



CHEL TENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 25 November 2013
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Duncan Smith (Chair), Klara Sudbury (Vice-Chair), Nigel Britter, Barbara Driver, Colin Hay, Helena McCloskey, Diane Hibbert, Chris Ryder, Charles Stewart and Sandra Holliday

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

Agenda

1.		APOLOGIES	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING Minutes of the last meeting held on 2 September 2013	(Pages 1 - 10)
4.		PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.		MATTERS REFERRED TO COMMITTEE None referred.	
6.		LOCAL GOVERNMENT ACT 1972-EXEMPT BUSINESS The Committee is recommended to approve the following resolution:- "That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the following agenda item on Gloucestershire Airport as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely: Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)	

7.		GLOUCESTERSHIRE AIRPORT Report of the Chair of the Joint Airport scrutiny working group, Councillor Tim Harman	(Pages 11 - 138)
8.		UPDATE FROM THE JOINT AIRPORT WORKING GROUP ON THE FOURTH ANNUAL REVIEW OF THE AIRPORT'S GREEN POLICY Report of the Chair of the Joint Airport scrutiny working group, Councillor Tim Harman (please note this item is not exempt)	(Pages 139 - 156)
9.		FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Feedback from Health and Care Overview and Scrutiny Committee held on 6 November attended by Councillor Penny Hall. Feedback from the Police and Crime Panel meeting scheduled for 21 November to be attended by Councillor Helena McCloskey.	
10.		UPDATES FROM SCRUTINY TASK GROUPS Review of progress of the scrutiny task groups	(Pages 157 - 160)
11.		REVIEW OF SCRUTINY WORKPLAN Review of the latest scrutiny workplan	(Pages 161 - 162)
12.		QUARTER 2 PERFORMANCE REPORT Report of the Strategy and Engagement Manager	(Pages 163 - 196)
13.		DATE OF NEXT MEETING The next scheduled meeting is on Thursday 9 January 2014 at 6 pm.	

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

Overview & Scrutiny Committee

Monday, 2nd September, 2013

6.00 - 8.30 pm

Attendees	
Councillors:	Klara Sudbury (Chair), Nigel Britter, Barbara Driver, Colin Hay, Ian Bickerton, Diane Hibbert, Chris Ryder, Charles Stewart, Penny Hall (Reserve) and Simon Wheeler (Reserve)
Also in attendance:	Councillor Jon Walklett and Councillor Roger Whyborn

Minutes

1. APOLOGIES

Apologies had been received from the chair Councillor Duncan Smith and Councillor Penny Hall attended as his substitute. Councillor Klara Sudbury as vice-chair of the committee took the chair for this meeting.

Apologies had been received from Councillor McCloskey and Councillor Wheeler was attending as her substitute.

2. DECLARATIONS OF INTEREST

None received.

3. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 16 May 2013 were approved as a correct record.

4. PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS

None received.

5. MATTERS REFERRED TO COMMITTEE

No matters were referred to the committee.

6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

As she had given her apologies for this meeting, Councillor McCloskey had provided a written update regarding the meeting of the Police and Crime Panel on 19 July 2013. She was unable to attend the meeting and Councillor Sudbury was not able to attend as her substitute. The main thrust of the meeting had been to hear how plans to develop the first two main themes of the Commissioner's plan were progressing. These themes were Accessibility and Accountability led by ACC Sally Crook and Older but not Overlooked led by Sally Pickering of GAVCA. Two complaints about the Commissioner and his office had been received. One has been dealt with satisfactorily and the other has resulted in the Commissioner's office doing an additional piece of work.

Councillor Penny Hall updated members on the Health and Care Overview and Scrutiny Committee she had attended on 16 July 2013. The committee had received the annual report of the Director of Public Health and she highlighted some of the issues set out in the report. A member asked if there were more details on the reasons for some of the trends highlighted such as Gloucestershire having a lower number of smokers than the national average but a higher incidence of obesity, self harming and suicide. Councillor Hall advised that the annual report had been in a new format and lacked some of the detail contained in previous reports but she could request this on their behalf. Members suggested that when the health scrutiny committee were devising their workplan they could consider setting up task groups, one would be to look at self harming and suicide in more detail.

Councillor Hall agreed to raise this on their behalf together with the committee's request for more detail to back up reported trends. She advised that the next meeting was on the 20th of September and she encouraged members to flag any issues with her that they wished her to raise on their behalf.

Members were referred to the county council website where they could find the full minutes and reports of the meeting.

7. PROGRESS REPORT ON RECOMMENDATIONS FROM GRASS VERGES TASK GROUP

The chair invited Councillor Whyborn, Cabinet Member Sustainability, to introduce the report setting out the progress on implementing the recommendations of the Grass Verges scrutiny task group which had been approved by Cabinet in December 2013. The report provided members with a comprehensive update of the progress made on all the recommendations and the Cabinet Member invited questions. Rob Bell, Managing Director of Ubico and John Rees, Environmental Maintenance Manager at Ubico were also in attendance to answer any questions.

Councillor Hall, as chair of the task group, was pleased with the good progress that had been made and felt the task group had made a real difference. A particular improvement was the regular monthly meetings between officers from Ubico, CBC and the county council where issues could be discussed and resolved. As a ward councillor she had noticed that the level of complaints regarding grass verges had gone down. Although this may be partly due to the weather, she complimented officers on how nice the verges looked.

Members were circulated a further update from Tony McNamara, Community Parks Development Officer regarding para 2.7 in the report. It had now been agreed to trial a flowering meadow seed mix at Coronation Square and the junction of Princess Elizabeth Way and Gloucester Road (A40) with the intention of creating a flowering meadow for 2014.

A member congratulated Ubico and the council on the trials of wildflower meadows which had been very successful. They were keen to encourage developers to create more but asked whether maintenance was an issue and if Ubico had the necessary budget to carry out the work.

Rob Bell advised that if there was an increased cost of maintenance then the service level agreement between Ubico and the council would need to be

amended following appropriate discussions with the Commissioner, i.e the council.

The Cabinet Member advised that the council must be careful what they commit to in terms of maintenance so it was important to discuss this at development stage. The council were looking at planning procedures for new estates which would cover biodiversity issues as well as provision for bins.

In response to a question from a member, John Rees, advised that Ubico sprayed roadside weeds twice a year in April/May and then September/October. The second application was due to commence next week.

Another member referred to the green space strategy and raised a question about sustainable urban drainage. He was particularly concerned about individuals paving over their gardens without the necessary drainage. This may contravene planning regulations but there was no effective planning enforcement.

The Cabinet Member agreed that this was an issue the council needed to be mindful of and confirmed that it was a planning issue.

The chair thanked the Cabinet Member and officers for the update and the committee agreed that this represented the completion of the work of this scrutiny task group.

8. UPDATES FROM SCRUTINY TASK GROUPS

The chair referred members to the summary of scrutiny task groups which had been circulated with the agenda.

The Democratic Services Manager highlighted the good progress that was being made on the dog fouling scrutiny task group. The task group looking at deprivation in the town centre had a wide ranging scope and they were due to report back to this committee in January with an update.

A number of task groups were scheduled to have progress reports on the implementation of their recommendations coming back to this committee.

9. MEMBER WORKING GROUPS

The chair referred members to the summary of other member working groups which had been circulated with the agenda following a request at the last meeting. The report highlighted the various types of member working groups operating within the Council and the differences between them.

The chair initiated the discussion with an example of an issue regarding the green bag scheme that she had wanted to be looked at by a scrutiny task group. However she had been advised that this was an issue being looked at by the Cabinet Member waste working group. In her opinion it was sometimes arbitrary which group looked at an issue. She had also had experience of chairing a Cabinet Member working group looking at the Housing review. In the absence of Councillor Smith, she highlighted his concern that scrutiny was not being given the opportunity to get involved in overview as this was generally being carried out by Cabinet Member working groups.

Councillor Hibbert felt that all of the working groups should be reporting back through this committee. This would enable all members to be better informed and would demonstrate publicly the extent of the work being done by the council outside of the formal committees. She was concerned that many members were not engaging in scrutiny. She suggested that they may be encouraged to attend meetings of this committee if they felt it was going to be a single source of information. Councillor Driver supported the view that working groups should report back to this committee.

Councillor Bickerton asked for clarity on why meetings of task groups and Cabinet Member working groups did not always go in the public domain. Councillor Stewart suggested there needed to be more clarity on when a Cabinet Member should be invited to attend a scrutiny task group.

Councillor Hay agreed there needed to be a reporting mechanism back to this committee as it was important that all members had an understanding of what work was being done across the council. However he was keen to emphasise the real differences between a scrutiny task group and a Cabinet Member working group. The former was free to explore any issues without direction from the Cabinet Member and come up with a report of recommendations for consideration by the Cabinet. He felt it was important that the Cabinet Member was present at the initial meeting of the scrutiny task group, not to direct the group but to update the task group on any other relevant work being done and give ideas. It was also important that the Cabinet Member was involved in the final meeting of the task group to give an opportunity to comment on the recommendations of the task group before they were received by Cabinet. By contrast the Cabinet Member working group was set up at the request of the Cabinet Member as an advisory group to the Cabinet Member. Councillor Hay stressed the importance of these groups being free to explore ideas, some of which may be taken no further, and so putting all their workings in the public domain may not always be helpful. He concluded that effective working between the Cabinet Member and the scrutiny task group was the key to successful scrutiny.

Other members agreed that there were differences between the two types of working groups. Councillor Hall highlighted that scrutiny task groups were task and finish groups which on completion made recommendations. Other groups such as the climate change member working group had a long-term role to provide advice to the Cabinet Member who also chaired the group. Councillor Britter suggested that if the relationship between scrutiny and Cabinet was strong and appropriate linkage between the two was in place then these differences would not be an issue. The priority should be to focus on the relationship and then everything else should fall into place.

Councillor Walklett, as Cabinet Member responsible for scrutiny, was invited to comment. He explained that during his time with the council he had been involved in three scrutiny task groups. As a non Executive member he felt he had been given plenty of opportunities to ask the Cabinet Member questions about their portfolio under the former overview and scrutiny arrangements. He pointed out that if members felt this was no longer the case then Cabinet had not changed but O&S had so the onus was on scrutiny to make the new system work in this respect. Cabinet had worked hard to improve communications to members through arranging member seminars and workshops and he cited the

Council size member seminar as a good example. He accepted that Councillor Hibbert had raised a valid argument about reporting back from the various member working groups. However he was keen to highlight that the vast majority of Cabinet Member working groups did include at least one O&S member so suggested that they should have a duty to report back to their main committee.

Councillor Whyborn, Cabinet Member sustainability, sympathised with the views expressed by members and agreed it was important that the O&S committee needed to be well informed in order to carry out their scrutiny role effectively. He emphasised that scrutiny task groups and Cabinet Member working groups were addressing different needs. The function of the Cabinet Member working group on climate change for example was to get together a group of interested members and other experts to assist him as the responsible Cabinet Member in formulating policy and generating ideas. He stated his intention to carry on chairing this group. Clearly if O&S decided they wanted to scrutinise an issue in more depth then it would not be appropriate for the Cabinet Member to chair the resulting scrutiny task group. However he felt they should be invited to attend scrutiny task groups in order to get their buy in and understanding. In his view, the way forward was to ensure that one or two members of the O&S committee were on each working group and they could then present reports to the main committee. The only alternative was to invite all the Cabinet Members to meetings of O&S to be questioned in detail on a wide range of issues.

The chair had some concerns about a scrutiny member of the Cabinet Member working group reporting back to this committee and felt it should be the Cabinet Member themselves who would have a fuller understanding of all the issues.

The chair referred members to the draft form for setting up a new member working group in appendix 3 of the report. The idea was that this form would be completed and would then come to O&S for discussion. The O&S committee would be acting as a commissioning group for all working groups.

Councillor Hay suggested that one of the functions of this committee should be to manage and co-ordinate the non-executive councillors and the work they do on the council. Therefore it was appropriate for a proposal for a new working group to come to scrutiny that could then source members for the group. If a working group was set up by Council and members appointed by Council then the role of this committee would be to ensure that the working group was operating effectively.

The chair asked for a show of hands on members support for the new form and subsequently receiving updates on the work of all the member working groups. Members gave this their support and the Democratic Services manager agreed to take this forward.

10. THE RELATIONSHIP BETWEEN OVERVIEW AND SCRUTINY AND THE CABINET

The chair referred members to the discussion paper that had been circulated with the agenda and the update of the meeting between the chair and the vice-chair of O&S with representatives from Cabinet. In this meeting, Councillor Smith had been keen for members of the Cabinet to produce a written summary for this meeting and he had suggested that members had the opportunity to

table questions to Cabinet Members at every Cabinet meeting. In her view, Councillor Sudbury, thought that this committee would provide a better forum for questioning Cabinet Members.

Councillor Whyborn, as a Cabinet Member, was invited to give his comments. In his opinion the introduction of the new scrutiny arrangements had made it much more difficult for scrutiny to summon the Cabinet Member and for members to have the opportunity to question and have a dialogue with the Cabinet Member. He did not support producing a written report but he would be very happy to come along every 6-8 weeks and update members on any areas they wished.

Councillor Hay suggested that the inherent difficulty in having the updates at this meeting was that very few other members attended as observers. Other councils had opportunities for Cabinet Members to have open sessions with other members where they could ask questions. Possibly this could be done in the hour before this meeting or Cabinet and every member could be invited to attend.

Council Driver suggested setting up a task group to look at what other councils were doing. The Democratic Services Manager advised that a lot of research had been done in formulating the new scrutiny arrangements and this had included an extensive look at other councils' arrangements. She highlighted an e-mail she had received that morning regarding Surrey County Council where they had experienced a similar problem with defining the differences between working groups. Their advice was that the matter was best resolved by establishing good relationships and establishing terms of reference at the start of any working group. Councillor Hall advised that the matter had been raised at the Gloucestershire Scrutiny network and the advice had been that it was for each council to establish protocols which worked for them and there was no simple solution.

