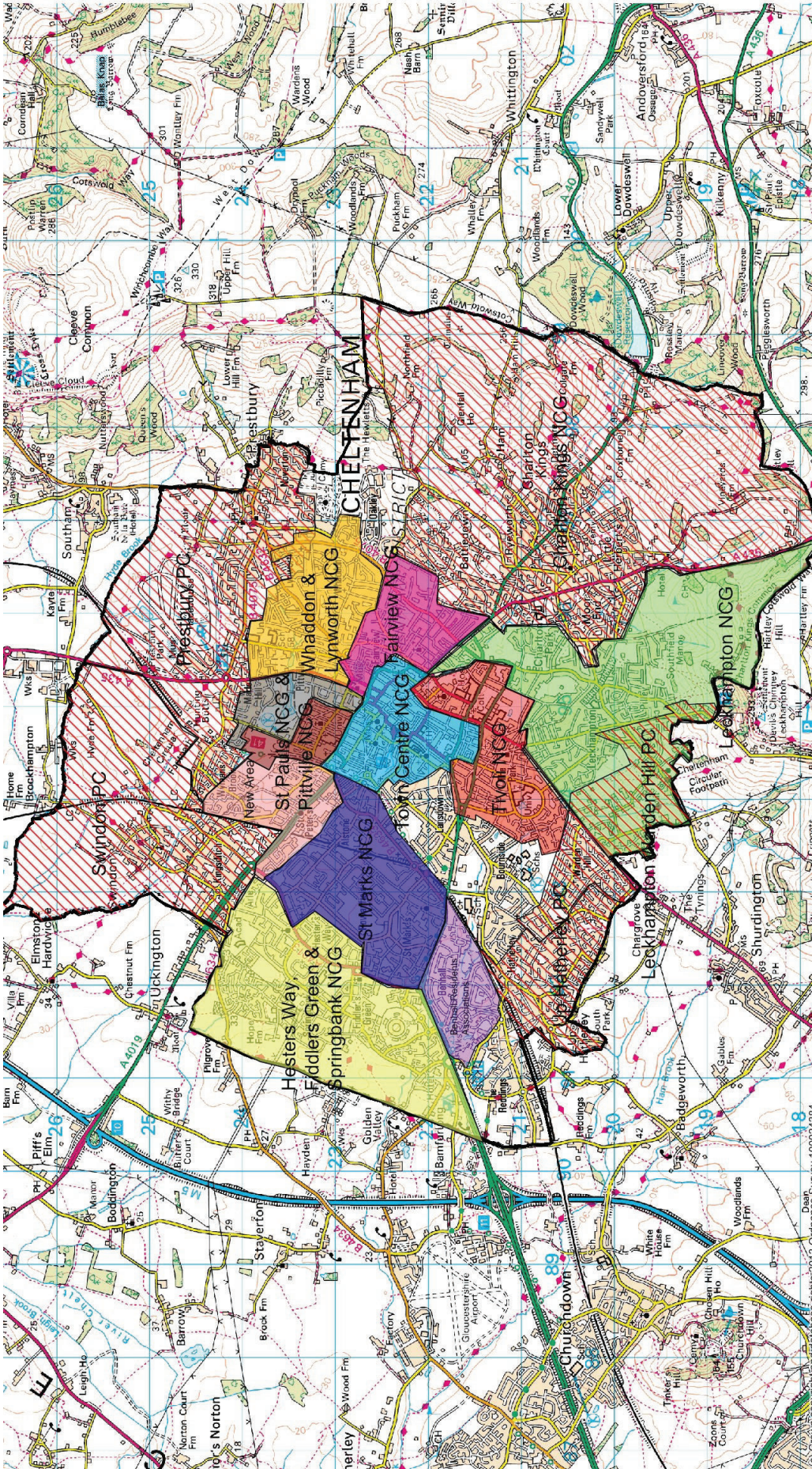


Appendix 1: NCGs still active in December 2013



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Page 142



CHELTENHAM
BOROUGH COUNCIL

Appendix 2: NCG Structure 2014

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03 March 2014

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Page 144