Councillor Hibbert supported Cabinet Members attending scrutiny task groups but was nervous about all the Cabinet Members attending this committee due to the time it would take up. She favoured bullet pointed highlights in a briefing note.

Councillor Walklett as the Cabinet Member responsible to scrutiny referred to the five requests from the informal meeting and gave Cabinet's response:

1. Cabinet Members give more thought to which issues they could potentially give to a scrutiny task group to develop
 - the Cabinet would be happy to support that and the Events scrutiny task group was a good example where scrutiny had developed new policy
2. O&S track the forward plan as part of their work planning and also refer to the corporate objectives to inform them of up-and-coming actions
 - O&S should look to the Forward Plan and the corporate business plan for ideas. O&S would have the option to request a Cabinet Member to attend O&S to give more details about a particular item coming up on the forward plan.
3. The new form for setting up a member working group could be used to facilitate some discussion between Cabinet and O&S when a new working group was being contemplated
 - Cabinet supported this

4. More consideration to be given to the idea of an informative presentation and debate at each Council meeting on a key partnerships or group.
 - Regarding the JMLGs for shared services, he suggested that an annual report was already made to the Senior Leadership Team by each group and these reports could be presented to members. He would have reservations about these reports being made to Council as this may set precedents for the other authorities in the partnership and create an excessive workload for officers.
5. A written briefing from each Cabinet Member at each O&S meeting of up-and-coming issues for that portfolio
 - Cabinet would prefer to provide a one to two page summary highlighting all their key issues and this could be provided one to two days in advance of the meeting and then O&S would have the opportunity to request a Cabinet Member to attend to answer more questions.

After further discussion on this last point, members felt that this summary should be issued with the agenda so the adequate notice could be given if members wanted to invite the Cabinet Member to answer additional questions. All members of Council should be made aware so that they could attend if they were interested in this particular issue. Members agreed that a single summary report from Cabinet would suffice.

There was some discussion about the suggestion for receiving presentations from partnerships. The chair felt that O&S should focus initially on establishing the internal relationships with Cabinet before turning its attention to partnerships outside the council. It was also important for the O&S committee to maintain its management role so some reports may be better dealt with via a wider members' seminar. The committee agreed that they supported the principle of more regular updates to members from working groups and other bodies and they would be happy for the chair and vice-chair of this committee sort out the detail.

Resolved that:

1. **The principle of a member working group initiation form set out in appendix 3 should be adopted and come to O&S for initial discussion and allocation of non-Exec members**
2. **Cabinet Members will prepare a short briefing note for circulation with the agenda for each scrutiny meeting with the option for O&S to invite any Cabinet Member to come along and give more detail and answer questions at the meeting**

The chair/vice-chair to have further discussions with Cabinet regarding how working groups and other member bodies reporting to the wider audience of members

11. CABINET MEMBER BRIEFING

Councillor Rawson, Cabinet Member Finance, gave members a brief update on two significant issues in his portfolio.

Firstly he updated members on the review of Council Tax support which was due to go to the next meeting of Cabinet. The recommendation was that the council along with other Gloucestershire authorities should continue the current council tax support arrangements for another year.

He referred members to the update on the council's accommodation strategy which had been circulated to all members by e-mail. This formed an important part of the council's Bridging the Gap strategy. Members would appreciate that some aspects of the project would be confidential but he would be very happy to provide members with a regular update at whatever frequency they required.

In response to a question from a member regarding whether the refurbishment of the municipal offices and selling off the remainder was being considered, he replied that use of the current building as office space would continue to be a challenge for the council and therefore this option had been ruled out.

12. REVIEW OF SCRUTINY WORKPLAN

The chair referred members to the discussion paper and the latest scrutiny workplan.

Members agreed that it would be helpful if the forward plan was circulated with the agendas for this meeting.

Councillor Hay made a proposal for a scrutiny task group regarding pub closures. He reminded members that in March 2012 he had brought a motion to Council to look at the ways the authority may be able to protect "community pubs" from closing and being redeveloped for some other use, mainly housing. The motion had been passed and included the action to investigate ways in which the authority might be able to adopt policies and procedures in both licensing and planning which may help preserve these community assets. He suggested a task group could be set up to look at what the authority could do by reviewing its policies and procedures. They should be able to take evidence from licensing and planning, Cabinet members and officers and it should also gather information from outside bodies such as CAMRA and look at government and parliamentary debate on the issue. The task group should be no more than 10 members and should be able to report back early in 2014. The outcome would be a improved set of policies and procedures to help preserve the "community pub".

Members supported this as a topic but suggested that lifestyle changes could be the cause. However they felt it was worth investigating why landlords were finding it difficult financially and if community pubs were closed whether this left any gaps in the community. They asked Councillor Hay to work with the Democratic Services Manager to produce a one-page strategy for the review.

Councillor Britter was keen to set up a task group to look at the use of 106 monies and the transparency of the process.

Councillor Driver suggested a scrutiny task group should be set up to look at Planning Enforcement and she was concerned that officer support had been cut down to a minimum. There were some links between this and 106 agreements. Councillor Hay supported this proposal and cited his previous example of enforcement relating to paving over driveways and gave another example of the installation of satellite dishes where the council needed to tackle the installers rather than individual households. Councillor Wheeler highlighted the problem with some businesses giving householders incorrect advice regarding when they need planning permission.

Resolved that Councillors Britter and Hay would work with the Democratic Services Manager to produce one-page strategies for these suggested task groups which could then be brought back to this committee for agreement and initiation.

13. DATE OF NEXT MEETING

Date of next scheduled meeting was 25 November 2013 at 6 pm.

The Democratic Services Manager explained that other meetings had been arranged and were indicated in the diary as 'if required'. These would only go ahead if there was an urgent need to set up a task group, deal with a call in or receive a report which could not wait until the next meeting. At this point the October meeting did not appear to be required.

Klara Sudbury
Chairman

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Cheltenham Borough Council

Overview & Scrutiny Committee – 25 November 2013

Gloucestershire Airport Green Policy Fourth Annual Review

Report of the Chair of the Joint Airport Scrutiny Working Group

Accountable member	Councillor Tim Harman, Chair of the Joint Airport Scrutiny Working Group
Accountable officer	Pat Pratley, Deputy Chief Executive
Ward(s) affected	None
Key Decision	No
Executive summary	<p>The Joint Airport Scrutiny Working Group met on 21 October 2013 to receive a report and presentation on the fourth review of Gloucestershire Airport's Green Policy from the Operations Manager at Gloucestershire Airport Ltd (GAL).</p> <p>Overall, the Working Group was satisfied with the progress made by GAL during the review period; however, it made a recommendation that, before the next annual review, GAL management work with council officers to consider whether the current ceiling of 4,000 tonnes CO₂ for aircraft emissions, set down in the green policy, should be recalibrated as a result of guidance to be issued by Defra in 2014.</p>
Recommendations	<p>The Overview & Scrutiny Committee is recommended to:</p> <ul style="list-style-type: none"> (i) endorse the report from the Joint Airport Scrutiny Working Group (ii) forward the report to Cabinet with a recommendation that Cabinet notes that officers will be working with GAL management to consider whether the ceiling of 4,000 tonnes CO₂ for aircraft emissions set down in the green policy should be recalibrated

Financial implications	<p>None – review of a document owned by Gloucestershire Airport Ltd</p> <p>Contact officer: Nina Philippidis, Accountant, Business Partner Team (West), nina.philippidis@cheltenham.gscx.gov.uk, 01242 264121</p>
Legal implications	None – review of a document owned by Gloucestershire Airport Ltd
HR implications	<p>None – review of a document owned by Gloucestershire Airport Ltd</p> <p>Contact officer: Julie McCarthy, HR manager (GO shared services), Julie.mccarthy@cheltenham.gscx.gov.uk, 01242 264355</p>
Key risks	See Appendix 1

Corporate and community plan Implications	The Gloucestershire Airport Green Policy is not a council document; however, as a shareholding council, encouraging the Airport to improve its environmental performance ensures it contributes to the council and community objectives of reducing carbon emissions. The Airport is also encouraged to take positive steps to engage with the local community.
Environmental and climate change implications	In addition to the above, the Policy also includes measures to tackle other environmental concerns including noise pollution, water quality and waste management.
Property/Asset Implications	None

1. Background

- 1.1 Gloucestershire Airport Green Policy was approved by the Cabinets of both shareholding councils in April 2009. Included in this was a commitment to monitor and review the policy on an annual basis.
- 1.2 This fourth review covers the period 1st April 2012 to 31st March 2013 but does include some information up to August 2013.
- 1.3 Council officers have collated the reports for previous reviews, but, in a change to the process, it was agreed at the last annual review that GAL management would prepare and present the report to the Joint Airport Scrutiny Working Group. A copy of their report is attached at Appendix 2.
- 1.4 The Joint Airport Scrutiny Working Group received the report and presentation on 21 October 2013. The extract of the meeting minutes attached at Appendix 3 outline the points raised by the Working Group in response to the report and presentation.

2. Reasons for recommendations

- 2.1 Overall, the Working Group was satisfied with the progress made by GAL during the review period.
- 2.2 It was noted that emissions from ground operations had increased; however this was not unexpected. The increase was put down to a harsh winter coupled with an inefficient electric heating system. Improving the heating system will require major investment; the airport is already considering the feasibility of installing PV panels on its car park to generate an element of its own electricity.
- 2.3 Members also noted the 16.6% reduction in emissions from aircraft within the context of a 10% increase in aircraft movements. This reduction was largely accounted for by aircraft upgrades, but also a change in the methodology used for calculating the emissions.
- 2.4 When the Policy was originally developed, national guidance on calculating emissions from air travel was not available. A methodology was therefore developed locally with independent consultants and this is set out in the Green Policy. However, Defra has now published national guidance and part of this guidance has been applied to the latest figures, accounting for a straight line 2% reduction in emissions.
- 2.5 Defra is planning to bring in a further change to the guidance next year and GAL has suggested that this change may have a significant impact on the calculation of aircraft emissions, such that

the current ceiling of 4,000 tonnes CO₂ may no longer be appropriate.

2.6 The Working Group therefore recommended that, before the next annual review, council officers work with GAL management to consider whether the ceiling should be recalibrated.

3. Performance management – monitoring and review

3.1 The next annual review will cover the period 1st April 2013 to 31st March 2014 and will consider the progress made on implementing the Green Policy and the implications of the Defra guidance on the current ceiling for aircraft emissions.

Report author	Contact officer: Gill Morris, climate change and sustainability officer, gill.morris@cheltenham.gov.uk, 01242 264229
Appendices	<ol style="list-style-type: none"> 1. Risk assessment 2. Gloucestershire Airport Green Policy Fourth Annual Review report (note: title should read 'fourth' not 'third') 3. Joint Airport Scrutiny Working Group, extract of meeting minutes, 21 October 2013
Background information	<p>Available from Gloucestershire Airport website:</p> <ol style="list-style-type: none"> 1. Gloucestershire Airport Ltd Green Policy Issue 3 2. Gloucestershire Airport Ltd Green Travel Plan

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	If the airport fails to make progress on implementing its Green Policy this could have a negative impact on the council's reputation locally	Deputy Chief Executive	25/11/13	2	2	4	Reduce	The annual review process ensures the council receives regular updates on progress	Ongoing	Climate change & sustainability officer	Commissioning division
<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>											

Report to Joint Airport Working Group October 2013

Gloucestershire Airport Green Policy Third Annual Review

BACKGROUND

Gloucestershire Airport Green Policy was developed as a result of a condition placed on the approval of the business case for the Runway Safety Project (RSP). The subsequent Policy was approved by both shareholding councils in April 2009 and included a commitment to review the progress made in implementing the Policy on an annual basis. This fourth review covers the period 1st April 2011 to 31st March 2013 and, in some cases, the calendar year 2012. , but due to some delays in obtaining the necessary information, and the nature of the information provided, the narrative also includes progress in some areas up to August 2013

SUMMARY

In 2012, the Joint Airport Working Group requested that all Airport Green Policy targets and parameters be collated as a specific appendix for future reviews. The report below is an extract of this new appendix, which appears in Issue 3 of the Airport Green Policy.

The key parameters for the fourth annual review are as follows, and are explained in detail below: -

- Total aircraft movement 74 000, up 10%
- Ground operations - CO2 emission increase of 15.7% to 302 Tonnes, due predominantly to harsh winter.
- Aircraft emissions – CO2 emissions decrease of 16.6% to 2649 Tonnes due principally to fleet modernisation.
- Out-of-hours activity reduced by 180 flights, well within agreed parameters.
- Noise complaints increased overall to 417, although 2 complainants generated 321 (77%) of these. Underlying trend downward
- Recycling activity massively increased – cardboard 50%, plastic 100%, paper 650%

NARRATIVE

2012 Update

The Green Policy has been revised to update the text and incorporate previous committee recommendations at this, the fourth annual review. The document, and indeed the policy, continues to evolve. Significant progress has been made in key areas, with pleasing progress in aircraft CO₂ emissions, despite a 10% increase in aircraft movements. Fleet modernisation and more accurate DEFRA emission calculation methodology have delivered improved emission performance while out-of-hours activity and waste recycling have also seen notable betterment.

The harsh winter in this reporting period, however, significantly impacted on energy usage and served to highlight the inefficiency of the Airport's electric heating. It will be difficult to achieve better heating performance without significant infrastructural investment but schemes are currently under consideration for photovoltaic cell generation in the car parking area and on other Airport buildings. The installation of 'smart' metering technology across the Airport site is nearly complete and Severn Trent are continuing to roll out their water metering programme across the site.

Following completion of the Runway Safety Project, the Airport ecology, particularly in the new footpath area around the RESA continues to improve. The Airport is engaged in a joint project with Churchdown Parish Council and other stakeholders to develop a number of circular 'Airport walks', focussing on the ecology of the immediate area. This community engagement, combined with the unique environment of a 'controlled access' area should make for some interesting and diverse habitats in the years to come.

The RESA area has seeded naturally and the newly planted hawthorn hedges are beginning to establish, although the Airport must continue to maintain a low bird hazard environment through deterrent techniques. Within and since the reporting period, the Airport has also hosted a number of sporting events, including 1 mile, 4km and 10km running races, a cycling endurance event and even an outdoor Shakespeare play. These non-aviation and 'low carbon' activities will continue to develop community involvement.

Noise complaints have reduced in real terms, although the statistics are somewhat skewed by two complainants whose reports account for more than 77% of the annual total. Again, fleet modernisation is thought to account for a significant proportion of the reduction with modern light aircraft and high performance business jets being noticeably quieter than the aircraft they have replaced.

Out-of-hours activity remains at a low level, well within the agreed Green Policy parameters. The JAWG and Consultative Committee agreed to a variation of the scheme to facilitate certain types of flight within 30 minutes of published opening and closing times although the Airport has not yet implemented any operational changes to take advantage of this increased weekday flexibility as demand remains low.

Progress is being made in rolling out the Green Policy to other Airport tenants. At least one has installed a waste oil heating system, thereby recycling their own aircraft used engine oil, another has installed PV cells on their business premises.

Sales of the new unleaded grade of AVGAS fuel have more than doubled since the new grade was introduced and a 'product recovery system' for Avgas and Jet A1 fuels now ensures that the majority of quality control samples are recycled into stock after removal of contaminants and settling.

Work is ongoing with the Environment Agency to review and update the discharge consent held for the Airport's sewage system, which has continued to meet permitted levels throughout the reporting period.

GREEN POLICY – APPENDIX F – ANNUAL REVIEWS

26.1 Ground Operations

26.2 An annual reduction target of 10% was set for the first two years for the reduction of CO₂ emissions from ground-based operations following the recommendations of Severn Wye Energy Agency. The three principle Airport buildings are considered separately for energy use: -

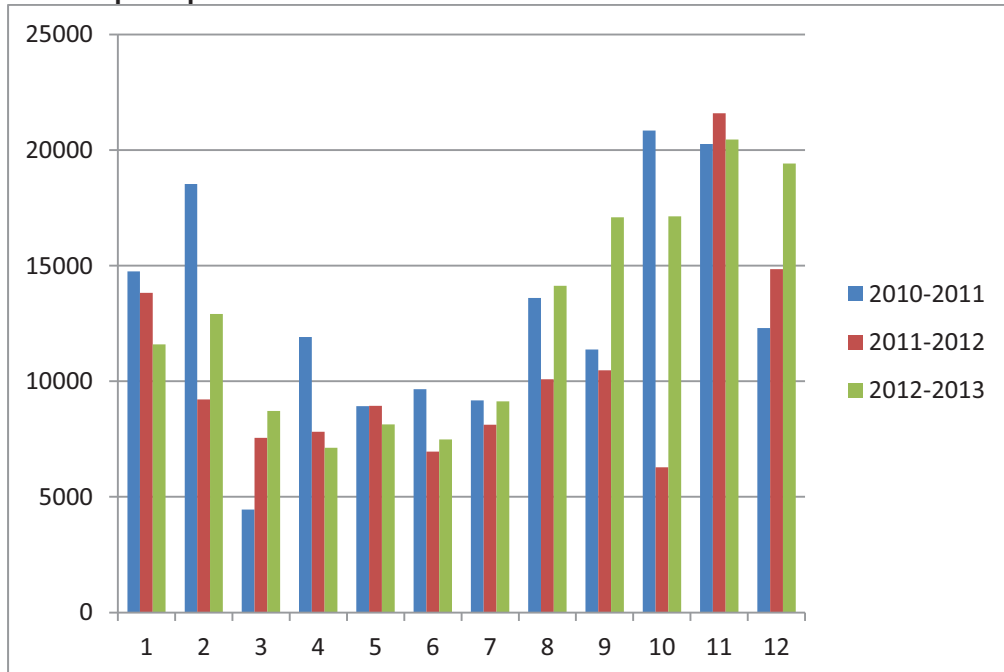
26.3 SE1 Terminal Building and main hangar



The building

SE1 and the Main Terminal have the highest concentration of computers, printers, and other office equipment on the airport site. Along with this it is also heated by an electric heater system that is relatively inefficient compare with the modern equivalent. Despite this, it is an area where staff education can contribute to energy reductions along with initiatives such as reducing lighting levels throughout the building.

Consumption pattern



Analysis

Following 'benchmarking' in 2010, annual energy use has been calculated as follows:

Year (Apr-Mar)	KW/h used	% Change/Year
2010-2011	155781	
2011-2012	125731	-19%
2012-2013	153307	+22%
Overall % Chg		-1.6%

The positive work done since 2009 in education and installation of more efficient lighting was undone by significantly increased heating use during the exceptionally cold winter of 2012 into 2013. This highlights the inefficiency of the building's reliance on electrical heating. Nevertheless, the overall trend is marginally down.

Further Initiatives

Continuing staff education, Major investment in the heating and lighting systems is required to continue the downward trend. Further investigation of the feasibility of photovoltaic generation is ongoing.

26.4 **Fire Station & hangar SE27**

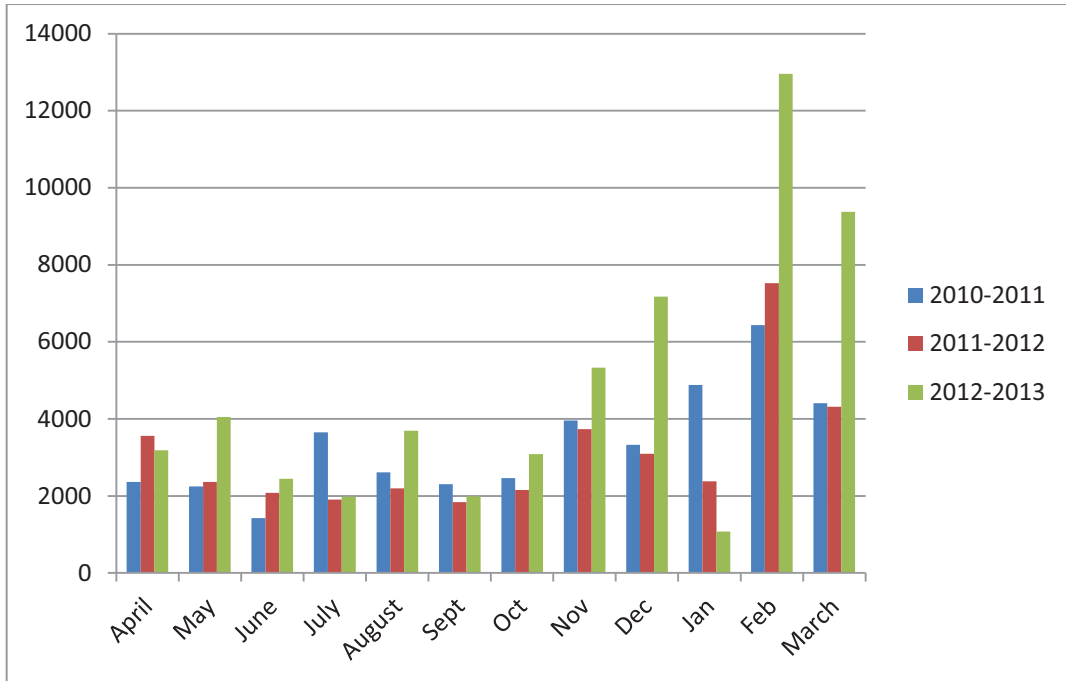


The building

Fire Station and hangar SE27 is the Airport Fire Service headquarters. It contains office space, rest/meal area and bays for the services fire appliances. As with other areas of the airport it is heated by relatively inefficient electric heaters and the storage bays are lit with an equally dated lighting system.

Consumption pattern

(Graph overleaf)



Analysis

Following ‘benchmarking’ in 2009/10, the energy use is determined as follows: -

Year	Total KW/h	% Change/Year
2010-2011	33416	
2011-2012	35053	+4.8
2012-2013	66049	+93.4
Overall % Chg		+97.1

Utilisation had been relatively stable, however the cold winter again resulted in a significant increase in energy consumption, particularly as additional electrically powered ‘warm air’ heaters were temporarily used in the Fire Station bays to prevent the emergency vehicle water lines from freezing.

This building is also used to charge the Airport’s two electric vehicles (tugs) and future ‘everyday’ consumption is likely to remain at a higher level than the benchmark.

Further Initiatives:

As stated in previous years, energy reductions could be achieved with major investment in replacement of the lighting and heating systems with more energy efficient units

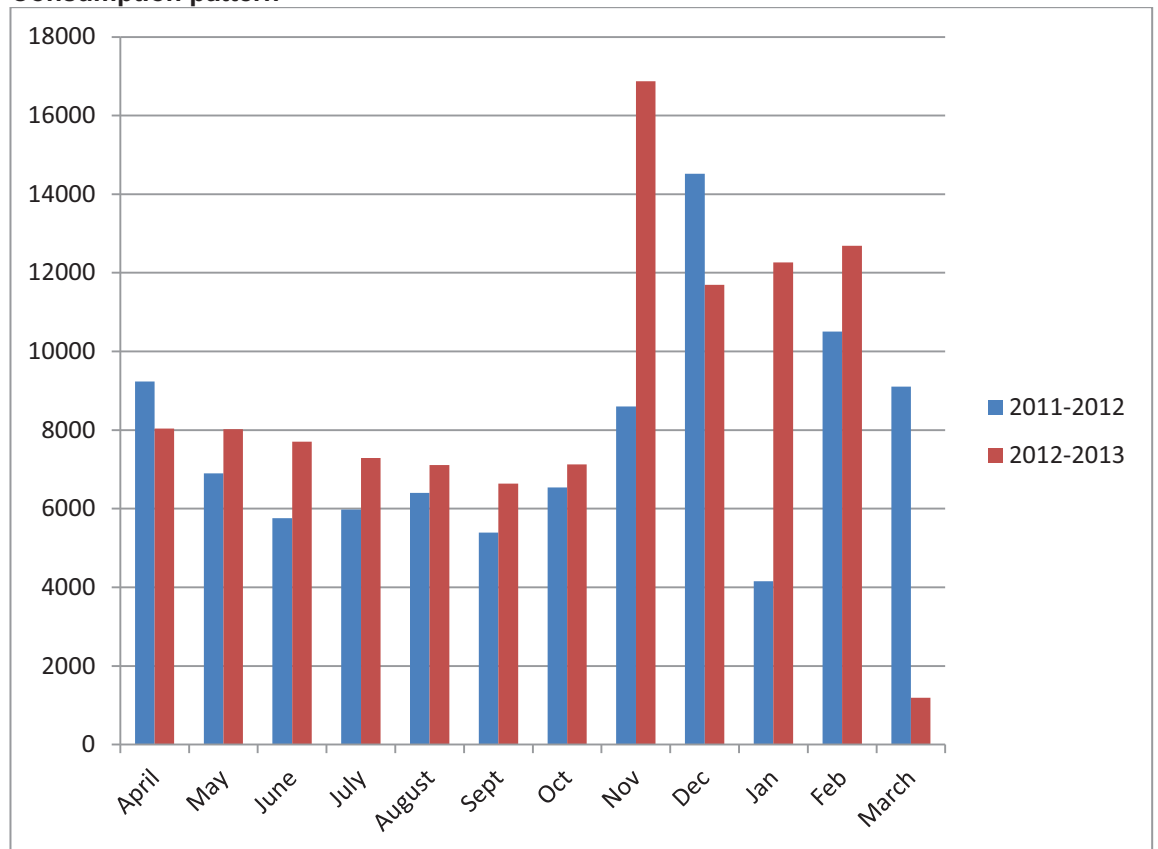
26.5 Control Tower



The building

The Control Tower not only is the centre for controlling airport movements but is also the source of power for all of the safety significant navigational equipment, radar and runway lighting. It contains a main viewing area (VCR), office space, and kitchen area. The percentage of domestic usage is relatively low, compared with the consumption of the navigational and ATC equipment.

Consumption pattern



Analysis

Following 'benchmarking' in 2010/11, the energy use is determined as follows: -

Year	Total	% Change
2011-2012	93080	
2012-2013	106654	+14.5

The energy use in the building is clearly consistent with seasonal temperature variation, again highlighting the inefficiency and dependence on electrical heating. The changes completed to the Airport's runway lighting system as part of the runway safety project, should deliver a small saving in future years.

Further Initiatives:

Investment in a new heating system alongside updating lighting would help to reduce energy levels. However, the buildings age and layout make any initiative's effects limited. Larger savings would be difficult due to the equipment contained within the building and its importance to airport operations.

26.6 Vehicle use

Vehicle fleet utilisation is shown at Appendix F. Most significantly since the 2012 review, the Airport has acquired a further electric tug, which will further reduce diesel fuel use.

26.7 **Ground emission totals**

Collating the data for ground-based emissions gives the following summary: -

Period 2009 – 2013

2009/10

Source	Volume	Kg/CO₂
Electricity =	299807 KWh	(157,278)
Diesel =	51,834 ltrs	(138272)
Petrol =	117 ltrs	(270)

Tonnes CO₂ = 295.82

2010/11

Electricity =	280200 KWh	(146,992)
Diesel =	49,883 ltrs	(133,067)
Petrol =	117 ltrs	(270)

Tonnes CO₂ = 280.33

2011/12

Electricity =	246490 KWh	(129,308)
Diesel =	49,608 ltrs	(132,334)
Petrol =	117 ltrs	(270)

Tonnes CO₂ = 261.91

2012/13

Electricity =	326,010 KWh	(170,829)
Diesel =	49,243 ltrs	(130,986)
Petrol =	127 ltrs	(292)

Tonnes CO₂= 302.11

26.8 **Conclusion**

The extreme winter of 2012/13 resulted in a significant increase in energy use at the Airport. This, in turn, reversed the overall downward trend in energy usage since benchmarks in the Green Policy process became available. This highlights the Company's dependence on electrical heating.

26.9 **Aircraft emissions**

Using the methodology defined earlier in this document, Gloucestershire Airport undertakes to ensure that CO₂ emissions from aircraft operations do not exceed a ceiling of 4000 Tonnes CO₂ in the course of normal Airport operations.

The calculations for 2012 are as follows: -

Total Jet A1 emissions	1539.481 Tonnes
Total Avgas emissions	1110.400 Tonnes
Total	2649.866 Tonnes

The 2012 data shows a marked reduction, more than 527 Tonnes, or 16.6% lower than the previous year. There are some key factors influencing this reduction.

DEFRA has now published guidance for calculating air travel emissions, primarily from an airline passenger perspective. It does however, now specify a 'distance' factor of 8%, rather than the 10% previously used in the calculations.

Specifically, two of the resident business jets at the Airport have been upgraded in the reporting period, both with significantly more efficient aircraft. Furthermore, the Isle of Man, Belfast and Jersey services have been operated by a Let 410 aircraft, replacing the Dornier 228, again with a notable difference in fuel burn.

Avgas emissions have also reduced by more than 100 tonnes. This is largely due to the largest flying school, Aeros Flight Training, introducing 3 modern Tecnam aircraft to their fleet.

26.10 **Operational Controls**

The ceiling for total annual aircraft movements (excluding emergency, Police and Air Ambulance-related flights), measured by calendar year is set at 95 000.

The ceiling for out-of-hours flights (excluding emergency, Police and Air Ambulance-related flights, or those arriving early or late due to operational reasons) is set as not more than 1.5% of the annual total.

Not more than 100 flights per annum (excluding emergency, Police and Air Ambulance-related flights) will be permitted during the hours of 2300 – 0600.

26.11 **2012 figures**

Total number of flights in 2012	73778
Total number of flights out-of-hours	539
Percentage of out-of-hours	0.73%

	Number	% of total flights
Total number of exempt flights	125	0.17
Manx2 flights delayed/early due to operational reasons	28	
Total number of 'qualifying' flights	386	0.52
Total number of 'qualifying' flights between 23-0600	9	0.01

		% of out of hours flights
Qualifying flights within 5 minutes of opening time	42	10.9
Qualifying flights within 30 minutes of opening time	126	32.6
Qualifying flights within 1 hour of opening time	235	60.9
Qualifying flights within 2 hours of opening time	363	94.0

26.12 **2011 figures**

Annual total mvt	67022	
Total out of hours	669	1.0%
Total emergency related	103	
Qualifying out of hours	566	0.84%
Total 23-0600	8	
Within 5 mins	84	
Within +/- 30 mins	340	
Within +/- 1 hour	464	
Within +/- 2 hours	538	

26.13 **Conclusion**

The percentage and number of out-of hours flights reduced in 2012 and no Green Policy parameters were exceeded.

26.14 **Noise complaints**

A total of 417 complaints were received during 2012. This equates to 0.56% of the total annual movements. Two individuals, however, generated 321 of these (178 & 143). One, in particular, has elected to file two complaints for every out of hours flight; one of the grounds of it being out of hours, and one on the grounds of noise.

This represents an increase on 2011 data (280 complaints, 0.41%) but a reduction on the 2010 peak (587 complaints, 0.87%)

If reports from the two most prolific complainants are temporarily excluded from the datasets, the underlying trend is downward.

26.15 Waste management

A baseline for waste in relevant categories was established in 2011 as follows: -

Cardboard	12 x 1100ltr bin
Plastic	72Kg
Paper	187Kg

Significant progress was made during 2012 with the recycling scheme rolled out to all Airport tenants. Consequently, recycling rose substantially.

2012 Recycling

Cardboard	18 x 1100ltr bin
Plastic	142Kg
Paper	1500Kg

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Joint Airport Scrutiny Working Group
21 October 2013
4:00pm to 6:00pm

Extract of minutes relating to Green Policy

- 6.0 Presentation of the fourth review of the Gloucestershire Airport Green Policy report**
- 6.1** DL reminded members that the green policy had been developed as part of a condition for the runway safety project and continues to evolve. The airport has now taken responsibility for producing the review report, as requested at the November 2012 JAWG meeting. The past year has been the busiest year for some time for GAL and the airport is now rated 11th in the UK for total aircraft movements and is the busiest general aviation airport in the market.
- 6.2** CO₂ ground emissions had increased by 15% due to the reliance on electrical heating and the harsh winter period, however, GAL continues to investigate the feasibility of onsite electricity generation using PV.
- 6.3** There has been a reduction in aircraft emissions of 16.6% due to the use of more modern aircraft, resulting in less fuel being used and quieter aircraft. There has also been a change in the methodology used for calculating the emissions. Unleaded fuel was introduced in April 2012 and has been very successful and usage of unleaded fuel will increase in the future.
- 6.4** Out of hours activity has reduced and is well within the agreed parameters set down in the policy. Changes to out-of-hours activity, approved by JAWG, have not yet been implemented as it has not been necessary. There was some difference in the understanding of what had actually been approved and DL agreed to report back with clarification.
- 6.5** Noise complaints had increased and it was noted that two individuals are responsible for the majority; as a consequence the data is being skewed. The underlying downward trend is likely to be related to increased use of more modern aircraft.
- 6.6** Recycling activity has grown significantly as it has been rolled out to all airport tenants.
- 6.7** In the presentation, DL reported on progress against the 2012 JAWG recommendations. Work is continuing with Down Hatherley PC regarding noise issues. The PC has a place on the consultative committee but an independent group has been set up and continues to express concern outside of the PC; the airport will continue to work with them.
- 7.0 Member Questions**
- 7.2** Responding to a member question regarding the airport walks scheme, DL confirmed that walkers are protected by a 1.8m perimeter fence.
- 7.3** The reduction in CO₂ emissions from aircraft was welcomed. With regard to the change in methodology, a member asked if GAL is also looking at previous

years as it will be useful to be able to compare the difference in the figures using the different methodologies.

- 7.4 DL advised that the difference is currently a straight-line 2% reduction, but DEFRA is proposing to introduce a radiative forcing factor from 2013 (this is the effect of aircraft cruising at high levels in the atmosphere). This could have a significant negative impact on the figures. It was agreed that officers would work with GAL in April/May 2014 to understand the impact and consider recalibrating the 4.000 tonnes CO₂ ceiling currently set in the policy.

DL agreed to add baseline information re progress of the Green Travel Plan 2013.

- 7.3 DL advised that there had been a 10% growth in aircraft movement levels and the reduction in aircraft emissions is therefore encouraging. Future growth will involve more of the modern aircraft. In the future GAL will consider looking at the CO₂ calculation at more than one point during the year, although this is a time consuming and complex exercise.

8.0 Confirmation of next steps and process for 2014 review of the Green Policy

- 8.1 Members agreed that a report will be taken to Overview and Scrutiny Committee for noting by Cabinet, subject to recalibration of CO₂ emissions being noted specifically.

9.0 Any other business

No other business was discussed.

Tim Harman

List of all scrutiny task groups and other appointments related to Overview and Scrutiny

KEY	Purpose	Relevant Cabinet Member	STG in progress	New topics not yet started	Completed reviews	Review completed but awaiting further input outside O&S before recommendations are considered for approval or review progressed
O&S Task group	Purpose	Agreed nominations/membership Chairs in bold	Facilitating Officer	Sponsoring Officer	Cabinet Member	Update
Review of Section 106 monies and enforcement			tba	tba	Built Environment Cllr McKInally	Councillor Barbara Driver suggested this topic at the September meeting of O&S and it received support from other members. Councillor Driver has produced the attached registration form for consideration by the committee.
Dog fouling	To gain an understanding of the problem of dog fouling in order to help combat the problem. To educate the public and to encourage good dog ownership.	Cllrs Britter, Driver, Fletcher, Penny Hall, McCloskey and Williams	Bev Thomas Sam Howe	Jane Griffiths	Sustainability Cllr Whyborn	The group last met on 10 October. They are now reviewing their work undertaken to date and are likely to be considering a draft report in due course.
Budget scrutiny working group	The working group's role is to develop the budget process, support the development of Members' scrutiny role and to consider ideas from Members for reducing the budget gap.	Cllrs Coleman, Garnham, Harman, Hibbert, Massey and Sudbury Cllr Prince (sub). Cabinet Member Finance to attend by invitation.	Rosalind Reeves, Democratic Services Manager	Mark Sheldon	Finance Cllr Rawson	The group now have a schedule of meetings and are due to meet again on 4 December when they will be finalising their recommendations regarding the budget proposals for 2014/15
JCS and Planning Liaison Group (STG)	To provide a vehicle with which to engage with elected members on strategic development management issues in light of the changes to the planning framework.	Cllrs Bickerton, Harman, Wall, Godwin and McCloskey, Simon Wheeler	Judith Baker	Tracey Crews	Leader Jordan	The original terms of reference set by O&S in July still stand and the group are meeting regularly throughout the rest of this year to forward so there are no specific plans for the working group to bring back recommendations to the O&S committee. O&S could ask the working group at any point to carry out a specific aspect of scrutiny if required. The group met on 9th October. Tracey Crews gave a progress report on the JCS. Members discussed the consultation process, and Kim Miller updated Members on the scoping document, structure and visioning of the Cheltenham Local Plan. The last meeting took place on 13 November.
Deprivation	Councillor Driver suggested a review should be carried out of small pockets in the town which may suffer from deprivation but may not get the consideration that the more obvious deprived areas get.	Councillors Driver, Coleman, McLain and Bemice Thompson as a co-optee and Caroline Walker from CBH, Councillor Walklett as an observer (as a relevant ward member)	Sam Howe	Richard Gibson	Leisure and Culture Cllr Hay	The terms of reference were agreed by O&S on 18 February and they met for the first time on 22 May. At their second meeting on 25 June they focussed on community safety with the police and Trevor Gladding. O&S have asked for a status report in January 2013 in view of the fact that no timescales have been fixed by the task group. The group met for a third time on the 8 August and discussed the issues related to housing and the built environment environmental facing people living in the town centre. This included a focus on those residents living in private rented accommodation in buildings that have been sub-divided into houses in multiple-occupation or in flats above shops. The last formal meeting was held on 12 September where members discussed private sector housing in the area and there was a fact-finding walk-about around the town centre on 17th October.
ICT review (STG)	A potential to review ICT services and resilience, is the infrastructure sufficiently robust, is a shared ICT the right approach and do we have the right delivery model in place.	Cllrs Andrew Chard, Andrew Wall, Simon Wheeler and Colin Hay.	Rosalind Reeves	Mark Sheldon	Corporate Services Cllr Walklett	A further remit was set to review the ICT virus outbreak and the task group agreed the resulting action plan at their meeting on 12 March. A public version of the Internal audit report on the virus has been circulated to all members. A written update of progress on the recommendations requested by O&S at its last meeting has been circulated to members of O&S and the working group. Following the debate by Council of the exempt report on the ICT network issues in October, Council resolved to refer the matter to the ICT Scrutiny task group for further consideration and to make any recommendations to Cabinet on compliance issues. An update will be provided at this meeting before the task group is reconvened.
Sex trade in Cheltenham (STG)	Council at its meeting on 25 June referred this matter to O&S with a view to bringing back a report to Council in December.	Cllrs Chard, Driver, Regan, Seacome and Massey	Rosalind Reeves	Andrew North	Housing and Safety Cllr Jeffries	Cabinet received a report on 17 September which outlined the Partnership work which was taking place in response to the recommendations set out in the report of the Scrutiny Task Group on the sex trade in Cheltenham. Both the Positive Lives Partnership and Cheltenham Safeguarding Forum have taken responsibility for moving forward those recommendations which required a partnership approach. Cabinet welcomed the partnership approach and noted that this was a good demonstration of how scrutiny worked in practice in terms of raising issues which could be worked on together.
Event Submissions task group (STG)	Review and make recommendations for the process for organisers of events to submit proposals.	Cllrs Regan, Hall, Britter, Hibbert and Seacome and Councillor Sudbury.	Democratic Services - Saira Malin/Rosalind Reeves	Grahame Lewis	Housing and Safety Cllr Jeffries	The Cabinet received the final report on 5 February 2013 and received a further report from officers on the implementation of the recommendations in July 2013. It is a real achievement for the scrutiny task group that its recommendations for Events Consultative Groups and a Safety Advisory Group have now been implemented. An update report on the implementation of the recommendations is scheduled for O&S in January 2014
Allotments (STG)	Review allotment strategy identify lessons learnt from Weaver's Field.	Cllrs Regan, Smith, McCloskey, Britter, Stewart and Hay	DS- Bev Thomas 10 days	Sonia Phillips or Grahame Lewis	Sustainability Cllr Whyborn	Cabinet agreed the recommendations at its meeting on 12 March 2013.
Grass verge cutting (STG)	Review grass cutting policy and operational issues.	Cllrs Hall, Fletcher and Britter,	Jane Griffiths	Jane Griffiths	Sustainability Cllr Whyborn	Recommendations approved by Cabinet in December 2012.
UBICO (STG)	To review the service post implementation of UBICO and benefits realisation.	Cllrs Jacky Fletcher, Suzanne Williams, Tim Harman, Andrew Chard, Charlie Stewart and Pat Thornton	Saira Malin	Jane Griffiths	Sustainability Cllr Whyborn	Reported to O&S on 18 March and the recommendations were approved at Cabinet on 16 April 2013 subject to a number of comments from the Cabinet Member Sustainability.



SCRUTINY TOPIC REGISTRATION

Date:	4 November 2013
Name of person proposing topic:	Cllr. Barbara Driver
Contact:	01242 243862
Suggested title of topic:	Review of Section 106 money and enforcement
What is the issue that scrutiny needs to address?	
<p>As 106 money is spent in wards not always within the area where the building is taking place and where the 106 money comes from. Local ward councillors should be involved in where it is spent and how. Should be more open.</p> <p>Enforcement is another area which needs to be addressed so that as we put conditions in approved applications we know they can be enforced.</p> <p>Since enforcement officers were cut back, we now cannot enforce conditions put on applications, as well as other issues that the public tell us about.</p>	
What do you feel could be achieved by a scrutiny review (outcomes)	
Both topics being updated to fit today's decisions.	
If there a strict time constraint?	No
Is the topic important to the people of Cheltenham?	Yes
Does the topic involve a poorly performing service or high public dissatisfaction with a service?	Public and Cllrs on enforcement and with 106 it is councillors dissatisfaction
Is it related to the Council's corporate objectives?	no
Any other comments:	
Local ward councillors need to be more involved in decisions.	

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O&S Committee 2012/13 work plan

Item	Purpose	Outcome	What is required?	Lead Officer
DRAFT Corporate Strategy 2013-14	Scrutiny	Review DRAFT strategy prior to Cabinet	Report in March	Richard Gibson, Strategy and Engagement Manager
MEETING DATE: 3 April 2014 (if required)				
MEETING DATE: 3 July 2014				

Information/Discussion Paper

Review of the council's half-year performance

Overview and Scrutiny Committee

25 November 2013

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

1. Why has this come to scrutiny?

- 1.1 To review the corporate performance of the organisation at the end of the second quarter 2013-14 and to make any comments and observations back to Cabinet.

2. Background

- 2.1 The performance report takes information and data from our performance management system to provide elected members with an overview of how the council is performing. This enables elected members to input into discussions about how to resolve areas where there maybe performance concerns and also to recognise where performance is better than expected.
- 2.2 The report summarises how the council performed at half-way stage in regard to the published milestones, performance indicators and outcomes set out in the 2013-14 action plan that was agreed by Council on 25th March 2013.
- 2.3 The full performance report is attached as appendix A.

3. Performance Overview

Corporate Strategy milestones

- 3.1 In the 2013-14 action plan, we identified 94 milestones to track our progress. Out of these:
- 13 (14%) of milestones are complete.
 - 64 (68%) of milestones are on target to be completed at the end of the year
 - 4 (4%) milestones are red and are therefore not likely to be achieved by the end of the year
 - 13 (14%) milestones are amber (not on track at the moment) though should be recoverable by the end of the year.



The 4 red milestones are:

Milestones	owner	Progress
VFM3b Identify Bridging the Gap programme savings / income to meet funding gap target for 2014/15 and develop further the budget strategy for closing the MTFS funding gap	Mark Sheldon	Q2 MTFS gap has been updated for the period 2014/15 – 2017/18 and has risen to £2.635m. The Bridging the Gap group continues to work with Cabinet, SLT and service managers to identify further options. The cross party budget scrutiny working group is also beginning to provide valuable support for the process.
VFM5a Develop the business case, including funding strategy, for the relocation of the council's offices	Dave Roberts	Following the aborted attempts to acquire an alternative office location, officers are now reviewing future needs in view of the significant organisational changes which have taken place since the last assessment and to consider future plans. This is likely to considerably reduce the office accommodation needs and open up alternative opportunities.
VFM5b Negotiate and agree partner commitment to an alternative office location	Dave Roberts	As above - search ongoing for a suitable alternative property
VFM5c Complete the marketing exercise of the Municipal Offices for redevelopment	Dave Roberts	As above - marketing exercise linked to identification of suitable alternative premises for CBC.













4. Performance indicators

4.1 In the 2013-14 action plan, we identified 57 key indicators to track our progress. Out of these:

- 45 were indicators which CBC is directly accountable for and targets have been set.
- 3 were indicators which CBC is directly accountable for and no targets have been set
- 9 were community-based indicators for economic development and community safety

4.2 Out of the 45 CBC indicators with targets,

- 29 (64%) are green and on target to be achieved
- 3 (6%) are currently amber
- 13 (29%) are currently red, meaning that they did not meet targets.

Name	Status	end of year target	Actual	Commentary
Percentage of planning appeals allowed		35%	50%	
Number of planning applications refused (cumulative)		31	29	Figure and target for half-year
Percentage of licensed premise inspections undertaken		100%	57%	
Percentage of food premises which are broadly compliant with Food Safety Legislation		98%	93%	Target is 98%, which the team still expect to achieve by the end of the year
Attendance at Active Life sessions (quarterly & cumulative)		59,000	28,683	Active life attendances have been stable across the summer, however as these are pay and play activity on the whole like general swimming the attendance has been lower than expected. This is due to the great summer weather and peoples decisions over how to spend their leisure time
Number of Free Under 16 swims (quarterly & cumulative)		53,000	25,491	General swimming and pay & play activity has been low during the summer. The good weather enabled people to make different choices eg parks, the lido, outdoor leisure activity rather than come in for swimming
Number of GP referrals (quarterly & cumulative)		420	213	GP referrals have been up on Q1, the level of initial consultations completed fell short by 7 and achieved 123 for the period. Factors that may have influenced the shortfall link to gym closure in September and long term staff absence of one of the referral team. There is no cause for concern with referral.
Overall footfall at leisure@ (quarterly & cumulative)		307,000	148,891	Footfalls have fallen short on target across Q2, the main area of shortfall links to swimming and some pay & play activity. Membership sales, bookings and courses have all exceeded expectations.
Universal card holders		950	914	Card holders peaked at 1028 during the period and closed at 914 (6 below target). This is due to the timings of card take up by the University and returning students. GlosCol has joined the partnership & scheme which will lead to further increases in attendances & card / member sales
Town Hall/PPR hire income generated (quarterly & cumulative)		£269,000	£187,667	Hall Hire figures where slow in the summer months but will improve in quarter 3 as profiled in our budget
Town Hall/PPR ticket sales (quarterly & cumulative)		£37,401	£22,665	Promotions are slow in the summer months but will pick up considerably in quarter 3 as profiled in our budget
Percentage of staff appraisals completed		100%	88%	SLT are aware of the 53 outstanding appraisals and are working with the relevant mangers and the L&OD team to ensure their completion

Background Papers	2013-14 Corporate Strategy action plan, Report to Council, 25 th March 2013.
Contact Officer	Richard Gibson, Strategy and Engagement Manager. 01242 235354. richard.gibson@cheltenham.gov.uk
Accountability	Cllr. Steve Jordan, Leader of the Council Cllr. Jon Walklett, Cabinet Member Corporate Services




Corporate Performance Quarter 2 (April to September 2013)

Cheltenham is a place with a clean and well-maintained environment where waste is minimised and recycling, reusing and composting is promoted	2
Cheltenham is able to balance new development with enhancing and protecting the natural and built environment.....	4
Carbon emissions are reduced and Cheltenham is able to adapt to the impacts of climate change	7
Cheltenham has a strong and sustainable economy	9
Communities feel safe and are safe.	11
People have access to decent and affordable housing.....	15
People are able to lead healthy lifestyles.....	18
Residents enjoy a strong sense of community and involved in resolving local issues	20
Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment...	23
We will meet our 'Bridging the Gap' targets for cashable savings and increased income.....	26











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

Improvement Action	Milestones	End Date	Lead	Progress
ENV 1 We will progress the implementation of a joint waste committee	ENV1a Agree the business plan for the Joint Waste Committee	Wed-31-Jul-13	Jane Griffiths	Q2 The business plan was presented to the joint waste committee at their meeting on 31 July. Cabinet member working group input into early draft and their views have been taken on board
	ENV1b Review performance of the joint waste committee and Joint Management Unit and identify any issues members have with the way in which it is operating	Sat-30-Nov-13	Jane Griffiths	Q2 The original date for this was ambitious given that the first committee meeting was not until July. Work will commence once the committee has been operational for six months. In meantime officers attend a strategic management group which oversees the work of the JMU and the cabinet member is regularly briefed on the direction of travel and key issues for the committee. Unfortunately the last JWC meeting had to be cancelled as it was not quorate as not all councils were represented.
ENV 2 We will increase recycling rates and reductions in residual waste	ENV2a Business case produced for the viability of mixed plastic recycling	Thu-31-Oct-13	Jane Griffiths	Q2 The project has concluded that the options for both mixed plastics and heavy card is not viable given capacity of current rounds and also that the market for rigid plastics has fallen and therefore there are some questions about the commercial viability of introducing mixed plastic recycling in the current market. However the situation will be kept under review to ensure that if opportunities arise to introduce such facilities these can be accommodated.
	ENV2b Review of bring site facilities	Thu-31-Oct-13	Jane Griffiths	Q2 Review is ongoing - data collected on usage and tonnage from each site and whether certain facilities could be changed to enable collection of material not already collected at the kerbside. It is unlikely that this review will be completed during 2013/14 and will be rolled forward for the joint waste teams action plan for 2014/15
	ENV2c Review of bulky waste collections	Thu-31-Oct-13	Jane Griffiths	Q2 The project team have reviewed the processes in place and improvement relating to internal systems have been implemented. The outcomes for the current service have been identified which include the social benefits such as use of volunteers. A specification has been developed and the council will go out to re-procure the service in 2014.
	ENV2d Ongoing awareness campaigns	Thu-31-Oct-13	Jane Griffiths	Q2 Media releases at key times eg Easter re foil, summer re BBQ, Christmas campaign Garden waste promotion has lead to increase in number of bins - now over 13000 Recycling stand at Midsummer Fiesta. Parks development have worked with local schools on recycling and litter issues. Joint waste committee have identified awareness training as a key issue for the 2014/15 business plan

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






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

Service Indicators









Indicator	Baseline	Target	Current	Comments	Status
Percentage of collections completed on schedule (of total collections)		100.00 %	99.95 %		 High is good 
Residual household waste per head of population (kg/head) - (quarterly)		116.0	115.0		 Low is good 
Percentage of service complaints received (of total collections)		0.05 %	0.00 %		 Low is good 
Percentage of household waste reused, recycled and composted (quarterly)		48.10 %	47.01 %		 High is good 
Percentage of assisted collections completed on schedule (of total collections)		99.80 %	99.80 %		 High is good 

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





Improvement Action	Milestones	End Date	Lead	Progress
ENV 3 We will undertake a commissioning review of our Green Environment services	ENV3a Commence commissioning review process, formalise Member engagement and carry out initial scoping. ENV3b Begin consultation with relevant stakeholders ENV3c Formulate draft proposals about most appropriate organisational fit for retained activities and report to Cabinet ENV3d Implement preferred option	Sun-30-Jun-13 Wed-31-Jul-13 Thu-31-Oct-13 Mon-31-Mar-14	Grahame Lewis Grahame Lewis Grahame Lewis Grahame Lewis	Q2 as below Q1 Commissioning review underway; with both officer group and member group actively involved. Q2 Consultation to this point is limited to working with elected members via member working group Q2 Plans to take report to cabinet Winter 2013 Q1 - on target at this stage Q1 - on target at this stage
ENV 4 We will undertake a Commissioning Review of our Building Control Service	ENV4a Commence commissioning review process, formalise Member engagement and carry out initial scoping ENV4b Commence consultation with internal and external customers and assess the internal and external appetite for developing alternative delivery models ENV4c Formulate proposals and finalise report to cabinet ENV4d Commence implementation of recommendations	(not specified) Sat-31-Aug-13 Sat-30-Nov-13 Mon-31-Mar-14	Grahame Lewis Grahame Lewis Grahame Lewis Grahame Lewis	Q2 Commissioning review parked but Building control manager exploring shared service options. Q1 - initial discussions held with Building control manager and commissioning division to explore options for the review. Q2 -we will review options for consultation Q2 – as above Q2 as above
ENV 5 We will move towards the adoption of the Joint Core Strategy (JCS)	ENV5a Agree and publish JCS preferred option for new housing and employment land allocations to 2031 for consultation	Thu-31-Oct-13	Mike Redman	Q2 JCS preferred option consultation started 15 October. Q1 - Programme agreed by JCS Cross Boundary Programme Board. Cheltenham scheduled to make a council decision on JCS preferred option 5/9/13. Member support in place to support this decision making through JCS member steering group, Cheltenham Planning & Liaison Scrutiny Task Group

					and all member sessions. Officers are meeting key dates to progress draft plan - now at stage of formalising policies and pulling into a draft document. draft to be considered by JCS member steering group 1/8/2013 and 14/8/2013. JCS Cross Boundary Programme Board supporting the overall programme. Key parts of evidence base on objectively assessed need presented to members, debated at JCS member steering group and published via JCS website.
	ENV5b Preferred option consultation	Fri-29-Nov-13	Mike Redman		Q2 as above Q1 - Progress directly linked to ENV5a
	ENV5c Secretary of State decision	Wed-31-Dec-14	Mike Redman		Q2 If programme continues as planned, timescale should be achievable. Programme currently schedules submission of JCS to Secretary of State Autumn 2014. To make a decision the Secretary of State will appoint an Inspector to hear an examination in public on the JCS. Q1 - Progress directly lined to ENV5a & b. If programme continues as planned, timescale should be achievable. Programme currently schedules submission of JCS to Secretary of State Autumn 2014. To make a decision the Secretary of State will appoint an Inspector to hear an examination in public on the JCS.
	ENV5d Adopt JCS as the strategic level of the Cheltenham Local Plan	Fri-30-Jan-15	Mike Redman		Q2 - Progress directly related to ENV5c.
ENV 6 We will commence preparation of the Cheltenham Plan	ENV6a Complete consultation on scope of Cheltenham Plan, ensuring that parish councils and resident groups are actively involved	Mon-30-Sep-13	Tracey Crews		Q2 Consultation complete on scope of Cheltenham Plan - 55 responses received and these will be considered by members. Q1 - Scope of Cheltenham plan agreed by Cabinet 18/6/13. Consultation began 8 July and ends 2/9/13. Consultation period of 8 weeks, as agreed by Planning & Liaison Scrutiny Working Group. Prior notification circulated to meet 12 week COMPACT agreement. Engagement via C5 group and other groups as requested. Trialling an electronically focussed consultation process with less emphasis on paper format.
	ENV6b Commence public consultation on draft Cheltenham Plan (non-statutory)	Wed-30-Apr-14	Tracey Crews		Q2 - On schedule with Cheltenham Plan programme. Utilising Planning and Liaison Scrutiny Task Group and officer working group to support work streams. Q1 - On schedule with Cheltenham Plan programme. Utilising Planning and Liaison Scrutiny Task Group and officer working group to support work streams.

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Percentage of planning appeals allowed		34.0 %	50.0 %		 Low is good
Number of days to process an application from receipt to issuing of decision		59	60		 Low is good
Number of projects implemented as a result of working with local interest groups on street redesign projects		0	2	02 The Urban Design team has work with Friends of Pittville on the Pittville gates project and Chekletham Connect / BARTA on concluding the Bath Road street-works	 High is good
Number of planning applications appealed		14	8		 Low is good
Number of planning applications approved		761	830		 High is good
Number of planning applications determined		801	861		 High is good
Number of planning applications received		901	1,177		 High is good
Number of planning applications refused		29	31		 Low is good

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

Improvement Action	Milestones	End Date	Lead	Progress
ENV 7 We will implement the recommendations of the November 2012 cabinet report, setting out how we will meet the 30% carbon reduction target by 2015 and our aspiration to reduce carbon emissions by 40% by 2020	ENV7a Explore the potential for Smart metering to help in bridging the gap ENV7b Continue to explore other initiatives to deliver financial and carbon savings ENV7c Start to look in more detail at the case for installing a biomass boiler at Leisure@ as a potential replacement for the combined heat and power unit on expiry of the lease in 2015	Mon-31-Mar-14 Mon-31-Mar-14 Wed-30-Sep-15	David Roberts David Roberts David Roberts	  
ENV 8 We will develop ways of monitoring the impact of commissioned and retained services on climate change	ENV8a Mechanism in place for effectively performance managing services	Wed-31-Jul-13	Jane Griffiths	 Q2 - On target, putting forward business cases for smart meter locations on operational buildings - installation forecast by end of March 2014. Q1 - In view of recent Government legislation approaches have been made to our current supplier to obtain installation of the automatic meter readings free of charge. Q2 - Currently looking at PV installation options across the portfolio. Q2 - progress underway, boiler cannot be installed until contract on existing boiler finishes in September 2015 Q2 - The Pre-Qualification Questionnaire for Leisure and Culture included a section in relation to climate change and carbon reduction and in developing the specification to the new service we will ensure that this is addressed by the new provider. New performance cards are being created for the shared services so that they capture performance highlights In the annual performance report there was a section from CBH showing how it aligns and supports the council's corporate agenda which will include climate change and this will be a template to follow for all of our commissioned services in future years




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

Overall Summary






 Serious concerns
 Below Target but recoverable
 On Target








 = On Target
 = Below target but recoverable
 = Serious concerns

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Water usage	26,871 cubic metres NB only metered sites included	10,000	5,648	Measurement is in cubic metres not litres	 Low is good
Reduction in CO2 emissions from energy use, fuel use		0		annual figure	 High is good
Gas and electricity consumption	11,762,474 kWh (March 2012)	2,266,941	3,203,543	Consumption is above Q1 2011, 2011/12 being the baseline year. This may be accounted for by differences in the weather.	 Low is good

Cheltenham has a strong and sustainable economy


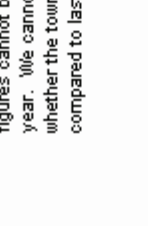

Improvement Action	Milestones	End Date	Lead	Progress
ECD 3 We will continue to support Cheltenham Development Task Force	Consider planning application for North Place/Portland Street	Tue-30-Apr-13	Jeremy Williamson	 Q2 North Place aiming to complete transaction and be on-site early 2014.
ECD 1 We will implement the preferred option for the residual parking service	ECD1a Ensure implementation and seamless transition to new enforcement arrangements of CBC car parks ECD1b On-going monitoring and review	Tue-30-Apr-13 Tue-31-Dec-13	Grahame Lewis Grahame Lewis	 Q2 There remain some residual issues to resolve - namely enforcement arrangements in the Regent Arcade car park. Officers are progressing a range of appropriate solutions. Q1 - transition successfully managed  Q2 as above, however there remain some residual issues to resolve namely enforcement arrangements in the Regent Arcade car park. Officers are progressing a range of appropriate solutions.
ECD 2 We will work with GFirst, our local enterprise partnership, to promote sustainable economic growth in Cheltenham	ECD2a Commence business support service provided by Gloucestershire Enterprises Ltd ECD2b Work with LEP, Chamber of Commerce and Cheltenham Business Partnership to ensure we maximise economic benefits for Cheltenham	Tue-30-Apr-13 Mon-31-Mar-14	Martin Quantock Martin Quantock	 Q2 68 advice clinics delivered 4 clinic clients (businesses) referred on to the High Growth Start up Programme 8 Cheltenham enterprise clubs delivered with a total of 81 attendees. In addition, CBC and JCP ran a successful job fair in June. It was a successful day with over 250 people attending, 22 attendees were offered interviews and of those 5 job offers were made. Q1 - business support service underway and working well  Q2 Town Centre - Following the very successful launch of both the new, enlarged River Island and H&M stores - Both stores are reporting sales results in excess of their original targets. River Island was obviously trading in the Regent Arcade albeit in a store less than half the size of their current premises they already had a very strong following which has increased substantially. H&M has filled a significant gap in the town's retail offer . The footfall into their unit exceeds 45,000 people per week as an average and more than 10,000 per week exiting the store into the Arcade through their side entrance. The feedback from the general public on both the new retail units is fantastic and the completed frontage very complimentary adding a sense of quality and freshness to the High Street . Work underway with LEP to help shape the development and successful submission of their growth plan.

				<p>Positive meetings with CBP / CoC to explore possible Business improvement district Partnership action plan now has a focus on sustaining economic performance of Cheltenham.</p> <p>Over the last few years there has been a substantial investment into our town by large national and international companies who have not only improved our retail offer but also added to the quality of the environment. The use of local businesses during the construction phase and ongoing in the supply of services to the retailers, and the increased in jobs of more than 60 positions in a combination of full and part time rolls in the new and expanded retail units all adds to the spending power in the Borough.</p>	
<p>ECD 3 We will continue to support Cheltenham Development Task Force</p>	<p>ECD3a Carry out a review CDTF business plan and assess performance and report findings to the CDTF Board and then to Cabinet.</p>	<p>Sat-31-Aug-13</p>		<p>Q1 Business plan 2013 – 2015 adopted by cabinet</p>	
	<p>ECD3b Work with developers to enable them to start construction work on the Brewery / High Street site</p>	<p>Mon-31-Mar-14</p>		<p>Q2 Brewery targeting on-site works by end of 1st quarter 2014. Q1 On-going. S106 to be finalised imminently.</p>	
	<p>ECD3c Work with developers to enable them to bring forward planning applications for the Albion Street block</p>	<p>Thu-31-Oct-13</p>		<p>Q2 understood negotiations on-going with proposed residential house builder Q1/Q2 Scheme supported at planning committee 18/07/13</p>	
	<p>ECD3d Work with GCC over implementation Local Sustainable Transport Fund including, Pedestrian way-finding, Cycle routes, Junction improvements, Modal shift, Boots Corner</p>	<p>Mon-31-Mar-14</p>		<p>Q2 consultation successfully carried out. GCC analysing results which will be considered at a special CBC council meeting on 18th November 2013 – along with a petition relating to same. Q1/Q2 Cheltenham Transport Plan consultation 01/07/13 – 01/09/13</p>	
	<p>ECD3e Work with a range of partners to enable a programme of public realm improvements to be carried out - Pedestrianised Promenade</p>	<p>Mon-31-Mar-14</p>		<p>Q2 Prom works phase 3 completed although area in front of Neptune's Fountain to be rolled into next year (phase 4) subject to GCC budgetary constraints Q1 Prom phase 3 works on site</p>	
	<p>ECD3f Work with a range of partners to enable a programme of public realm improvements to be carried out - Promenade phase 3</p>	<p>Tue-30-Apr-13</p>		<p>Q2 Initial works for pedestrianized Prom progressing – first step will be refurbishment of the 10 telephone boxes for re-use Q1 Prom phase 3 works on site</p>	
	<p>ECD3g Work with a range of partners to enable a programme of public realm improvements to be carried out - St Mary's churchyard</p>	<p>Mon-31-Mar-14</p>		<p>Q2 St Mary's – positive public consultation event. Next steps include fund raising through matched funding to secure large enough pot to deliver ambition Q1/Q2 Public consultation event scheduled for 24/08/13</p>	






Cheltenham has a strong and sustainable economy

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

Community Indicators

Indicator	Baseline	Target	Current	Comments	Status
Unemployment claimant rate			2.5%	Claimant rate has come down to 2.5%, the seventh month that the rate has decreased. Dakley and Hesters Way wards still have claimant rates in excess of 5%.	 Low is good
Footfall rate in the town centre		0		Footfall counters have only been in operation since April 2013, so the figures cannot be compared to last year. We cannot say, at the moment, whether the town is busier or not compared to last year	 High is good
Proportion of young people not in education, employment or training			3.6%	The NEET rate has decreased by 2 percentage points; Gloucester is at 3.4% and Tewkesbury now has highest rate in the county at 3.9%	 Low is good

Communities feel safe and are safe.

Improvement Action	Milestones	End Date	Lead	Progress
COM 01 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	COM01a We will develop our framework for dealing with anti-social behaviour to reflect in proposed national changes to tools and powers	Mon-31-Mar-14	Trevor Gladding	<p></p> <p>Q2 Draft Guidance re the Reform of Anti-Social Powers has at long last been received and arrangements are being made to take a partnership approach to agree a co-ordinated response when the Bill becomes Law, likely to be in the summer of 2014. Parts of the draft guidance not only puts victims first but also empowers individuals and communities to have a real say in the way that anti-social behaviour is dealt with which could impact on resource implications. Q1 Update:- Work in progress and on going exploring 2 appropriate locations.</p>
COM 02 We will explore how best the council can work in partnership to tackle high profile crime in Cheltenham	COM02a We will work with the new Police & Crime Commissioner to ensure that we gain their support for enhancing partnership working in Cheltenham to tackle crime	Mon-31-Mar-14	Trevor Gladding	<p></p> <p>Q2 Update Work is still ongoing as indicated above to advance partnership working including the office of the Police & Crime Commissioner to tackle crime issues such as the element of alcohol abuse which is a thread running through most but not all criminal activity, linking strongly with the P & CC's Action Plan. Q1 update - good partnership work undertaken; we have supported bidders to the Police and Crime Commissioners' Fund, Andrew has led the development of the safer nights action plan, we have also contributed to the development of the other action plans.</p>
COM 03 We will protect the health and well-being of citizens, businesses and visitors and maintain a high level of consumer confidence in food businesses	COM03a We will deliver a programme of statutory inspections of licensed premises	Mon-31-Mar-14	Barbara Exley	<p></p> <p>Q2 – continue to be on target as scheduled Q1 - on target as scheduled.</p>
	COM03b We will undertake an inspection programme of high risk food businesses to ensure food safety compliance	Mon-31-Mar-14	Barbara Exley	<p></p> <p>Q2 – completed as per schedule Q1 – completed as per schedule</p>
COM 04 - We will undertake a commissioning review of our Public Protection Service (licensing, environmental health, community safety)	COM04a Agreement by cabinet to the next steps for the commissioning exercise	Mon-31-Mar-14	Grahame Lewis	<p></p> <p>Q1 - on target at this stage Q2 - a range of options are still being considered which will be put before the Cabinet in mid-December 2013.</p>







Communities feel safe indicators - 1

Community Indicators



Indicator	Baseline	Target	Current	Comments	Status
Incidents of recorded violence in the Town Centre (Friday & Sat eve.)			47.00	Decrease from 57 in Q1	Low is good
Domestic burglary incidents			230.00	Increase from 164 incidents in Q1	Low is good
Number of anti-social behaviour incidents			1,016	Increase from 973 incidents in Q2	Low is good
Number of incidents of domestic abuse			22	Data not yet available from new Maiden reporting system	Low is good
Number of Repeat incidents of domestic abuse			6	Out of 22 domestic abuse incidents, 6 were repeats = 27%	Low is good
Total volume of recorded crime per annum		4,646	1,934	Minor increase; up from 1,930 in Q1	G
Serious acquisitive crime incidents			404	Up from 338 incidents in Q1	Low is good

Communities feel safe indicators - 2

Communities feel safe and are safe.







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









Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Percentage of licensed premise inspections undertaken		100.0 %	57.0 %		
Percentage of food premises which are broadly compliant with Food Safety Legislation		98.0 %	93.0 %	Target is 98 %, which the team still expect to achieve by the end of the year	

Low is good

People have access to decent and affordable housing

Improvement Action	Milestones	End Date	Lead	Progress
COM 05 We will implement the preferred option emerging from the housing options commissioning review	COM05a Report to cabinet on the preferred option and implementation plan	Sun-30-Jun-13	Grahame Lewis	Report presented and approved 
	COM05b Implement the preferred option	Mon-31-Mar-14	Grahame Lewis	Q2 Plans well underway for the implementation in Dec 2013. Draft contract and specification in place and gate review arranged for November. TUPE arrangements are in hand. Q1 Cabinet approved the transfer of the housing options service to CBH and work has commenced on the implementation plan. A draft specification has been drafted for discussion with CBH and cabinet member 
COM 06 We will implement the preferred option following a commissioning review of private sector housing	COM06a Report to cabinet	Mon-31-Mar-14	Grahame Lewis	Q2 - Officer group meeting held and scoping work underway Q1 - Initial scoping meeting has been set up for August 
COM 07 We will prepare our services and communities for welfare reforms that will impact on our communities from April 2013 onwards	COM07a Develop a co-ordinated response to welfare reforms through existing and new networks ensuring clear communication to those impacted by the change	Mon-31-Mar-14	Martin Stacy	Q2 The Positive Participation Partnership set up a Task and Finish Group, which agreed that Housing Options would develop a leaflet that applied to all residents in Cheltenham affected by the welfare reforms, not just social housing tenants (who were being advised separately by their respective landlords). With assistance from CBH, Housing Options have produced a leaflet detailing the main changes brought about by the welfare reforms, when the reforms will take place and how residents may be affected. It also details the key agencies that can assist households if they are worried about particular aspects, such as money advice or use of computers, etc. The leaflet is currently with the printing office, but is due to be ready shortly, after which we will be promoting via the Spa Lettings Service and via private lettings agents. In addition, the council's Benefits website has been revamped to take account of the welfare reforms, with links to the website on all our emails and letters. 
	COM07b Monitor how the HRA funding investment being put into CBH for welfare reform is meeting the outcomes	Mon-31-Mar-14	Martin Stacy	Q2 CBH have outlined plans for how the HRA funding investment is being used to support welfare reforms and progress will be followed through the liaison meetings between the council and CBH 
	COM07c To ensure a smooth transition to the new direct access for rough sleeping contract	Tue-30-Apr-13	Martin Stacy	Q2 A new working group has been set up with P3 and the council to monitor progress and feedback issues arising from other organisations, and to ensure p3 are linking into existing partnerships. Q1 The new direct access has been promoted through media coverage and has been welcomed by agencies working in Cheltenham. P3 are now part of the Housing & Support Forum, delivering a presentation on their new service both there and at other partnerships within Cheltenham. They are attending relevant operational 

						multi-agency meetings to facilitate the development of strong relationships with local agencies and to continue to develop working practices. The council has representation on the SP Core Strategy Group, within which we can feedback any issues of ongoing concern.
COM 08 We will enable the delivery of more affordable housing	COM08a Work commences on St. Pauls phase 2	Fri-31-Jan-14	Paul Stephenson -			Q2 Contract has been signed. Arrangements are in hand to ensure that site is cleared by January and that stopping up order is in place. Project management arrangements are being put in place to ensure that both CBC and CBH are well briefed on project risks and actions.
	COM08b Work commences on the garage sites	Tue-30-Apr-13	Paul Stephenson -			Q2 Work has commenced on site.
COM 09 We will work with CBH to deliver the HRA capital programme	COM09a Internal communal improvements - £100k investment	Mon-31-Mar-14	Chris Williams -			Q2 FMBR Ltd under 3yr contract to install vinyl flooring in communal areas. Programme for yr 1 finalised with start on site 25th Nov.
	COM09b Neighbourhood Works - £515k investment	Mon-31-Mar-14	Chris Williams -			Q2 Seacombe & Lewis Road: on programme for completion in Jan 2014. Coates & Elgar - 60% majority agreement obtained works programmed to commence Dec 2013
	COM09c Non traditional stock upgrade - £260k investment	Mon-31-Mar-14	Chris Williams -			Q2 Options appraisals to be undertaken
	COM09d PV panels on roofs - £1.3m investment	Mon-30-Sep-13	Chris Williams -			Q2 Awaiting sign off of proposal regarding tenancy variation consultation by CBC. Failure to obtain approval will adversely affect project viability. Glevum Heating & Plumbing under contract to deliver installs and are currently surveying to identify suitable properties with a view to installing approx 40-50 before Christmas. Install programme being developed as surveys results come in and as a consequence the number of suitable properties has not been determined and there is a potential that this could lead to an underspend. Government reviewing 'green incentives' raising concern over potential impact on Feed in Tariff & subsequent viability of future programme.
COM 10 We will work with CBH to deliver enhanced services to our tenants	COM10a Delivery of enhanced services to tenants over the next three years with focus on the following areas: Welfare Reform; Vulnerable people; Partnerships and Communities	Mon-31-Mar-14	Kathie Pearce			Q2 Work is ongoing developing business cases and implementing schemes. Employment initiative scheme has been strengthened and welfare advice and support is ongoing. Conversations are happening with regard to working with communities and VCS as well as support for the BigLocal
COM 11 We will work with CBH to ensure that resources are made available to deliver support services for older people	COM11a CBH to be commissioned through supporting people programme to deliver housing support services for older people	Mon-31-Mar-14	Martin Stacy			Q2 Agreement in principle with SP and CBH over the future direction of delivery of services for older people, ensuring that there is more flexible support provision that meets the needs of older people in and around sheltered housing in Cheltenham. CBH piloted a successful flexible scheme in Wallace House, bringing in residents from within the neighbouring community to take part in community activities within Wallace House. Next steps will be to agree a transition plan with CBH, with a view to getting acceptance from Supporting People over CBH's proposals. This will help to secure funding of around £130k a year.



People have access to decent and affordable housing.

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








Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of disabled persons able to stay in their own homes		51	60		High is good
Affordable housing completions		0	31		High is good
Number of empty dwellings brought back into use as a direct result of council action		51	61		High is good
Number of households living in temporary accommodation		19	11		Low is good
Number of private sector dwellings made safe by the council		111	116		High is good
Number of homelessness acceptances		9	0		Low is good

People are able to lead healthy lifestyles.






Improvement Action	Milestones	End Date	Lead	Progress
COM 12 We will implement the preferred option for our leisure and culture services	COM12a Subject to the outcome of a procurement process, create a new charitable trust to operate our leisure and culture services from 2014-15	Wed-1-Oct-14	Pat Pratley 	Q2: Target date for contract with new trust re-set to 1 Oct 2014. Project re-branded Cheltenham LCT Programme. Project deliverables defined and project leads in place. Trustee recruitment has reached short-listing stage. 33 applications received. First shadow trust board meeting due to take place mid Dec. Project resources, especially property, legal and HR are finding it difficult to deliver to original deadlines and in some cases cost estimates. External legal advice costs being challenged/reviewed. Public procurement risk re support services nearly finalised. Specification nearing completion. Contractual matters taking much longer to finalise than envisaged and many issues being raised/re-raised by external legal adviser. Financial plan has been revised. Programme Board to consider how the project will run once the shadow board is in place. Q1; delays in procurement process mean that the target date of end of March 2014 might be missed - further updates throughout the year will be made.
COM 13 We will conclude a sports facilities strategy for CBC-owned sports facilities and a feasibility study for the Prince of Wales stadium	COM13a We will have a developed Sports Strategy & Prince of Wales (PoW) Stadium feasibility study for approval by Cabinet	Wed-31-Jul-13	Sonia Phillips 	Q2 - The PoW Stadium and Sports Strategy report was presented and recommendations approved by Cabinet on 16th July Q1 - Cabinet report to be presented at meeting of July 16th

Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of Free Under 16 swims (quarterly & cumulative)		31,400	25,491	General swimming and pay & play activity has been low during the summer. The good weather enabled people to make different choices eg parks, the lido, outdoor leisure activity rather than come in for swimming.	 High is good
Number of GP referrals (quarterly & cumulative)		226	213	GP referrals have been up on Q1, the level of initial consultations completed fell short by 7 and achieved 123 for the period. Factors that may have influenced the shortfall link to gym closure in September and long term staff absence of one of the referral team. There is no cause for concern with referral.	 High is good
Overall footfall at leisure@ (quarterly & cumulative)		161,800	148,891	Footfalls have fallen short on target across Q2, the main area of shortfall links to swimming and some pay & play activity. Membership sales, bookings and courses have all exceeded expectations.	 High is good
Universal membership		180	182	Member sales across universal continue to perform strongly and the partnership has grown with the inclusion of Gloucestershire College in July	 High is good
Total Attendances at sport and play holiday programmes	----- overall holiday programme attendance: during	6,001	8,082	Summer of Sport programme attracted 1,424 attendances. Street Games programme registered 480 attendances. Summer Playschemes registered 1,179 combined attendances, whilst the Play Rangers had attendances of 2,791 in 5 parks across the Borough, in addition to attracting 2,500 attendances to National Play Day.	 High is good
Universal card holders		920	914	Card holders peaked at 1028 during the period and closed at 914 (8 below target). This is due to the timings of card take up by the University and returning students. Gloucester College has joined the partnership & scheme which will lead to further increases in attendances & card / member sales	 High is good
Attendance at Active Life sessions (quarterly & cumulative)		29,600	28,883	Active life attendances have been stable across the summer, however as these are pay and play activity on the whole like general swimming the attendance has been lower than expected. This is due to the great summer weather and peoples decisions over how to spend their leisure time	 High is good

Residents enjoy a strong sense of community and involved in resolving local issues

Improvement Action	Milestones	End Date	Lead	Progress
<p>COM 14 We will support efforts to get more people actively involved in their communities so that we create more resilient communities across the whole borough</p>	<p>COM14a Help create a resident-led partnership that will coordinate the lottery-funded Big Local project in the St. Peters and the Moors area</p>	<p>Mon-30-Sep-13</p>	<p>Richard Gibson</p>	<p>Q2 - We had our first residents' forum meeting in June and since then residents' have led the way, and CBC, CBH, The Elms and our Big Local Rep have worked to support residents throughout the process. Elections were held for various positions within the residents steering group and on 18 July, they elected Paul Channon as Chair-person from a core group of 6 residents. Since then, the steering group has met five times and has organised three community events to involve more residents in the process. The group has also set up three sub-groups working on communications, events and research – which are all led by local residents and have also met frequently. Q1 - good progress being made; after a series of drop-in sessions held in April and May, residents have started to meet as a forum to help shape the early roll out of the project</p>
	<p>COM14b Support the asset-based community development projects in The Elms and Springbank to produce community-owned plans for their areas</p>	<p>Mon-30-Sep-13</p>	<p>Richard Gibson</p>	<p>Q2 - ABCD learning sites continue to be supported; The Elms has made contact with 80 local residents and 12 local businesses. They have also engaged with the African, the Hindu and the Moslem communities and are planning a project relating to integration and are also working with eight agencies that operate locally. Springbank with 60. Q1 - good progress being made; both have now been successful in securing £12,500 each from the Barnwood Trust to support the implementation of their projects</p>
	<p>COM14c Provide advice, information and support to the five parish councils and other neighbourhood groups that are interested in developing neighbourhood plans</p>	<p>Fri-31-Jan-14</p>	<p>Richard Gibson</p>	<p>Q2 - Leckhampton with Warden Hill PC has started to develop a neighbourhood plan Q1 - discussion on neighbourhood planning held at C5 meeting; some interest in developing plans from Leckhampton with warden hill PC</p>
<p>COM 15 We will support efforts to get more people actively involved in their communities so that we create more resilient communities across the whole borough</p>	<p>COM15a Inspiring Families project to gain consent of 150 Families to be part of the programme</p>	<p>Mon-31-Mar-14</p>	<p>Tracy Brown</p>	<p>Q2 Inspiring Families has worked with 30 families; 23 families are being work with on families first outcomes and 7 families are waiting to be validated to come off the list. Over 26 agencies supporting IF with direct delivery with 13 Different Trusted Individuals Q1 update Inspiring Families project no</p>

					<p>longer leading the implementation of the families first programme in Cheltenham, but local partnerships remain supportive and with work with the programme manager to ensure target gets delivered</p>
	<p>COM15b Inspiring Families to have started working with 100 Families on their single family plan</p>	<p>Mon-31-Mar-14</p>	<p>Tracy Brown</p>		<p>Q2 - as above; IF will work with 35 families this year as part of the families first programme</p>
	<p>COM15c Review of delivery in Cheltenham and submission of revised proposals to secure third year funding</p>	<p>Tue-31-Dec-13</p>	<p>Tracy Brown</p>		<p>Q2 Delivery of families first in Cheltenham has now been bolstered by the commissioning of County Community Projects to provide additional family intervention support for 76 families and to build community capacity in line with the asset-based approach. Q1; good progress being made to work with the 35 families allocated to IF in Cheltenham</p>
<p>COM 16 We will work in partnership to improve outcomes for young people through enabling access to a diverse range of good quality community-based advice and support</p>	<p>COM16a To agree a legacy strategy with County Community Projects and other partners to sustain outcomes from the building resilience project</p>	<p>Sat-31-Aug-13</p>	<p>Richard Gibson</p>		<p>Q2 Review of the building resilience project held on 18 Sept; number of issues raised: Positive Activities funding has been vital to the continuation of youth work provision and it will be difficult when it ends. Co-ordination of issue based youth work is needed, for example message around alcohol misuse. All providers need to be working to the same outcomes and aims across the borough going forward – how do we do this? Training, infrastructure and support are all needed to support community youth work providers. It was agreed that the message to PLP should be that consideration needs to be given to the deficit in resources. Q1 Meeting held with members and partners with CCP to agree the legacy from the building resilience project.</p>
	<p>COM16b To allocate the 2013 allocation of positive activities funding to VCS providers of youth activities</p>	<p>Wed-31-Jul-13</p>	<p>Richard Gibson</p>		<p>Q2 Funding allocated to 12 projects Q1 fund launched and 19 applications received by end of June 2013</p>
<p>COM 17 We will carry out a review of CBC governance structures and neighbourhood management / community governance structures following the outcome of Council Motion on 8 February 2013</p>	<p>COM17a Scoping report to Council setting out initial options for the number of elected members and electoral cycle</p>	<p>Wed-31-Jul-13</p>	<p>Jane Griffiths</p>		<p>Q2 Council agreed not to progress any changes to electoral cycle, not number of elected members Q1 involvement of members in preparing a report to council due to go on 22 July 2013</p>






Residents enjoy a strong sense of community and involved in resolving local issues

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

Community Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of VCS organisations supported by GAVCA		0	23		High is good
Percentage of troubled families who no longer meet the criteria		0.0%	23.0%	Out of 30 families worked with; 7 are no longer part of the scheme	High is good
Number of residents directly engaged with the Springbank community project		41	60		High is good
Number of residents directly engaged with the The Elsm / Big Local community project		41	80	80 residents are being on via The Elms ABCD project and 37 residents involved in the Big Local project	High is good

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

Improvement Action	Milestones	End Date	Lead	Progress
A&C1 We will implement the preferred option for our leisure and culture services	A&C1a Subject to the outcome of a procurement process, create a new charitable trust to operate our leisure and culture services from 2014-15	Wed-1- Oct-14	Pat Pratley	 Q2: Target date for contract with new trust re-set to 1 Oct 2014. Project rebranded Cheltenham LCT Programme. Project deliverables defined and project leads in place. Trustee recruitment has reached short-listing stage. 33 applications received. First shadow trust board meeting due to take place mid Dec. Project resources, especially property, legal and HR are finding it difficult to deliver to original deadlines and in some cases cost estimates. External legal advice costs being challenged/reviewed. Public procurement risk re support services nearly finalised. Specification nearing completion. Contractual matters taking much longer to finalise than envisaged and many issues being raised/re-raised by external legal adviser. Financial plan has been revised. Programme Board to consider how the project will run once the shadow board is in place. Q1; delays in procurement process mean that the target date of end of March 2014 might be missed - further updates throughout the year will be made.
A&C2 We will re-open the Art Gallery and Museum	A&C2a We will complete the recanting & reoccupation programmes in readiness for a 'soft-opening'	Sat-5- Oct-13	Jane Lillystone	 Q2 - Plans on site has progressed at a pace and there is now full possession of the site. Staff are busy with recanting and reoccupation of the buildings in readiness for the re-opening on 5th October. Q1 - Plans are progressing to open the AG&M on 5th October. Partial possession of key areas of the building, such as the Arts and Crafts gallery, Roller racking and picture stores, commenced from May 2013.
	A&C2b We will host the Open West Exhibition	Mon- 30- Sep-13	Jane Lillystone	 Q2 - Staff are busy with recanting and reoccupation of the site in readiness for the re-opening of the AG&M on 5 October. The Open West Exhibition plans are progressing in line with the start of the exhibition on 12th October. Q1 - Plans are progressing to bring the exhibition to the AG&M, opening on 12th October.
	A&C2c We will host the Colin Reed Exhibition	Thu- 31- Oct-13	Jane Lillystone	 Q2 - Plans have progressed at a pace and as at the end of September, the Colin Reid exhibition is taking shape in the galleries in readiness for the re-opening of the AG&M on 5th October. Q1 - Site meetings have taken place with Colin Reid and plans are progressing to bring the exhibition to the AG&M from 4th October.
	A&C2d We will hold an official opening ceremony	Tue- 31- Dec-13	Jane Lillystone	 Q2 - The official opening ceremony plans will be looked at in more detail once the soft opening of the AG&M has taken place on 5th October. Q1 - Plans are progressing

<p>A&C3 We will conclude the Town Hall feasibility study</p>	<p>A&C3a We will have a developed feasibility study for the Town Hall for approval by Cabinet</p>	<p>Wed-31-Jul-13</p>	<p>Gary Nejrup</p>		<p>Q2 - The Feasibility Study was presented and recommendations approved by Cabinet on 16th July. Q1 - Feasibility Study complete. Cabinet report submitted for approval to move the feasibility study to the next phase. Decision to be made by Cabinet and Council in July</p>
<p>A&C4 We will conclude the box office procurement exercise & implement the new system</p>	<p>A&C4a We will award the box office contract</p>	<p>Tue-30-Apr-13</p>	<p>Gary Nejrup</p>		<p>Tender complete. Updated in-house provision awarded with savings made to BtG</p>
	<p>A&C4b We will work with the new service provider to implement the new box office</p>	<p>Sat-31-Aug-13</p>	<p>Gary Nejrup</p>		<p>Box office tender decision to remain in house.</p>

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Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Art Gallery and Museum footfall figures		0	0	until the site opens on the 5th October. This is to allow staff to concentrate on the re-canting of the building. Outreach projects are still operating.	
Town Hall/PPR hire income generated (quarterly & cumulative)		269,251	187,667	Hall Hire figures were slow in the summer months but will improve in quarter 3 as profiled in our budget	
Town Hall/PPR website visits (quarterly & cumulative)		70,001	128,318		
Town Hall/PPR total income (quarterly & cumulative)		271,801	329,697	Good level of sales for this quarter with the extent of the surplus income coming from re-negotiated catering commission.	
Town Hall/PPR catering commission (quarterly & cumulative)	109200	54,701	88,296	A Good Summer on the Garden Bar and wedding event catering	
Town Hall/PPR ticket sales (quarterly & cumulative)		37,401	22,665	Promotions are slow in the summer months but will pick up considerably in quarter 3 as profiled in our budget	

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

Improvement Action	Milestones	End Date	Lead	Progress
VFM1 We will implement the shared ICT service with the Forest of Dean District Council	VFM1a Transfer CBC staff to Forest of Dean District Council (FoDDC)	Tue-30-Apr-13	Mark Sheldon	<p>June 2013: ICT Staff TUPED to FOD on 1/4/13. Task complete.</p>
	VFM1b Implement year 1 of the ICT infrastructure upgrade strategy for CBC and align technologies with FoDDC (18mth implementation programme)	Mon-31-Mar-14	Mark Sheldon	<p>Q2 Further progress made in upgrading infrastructure including the establishment of reciprocal Disaster Recovery arrangements with FOD district council (including formal testing of both electoral registration systems), installation of a video conferencing facility between CBC and FOD, installation of wifi infrastructure in all areas of the Municipal Offices, upgrade of infrastructure to support i-pads (including rollout of MS office 2010 to key users) and implementation of new shared helpdesk software and publication of an ICT service intranet page (including new phone directory). June 2013: Significant progress made in implementing new underlying ICT infrastructure which will support the rollout of new technologies.</p>
	VFM1c Implement reciprocal business continuity arrangements for ICT disaster recovery with FoDDC	Fri-31-May-13	Mark Sheldon	<p>Q2 Electoral registration system successfully tested with no issues raised. Revenue and Benefits system is next to be scheduled for testing. Deadline for full programme of testing to be extended - end date to be determined. June 2013: New reciprocal Disaster Recovery infrastructure now in place in CBC and FOD server rooms. Full testing of applications recovery in planning stage with Election systems already scheduled.</p>
VFM2 We will prepare for a commissioning review of the revenues and benefits services in 2015/16	VFM2a Implement a restructuring within the revenue and benefits teams to deliver Bridging the Gap (BtG) savings target of £88,000 for 2013/14	Sun-30-Jun-13	Mark Sheldon	<p>Q2 New structures agreed and implemented. BtG saving of £88k for 2013/14 delivered.</p>
	VFM2b Implement the new county wide council tax discount scheme for 2013/14 and design a local council tax discount scheme for 2014/15 for consultation in the summer of 2013 and approval by council in December 2013	Tue-31-Dec-13	Mark Sheldon	<p>Q2 Scheme design for 2014/15 considered by county CFO's and Chief Executives in October 2013 and agreed to maintaining the current scheme in view of issue of raising small bills for people who have not paid council tax before. Cabinet agreed report which proposed the 'no change' scheme for 2014/15 and shorter consultation underway.</p>
	VFM2c Support the transition to the 'universal credit' benefits system for new claimants in October 2013 to be administered by Dept of Work & Pensions and to determine the impact on the residual benefit service	Mon-31-Mar-14	Mark Sheldon	<p>Q2 Continued delays in government rollout of universal credit impacted on local timescales. Discussions with DWP continue.</p>




VFM3 We will implement the 'Bridging the Gap' programme and budget strategy for meeting the MTFS funding gap	VFM3a Develop the budget strategy for 2014/15 for approval by Cabinet	Thu-31-Oct-13	Mark Sheldon		Q2 Cabinet approved a budget strategy report in October 2013 which kicked off the budget process for 2014/15 and modelled the impact of the next spending review i.e. a further cut in funding in 2014/15 of £844k (13.6%) and a cut in RSG between 2014/15 and 2015/16 of 28% resulting in a funding gap for 2014/15 of £989k and the gap over the period 2014/15 – 2017/18 which has risen to £2.635m. An energetic and proactive approach to identifying budget savings, carried out as part of the BtG programme has made significant progress towards bridging the gap for 2014/15, having identified at this early stage in the process potential savings of £664k, leaving £327k to find, assuming a 2% council tax increase.
	VFM3b Identify BtG programme savings / income to meet funding gap target for 2014/15 and develop further the budget strategy for closing the MTFS funding gap	Fri-28-Feb-14	Mark Sheldon		Q2 MTFS gap has been updated for the period 2014/15 – 2017/18 and has risen to £2.635m. The BtG group continues to work with Cabinet, SLT and service managers to identify further options. The cross party budget scrutiny working group is also beginning to provide valuable support for the process. June 2013: Work continues to close MTFS gap which increased to £3.6m as a result of a 10% cut announced for 2015/16 for the next spending review.
	VFM3c Support the management of the Gloucestershire business rates pool for 2013/14, determine whether to pool in 2014/15 and evaluate the impact on the MTFS of business rates retention	Fri-28-Feb-14	Mark Sheldon		Q2 September position statement suggests a much better position for the council which is likely to result in no requirement to call on the reserve. Pooling modelling appears to indicate that pooling has benefited Gloucestershire and, on this basis, CFO's and Chief Executives have agreed to continue to pool for 2014/15.
VFM4 We will deliver the Cheltenham Futures (Future Council) programme for residual council services	VFM4a Work stream 1 - identify through management restructuring / efficiency measures savings to meet a target for 2013/14 of £150k resulting from the loss of on street parking enforcement and to evaluate the impact on the retained organisation	Tue-30-Apr-13	Grahame Lewis		Q2 - The initial target of £150k for 2014/15 will at this stage be achieved. Q1 On target at this stage
	VFM4b Work stream 2 - report to council proposing the new senior management structure to deliver savings of £200k/yr	Fri-28-Feb-14	Andrew North		Q2 Report agreed at council; appointments committee has ratified proposals. The proposed structure will deliver savings of circa £220k per annum by 2016/17
VFM5 We will agree an Accommodation Strategy	VFM5a Develop the business case, including funding strategy, for the relocation of the council's offices	Sun-30-Jun-13	Mark Sheldon		Q2 Following the aborted attempts to acquire an alternative office location, officers are now reviewing future needs in view of the significant organisational changes which have taken place since the last assessment and to consider future plans. This is likely to considerably reduce the office accommodation needs and open up alternative opportunities.
	VFM5b Negotiate and agree partner commitment to an alternative office location	Mon-31-Mar-14	David Roberts		Q2 - as above; search on going for a suitable alternative property

	VFM5c Complete the marketing exercise of the Municipal Offices for redevelopment	Mon-31-Mar-14	David Roberts		Q2 - as above; marketing exercise linked to identification of suitable alternative premises for CBC.
	VFM5d Determine the business ICT requirement / strategy for new offices	Mon-31-Mar-14	Matt Thomas		Q2 Relocation of ICT server room to FOD is being progressed and the team are ensuring that the new technologies being implemented are transportable to an alternative location.
	VFM5e Determine space requirements to support the 'future council' and assess future business needs, including meeting and front of house requirements, in relocated offices	Mon-31-Mar-14	David Roberts		Q2 Work is currently in hand to ascertain current and future needs.
	VFM5f Agree a vision and roadmap for the rationalisation of information / data storage to support an office relocation based on reduced physical storage space	Mon-31-Mar-14	Mark Sheldon		Q2 No further update - pending outcome of the accommodation strategy and FOD/CBC ICT infrastructure alignment. June 2013: Pending outcome of the accommodation strategy and FOD/CBC ICT infrastructure alignment.
VFM6 We will agree an Asset Management Plan	VFM6a Develop a car parking strategy to inform the Asset Management Plan	Mon-31-Mar-14	David Roberts		Q2 - need for more holistic view with joint report between property and built environment - due by March 2014
	VFM6b Develop and approve an Asset Management Plan which captures the aspirations for the council's property portfolio	Mon-31-Mar-14	David Roberts		Q2 - capital strategy to be presented to SLT by March 2014
	VFM6c Develop and approve a funding strategy to support the Asset Management Plan	Fri-28-Feb-14	Mark Sheldon		Q2: Work stream delayed as a result of the delay in the sale of North place which will determine the key issue of the amount of resources available to fund the council's property aspirations.

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Service Indicators

Indicator	Baseline	Target	Current	Comments	Status
Number of Freedom of Information internal reviews		0	3		 Low is good
Amount of savings delivered by Go Shared Services		0	268,000	CBC saving target of £258k achieved via GOSS new structure and ERP system reduced / shared costs	 High is good
Percentage of staff appraisals completed		90.00 %	88.00 %	SLT are aware of the £3 outstanding appraisals and are working with the relevant managers and the L&OD team to ensure their completion	 High is good
Number of stage 3 complaints		3	2		 Low is good
No. days lost due to sickness absence		3.49		system not yet producing valid sickness absence figures	 Low is good
number of complaints forwarded to the LGO complaint investigation decisions		0		data not available until the end of the year	 Low is good

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